



# Lessons from the Corruption, Justice and Legitimacy Program

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# CORRUPTION, JUSTICE, AND LEGITIMACY PROGRAM

## Mission

- Improve the effectiveness of anti-corruption programming as a means of unlocking the barrier to development outcomes caused by corrupt patterns of behavior

## Systems Thinking Approach

- Corruption analysis methodology informed by systems thinking to gain a holistic sense of what drives and enables corruption

## Social Norms

- Understanding and addressing social norms as drivers of corrupt behaviours

## Corruption in Fragile States Blog

- Provides a space for conversation about corruption in fragile states, including guest posts from prominent thinkers, policy makers, and practitioners

## ENABLERS

- Weak institutional factors (e.g. insufficient transparency, accountability, monopoly)
- Inadequate legal framework

## DRIVERS

- Status
- Survival (i.e. need)
- Greed
- Social pressure, including social norms
- Power
- Ignorance

# Do not take Bribes!!

## IT'S EVIL



Directorate  
of Ethics  
and Integrity



**NOTICE**  
**HOT LINES TO REPORT BRIBERY IN**  
**COURT!!!**

- DO YOU KNOW OF ANY INCIDENT OF UNPROFESSIONAL CONDUCT BY A COURT OFFICIAL?
- HAS A COURT OFFICIAL ASKED YOU FOR A BRIBE FOR ANY SERVICE IN COURT?
- **THIS IS ILLEGAL...**
- REPORT ANY SUCH INCIDENT BY SENDING A TEXT MESSAGE TO ANY OF THESE NUMBERS:

1. 077-670-9100

2. 070-370-7085

3. 079-470-2085

**MANAGEMENT**

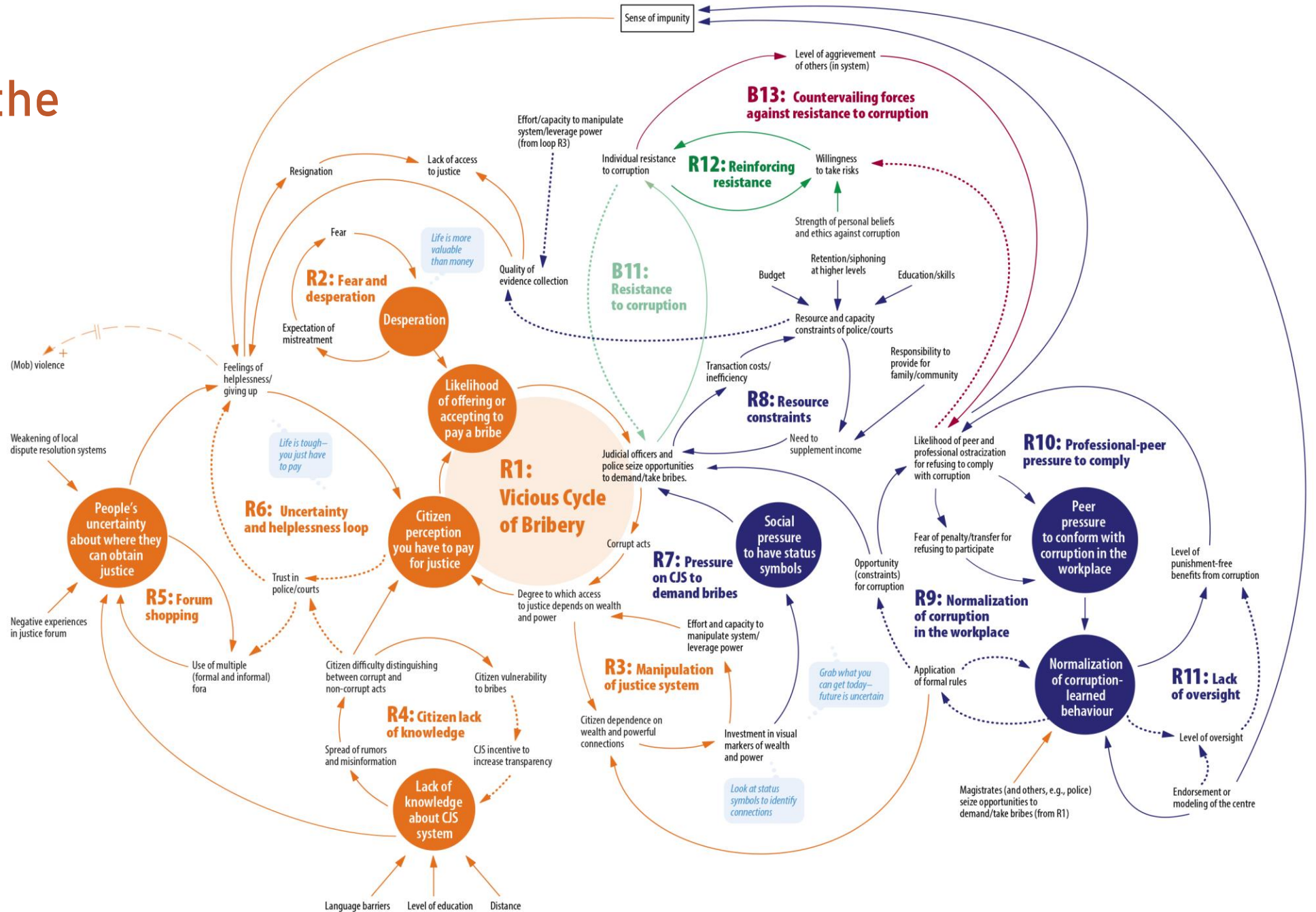
## HOW THE APPROACH HAS BEEN USEFUL (SO FAR)

