



Working Paper

CORRUPTION, JUSTICE AND LEGITIMACY PROGRAM

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Understanding Actors: Stakeholder Analysis for Fighting Corruption in Contexts of Endemic Corruption and Conflict

Input Requested



Working Papers are the Corruption, Justice & Legitimacy (CJL) Program's way of sharing initial findings that are substantial and worthy of review, but still open to evolution and improvement through scrutiny from the community of practice. CJL encourages readers to send their thoughts and critiques to cjl@besaglobal.ca.

Understanding Actors: Stakeholder Analysis for Fighting Corruption

Working Paper

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The Corruption, Justice and Legitimacy Program @ Besa Global

The **Corruption, Justice and Legitimacy Program (CJL)** is a research-to-practice initiative committed to improving the impact of anti-corruption programming in contexts of endemic corruption. We have pioneered a systems-based corruption analysis methodology that identifies drivers and enablers of corrupt practices in order to inform strategic programming decisions. Integral to CJL's approach is the inclusion of social norms, a critical determinant of behavior. Our research shows how norms drive corrupt practices and inhibit anti-corruption efforts, especially in contexts of fragility and conflict. Key to improving effectiveness and our commitment to 'do no harm' is developing processes to adapt anti-corruption programs to the realities of fragile and conflict affected states. Advances in our work can be found on the **Corruption in Fragile States Blog**.

CJL is housed at **Besa Global**, an innovator and convener in the corruption and conflict space. As a thought leader, Besa Global works with social change partners to make strategic decisions to maximize their impact.

This **Working Paper** is part of the Corruption, Justice and Legitimacy (CJL) Program's "Corruption as a System" research-to-practice workstream, which integrates systems approaches into anti-corruption. Working Papers are CJL's way of sharing initial findings that are substantial and worthy of review, but still open to evolution and improvement through scrutiny from the community of practice.

CJL welcomes your critique, questions and input at cjl@besaglobal.ca.

Understanding Actors: Stakeholder Analysis for Fighting Corruption

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Introduction

Stakeholder analysis helps a program team identify who has the power to champion or block changes in corrupt practices. It offers a structured process to identify key players and their role, power and incentives relevant to the corrupt practices being assessed. The process is applicable to explicit anti-corruption and integrity programs as well as development or peacebuilding programming that have reducing corruption as one objective, amongst many, within their theory of change.

We pay particular attention to situations of **endemic corruption**, in which corrupt behaviors are not occasional aberrations by individuals; rather, corruption is widespread, systemic and normalized. As many contexts of endemic corruption also experience conflict, our process also has an integrated conflict lens.

1. What is the Purpose of a Stakeholder Analysis?

A stakeholder analysis is a tool to deconstruct political will. It moves beyond the generic question of whether ‘political will’ exists or does not exist and permits a more nuanced understanding of who has power, motivation and ability to act with or against an anti-corruption initiative, and to what degree.

With a stakeholder analysis in hand, it is possible to figure out what is feasible to do in relation to corrupt practices, how to generate or harness the will that does exist, or how to work around the absence of political will to fight corruption. Stakeholder analysis is also a necessary first step in exploring the potential for launching a collective action effort and contributes towards making a program conflict-sensitive.

Practically, stakeholder analysis involves identifying the actors, both individuals and groups, implicated in the corruption problem you seek to address and:

- Understanding how each actor relates to the issue to determine which ones need to change their behavior in order to diminish corrupt practices;
- Developing a deeper understanding of the motivations and logic of each actor – to identify potential allies/partners as well as potential ‘spoilers’ – that is, groups/people who are likely to block or undermine your efforts;
- Identifying the relationships and power dynamics among the actors to determine who influences whom, in order to develop strategies to influence them; and
- Determining how the various actors are involved in ongoing social/political conflicts.

II. Conducting a Stakeholder Analysis

A stakeholder analysis is most effective when applied to a specific pattern of corrupt behavior — such as falsifying land deeds or manipulation of citizenship laws – that has already been identified through a corruption analysis process. The process is applicable to both petty and grand corruption as long as a specific behavior has been identified in the corruption analysis.

Once the behavior(s) have been identified, stakeholder analysis has five steps:

1. Who is involved? Identify the key actors (groups or individuals) pertinent to the corrupt behavior.
2. What do they do? Describe the relation or role of each actor to the corrupt behavior(s).
3. Why do they do it? Analyze the interests and motivations of each of the actors.
4. How do they have influence? Analyze the amount and sources of power of each of the actors.
5. Are there conflict connections? For conflict contexts, determine the role the actors may have in the conflict.
6. Synthesize and analyze the stakeholder information to determine what anti-corruption strategies and activities are most appropriate and effective.

