ANTI-CORRUPTION

GETTING STARTED

YOUR GUIDE TO GETTING YOUR ANTI-CORRUPTION PROJECT STARTED

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INTRODUCTION

CORRUPTION LEAVES MILLIONS WITH NO HOPE, FRUSTRATED, AND WITH THEIR FAITH IN GOVERNMENT AND CIVIL SOCIETY BROKEN.

What is corruption? If you were to open the New Shorter Oxford Dictionary, you would find it defined as the perversion of a person's integrity in the performance of duty or word by bribery etc[1]. Transparency International (TI) says it is operationally defined as the abuse of entrusted power for private gain and further differentiates between "according to rule" corruption and "against the rule" corruption. "According to rule" corruption is when an individual pays a bribe to another to get preferential treatment for something that the bribe receiver had to do anyway (i.e. facilitation payments), and "against the rule" corruption is when an individual pays a bribe to another so the bribe receiver does something against the law[2]. Corruption is also found both in the public sector and the private sector.

What is corruption, then? The bottom line is there is no universally accepted definition of corruption. For instance, in some communities paying extra to be given preferential treatment to see the doctor is so commonplace that it's not seen as being a corrupt practice. This kind of corruption has become normalised, intrinsic to the fabric of society, and combating it in this instance is very hard, as it has become part of the way of life. In other communities this is seen as a bribe to jump the line, and so, is considered a corrupt practice that is forbidden.

You can see from this example how hard it is to find a ubiquitous definition for corruption and you are probably thinking, how do we fight corruption if we can't agree on a definition? Well, for as many definitions as you'll read, there are some general principles that hold true and that you can apply to any anti-corruption project.

That's what this toolkit is for; to help guide you towards creating a successful project that actively combats corruption in your community. Your community is the best place to because you understand the culture, the people and the way of life. You also know the political and socio-economic structure of the country, which will help you find solutions to corruption in your community because your approach will be based on more than just theory. You know the socio-cultural fabric of your community, which makes you more likely to understand the impact of corruption on it. In other words, you are more likely to have an on-the-ground knowledge of the intricacies of corruption in your country than someone from the outside is.

Projects can range from micro awareness campaigns to campaigns that have the possibility of turning into mass movements, thereby changing the whole system and making it more trustworthy and reliable. Can corruption be curbed for good? Most likely not but every bit of help ensuring it does not overtake the moral fabric of your society is reason enough to fight it. So use this toolkit to help guide your way. Read through it and complete the exercises to help yourself create as well rounded a project as possible. This toolkit is a good place to start and as you develop your project, you will find more and more resources to put at your disposal to make it even better, so be sure to do some research of your own to build upon everything we will talk about here.

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1. The New Shorter Oxford English Dictionary on Historical Principles, Edited by Lesley Brown, Volume A-M, Oxford University Press 1993
2. http://www.transparency.org/news_room/faq/corruption_faq 27.05.2011

VISION LEADS TO VICTORY

WHAT IS YOUR VISION?
HOW CAN YOU DEFINE IT?
WHAT TYPE OF CORRUPTION ARE YOU DEALING WITH?
WHICH AREA IS BEING AFFECTED?
WHO IS AT THE SOURCE OF THE PROBLEM?
HOW DO YOU MAKE YOUR VISION A REALITY?

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VISION LEADS TO VICTORY

We've already established in the **Vision toolkit here**, how to think about and plan for a future according to the way you see the world and would like it to change for the better. It's your vision that will be the key to your success and being clear-sighted is crucial. Once you have gone through the Vision toolkit, the motions you are going to go through to deal with a corruption problem won't be so different, though they will be specific to improving transparency and accountability around you, as well as avoiding a few dangerous pitfalls.

After you have looked at the steps for defining your ideal future and how you can achieve it, establishing your vision for a corrupt-free society means you will have to ask yourself a few more targeted questions.

- What type of corruption am I dealing with?
- Which sector is being affected by the corrupt practices I've identified?
- Who is at the source of the problem?
- And why?

Based on these four questions, you will be able to calibrate your vision to the type of problem you are dealing with and determine a clear set of goals to make it a reality.

WHAT TYPE OF CORRUPTION ARE YOU DEALING WITH?

We've established that corruption is not an all-white or all-black problem but rather, one with many shades of grey. In other words, you are dealing with a very complex problem that rarely has a single cause, or affects just one specific area. What this means in terms of identifying the type of corruption you are dealing with is that you will have to narrow your scope and prioritize your actions towards making your vision come true. Always keep in mind that project implementation should be gradual and the steps we will cover here can be repeated at various stages of your process. Start small, and then grow out.

