How do you turn a poacher into a gamekeeper?

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- 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.
- Development is about technical issues *and* human interaction (politics)
- 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.

The incomparable Mullah Nasruddin

Someone saw Nasruddin searching for something on the ground.
"What have you lost, Mullah?" he asked.
"My key," said the Mullah.

So they both went down on their knees and looked for it. After a time, the other man asked: "Where exactly did you drop it?"
"In my own house."
"Then why are you looking here?"
"There is more light here than in my own house."

(Shah, 1993)

Coffee breaks & corridors
(Rodgers, 2007)

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Impose	Inform
Informal coalitions	Involve

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

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Means & resource availability

Developed world

LEGITIMATE MEANS	ILLEGIT

Developing world

LEGIT	ILLEGITIMATE MEANS

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

Project re-design

- 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.