

Gender & Stakeholder Analysis

WHAT

Stakeholder analysis is the systematic identification and analysis of the different individuals and groups who have an interest in, can influence and/or can be impacted by a WFP programme – positively or negatively.

Gender-sensitive stakeholder analysis consciously examines the commitments, capacities and efforts of the different women and men (and girls and boys), as well as organisations, in mainstreaming gender and in advancing gender equality and women's empowerment.

Stakeholder analysis involves:

- identifying a programme's stakeholders
- identifying the interests (needs, concerns, priorities etc.), influence (degree of power) and capacities of key stakeholders
- understanding the relations between the different stakeholders, which may be cooperative or conflictual
- identifying how each stakeholder will be impacted by the programme
- using the analysis to inform programming

WHY

To realise the aim of a world of zero hunger, WFP needs to identify and engage the groups and individuals – diverse women, men, girls and boys – whose interests and/or influence are key to equitable, inclusive and sustained outcomes. And because equitable, inclusive and sustained outcomes can only be achieved if there is equality and social justice, it is essential that WFP knows which stakeholders are gender equality allies, potential partners and targets for advocacy efforts.

Also, it has often been the case that the more powerful individuals and groups – who have historically been, and often continue to be, men – have had their needs and interests heard and addressed. A gender-sensitive stakeholder analysis ensures that the voices of all are heard, so that it is possible to equitably address the needs, interests and priorities of diverse women, men, girls and boys.

Stakeholder analyses are important for **hearing from individuals and groups who are not necessarily the loudest, most powerful or with the most extensive networks**. It is important to hear from the diverse stakeholders – who may or may not be organised in formal or official bodies – because that supports informed decision-making and strategic programming; knowing who to engage with, how and when.

Benefits of Gender-Sensitive Stakeholder Analysis:

- identifying and understanding the positions and interests of all programme stakeholders
- building commitment to, and ownership of, the programme among the communities and individuals with whom WFP works
- strategic partnering
- identifying potential risks to achieving programme goals (which is important for effective risk mitigation strategies)
- identifying the stakeholders who actively support, are blind to, or oppose, gender equality
- supporting accountability

WHEN & WHERE

A stakeholder analysis can be done at **any stage** in the programme management cycle.

A stakeholder analysis is particularly important in the design stage because it helps to identify:

- the interests of all stakeholders – those who are affected by and those who will influence the programme
- relationships that can positively contribute to implementation and realisation of programme outcomes
- potential risks (and so inform the risk analysis and mitigation strategy)

WHO

Who conducts the stakeholder analysis

A stakeholder analysis should be conducted by WFP staff responsible for the programme.

This may involve one person coordinating the stakeholder analysis, with the participation of other members of the programme team (or Office, Unit etc.).

Who is analysed

A stakeholder is any person, group or institution that has an interest in, or can influence, a WFP programme.

Key Stakeholders

Interest

stakeholder's needs, concerns, priorities are central to the WFP programme

and/or

Influence

capacity to significantly affect (positively or negatively) the WFP programme – implementation and outcomes

Different types of stakeholders

Primary

Stakeholders directly affected – positively or negatively – by a WFP programme (e.g. women smallholder farmers, refugees).

Secondary

Stakeholders indirectly affected by the programme or who play intermediary roles (e.g. relatives of a girl receiving school meals or take-home rations).

Key

Stakeholders whose interests – their needs, concerns, priorities – are central to a WFP programme (e.g. women, men, girls and boys who are hungry and/or malnourished).

Stakeholders who have significant ability to influence – positively or negatively – implementation of a WFP programme and the outcomes (e.g. national government, donors, parties to an armed conflict).

Internal

Staff, units, offices, bureaus etc. within WFP. ([WFP Organigram](#))

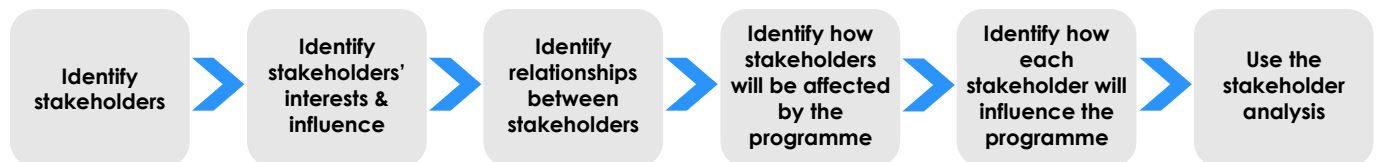
External

Individuals not employed by WFP and entities that don't form part of WFP's organisational structure – direct and indirect beneficiaries, local authorities, governments, cooperating partners, companies, civil society organisations, other UN agencies, donors, technical experts etc.

Who operate at different levels

Micro-level	Meso-level	Macro-level
Household & Community	District / Sub-national	National, Regional, Global

HOW



Use the stakeholder analysis matrix to document each stage of the process. [Stakeholder Analysis Matrix](#)

1. Identify stakeholders and who they represent

List the **primary and secondary stakeholders**, indicating who they represent.