Though we cannot go through every specific kind of corruption, here are a few questions you can ask yourself to begin zeroing-in on the problem you will be dealing with. First, on the nature of the beast.

- Is it corruption that affects entire systems or is it rather that it has an effect at the individual level (at the implementation stage of a law for example)?
- Are you dealing with corruption that stems primarily from the public or the private sectors? If both, what and where are the linkages?
- Is it grand corruption—that involves substantial amounts of money and usually high-level actors—or petty corruption—involving smaller sums of money, lower level actors and tending to be more widespread?

Once you are done looking at the nature of your corruption problem, you can begin to specify the type of corruption you are dealing with. Below are a few amongst the many;

- Bribery
- Trading in influence
- Patronage
- Nepotism

- Cronyism
- Electoral fraud
- Embezzlement
- Bid rigging and other anti-competitive practices

Knowing the nature and the type of corruption you are dealing with is a crucial start to your fight for transparency and accountability because it will help you answer all the other questions that will come up as you determine as many of the variables involved in the problem as possible. Listing the corrupt practices you have identified will help you sharpen your vision of the issues and of what needs to be done to resolve them. Next you will want to look at where the corrupt practices are generally stemming from.

WHICH AREA IS BEING AFFECTED BY THE CORRUPTION YOU'VE IDENTIFIED?

Now that you have determined the nature and the type of corruption you are dealing with, you have an idea of the scope your project might have and you must ask yourself which sector(s) is being affected to narrow it down more. Corruption is pervasive and rarely finds itself limited to one source or a single victim but you can certainly narrow that list down as closely to the root of the problem as you can, so that when you take measures against it, they are commensurate. Your scope will influence your framework for action and in turn give your campaign the direction it needs.

There are many areas that can be affected by corruption and breaking them down logically can be difficult. However, you can determine certain categories and draw an issue tree (or logic tree) as a first step. Once that's done, you can go another step and draw out a matrix to visualise the context you are working in further. This last can also serve as a checklist of problems and actors for you to address.

Corruption could be affecting entire sectors of the economy, for example. That would mean breaking down the source of corruption along the primary goods sector, the industrial sector, the services and utilities sector, and the financial sector. These are extremely broad categories that encompass many entities in both the private sector and the public sector, though. You will want to narrow things down a lot more! Nevertheless, when you think about it, you are a step closer to knowing how best to act against the corrupt practices you want to target if you know they stem from the financial sector as opposed to the extractive industries.

To take another example, if you know your problem stems from a government institution, it is probably a good idea to begin by breaking "government" down into its three branches, the executive branch, the legislative branch, and the judicial branch. Is there one specifically being affected by a corrupt practice? Start drawing that issue tree and you'll see the problems and actors will emerge naturally from it as you break down your problem.

WHO IS AT THE SOURCE OF THE PROBLEM? AND WHY?

As you keep developing your issue tree and listing areas and issues of interest, you might even be able to narrow down your problem to a few individuals or groups of people. Whether you do or don't, keep in mind that there are many reasons someone could be involved in corruption. Though it is never legitimate, there are reasons that could justify it.

Generally speaking, at the root of the problem is a broken system but more specifically, corrupt practices might emerge from the fact that the system creates bad incentives towards inefficiency, unresponsiveness, secretiveness, inequity, and all manners of corruption. What is crucial for you to keep in mind is that those who are corrupt might be unconscious of it, or feel the system forces them to be.

Think back to the example of the individual paying money to have access to a doctor. Are they a unique case? Or is the practice of paying money to have access to the doctor endemic to the healthcare system and people are doing so because they either don't know better, or are unaware of the recourses at their disposition to right this wrong? In other words, make sure you take a long hard look at the grey area surrounding the corrupt practices you intend to tackle because they will affect your approach to the problem. In the first case, you would probably need to confront the issue in the judiciary system and try to influence legislative bodies to pass laws that the executive

can then enforce, penalizing both the individuals capable of abusing the system and those who enable them. In the later, your approach might have to be subtler, where raising awareness to change a cultural practice in your community is going to be the first step in your approach. Nonetheless, list those who are involved in the corrupt practices, whether organizations or individuals, and try to explore why they would be involved with such practices.

EXAMPLE

To understand this process better, let's go through an example of how Mohammed Saeed defined his vision when fighting corruption in Iraq. Let's take Mohammed's example below and break it down, while keeping in mind what Hans Hofmann said in his Introduction to the Bootstrap in 1993: "The ability to simplify means to eliminate the unnecessary so that the necessary may speak." Let's do just that keeping in mind the four questions we talked about to better identify the nature, type, scope and reasons behind the corruption practice:

- What type of corruption am I dealing with?
- Which sector is being affected by the corrupt practices I've identified?
- Who is at the source of the problem?
- And why?