III. Stakeholder Analysis Tools

In the following sections we present a stakeholder analysis chart which prompts and organizes the information from steps 1-5. A completed chart acts as the foundation for the two analytic tools presented:

1. Coalition Analysis: Interests and Influence Matrix
2. Relationship Mapping of Stakeholders

While strategy insights can be gleaned directly from the process of populating the chart, the analytic tools offer a way of synthesizing the stakeholder information in a manner that informs strategy.

The Foundation: Stakeholder Analysis Chart

This chart helps capture and organize the information gathered in a stakeholder analysis. An explanation of each column or step in the analysis process follows. The chart below is populated with an example to help elucidate the ideas.

State the corrupt behavior you want to address: _____

Example: Customs officials demand bribes to clear products through customs (including illegal arms).

People/Actors <i>Who is involved?</i>	Role or relation to the corrupt behavior <i>What do they do?</i>	Interests and motivations <i>Why do they do it?</i>	Source of influence/ Power <i>How do they have influence?</i>	Relation of actors to conflict dynamics <i>Are there conflict considerations?</i>
Example: Customs officials at border with X country	Demand bribes for customs certificates Turn a blind eye to (or profit from) transport of illicit goods across the border	They need to supplement their salaries to have a decent standard of living and support their families They seek social status and respect, which depends on having wealth Their extended family and community expect them to contribute money They fear ostracization or ridicule from their family or community if they do not meet expectations of wealth They are pressured by superiors to pass money informally to them, as a cut from bribes They feel their region has been ignored by a corrupt national government – therefore, they are justified in taking bribes to address the inequality	They have formal authority to issue certificates They have knowledge of entry of illicit goods —with the potential power to report them to the legal system (though that might not be so threatening if the police and courts do not enforce the law) Sources of power or influence over them: They must defer to their superiors	Border officials tend to be from dominant ethnic group in the capital, often in tension with local groups Officials are seen as favoring certain groups and demanding higher bribes from people from local communities
<i>Add rows as needed.</i>				

How to Fill Out the Stakeholder Analysis Chart

State the corrupt behavior (above the chart)

Corruption is the abuse of power for personal gain which can take many forms. At the top of the chart, state the specific corrupt practice you are addressing. Does the corrupt behavior, for example, involve judges demanding bribes? A hiring manager only accepting applications from family members? Political interference in judicial decisions? Specific actors exercising improper or excessive influence in shaping the rules of the game (laws, regulations, procedures) so that they benefit their interests (even if their behavior is not illegal)? Different corrupt acts will involve different actors so getting specific matters.

This step is important, even if corruption is not the primary focus of your program. Corruption may be only one of many factors hindering the achievement of your development or peacebuilding goal, but to address it the team will still need to understand who is winning and losing and who has the ability to make or block change on the corruption issue.

1. Who are the key people or actors? (1st column)

Who are the actors (people, groups, social networks, institutions such as government ministries or agencies, companies, local governments, political parties, etcetera) who are involved — formally or informally — with the corrupt behaviors you are concerned about?

As people generate lists of actors, it is common to question if specific prominent or influential **individuals** should be included. The answer is perhaps — it depends on how widely shared the analysis is likely to be. While it is useful to identify critical individuals, particularly to understand their networks of influence and interest, this can be very sensitive. At the same time, in a **system** of corruption, while individuals do matter, it is often the structures and incentives in the system that drive behavior. In this context, identifying the **roles** of people involved with the corrupt behaviors may be sufficient and less sensitive than identifying specific names.

TIPS for identifying key actors:

- a) *Who facilitates or benefits from the corrupt act?* Do not just think about the actors **directly** engaged in, facilitating or benefiting from the corrupt behaviors, and/or those blocking efforts to change. Think also about actors who might **facilitate** the corrupt behaviors or benefit **indirectly** from them, as well as about those who may have influence over the primary actors' decisions about whether to engage in the behavior. Finally, there may be stakeholders who are harmed, directly or indirectly, by the corrupt behavior; while these parties are often not directly involved, and may not have significant influence over the behavior, they could become part of a coalition to combat the corrupt behaviors.
- b) *Who is behaving with integrity?* Do not think only of actors engaged in corrupt behaviors. Try to identify people who are behaving with integrity or actively resisting the corrupt behaviors, even if their influence is currently weak. They may represent 'bright spots' in the system that can be built upon in a change effort. People who may be harmed, directly or indirectly, by the corrupt behavior might also be considered; while these parties are often

not directly involved, and may not have significant influence over the behavior, they could become part of a coalition to combat the corrupt behaviors.