1. Improves understanding of the problem
  - Responds to complexity
  - Identifies broad range of drivers and enablers and relationships
2. Enables testing the plausibility of theories of change
3. Generate strategic program co-ordination
4. Identification of atypical points of intervention—social norms



# Understanding the system of corruption

## Corruption System in the CJS: Northern Uganda (2017)

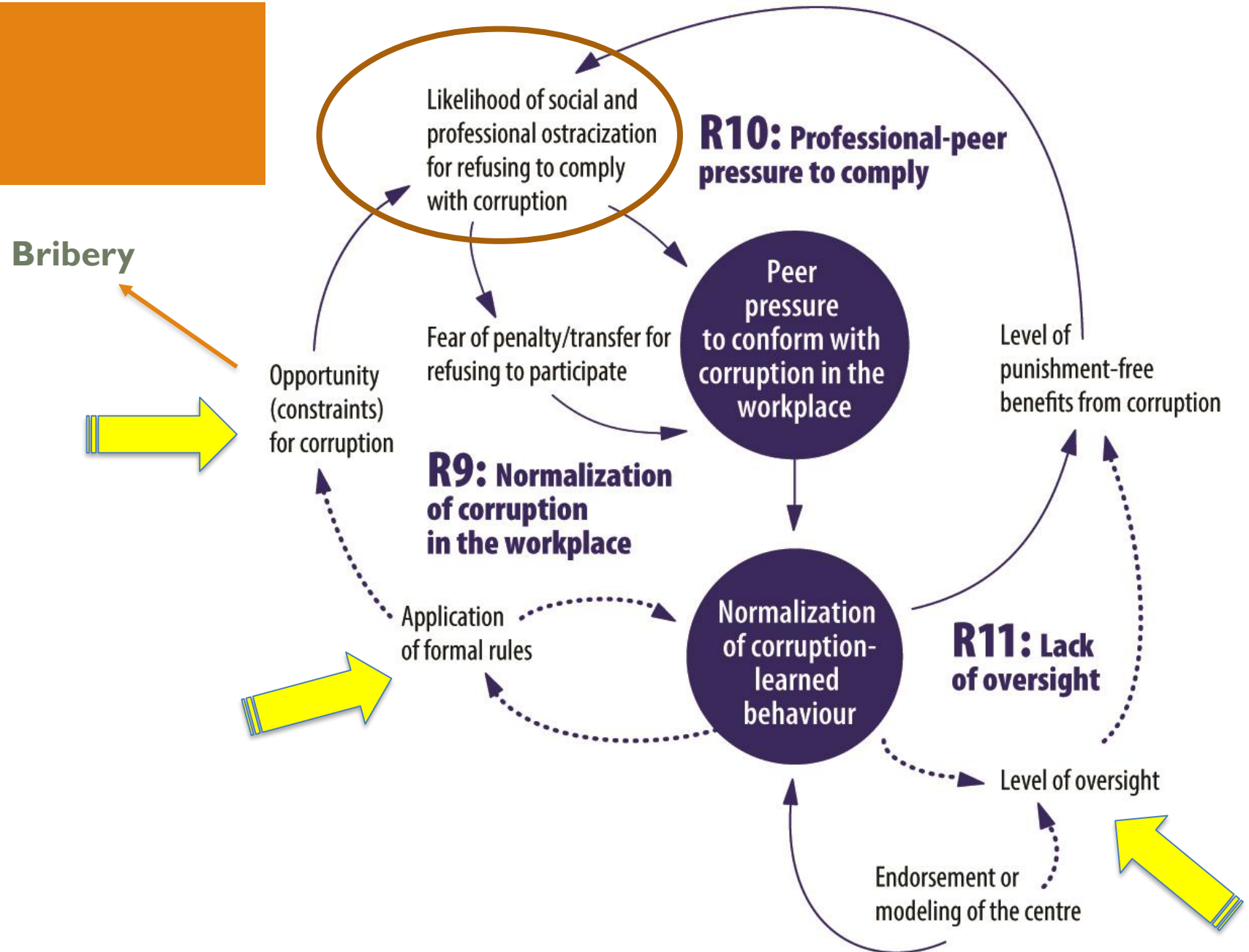


## HOW THE APPROACH HAS BEEN USEFUL (SO FAR)

1. Improves understanding of the problem
  - Responds to complexity
  - Social norms as an important brake to change
2. Enables testing the plausibility of theories of change
3. Generate strategic program co-ordination
4. Identification of atypical points of intervention—social norms