Then based on Mohammed's description, draw the problem out, first with an issue tree, then with a matrix including all your variables.

DECONSTRUCTING THE EXAMPLE

Corruption in the health sector holds a big percent of the corruption in Iraq. There is a lot of money coming into the health sector but the healthcare is not changing... the biggest issue is the management...the managers in the health sector do not hold any degree in management, for example the doctor would be the manager of the hospital, but he does not know anything to do with management. This problem extends into the ministry which is also made up of pharmacists and doctors. Other positions are then filled with relatives of the doctors. This problem of corrup- tion then goes down in the system where patients are beginning to pay for what are essentially free medical services...

– Mohammed Saeed (Iraq) –

Let's take Mohammed's example below and break it down, while keeping in mind what Hans Hofmann said in his *Introduction to the Bootstrap* in 1993, "The ability to simplify means to eliminate the unnecessary so that the necessary may speak." Let's do just that keeping in mind the four questions we talked about to better identify the nature, type, scope and reasons behind the corruption practice!

- What type of corruption am I dealing with?
- Which sector is being affected by the corrupt practices I've identified?
- Who is at the source of the problem?
- And why?

Then based on Mohammed's description bellow, draw the problem out, first with an issue tree, then with a matrix including all your variables.

DIFFERENT SECTORS FOUND IN YOUR SOCIETY	MARK THE SECTOR/S WHERE YOU WANT TO TACKLE CORRUPTION
Political parties	
Public official/civil servants	
Parliament/Legislature	
Business/Private sector	
Judiciary	
Media	
Education sector	███
NGOs	
Military	
Public official/civil servants	
Police	
Religious body	
Medical services	███
Other (Identify where >Service delivery/housing market)	███

Here's a blank table so that you can also identify the sectors in which you want to tackle corruption:

DIFFERENT SECTORS FOUND IN YOUR SOCIETY	MARK THE SECTOR/S WHERE YOU WANT TO TACKLE CORRUPTION
Political parties	
Public official/civil servants	
Parliament/Legislature	
Business/Private sector	
Judiciary	
Media	
Education sector	
NGOs	
Military	
Public official/civil servants	
Police	
Religious body	
Medical services	
Other (Identify where >Service delivery/housing market)	

Once you've identified the different sectors in which you want to tackle corruption, the following are relevant questions you need to ask. Look at this table from the example:

IN WHAT SECTOR IS IT FOUND IN?	E.g. Education Sector
WHERE IS THE PROBLEM?	E.g. the teachers in my school and the grading system.
WHAT IS THE PROBLEM?	E.g. teachers accept bribes to pass students.
WHY IS THERE A PROBLEM?	E.g. students are not getting the marks they deserve because they are not bribing the teachers, whereas the students who are bribing teachers are getting marks that they might not otherwise achieve in normal circumstances (if they didn't pay bribes).
WHO IS CORRUPT?	E.g. the teachers receiving the bribes, as well as, the students paying them. *NB: Is it an individual official or the authorities in general that are corrupt? What is their role in the sector? It's very important to do this because you have to identify the real power of this person/ group.*

Now you can try it for your own project

IN WHAT SECTOR IS IT FOUND IN?	
WHERE IS THE PROBLEM?	
WHAT IS THE PROBLEM?	
WHY IS THERE A PROBLEM?	
WHO IS CORRUPT?	

PLANNING LEADS TO PERFECTION

HOW CAN YOU PLAN EFFECTIVELY?
WHAT DO YOU HAVE TO CONSIDER?
HOW SHOULD YOU SET UP A TEAM?
HOW SHOULD YOU IDENTIFY POTENTIAL RISKS?
HOW CAN YOU COME UP WITH SOLUTIONS?

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PLANNING LEADS TO PERFECTION

Before you can take action, you need to have a solid plan; a plan that incorporates your vision and sets goals for you to achieve it. You will already find everything you need in **this toolkit here** on planning for your project. With a few Nota Benes we'll now try to tailor these notions to fighting corruption, and to fight it to the best of your ability! When planning for your project you will need to consider all the possible outcomes of your actions, no matter how mundane they may seem, and still leave room to change course if need be. A fully fleshed out but adaptable plan is going to be crucial for your success.