- c) *Get specific with the groupings*: Do not just think in terms of categories of actors — e.g. government, civil society, private sector, social actors, community leaders, religious leaders, etcetera. Break down stakeholders sufficiently to understand potential different or competing interests, agendas and influences within the broader stakeholder groups. For instance, small, family-owned businesses in rural environments may have very different interests than local offices of multinational corporations, so lumping the private sector together would hide those differences. All government officials are also not the same, specific agents at ports and border crossings differ from those who handle passports or sit in the Inspector General's office.
- d) *Consider gender and social identities*: Disaggregating gender and relevant social identities (e.g. race/ethnicity, religion, age, political affiliation, etcetera) into the analysis of each of the stakeholders is another important way to differentiate groups. Women are likely to have different interests and influences from men. In conflict contexts, social-political identity and affiliations will also likely play a significant role, even if they do not seem immediately relevant to the issue, as the relationship of conflict agendas and interests related to corruption may be complex. For example, female judges in the criminal justice system may have very different perspectives than men due to the gender norm that holds women to different standards when it comes to corruption.
- e) *How do international actors/entities play a role?* How does your group show up in the analysis? Development partners and international non-governmental agencies also have their own interests, relationships and influence that are part of the political economy of the context.

2. Actors' role or relation to the corrupt behaviors (2nd column)

How is each stakeholder involved with the corrupt behaviors you have identified? What is their role and behavior? Do they grant permits for a key activity? Must they pay bribes to get relatives released from jail? Should they be exercising oversight over actors engaging in corruption — but failing to do so? Do they take a cut of their team's takings? Do they put direct or indirect pressure on officials to take bribes? Are they brokers in corrupt transactions? How does each stakeholder either benefit or lose from corrupt activities? And so forth.

3. Analyze interests and motivations of actors in relation to corrupt behaviors (3rd column)

Consider the motivations and interests of each actor and how the corrupt behaviors affect them. What is at stake for each actor? What agendas, goals, fears, concerns, or aspirations do the corrupt behaviors help the actor fulfill? Another way of thinking of this is to analyze how the corrupt acts benefit or threaten each of the actors.

Dig beneath the surface positions and publicly stated agendas (gaining power, greed, need, etcetera) to uncover the underlying motivations, incentives, fears, needs, aspirations, constraints, and pressures that lie beneath the stated/overt positions and are not very visible.

Understanding the full range of underlying interests is important for developing innovative and effective programming. You may be able to satisfy or engage with an actor's interests while at the same time promoting non-corrupt behaviors.

TIPS for understanding interests and motivations:

- a) Do not assume all interests are malign or unethical. The well-documented ‘attribution error’ in psychology is a reminder that our perceptions and judgments are biased. We tend to attribute others’ bad behavior to their character but are very aware of the role of contextual factors in shaping our own. Thus, actors may be greedy or power-hungry, but they may also be motivated by family obligations and loyalties, basic human needs (food, housing, et-cetera), professional aspirations and pressures, social pressures, political fears and concerns, among others. Try to understand what shapes their motivations and interests **from their perspective**. This means looking beyond their individual desires and values to understand how the context they live in shapes their interests and incentives, including the pressures and demands from others and the rules (formal and informal) they must follow.
- b) Consider a wide range of possible interests and motivations a stakeholder may have — financial, economic, social, political, professional, community, and relational. Think about **why** the actors are engaging in or supportive/tolerant of the corrupt behavior and what fears, concerns or barriers they may experience to following the formal rules.
- c) Keep asking ‘why’. While, on one hand, it may be helpful to understand, for example, that a party wants power, or needs funds to further their political ambitions, on the other hand, understanding the deeper motivations is just as important. Ask why power is important, why the funds are necessary, what concerns or fears they face if they refuse to engage in corrupt behaviors or do not achieve the power they desire. These reflections can help you develop a more nuanced understanding of their interests.
- d) Do not just rely on your assumptions – ask yourself what evidence you have that your analysis is accurate. How might you seek validation or refinement of your analysis from people with different perspectives?

4. Assess the degree and sources of actors’ informal or formal influence or power (4th column)

This helps understand the actors’ capacity to either facilitate or block reform, and, importantly, the sources of the power or influence they have to do so. With respect to each actor, ask: what are the sources and levels of power and influence (if any) they have **over the issue** in question, and over **other parties**? Consider also the sources and degree of power they have in relation to the drivers or enablers of the particular corrupt behaviors you are looking at. Sometimes a party may have power and be able to exercise it in one context but is constrained in another — be as specific as possible.