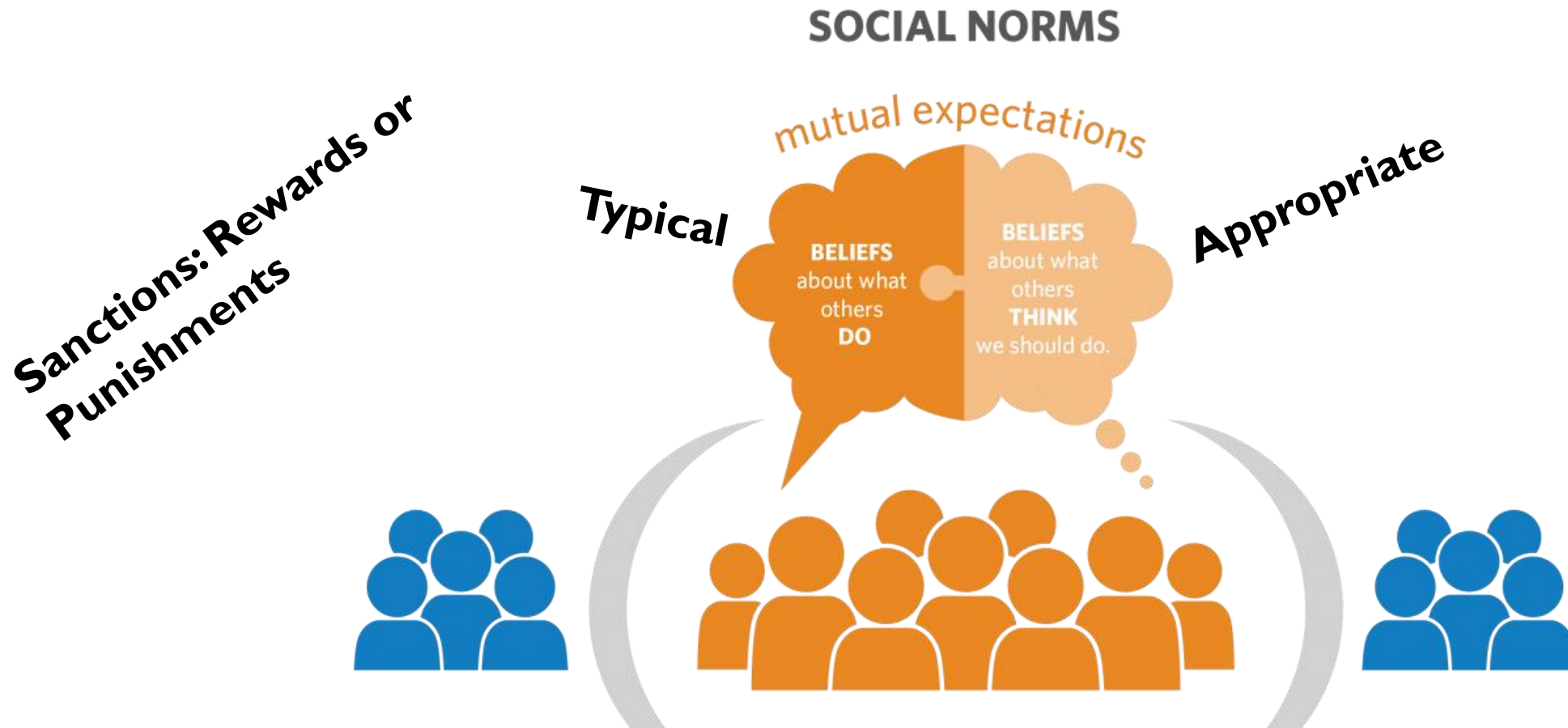
# Identifying social norms

Example: Drivers of Corruption in Police and Judiciary in northern Uganda (2017)





# WHAT ARE SOCIAL NORMS?



**Social norms: the mutual expectations about the right way to behave within a group.**

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- “If someone asks for a service, you are required to do it, even if it goes against your own ethics. To refuse is to put in opposition, and this can be dangerous.”
  - “Pity the man who is alone”

# SOCIAL NORMS ARE NOT:

attitudes



behaviors



## UGANDA: SECTION 46



Under Section 46, convicted public servants must be fired and removed from payroll

But this doesn't always happen

Why is this law not enforced in practice?

Underlying social norm: 'Don't get people in trouble'

# Programming Implications

## Addressing expectations to enhance sustainability of behaviour change

- Positive behavior change shifts revert after programming ends
- Expectations still exist
- Expectations are maintained through reward or punishment

## Implementing programme activities

- The activities and tools for dealing with social norms are familiar, but there are nuanced differences that impact effectiveness:
  - Focus
  - Messaging
  - Targeting/participants
- Change *perceptions* of what people who matter to me typically do and change *perceptions* of what they expect me to do





If not done correctly, it can backfire!

 @ipaidabribeug  I Paid A Bribe Uganda

# KULETA HAKI (DRC): Supporting trendsetters and changing the “group”

Connecting “islands of integrity”

Creating civil society-state institution partnerships