On political context and motivations: Be aware of the political environment you will be operating in! The more politically free your society is, the more venues for action will be available to you. If you are that lucky, then take advantage of it! However, you might be in a country where asserting basic human rights can prove very dangerous, or where doing so will alienate certain groups of people, so keep that in mind. For instance, if you live in a country where the media is state-run and biased, you should be very careful when dealing with media institutions; chances are they won't all be state-run and corrupt, though, so you will have to be careful about how you deal with each one. You don't want your message and your intentions to be warped by a biased interlocutor. This precaution holds true for all your dealings with any influential entities around you, as well as the legislative, judicial and executive bodies supposed to regulate them! It is crucial for you to always be aware of the potential motivations of all the actors you deal with, and that you understand the laws and processes of your country, so that you are able to make quick, concrete decisions that will not be detrimental to your campaign and ensure you don't do anything illegal.

On evaluation and measurement tools: After you have set a clear vision, goals to achieve it and started your project, you will need indicators to measure your success. It can be hard to develop indicators, but think of things you can measure along the way such as activities, people reached, impact etc. This will give your project more credibility, as well as being a motivational tool for your fellow activists. If you set your goals logically and in a progressive manner, you will see that each of those achievements, or milestones will emerge organically and can be used as results. Another thing to keep in mind is that identifying the source of the corrupt practices and tailoring your project to deal with them is only the start of the battle. To know whether your project is effective, it will also be crucial for you to identify, in as much detail as possible, the effects of the corruption, Once you have evaluated who is corrupt and what the corrupt practices are affecting, you will be in a better place to define ways to measure your impact and evaluate your project's response to the problem accordingly and effectively. The initial evaluation of the problems and the measurement of your successive results are going to define your success so always keep them in mind and think of how you can relate the two for the purpose of showing how far you've come.

On team organization: When going through section C) of the **Planning Toolkit**, try to keep the following in mind. Fighting corruption is going to be an uphill battle and you are going to need all the support you can get. Finding supporters is a good start but if you are going to bring a project to bear, you will need much more than that. You will need a reliable team that will stay and not leave once things get difficult. To that effect, you will have to set clear job descriptions and guidelines for action. Also create a code of conduct or book of ethics. The reason for doing so is two-fold. It will create a structure within which your team will be able to act in an organized and effective manner, in turn setting parameters within which to respond to obstacles. A sound structure will also have the effect of reassuring your team that it is capable of withstanding opposition and won't fall into abrupt chaos, responding ad hoc to whatever comes up. Be sure to do this at the beginning and your project and stick with it. As such, if you are confronted with internal or external problems, your structure and the charters outlining it become law and must be abided by.

On leadership, and team and project management: Practically speaking, you are going to have to elaborate a management strategy in order to run your project smoothly. For that purpose, you should refer yourself to the **Do Toolkit**. You will find there everything you need to communicate your vision to your team adequately and lead them to success. It is also full of practical information on setting clear communication channels to ensure your project runs smoothly and isn't hampered by slow processes.

On assessing risks and shortcomings: Section E of the **Plan Toolkit** is incredibly important for any project but none as much as anti-corruption projects. Indeed, when completing a risk assessment, don't underestimate the duress you and your collaborators will be under during your campaign. You are probably going to upset a lot of people, especially those people who benefit from corruption, and so you need to know beforehand what the possible repercussions for your actions might be. This is terribly important for your sake, your team's, and the sake of the people who will support your project. Never

CONSIDER THIS ADVISE TRANSPARENCY INTERNATIONAL

Corruption undermines democracy, human rights, civil liberties and sustainable development and, as such, is often deeply embedded within varying sectors of society. The fear of economic loss drives many to threaten and target anti-corruption advocates.

Not only are fraudulent financial gains at stake, but reputations, influence and relationships as well. Exposing corrupt acts, therefore, becomes a significant threat.

– Transparency International –

Think long and hard about the people or groups of people who may get upset with your campaign, as well as the list of possible obstacles that they can put in your way. Those count as risk and you need to anticipate a solution to confront them, or have a "plan B" ready. Then, if you can, think back to the supporters you found for your project and if there are any that have the kind of influence the corrupt individuals you are trying to expose do, reach out for help. These honest individuals might support you or at least alleviate the effect of opposition from the corrupt. Preferably, have a talk with them and present your project to them even before starting.

Having shed light on the risks you will run into developing your anti-corruption project, you will be able to assess its potential shortcomings a lot more clearly. That first step will have highlighted them for you. The shortcomings we refer to are mainly logistical problems, problems associated with your project. Look back at all the points we have covered so far on deconstructing your issues, establishing your objectives in a timely way, structuring your organization around these things, planning for support and funding, and list the shortcomings you can identify in view of the risks you have assessed.