TIPS for analyzing actors’ power:

- a) Consider a wide range of potential sources of power – political, economic, social (i.e. personal status or social norms), ideological, reputational, professional, cultural, religious, et-cetera.
- b) Consider both formal and informal sources of power. For example, some stakeholders may have formal positions and titles, with formal powers. They may have formal supervisory or oversight power over people connected to the issue. They may control financial flows or access to equipment and resources or be a necessary part of or control a relevant administrative process. They may have access to information that is critical and restricted. Or the

power may be more informal, stemming from family or community relationships, political connections, moral power, or visibility in the media or social media. They may be able to call on a large constituency or rally significant numbers of citizens.

- c) Investigate relational sources of power amongst different stakeholders. Do actors have collaborative or antagonistic relationships? The type of relationship will affect the kind of influence they have over each other. Are there exchange relationships (e.g. financial exchange, trade, customer/client)? Are there social and political affinities and relationships (pre-existing, such as group membership, school bonds, church membership, political party membership, etcetera)? These can be sources of influence (or lack of influence). In conflict contexts, group identities and relationships can be a significant source of influence or control over others.

5. Relation of actors to conflict dynamics in the context (5th column)

Each actor in the stakeholder analysis table can be assessed regarding the role(s) they may play in conflict dynamics that reinforce corrupt behaviors. In a conflict context, consider the **conflict-related agendas and interests** of the parties, and how the corrupt acts promote them. Does a judge fear for their own life or that they will weaken their own group's cause if they convict a member of their own group? Does an official feel the need to let leaders of non-state armed groups extort or make illicit wealth to show their commitment to the peace process and prevent further destabilization and violence? Does an agency staff member feel their group is not receiving the benefits of assistance for post-conflict housing reconstruction, services and livelihoods they were promised? As a result, do they feel it necessary to manipulate the results of a needs assessment to make sure the reconstruction assistance gets to their group? Would an individual be perceived to align to one side or another in the conflict due to their ethnicity, religion, etcetera?

TIPS for determining the role in conflict:

The following are questions you can ask the group developing the analysis to help tease out if an actor has a role in the conflict.

- Do they do something that contributes to the conflict?
- Do they mitigate the conflict somehow?
- Is there identity a flashpoint?
- Are they doing something (or perceived) to undermine the legitimacy of the state or state/citizen relationship?
- Are they doing – or perceived to be doing – anything that exacerbates grievances or divisions?
- What is the source of power or money?

Interpreting the Stakeholder Analysis Chart

The stakeholder analysis chart is best used as a basis to discuss strategic questions such as:

- Who are natural allies and opponents to anti-corruption efforts? What motivations and power do they have to facilitate or block reform?
- Are there passive supporters who might become more active? Or passive opposers who need to be prevented from becoming active?
- Who are unlikely stakeholders we might engage with or persuade to be allies? What potential exists for collective action?
- What does this mean for the feasibility of dealing with the corrupt practices and what kind of approach will be needed?

The tools below can visualize the information in the stakeholder chart to help answer these questions and other strategic decisions about program goals and theory of change.

First Tool: Coalition Analysis: Interests and Influence Matrix¹

Mapping the information collected in the Stakeholder Analysis chart about interests and power onto a matrix can help to facilitate strategy discussions and decisions on:

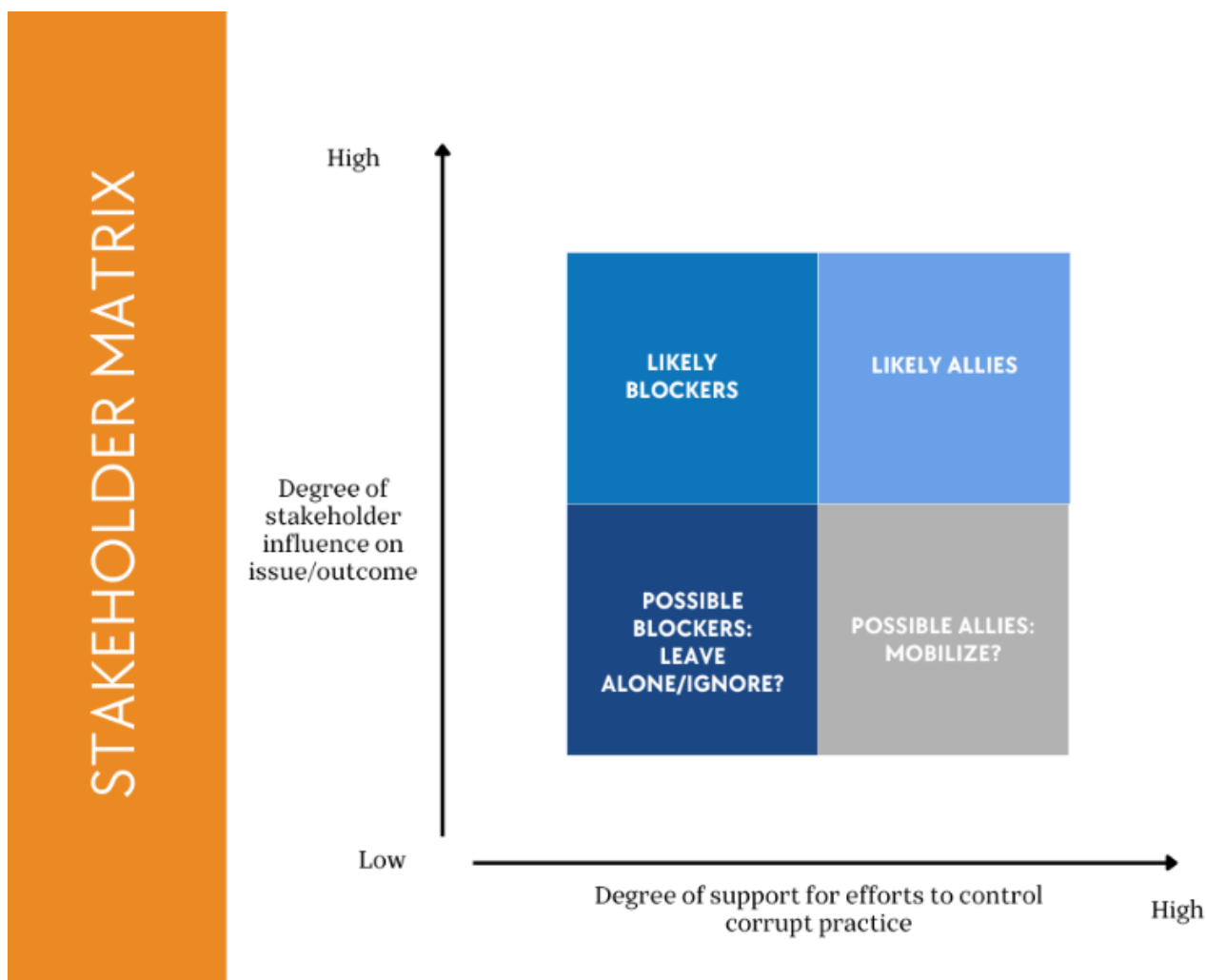
- Who are likely allies and opponents of the changes sought by anti-corruption efforts, and how much power do they have to support or block the efforts?
- What is the feasibility of directly addressing the corrupt practices you are interested in?
- Who are key stakeholders to partner with and/or engage in the effort?

The matrix allows an analysis along two axes: how closely the actor's interests align with the efforts to control corrupt practices (horizontal axis), and how much power or influence they may have over the outcome of any effort to address that corruption. Actors can be grouped into four basic categories:

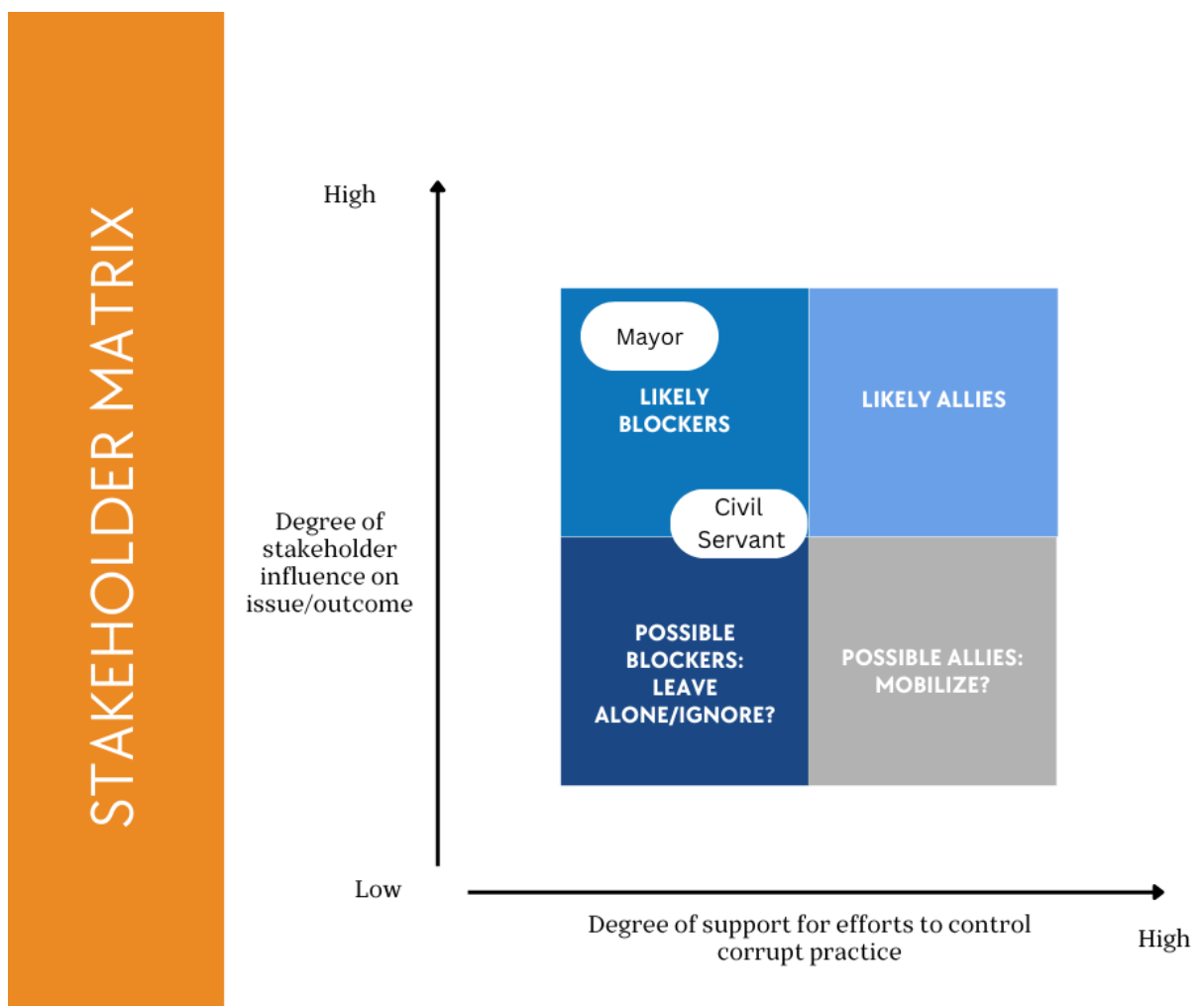
1. Those with high support for our efforts and high power to influence reforms;
2. Those with low support or opposition and high influence (motivation and ability to block The initiative);
3. Those with low support or opposition but who are not very powerful; and
4. Those with high support for reforms but low influence.

These are not rigid categories, but a spectrum; the scale for each axis ranges from low (strong opposition/nearly no influence) to very high (strong interest in combatting corrupt practices, decisive influence). The latter would be a necessary party for a successful outcome.

¹ This tool is an adaptation of a stakeholder assessment tool developed by the Consensus Building Institute for multi-party negotiations and consensus-building processes. See David Fairman et al., *Negotiating Public Health in a Globalized World: Global Health Diplomacy in Action*, Springer Briefs in Public Health, 2012, Ch. 4.



For instance, if the city mayor has significant power to change city procurement processes but has a vested interest in the status quo (i.e. he benefits from how things currently operate) he would be placed in the upper left quadrant of the matrix. He has high power to create change but low interest in using that power in this way. Civil servants in the mayor’s office, by contrast, may have less influence than the mayor and only support the status quo because they are afraid of losing their jobs if they do not rig a procurement bid to favour the mayor’s ‘clients’. They might also be in the upper left quadrant, but closer to the lines separating the quadrants, as in the illustration below.



Mapping Stakeholders onto the Matrix

To map the stakeholders onto the matrix we use a three-step process, all building from the information contained in the chart.

- Determine who are likely and possible allies or blockers.* Review the analysis of interests from the stakeholder chart and determine the degree to which the interests of each actor are either aligned with maintaining the status quo or potentially supportive of efforts to curb the corrupt practices. Which groups and individuals will be automatic allies? Which will be clear opponents? Which might be 'on the fence' or potentially persuadable? Do not look at their positions alone; the underlying interests may make seemingly strong allies less reliable if the context changes, but also may make apparent blockers more willing to engage. Who among these will be active/passive opposers or supporters? Part of the strategy may be about moving people from passive opposers to passive allies and from passive allies to active allies.
- Determine the degree of influence each actor may have on the outcome.* Based on the analysis of the sources of power each actor has in relation to the issue and the other actors involved with the issue, how would you describe the **degree** of their influence, that is, how effective

will those sources of power be in this situation?

- c) *Map the intersection of power and interests on the matrix.* Actors who have deep vested interests in the status quo and who have high influence (e.g. they have the power to block, delay or subvert any action) will be in the upper left-hand quadrant, while actors with similar levels of power who are supportive of anti-corruption action would be in the upper right-hand quadrant. In many cases, there will be stakeholders who are ‘on the fence’ – with lesser opposition or support, who may be seen as potential allies. There will likely also be many allies or blockers with lesser influence (a moderate or low amount) individually, but who may, collectively, be able to wield a significant amount of power.

