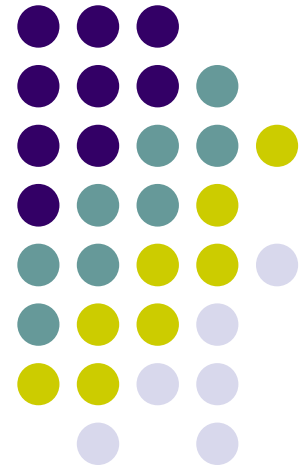


Corruption: How do you turn a poacher into a gamekeeper?

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Guildford, University of Surrey, 19 March 2009





Corruption: Story so far

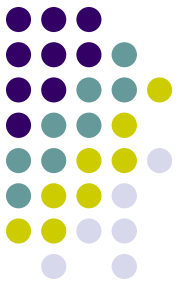
- Include their interests in project design.
- There is a concern re: ineffective project outcomes.
- We know corruption is part of the problem because it changes access to resources from the intended beneficiaries at project design to those who were not intended.
- Past work on corruption has focused on *how* it happens & has:
 - raised awareness
 - defined corruption – abuse of public office for private gain
 - prescribed a remedy – monitor, police, punish

A re-think?



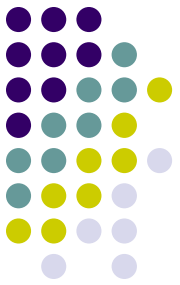
- Despite large anti-corruption effort, corruption persists & people are very innovative.
- Why?
- Greed? Perhaps.
- But is everyone greedy? (Low paid teacher).
- Is corruption a rational choice? Perhaps.
- I am not condoning corruption.
- But do we understand the impulse for it?

Exploring why



- What is the most powerful word in the English language?
- I assume people have interests that are legitimate:
 - The desire to feel good about themselves
 - The desire to protect those they care about
- An example of feeling good – (Davis, 2004) Hyderabad Municipal Water Supply and Sewerage Board's SWC employees refusing bribes.

Everyone has interests



RESOURCES

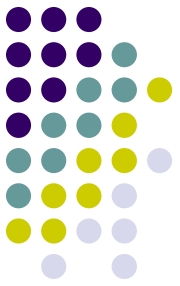
MEANS

LEGITIMATE

ILLEGITIMATE

INTERESTS

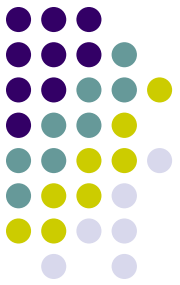
Building relationships



- How do we learn what these interests are? Get to know people.
- Being told someone's interests implies having a relationship and being trusted – which takes time and being an honest broker.
- Current schedules (project, donor, government) do not encourage development of relationships.
- Relationships are developed *despite* and not because of these schedules.
- If we want to influence change, we need to be involved in the places where change actually happens.

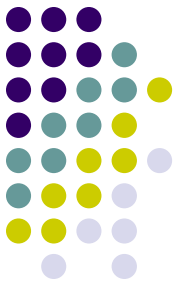
Coffee breaks & corridors

(Rodgers, 2007)



Impose	Inform
Informal coalitions	Involve

- Political rhetoric is the formal dialogue and coalitions.
- Action on the ground is representative of informal dialogue and coalitions.



Means & resource availability

Developed world

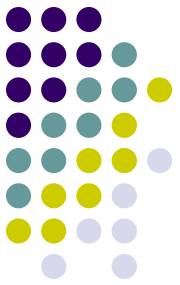


Developing world



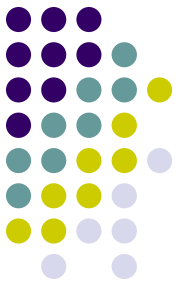
- Inadequate resources available legitimately may spur use of illegitimate means (corruption).
- It is important to create legitimate opportunities.

Legimatising means



- Projects are an opportunity to create legitimate means.
- Most aid is given through projects, therefore, their design is important.
- However, project design can underestimate the context within which implementation will occur.
- More people may influence implementation than expected. For example, the Nigeria-Small Towns WSS project.
- Acknowledge all relevant actors and their interests when designing projects.
- The aim is that it becomes in their interest that the project succeeds. Thereby, moving from external supervision (poacher) to self-supervision (gamekeeper).

Conclusions



- How do you turn a poacher into a gamekeeper?
 - Incorporate people's interests, they are legitimate. Thus, moving from external to self-supervision.
 - Engage in the informal dialogues and coalitions.
 - Create legitimate means of access to resources.
- Caution: We must manage our expectations because removing corruption is not a panacea; and it will take time to build the necessary trust and relationships, so slow down.
- Caveat: We cannot tackle greed, because for the greedy there is never enough.