By definition, shortcomings will be issues stemming from your own organization whether internal or due to your inability to balance an external variable. Keep in mind that whatever the size and sophistication of your organization, you will have shortcomings to deal with (i.e. a small institution might have structural problems to increase exposure and funding; or a much bigger organization might have to deal with a lot of red tape). Beyond being able to make up for them, what is truly important is for you to be able to step back and identify these shortcomings. Even if there is always a solution at hand, you can't necessarily account for the time needed to make up for a shortcoming—where a deep-seeded structural problem might take very long to change for example—so knowing what it is will allow you to at least plan around it.

On the solutions you come up with to deal with the issues outlined: As you are planning, setting goals, structuring your project, looking for support and funds, and assessing your strengths and weaknesses, make sure to look into long-term solutions as well as short term ones. This is imperative for building a healthy project that will be farsighted and sustainable. It will help you stay the course, always keeping the big picture in mind. Always remember to think in the long run, since corruption is a deep-seated problem that you can only approach gradually and over generations.

With these anti-corruption specific points in mind, read through this toolkit again carefully, and follow the steps it outlines for planning your project. It's time for you to put pen to paper!

INSPIRATION LEADS TO BEGINNING

HOW DO YOU GET STARTED?
WHAT'S THE DIFFERENCE BETWEEN THEORY AND PRACTICE?
HOW SHOULD YOU BUILD A COMMUNITY?
HOW SHOULD YOU USE SOCIAL MEDIA?
HOW CAN YOU LAUNCH AND RAISE AWARENESS?

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INSPIRATION LEADS TO BEGINNING

Now that you have put a solid plan together, it's time for you and your team to start your anti-corruption project. If you do it well, you will catch people's attention, grow their interest on the issues and how your project deals with them, which is likely to result in increased support for it.

The launch! Worry not, you are well prepared and you can use this **Promotion Toolkit** to guide your way to successfully launching your project, garnering attention for it, and recruiting support. Just make sure your timing is right!

On the difference between theory and practice: Keep in mind, planning an anti-corruption project and running one is completely different. If you go back to your planning phase, you will see how it is mostly theoretical, with maybe some practical knowledge here and there from what you have researched or learned from past anti-corruption initiatives. The reality of things will be very different. You must first acknowledge that your project is likely not to go according to plan. The good thing is, by now you are hoping for the best, while having planned for the worst. Since you put some thought into your risks and shortcomings, you know to use your plan as a guideline and stay nimble to navigate whatever unexpected situations might arise. If you are well prepared, you will be able to think of contingency plans much faster.

On building community support and using Social Media: In addition to surrounding yourself with a great team of people, you are going to have to build a community-wide coalition around your project, which means you will have to identify NGOs, government agencies, community organisations, and community leaders that can and will support you. At this stage you should already have a good idea of which channels you will use to promote the project. If not already the case, your media team must create accounts on social networks such as Twitter, Facebook and YouTube to create a community around your project and document its progress, so as to keep the supporters up to date on what has happened, what is happening, and what will happen. This will also serve as a platform for them to interact with one another and share experiences, ideas, and knowledge on how to accomplish them. Imagine the wealth of information that can come of it to help you bring your project to bear and make it better as you go! Refer yourself to the **Promotion Toolkit** to find help on crafting your message, tailoring it to your audience and the additional **Social Media methodologies** and **Further Resources**

On timing the launch of your project: Timing your project right is absolutely crucial for it's success. This is particularly tricky in the case of anti-corruption projects because there are going to have a lot of variables to take into account. However, those variables aren't all pitfalls to avoid, some can play in your favor. Take elections into account for example. The closer you are to an election, the more likely you are to get the attention of the national media, policy makers, and government. The last thing governments want is to lose votes, so it might be in their best interest to listen to you and bring about change quickly to make sure the situation doesn't become detrimental to their election campaign. If you are pointing out corruption problems in the current government, be sure not to side with opposition parties since the last thing you want is to be seen as a proxy. It can be hard to remember when voicing your opinions about the government and the corrupt individuals but you MUST direct the charges at the system and not the political party in charge. Taking sides affects your judgment in the eyes of others and in a fight like this your objectivity is an essential asset you can't afford to lose. This brings us to the idea of identifying stakeholder and partner very carefully.

