



## Stakeholder Mapping and Assessment

This step is part of the Pillar 2 diagnosis and seeks to narrow down the entry points for anti-corruption initiatives to address the key priority topics identified. It follows the diagnosis of 'Drivers of Corruption' and, together with a Political Economy Analysis (PEA), is intended to move the analysis from the level of identifying what needs to change in order to deal with the prioritised problems of corruption to discerning the feasibility of such change actually taking place. The assessment looks at the interests and resource mobilisation capabilities of different stakeholders to clarify how much support or opposition an anti-corruption initiative would likely face and whether there are measures that can be taken to enhance buy-in.

The Governance Analysis and the PEA provide indispensable building blocks to undertake this last stage of the diagnosis process. At this point, the goal is to narrowly assess the interests and agendas of different

stakeholders who would be affected by possible intervention approaches to address the identified corruption priorities.

In the first instance, the different stakeholders who would be affected by an anti-corruption initiative promoting a change in the status quo must be identified. The PEA can help illuminate not only who the formal and informal actors are that would see their interests impacted in one way or the other, but also the nature and magnitude of the stakes involved in challenging the status quo.<sup>1</sup>

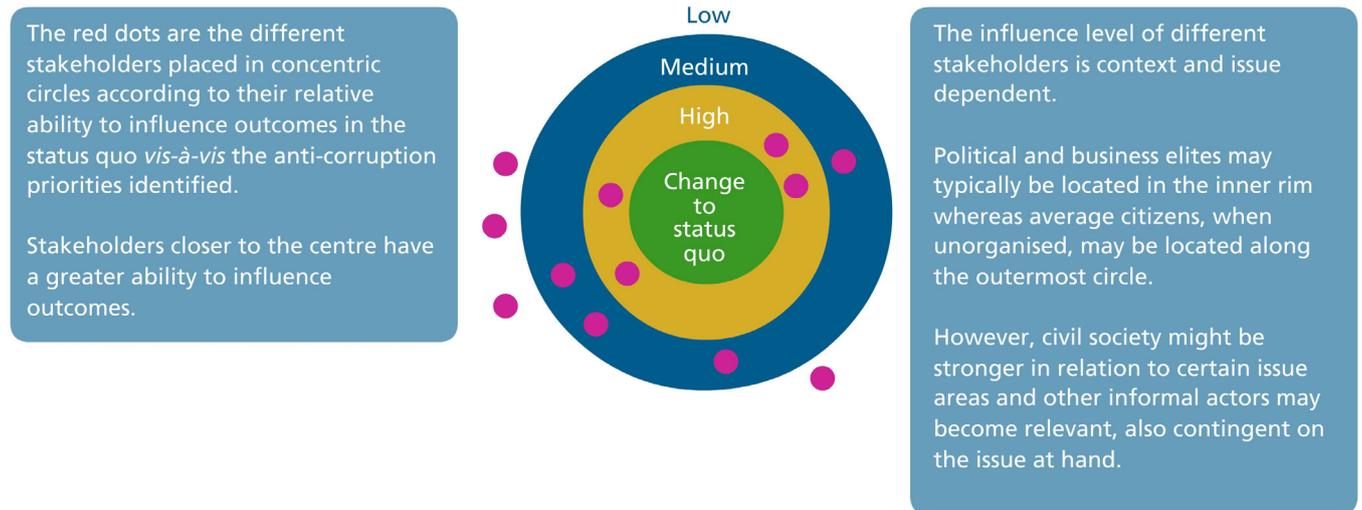
Important questions to ask regarding each of the actors identified are:

- **What resources of power does this actor have access to?** These can include money, expertise, networks with other important actors, and/or the ability to marshal votes or mobilise street protests.

<sup>1</sup> The following framework draws from González-Rossetti and Grindle (2002). See also González and Munar (2003).