Check:

- Are all the key stakeholders listed, including at the micro-, meso- and macro-levels?
- Does the list of stakeholders include individuals and groups that support the programme and those who do not?
- How has a gender analysis been used to identify the different stakeholders?
- What is the gender composition of the stakeholders listed? Is the membership of a stakeholder group mostly men or women?
- Are any new stakeholders likely to emerge during the programme?
- Are there women-only or men-only groups among stakeholders? Are women's rights organisations listed? Are women and men leaders listed?

2. Identify interests and influences of each stakeholder

Identify the interests of each stakeholder, paying attention to **who the stakeholder represents** (e.g. rural women, land owners, youth, persons with disabilities, men smallholder farmers, religious leaders).

Information about a stakeholder's interests and influence can be obtained from, for example, their official documents and communications, member lists, budgets, interviews, group discussions, references and media coverage.

From the various sources of information, interests and influence can be identified by asking:

- Why was the stakeholder (e.g. NGO) created? What is its vision and mandate?
- Who are the stakeholder's members? Who does the stakeholder represent? (women? men? girls? boys – of particular ages, dis/ability, ethnicity, religion, sexuality, economic status etc.?)
- What has the stakeholder done before and what future activities / outputs are planned?
- Who are the stakeholder's donors, funders and allies?
- What are the stakeholder's expectations of the programme?
- Is the stakeholder likely to benefit from the programme? How?
- What resources will the stakeholder likely commit (or avoid committing) to the programme?
- What other interests does the stakeholder have which may conflict with the programme?

WFP Gender Office
Gender & Stakeholder Analysis

Check:

- Have the interests of each stakeholder been identified? Remember, a stakeholder usually has more than one interest.
- What efforts have been made to identify any hidden interests?
- If a stakeholder has several interests, which is the dominant one? For example, are issues about gender equality at the top or bottom of a stakeholder's priority list? Are the interests of one group of members given priority over those of other members?
- If a stakeholder is a coalition of groups, who speaks on behalf of whom? Does the collective opinion represent the interests of women and men equally?
- Do the stakeholders listed represent the interests of the diverse women? Men? Girls? Boys? If not, who speaks on behalf of the women, men, girls and/or boys who are not organised or do not have access to decision-makers?
- Are there differences between the stakeholders who operate at the micro-, meso- and macro-levels in terms of representing the specific interests of women, men, girls and boys?
- Which stakeholders can have a significant influence (positive or negative) on the programme? Are they women, men, girls, boys?
- Has each stakeholders' level of commitment to gender equality been determined?

3. Identify the relationships between the stakeholders

Identify the relationships that exist between the different stakeholders. The relationships may be cooperative or conflictual. There may be active collaboration between some stakeholders or competition.

Check:

- How do the stakeholders regard one another? Do they operate independently? Do they interact? Are there coalitions or groups of allies among the stakeholders? If so, what brings the stakeholders together (e.g. shared interest, common donor, location)?
- What are the power dynamics between the different stakeholders? Who dominates? Does power differ according to gender? How?
- Is there a conflict of interest between any stakeholders?
- Could the programme lead to conflict between stakeholders? Which stakeholders? How? What can be done to prevent conflict between stakeholders?

4. Identify how the WFP programme will affect each of the stakeholders

Analyse how the WFP programme will affect the different stakeholders, positively or negatively.

Consider the potential impact of the programme on women, men, girls and boys separately; identifying who gains and who, if anyone or any entity, doesn't gain.

5. Identify how each stakeholder will influence programme implementation and outcomes

Identify the different capacities of each stakeholder in relation to programme implementation and outcomes. Indicate the potential roles of each stakeholder in the WFP programme.

Check: Consider each question with gender equality and empowerment in mind.

- What are each stakeholder's programme-relevant knowledge, skills, experiences, influence, resources etc.? Remember, women, like men, have capacities; not just vulnerabilities.
- What are the gender equality-related capacities of each stakeholder?
- What would be the nature and extent of each stakeholder's participation in the programme? If a stakeholder is excluded from the programme, what is lost? (e.g. the voices of women?)

WFP Gender Office
Gender & Stakeholder Analysis

- Are there differences in capacities and influence between stakeholders at the micro-, meso- and macro-levels? What implications do any differences in capacities and influence have for programme implementation and outcomes, including in relation to gender equality?
- Which stakeholders have most influence over programme? Who, and which interests, do they represent? Which stakeholders positively influence the programme in terms of gender equality?
- What capacities do the stakeholders have to oppose and resist (negatively influence) the programme, including gender equality outcomes?
- Is it safe for stakeholders to share their interests and needs?

6. Use the stakeholder analysis

Use the results of the stakeholder analysis to:

- identify the key stakeholders who should be involved in the programme and/or will be directly impacted (e.g. cash, food, voucher recipients)
- determine the nature and extent of each stakeholder's participation in the programme
- the capacities that key stakeholders can bring to the programme
- identify alliances
- inform the programme risk analysis and mitigation strategy

Pay particular attention to stakeholders with a high degree of influence – power. Do the influential stakeholders represent the interests of women, men, girls and boys? Do the vision and mandates of the influential stakeholders align with those of WFP, or not?

ADDITIONAL RESOURCES



European Commission (2009), [Toolkit on Mainstreaming Gender Equality in EC Development Cooperation](#) (Section 1, Chapter 6)



Food and Agriculture Organization (2001), [SEAGA Intermediate Level Handbook](#).