On identifying key stakeholders and partners: Finding stakeholders and partners can be tricky. As we have said, you don't want your program to become politically affiliated! Your voice needs to be independent from political parties, so you and your collaborators must remain in the category of ordinary citizens taking action against corrupt people, groups or organisations. You are doing this because it's the right thing to do, **NOT** because you want to get votes, power and influence. That is what will allow you to appeal to the people and keep your movement earnest. Ordinary citizens need to feel an attachment to this project for what it is, a fight against corruption, which wouldn't be true if they thought you were doing this for political gain.

Although we've insisted heavily on the fact you need to be somewhat suspicious, it's also very important that you don't just write off stakeholders and individuals working in the sector in which you are targeting corruption. Not everyone who works in that sector is going to be corrupt and chances are, some of these people want to eradicate the corrupt practices as much as you do, though they are still only passive about it. You should work towards finding these individuals so as to create ties with those who know the lay of the land and will give you access to information you might not otherwise have on your project's target area. This is very likely to enhance your chances of bringing about positive change because these people will have insider knowledge, making you more efficient in your approach to the problem, by helping to identify the corrupt parties, how they function and how you can curb their activities for good. In addition to giving you insider knowledge, it could simply be that the corrupt parties need a third party to help guide them through cleaning up their act, as you will see in Marlon's example below.

EXAMPLE

Here's what Marlon Cornelio (Philippines) had to say and how it supports the idea that collaboration should be at the forefront of your mind.

"[…] the Ministry of Education […] had the reputation of being one of the most corrupt institutions in the Philippines. They had media exposure saying this is the level of corruption and what is happening in the Ministry of Education. Because of this the leaders in the ministry had a bad reputation, so they wanted to change it. They started working with civil society organisations […] then after a 3 year period they had the reputation of being the most trusted government institution in the Philippines. […] This was one of our accomplishments and led to the project Textbook Count with the ministry of Education…"

On raising awareness: Raising awareness is crucial for gaining popular support for your cause and is essential if your project involves mobilising people. The more popular support you get, the more likely you are to be taken seriously. Raising awareness effectively ensures you will get your message out there. Whatever you are campaigning for, though, make sure you have a good case and the necessary evidence to back up your claims. Failing to do so might jeopardise your entire campaign, the project as a whole and ultimately, yourself and your ability to be credible whatever you do thereafter.

If your access to the media is restricted by external factors (i.e. it is state controlled, etc), you could look into underground media. There, you might be able to find more credible publications for your story than via state-run mainstream media, for example. This brings us back to a point we have made throughout this toolkit; it is absolutely crucial for you to always be aware of the political environment you are navigating in, and to weight stakeholders' motivations very seriously before engaging with them on anything.

When you craft your strategy to raise awareness, refer to the **Promotion Toolkit** to craft your message and tailor it to your audience, and use the additional **Social Media methodologies** for more information on the means and mediums of delivery.

If possible, you could also refer to Made to Stick, by Chip and Dan Heath, on how to craft a successful message involving simple, unexpected, concrete, credible, and emotional Stories.

In the words of Emanuel Callejas, from Guatemala,

"[…] an effective communication system with Key short messages directed to the Media and the public in general capitalizes the effort pushed by strong technical arguments…"

This should tell you how important it is for you to craft you message well and use all the mediums for communication available to you with a clear rationale (ranging from word-to-mouth, posters, surveys, petitions, ICTs, Social Media, demonstrations and music). It's worth noting that music and other forms of art are far too often overlooked as useful tools for raising awareness against corruption.

That is something you can change, as in the words of Samuel Mandawire, music could be a powerful tool at your disposal:

> *"[…] with this generation, they are so into music […] children are influenced by it […] musicians need to get in touch with Governments and NGO's who are fighting corruption […] and be integrated into their programmes because through music will bring the people […]"*

As important as it is to carefully craft your message and decide the best medium to communicate it, keep in mind it is equally important to tailor it to a specific audience. It has to speak each one of your audiences and they are all different one way or another!

HARD WORK LEADS TO SUBSTANCE

HOW DOES WORKING HARD LEAD TO SUBSTANCE?
WHAT WILL BE YOUR STRUGGLES AHEAD?
WHAT WILL CONTINUE TO MOTIVATE STAKEHOLDERS?
HOW CAN YOU KEEP YOUR TEAM MOTIVATED?

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HARD WORK TO SUBSTANCE

You will be amazed at how much you will grow as an advocate for transparency and accountability by launching your own project. This is not just personal growth we are talking about here but at the practical level, you will constantly be going through trial-and-error, sharpening your organizational, communication, management and leadership skills. At the level of your project, the outcome of prevailing in the face of obstacles will sharpen the processes and tools it uses, growing it in efficiency.