Making that group matter more than groups that exert pressure to engage in corrupt acts



**JUSTICE SANS  
CORRUPTION  
C'EST POSSIBLE : JE M'ENGAGE**

# “ADDIOPIZZO”: Changing perceptions of the norm

Creating public pledges

Publicizing commitment and creating visible rewards for new behavior

Diffusing/publicizing new norm

→ Create momentum—what is appropriate and common behavior is changing



# Tackling Implementation of Section 46: Social norms as part of a multi-faceted strategy

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<b>ACTS SUPPLEMENT No. 5</b>		<b>25th August, 2009.</b>
	<b>ACTS SUPPLEMENT</b>	
	<i>to The Uganda Gazette No. 42 Volume CII dated 25th August, 2009.</i>	
	Printed by UPPC, Entebbe, by Order of the Government.	

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<b>Act 6</b>	<i>Anti Corruption Act</i>	<b>2009</b>
	<b>THE ANTI CORRUPTION ACT, 2009</b>	

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## Multi-faceted strategy

- Address institutional & structural factors that create opportunities for non-implementation
- Capacity building
- Address social norms—  
punishments for transgressing and support trendsetters

# CORRUPTION IN FRAGILE STATES BLOG

Catalyzing conversations among experienced actors to increase the effectiveness of anti-corruption analysis and practice in fragile states.

 [bit.ly/corruption-in-fragile-states](https://bit.ly/corruption-in-fragile-states)



**For more resources:**

[Short Guide Series: Social Norms and Corruption. An Overview](#)

[Understanding Social Norms: A reference guide for policy and practice](#)

**To stay current:** Follow CJL on LinkedIn!

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