

Anti-Corruption WORKS

An Advisory Tool for Corruption-Sensitive Programme Planning

Inspired by Capacity WORKS

Corruption can be a stumbling block for development partners supporting reform and capacity development in a particular sector. Countering it can enhance the chances of success and impact of development cooperation. Yet, to date, there has often been reluctance to tackle the challenge, as it appeared to be too difficult, costly (both, in terms of time and money) and offered only an elusive promise of success. In response, the GIZ Anti-Corruption and Integrity Programme, commissioned by the German Ministry for Economic Cooperation and Development (BMZ), developed Anti-Corruption WORKS – an advisory tool that makes it easy for development programmes to do corruption-sensitive planning.

As a hands-on workshop format, it is best conducted in-country in order to identify and then develop potential countermeasures for corruption risks in important areas of a sector. To date, the tool has been applied in different country settings to encourage anti-corruption measures, in sectors as diverse as education, fishery, forestry, private sector development, police and security, capacity development of subnational public administration and justice sector reform.

It helps tackle a fundamental problem. Corruption hampers sustainable development. It undermines good governance and the legitimacy of the state. Research shows that it leads to waste and misallocation of public funds and fosters inequality by shifting scarce public resources from the poor to the privileged. Corruption reduces the quality of infrastructure and limits access to vital services, such as healthcare and water supply. Thus, corruption severely impedes the functioning and development of various sectors.

How it works: Participation and tailoring to the programme context

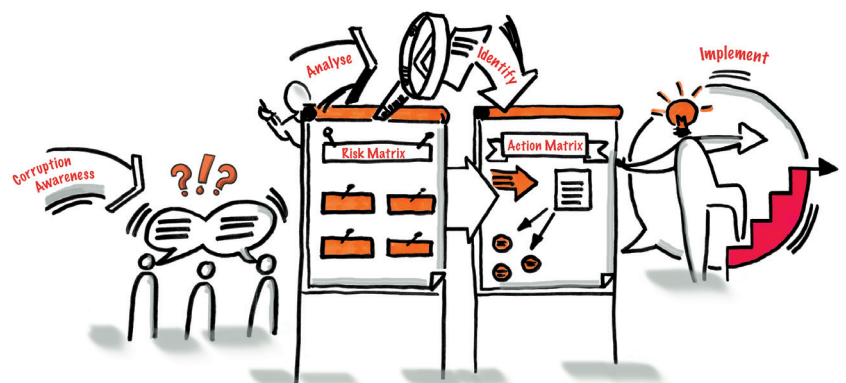
Anti-Corruption WORKS is an advisory tool that assists programmes and country offices, managers and staff in becoming aware of corruption risks in their particular country and sector. It also helps them develop feasible, tailor-made anti-corruption measures that can be integrated into ongoing activities or assist in the planning of new projects.

Anti-Corruption WORKS is a two-day participatory workshop for programme staff and – if appropriate and possible – their project partners. Specifically trained anti-corruption experts facilitate the workshop and provide the necessary expertise on corruption.

The four-step approach of Anti-Corruption WORKS

First, participants learn about the basic concepts of corruption and anti-corruption, often followed by a session on corruption in the specific country context.

Second, they carry out a risk analysis for their sector, mapping generic or likely corruption risks against the main activities along the value chain in their sector.



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Third, risks are prioritised according to their relevance to the objectives and target groups of the project, their potential detrimental impact and the likelihood of their occurrence. The question of feasibility is also taken into account, in other words, what activities within the scope of the project are realistically achievable bearing in mind the potential resistance to reform. For instance, corrupt networks could pose a problem when trying to stop illegal logging, and a project aimed at introducing sustainable forest management may not have sufficient leverage to improve integrity standards in the judiciary.

Fourth, participants identify preventive measures that can be implemented within the scope of the project. These anti-corruption measures typically draw on one or more of four guiding principles: Promoting transparency, participation of stakeholders (especially those who are affected by corruption), accountability and integrity. Participants also identify potential partners and entry points.

Finally, if time allows, participants develop initial ideas on how identified activities can be monitored and evaluated.

Anti-Corruption WORKS is an especially effective planning workshop, as it combines anti-corruption knowledge with the sector expertise of programme staff. These synergies can be supplemented by local experts reporting on the specifics of corruption in the particular context, such as 'Corruption in Afghanistan'. Topics that are of particular interest to the programme or country office can also be addressed, such as gender aspects of corruption. Finally, the format can be tailored to suit different target groups. If partners participate in the workshop, the methodology can be adjusted as appropriate.

Anti-Corruption WORKS is inspired by Capacity WORKS, GIZ's management model. It draws on some of the participatory methods described in Capacity WORKS, such as 'stakeholder mapping' and 'process analysis'. Anti-Corruption WORKS is, however, a stand-alone planning workshop for which participants require no prior knowledge of Capacity WORKS.

Methodology	Anti-Corruption WORKS is an in-country workshop tool inspired by Capacity WORKS. The standard, stand-alone workshop is over two days.
When can it be applied?	The tool is designed for ongoing programmes, programme reviews or the preparation of new programmes
Target audience	Project staff and, where appropriate, partners
Facilitators	Anti-corruption experts trained in Anti-Corruption WORKS
Costs	10,000 - 15,000 Euro for two-day workshop (comprising preparation, travel, facilitation and documentation)
Contact	anticorruptionprogramme@giz.de

The output: Custom-made anti-corruption reforms, enhanced knowledge of staff and partners

Anti-Corruption WORKS is designed to support the achievement of programme objectives and indicators by managing corruption risks. Tangible outputs include anti-corruption measures that meet the specific needs of the programme and country context. In addition, interactive group sessions encourage debate and open up insights into the complexity of corruption in the respective sector. As a result, participants can gain greater awareness and improve know-how on managing the corruption risks they face and how to address them. The participatory approach of Anti-Corruption WORKS promotes ownership and encourages the implementation of workshop results.

When planning anti-corruption activities, GIZ staff can request support from the Planning Officer on Anti-Corruption and Integrity as well as the GIZ Anti-Corruption and Integrity Programme.

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