



Institutional and Context Analysis (ICA) for Participatory Governance Assessments

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Claudia Melim-McLeod
Oslo Governance Centre
Democratic Governance Group
UNDP Bureau for Development Policy



What is institutional and context analysis?



Definition:

“Institutional and context analysis focuses on political and institutional factors as well as processes concerning the use of national and external resources in a given setting, and how these have an impact on the implementation of UNDP programmes and policy advice.”



What issues are picked up by an ICA?



- Interests and constraints of different types of stakeholders
- Power relations
- Clientelism, patronage networks
- Grand, petty corruption
- Implications from presence of informal institutions (eg. traditional leaders/justice mechanisms) along formal ones
- Risk factors caused by the above; Entry points taking these factors into account.



Institutional and Context Analysis for a PGA



- **Step 1:** Defining scope of the analysis
- **Step 2:** Mapping formal and informal rules and institutions
- **Step 3:** Stakeholder Analysis
- **Step 4:** Identification of entry points, risks and risk mitigation strategies



Institutional and Context Analysis

Step 1: Defining the scope of the analysis



Examples based on national programme components:

- *How can we achieve fully functional and sustainable MRV monitoring systems?*
- *How can we ensure transparent, equitable and accountable management of REDD+ payments?*
- *How can we use REDD + as a catalyst for transformation to a green economy?*



Institutional and Context Analysis

Step 2: Mapping rules and institutions



- Purpose: To understand the enabling / disabling environment
- Formal rules and institutions – what is the existing legal framework of the issue at hand? Is it adequate? Is it enforced? What is the record of reforms in this area?
- Informal rules and institutions – What are the informal rules, mechanisms and cultural factors preventing adoption/ implementation of relevant legislation and regulatory frameworks?



Institutional and Context Analysis: Step 3: Stakeholder analysis



- Who are the main actors relative to the area of focus of the project?
- How much power does each actor have on a scale from 1-4?
- How much interest in the project would each have on a scale from 1-4?
- Based on their power and interest, place each stakeholder on the power/interest diagram. This will show you the degree and type of engagement required.



Stakeholder Analysis – 1



Types of Stakeholders

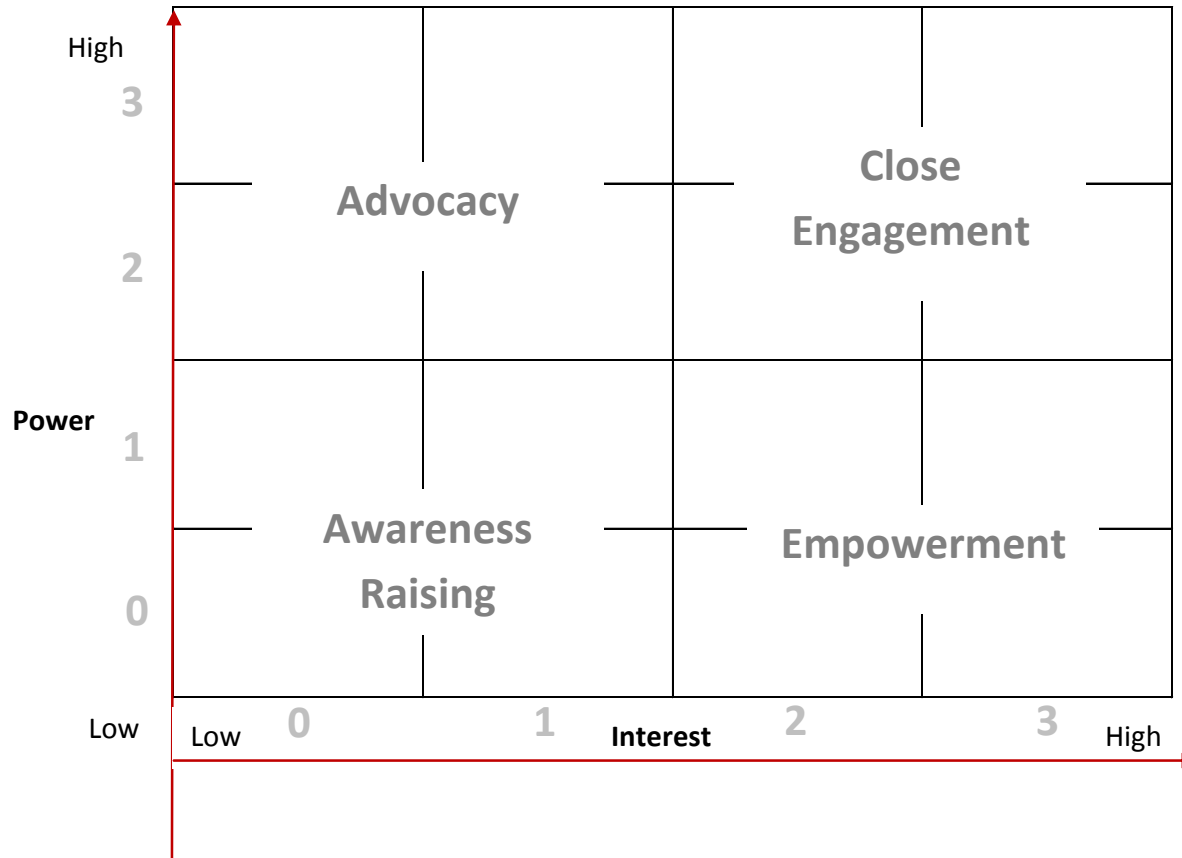
Private sector stakeholders	Public sector stakeholders	Civil society stakeholders
Corporations and businesses Business associations Professional bodies Individual business leaders Financial institutions	Ministers and advisors (executive) Civil servants and departments (bureaucracy) Elected representatives (legislature) Courts (judiciary) Political parties Local government / councils Military Quangos and commissions International bodies (World Bank, UN)	Media Churches / religious groups Schools and Universities Social movements and advocacy groups Trade unions National NGOs International NGOs



Stakeholder Analysis 2-



Power / Interest Grid for Stakeholder Analysis



Stakeholder Analysis - 3



- What stakeholders would bring most traction to a positive change process? How can they be supported?
- How should we engage with the remaining stakeholders before and during project implementation?
- What kind of collective action by stakeholders or a coalition of stakeholders could enhance their influence and lead to or block change?



Institutional and Context Analysis Step 4: Identification of entry points and potential for change

- Based on the findings of the ICA so far (informal institutions, stakeholder analysis), what are the most feasible entry points (individual partners, processes) for interventions in this area?
- What are the main risks involved in making progress in this area? What can be done to avoid this? If we anticipate risks, how can we mitigate possible adverse effects (corruption, lack of engagement by stakeholders, blockages by political/economic vested interests etc)
- What actions should be prioritized?



Conclusion



ICA helps to:

- Better understand the enabling/disabling environment, and the real interests of stakeholders
- Assess the likelihood of achieving the intended development change, given the prevailing political conditions, social constraints, and existing resources.
- Prioritize among different objectives and entry points, sequencing interventions in a way that maximises impact and sustainability.
- Predict and manage risks.



What is the best time for an ICA? How can OGC help?



- Any time there is a need to engage with multiple stakeholders to achieve a development outcome (as opposed to output!)
- Past experience from Jordan, Nepal, Bangladesh and Tunisia: ICA at varying stages of programming process (inform programme document, mid-term review, identify road blocks and come up with strategies to address them)
- How OGC can support you: advice on the best way to adapt ICA so it is **fit for purpose**; access to our roster of consultants.



Thank you!