Interpreting the Matrix Analysis

Review the completed matrix and discuss the implications for the feasibility of any effort you may engage in and the strategy for engaging stakeholders.

- Who are ‘necessary’ parties for dealing directly with the corrupt practices you are concerned about? Where do they fall on the map?
- Who are your allies? What influence do they have individually? Will you need to build a coalition for action among influential or less influential actors? What will that entail?
- Who are the potential blockers? How do they affect what you can and cannot do to address the corrupt behaviors? Looking at the less influential blockers, under what circumstances would or could they coalesce to exert blocking influence?
- Who are the actors who are less opposed or ‘on the fence’ who could be brought into an alliance for change?
- What is your organization’s relationship and access to any of these actors?

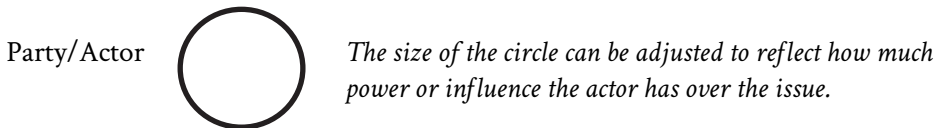
Second Tool: Relationship Map of Stakeholders

The relationship mapping tool² provides another perspective on power and influence analysis by looking at the relationships amongst the stakeholders, rather than in relation to the specific reform or outcome you are trying to pursue. The relationship map depicts the connections among stakeholders — who is connected to whom (and why) as well as the power and relationship dynamics between them: for instance, who does not like whom, who has protected whom in the past, who controls the budget, who reports to whom, etcetera. Visually depicting the relationships between actors can help you understand the nature of the corrupt networks involved, which is useful in constructing a program strategy.

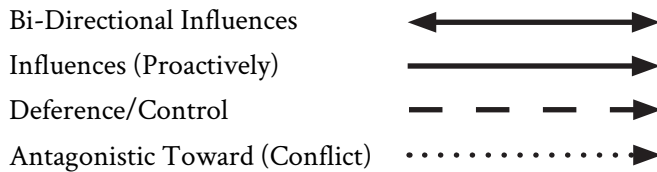
How to Develop a Relationship Map of the Stakeholders

- Identify the different types of relationships amongst the stakeholders. There are many kinds of connections. They can be formal (reporting relationships), informal (social, friendship, conflict), resource flows (financial, goods, etcetera), or informational. The relationship map does **not** need to identify all the possible connections, but rather highlight those types of relationships that are important sources of influence, affinity or alliance, or conflict for one actor vis-à-vis another in relation to the corrupt practices you are focusing on.
- Once the important types of relationships are identified, start to draw the links between the actors. Map the nature of the relationship (deference/control, influence, conflict) and the ‘currency’ of the relationship. That is, what is the relationship based on? Use different kinds of lines to visualize the different types of relationships. You do not need to map **everything**; focus on the most significant relationships.

Following are illustrative mapping conventions:



Arrows indicate nature of the relationship and direction of influence. Single arrow indicates one-directional influence; two-sided arrow indicates bi-directional influence. Thicker arrows indicate stronger relationships.



The color of arrows indicates ‘currency’ of relationship (i.e. on what the relationship is based)



² Adapted from Simon Fisher, et al, *Working With Conflict: Skills and Strategies for Action*, Zed Press, 2000.

If helpful, you can also indicate within each actor circle your assessment of whether they will or might support the outcome you are seeking or not by putting a '+' (support), '-' (opposition), '=' (neutral), or '?' (unknown).