One of a series of eight, this Issue Paper is a companion document to [The SDC's Anti-Corruption Guidance](#). The series provides recommendations on how to apply the Four Pillar approach described in the Guidance for the purpose of anti-corruption programming with a thematic focus or as a transversal theme. The Issue Papers follow the structure of the Guidance and they clarify the concepts, topics and approaches it presents, and also provide links to resources that go deeper into selected topics.

**Figure 1. Strategic stakeholder policy map (influence level)**



Source: González-Rossetti and Grindle (2002).

■ **How high a priority is the reform outcome for the actor?** This requires a reasonable estimation of the extent to which the actor would be willing to 'spend' resources of power to influence the outcome of a reform initiative

On the basis of the responses to these questions, it is possible to construct a stakeholder influence map that indicates the distribution of power and influence *vis-à-vis* a potential change to the status quo regarding the corruption problem(s) that has/have been identified as priorities (see Figure 1).

The next step is to harness the information gathered through the PEA in order to determine the interests and agendas of the different stakeholders. Adding the political dimension to the assessment is key and integral

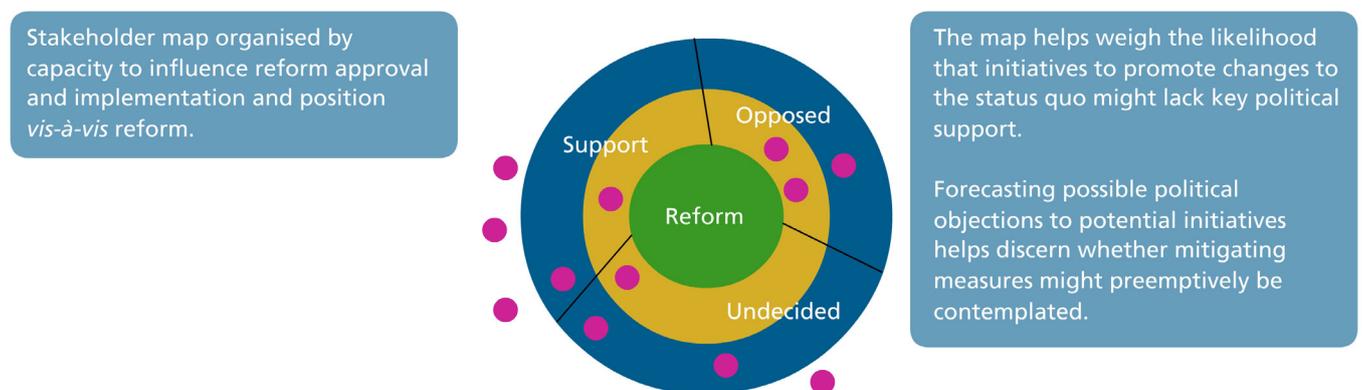
to Thinking and Working Politically in development cooperation. The goal is to get an idea about the likely position of different stakeholders regarding initiatives promoting anti-corruption in the issue area of interest as illustrated in Figure 2.

The information obtained through this analysis can be useful to discover what might be changed in the **content** of an initiative or in the **context** in which it is to be introduced and implemented. The goal is to promote buy-in and uptake of potential interventions or initiatives.

Altering the **content** of a reform may involve:

- Finding alternative ways of achieving the same goal through other kinds of initiatives and mechanisms

**Figure 2. Strategic stakeholder policy map (position vis-à-vis reform)**



Source: González-Rossetti and Grindle (2002).

- Accepting certain concessions to enhance the buy-in of key players.

Altering the **context** in which it is to be adopted and implemented may involve:

- Trying to alter the balance of influence arrayed against a reform by negotiation with those who resist
- Mobilising actors to support the initiative, therefore creating demand for change.

## References

- González-Rossetti, Alejandra and Grindle, Merilee (2002) 'Policy Toolkit for Feasibility Analysis for the Inter-American Development Bank', Washington DC (unpublished)
- González, A. and Munar, W. (2003) The Political Economy of Social Sector Reforms, Economic and Sector Study Series, Washington DC: Inter-American Development Bank