On how struggle leads to substance: Corrupt officials tend to become immune to the threats against them over time. Indeed, most of the time, anti-corruption activities do not amount to much and protests fail to materialise. Sometimes, even those fighting corruption become corrupt themselves. Since fighting corruption is such an uphill battle and anti-corruption movements tend to fail, corrupt people may not feel threatened and so, may not take those fighting corruption seriously. This is true both in the case of grand corruption and petty corruption. In the first case, the targeted people are in such high and influential positions; they feel immune to the actions someone from civil society might take. In the case of petty corruption, the people at the source of the corrupt practices might either not realize what they are doing is bad or simply consider that the problem is so widespread—but on small scales—that there is no way they will be discovered. In order to change that, it is your commitment to your project that you must count on, as you will eventually affect some positive change and can only gain traction from that point on. This commitment to never give up will help stress the fact that your project is different from all the others; yours has the drive and the substance to challenge status quo and take things as far as they have to go. As you progress step-by-step, you will show your determination, sharpen your vision and test your solutions. Your outcomes will be incremental and come in ever increasing gains, which you can use to showcase successes.

On the struggles ahead and the motivations of stakeholders: During your struggle many unexpected things may happen. You and your fellow activists might get arrested, fellow peers might scold your families, and some of your family members may lose their jobs, and these are just a few externalities amongst a plethora of others. It's not an easy thing to fight corruption and you need to understand this before you embark down that road. The people who benefit from being corrupt do not want to lose their jobs, as well as the money they get from being corrupt. The more pressure you put on them and the more support and success you get, the more uncomfortable they will be. However, that also means they will push back at least as much as you do, putting put a lot of pressure on you, your fellow activists, and yours families. They do not want people to see their true colors, and will become more desperate the more you succeed. Prepare for this, you and those coming down that road with you must steel yourself for the coming struggle!

As Kedar Khadka, (Nepal) recalls:

> *"[…] The hardest time for me was when my family, including my children, were threatened by the corrupt individuals through telephone calls[…]"*

As we mentioned before, you should still be mindful of the fact that some individuals are forced into corruption. For example, a teacher could be indirectly forced to accept a bribe and pass a student. Maybe that student comes from a wealthy family and if he were to refuse the bribe, they might complain to the headmaster, leveraging the money they donate to the school to get him fired. Knowing of this indirect threat to his livelihood, the teacher would most likely feel he had no choice in the matter.

The important thing to take from this is that not all corruption is black and white; there is a grey area, and quite a big one! To go back to one of the first steps we outlined, you need to do your homework on the issue as thoroughly as possible, to understand the position all the stakeholders are in. This will not only allow you to approach the problem effectively but you will be aware of the consequences your actions might have. Again, you might very well be able to find allies to help you where you didn't expect it, as within the area you are targeting. That

teacher, for example, could very well turn out to be eager to help you fight against corruption within his school, by anonymously identifying corrupt people for example. In the long run, if you are able to rid that particular school of corruption, they could even become a beacon of hope that the system can work without corruption and it is your struggle that inspired them.

On keeping your team and volunteers motivated: Motivation is an essential part of ensuring that you have constant support throughout your campaign. What tends to happen is that, support is high at the beginning of the campaign when emotion and excitement is high but, as time goes by, the emotion and excitement wear off. To prevent this from happening, you need to keep your supporters and your team motivated.

More than that though, if you are working with a group of volunteers, it is important to pay attention to all the details of their work, as its quality will depend on their motivation, which might well oscillate. Unlike your team, they might not have the vested interest in your project specifically but more in the issue generally. This, and the fact they are less tied to your project structure means they are less liable than your team and probably have more wane motivations. To ensure their motivation stays high, make the volunteers feel their work is important and that they are responsible for the achievement of project objectives. The evaluation of their work and their feedback are essential in strengthening their attachment to the project and to the team.

NB on negotiation: Know your **BATNA, b**est **a**lternative **t**o a **n**egotiated **a**greement. Negotiations have a high tendency to reach a stalemate. So before going into the negotiating table, come up with one or more alternative terms you might be willing to agree on. They will have to be different from your first choice in a significant enough way that those across the table will accept them, but still be acceptable to you and your fellow activists.

An example of a BATNA would be the power sharing in Zimbabwe. As candidates, President Mugabe and Prime Minister Tsvangirai did not completely get what they wanted but they were able to reach an agreement because a middle ground was found, a BATNA.

REVIEW

WHAT ARE THE LESSONS?
WHERE DO YOU GO FROM HERE?
WHAT ELSE IS IMPORTANT TO CONSIDER?