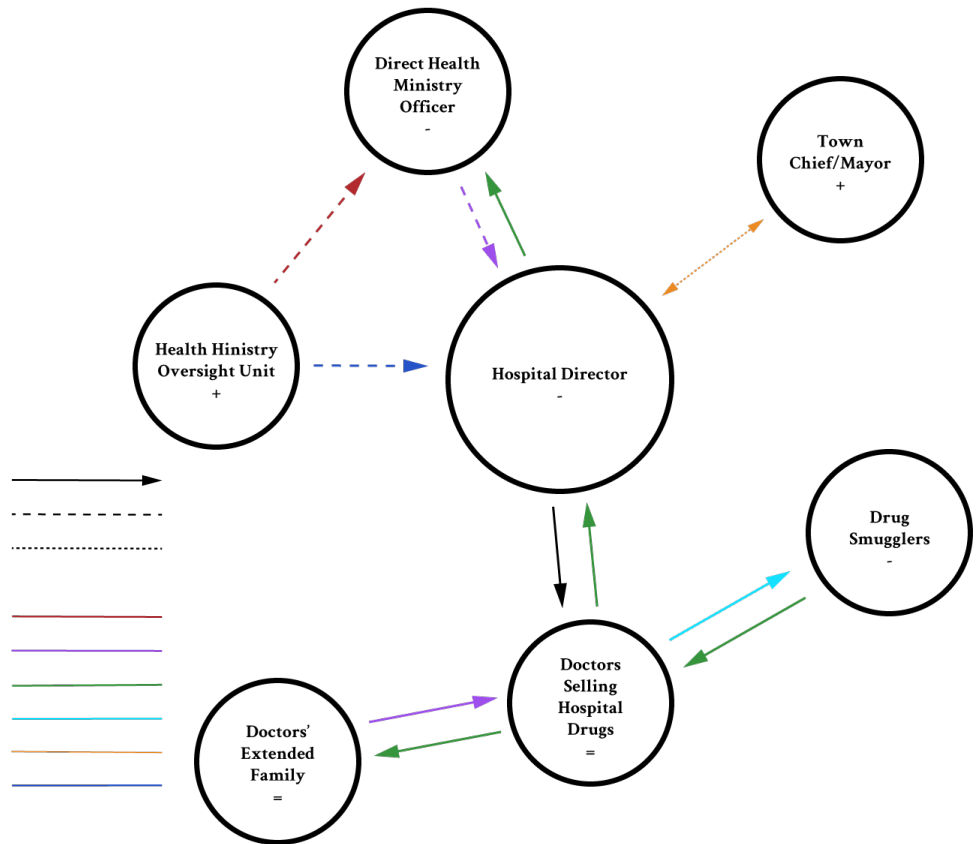
Below is an example of what a piece of a stakeholder map related to illicit sales of drugs by doctors in a district hospital might look like:

Map Key

Arrows indicate nature and direction of influence: color indicates basis for influence

Influence
 Control/Deference
 Antagonism/Conflict

Formal Authority
Social Influence
Financial Flow
Non-Financial Flow/Support
Identity/Group Affinity
Oversight



Reading and Using the Relationship Map

You can interrogate the map to analyze the networks of actors involved with particular corrupt practices and develop a strategy for building a coalition for reform. Questions the map can help answer include:

- What networks of cooperation (explicit or implicit) exist among actors? What is the corrupt network? Which actors take part and what is their role?
- Who are key people able to encourage or deter other actors? Whose buy-in might encourage others to follow suit?
- Which actors, supportive of reform, might have relationships with those likely to block it, and, therefore, might be able to help mitigate the impact of opposition to change?
- Where and how might antagonistic relationships between actors affect your program?
- Who might open doors to key actors to whom you do not have good access but need to include or influence?

Frequently Asked Questions

Who should do the analysis? There are several options. It could be performed by you and close colleagues within your organization, or by a wider group of individuals drawn from diverse backgrounds or some combination. A larger group from different backgrounds has the benefit of offering different perspectives and more insights but may limit how frank or open participants can be. Time, sensitivity of information and access to knowledgeable individuals will all factor into this decision.

Where do we get the information? There are a variety of options depending on the available time and finances, as well as the access to and sensitivity of the information sought. One approach is to interview actors directly related to the issue or talk informally to knowledgeable partners and advisors. Another approach is to hold participatory sessions drawing on group experience with a diverse audience. Look outside of the usual suspects; journalists and academics can be useful sources of information as can those who are recently retired. Existing analyses, such as secondary sources, media and NGO reports, can provide helpful insights, as they may include conflict analyses.

Can existing processes be used? Wider conflict analyses, sectoral analyses or political economy analyses often include a form of stakeholder analysis. This may be a helpful start. However, the analysis in these tools typically does not focus on corruption and, therefore, may be too broad to be effective for anti-corruption strategy development. You could switch to this tool or integrate the more specific elements pertinent to corrupt practices into those processes.

How politically sensitive is the information? A stakeholder analysis can include sensitive topics and conclusions. Consider whether the analysis should be held privately for your own use or the use of a tight-knit group? Or will it be a more open and public document? Consider what kinds of data or information protection protocols or technology you might need to put in place to secure the information. This will have implications for who participates in the analysis as well.

How does one keep the analysis current? Develop a process to update or elaborate your analysis periodically. Your initial analysis will inevitably be incomplete or inaccurate in some ways. You will learn more as you gain information from the implementation of your strategy. For instance, consider whether anyone has shifted their position?

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