REVIEW

Your project might or might not be finished but you should always keep in mind the need to review and measure your progress, whether you reached all your goals, reached some of your goals, or you were unable to reach any. Reviewing where you stand will allow you to set some new goals, change course if you must, or simply start over stronger with the knowledge and experience you have gained. Not achieving any of your goals does not mean you failed, as long as you did your best. You did not fail; you stood up for what you knew was right and devoted your time to creating positive change. Well done! However, the job is not finished.

Take David Riveros García (Paraguay), for example, he is still developing anti-corruption projects to this day but this is what he had to say of the first initiative he undertook in high school,

> *"[…] in November this year (2010) it will be two years since that minister ordered the audit. Nothing, nothing has been done. Corruption allowed that person to remain in his position. If you ask me if we won, I can proudly say yes! Because we opened the eyes of thousands of youngsters […]"*

The whole point of looking back on what you have done is to document it. Write down where and when you came across problems, how you overcame them, etc. To help you do an overall review of your project, follow this **Review Toolkit** and don't hesitate to think about more metrics you could use to measure your success. You will find some information about Monitoring and Evaluation here, also. At the end you will have your own personalised manual on how you went about fighting corruption.

This manual can then be used as a blueprint for other projects in the same way Nancy Agunda (Kenya) does:

> *"[…] I always document my work, that way for the next project I can refer to the previous report and pick the good practice, and adjust what did not work […]"*

Always remember that even if you lost a battle it does not mean you lost the fight against anti-corruption. If anything, your part in developing an anti-corruption project brought us one step closer to subduing it, whether through its success or by drawing out some of the pitfalls along the way. Whatever the result, imagine how much help you have been for youth around the world who want to fight corruption.

BROUGHT TO YOU BY A PARTNERSHIP BETWEEN

GLOBAL CHANGEMAKERS

Global Changemakers is a **British Council** funded global youth network of social entrepreneurs and community activists from 121 countries worldwide. Its mission is to empower youth to catalyze positive social change, something that it achieves through:

- Learning & Teaching: Global and regional summits, community and personal capacity building supported by free online curriculum
- Doing: Individual and group projects address key global issues and facilitate joint working and cre ate shared values: 174 projects in 75 countries supported to date
- Advocacy: the Global Changemakers community is represented at high-level events and disseminates best practices in youth-led development

There are currently over 700 Changemakers, more than 200,000 young people involved in Global Changemakers ac- tivities each year, and 3.2 million beneficiaries of GCM projects. Since its inception in 2007, Global Changemakers has organised and run over 15 regional and global youth workshops across the world – in Amman, Beirut, Cape Town, Delhi, Doha, Harare, Rio de Janeiro and London, among others. Global Changemakers have been invited to participate in World Economic Forum events in Cartagena, Dar es Salaam, Sharm el Sheikh, Cape Town, Rio de Janeiro and Davos, the Clin- ton Global Initiative, G20, UN World Climate Conference, ICRC, Women Deliver, and is a proud partner of the World Bank Institute's GYAC network. For more information on Global Changemakers, please see: **www.global-changemakers.net**

GLOBAL YOUTH ANTI-CORRUPTION

Global Youth Anti-Corruption (GYAC) is a global network of young leaders, journalists, artists and ICT experts from civil society who work to improve transparency and social accountability for better governance.

The Network provides a platform for its members to share knowledge and experience, so they can learn from each other. GYAC also provides its members support for capacity and knowledge building in various governance areas, and on using ICT tools so that the youth will be enabled to drive the reform processes and contribute to positive results in their respective countries and regions.

GYAC supports its members by:

- Connecting them from all over the world so they can stand together against corruption
- Raising awareness about corrupt practices in their respective communities. Music is an essential part of GYAC, whose musicians send its anti-corruption message to all young people, all around the world, regardless of their background
- Sharing Knowledge, experiences, ideas, and collaborating on anti-corruption initiatives from a distance through its web platform and social media outlets, and via face-to-face conferences.
- Developing innovative tools and strategies to improve transparency and social accountability.

Since the Network's launch in 2010, GYAC counts over 60 member NGOs from over 45 countries, over 1,000 members on its various web platforms, with more joining every day. In addition, GYAC's global music program **Fair Play**, sponsored jointly with Jeunesses Musicales International (JMI), has involved over 130 bands from 45 coun- tries and produced hundreds of music videos, all of which can be viewed at **www.anticorruptionmusic.org**. For more information and links to related platforms and programs go to, **www.voices-against-corruption.ning.com**.

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ANTI-CORRUPTION, GETTING STARTED!

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