

Glossary



CORRUPTION, JUSTICE AND LEGITIMACY PROGRAM

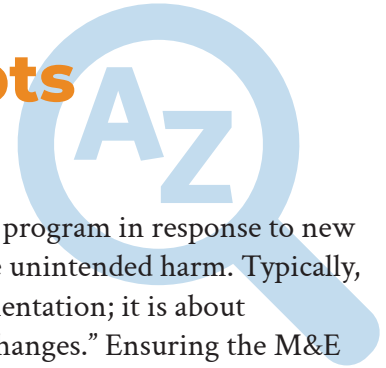
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Integrating Social Norms into
Anti-Corruption and Accountability Programming

Version 1

Glossary of Key Concepts



Adaptive management: An intentional approach to adjusting a program in response to new information and changes in context to improve results or mitigate unintended harm. Typically, “adaptive management is not about changing goals during implementation; it is about changing the path being used to achieve the goals in response to changes.” Ensuring the M&E frameworks are gathering the right information is key to good adaptive management.

Attitude: An attitude is a personally held belief or judgment (e.g. favorable or unfavorable) about something or someone — i.e. an opinion. Attitudes are not contingent on expectations about what others do or think, though they may be influenced by others. This distinguishes them from social norms, which are socially rather than individually motivated — i.e. are linked to perceptions of others’ actions and expectations.

Behavior: Behaviors are the actions we perform. They are what we do — how we conduct ourselves. Behavior is observable, even if some people take great pains to keep some acts out of sight. For instance, washing our hands is a behavior, as is smoking, running or eating. Demanding a bribe to set a court date, hiring an unqualified cousin, or purchasing products only from vendors who are connected to the leadership are all examples of *corrupt* behaviors. Corruption, on the other hand, is not a behavior. It is a concept, made up of many different types of behaviors.

Conflict sensitivity: Conflict sensitivity means understanding the two-way interaction between program activities and the conflict context, then acting to minimize the negative impacts and maximize the positive impacts of the effort on the conflict, within an organization’s given priorities and objectives.

Convention: Behaviors that are common but carried out in order to meet a need or for convenience, are called conventions. This distinguishes a convention from a social norm, where people behave in a particular way because of social expectations or pressure (injunctive norm) and/or because they believe other people typically behave that way.

Corruption: The abuse of entrusted power for personal gain. We interpret this definition broadly. Gain is not limited to financial benefits for individuals but can include non-financial returns such as future favors, political advantage, and sexual acts, among others. The personal nature of the gain can extend to benefits for one’s family, political party, institution, group, etc. We believe that determining if something is an abuse of entrusted power or personal gain should be grounded in the perspectives of the people in the context.

Corruption analysis, drivers and enablers: Corruption analysis is a process that seeks to identify the drivers and enablers of corrupt practices— the purpose of the system the corruption is embedded within, who is involved, and what power and interests they have. A **driver** is a factor that causes or motivates one to be corrupt, while an **enabler** is an environmental factor that facilitates its occurrence. Corruption analysis is the first step in an adaptive management program cycle that sets up strategic program design, complexity-informed monitoring, evaluation and learning.

Corruption analysis is **not**:

- **Risk assessment:** unlike conventional risk assessments, the focus of a corruption analysis is more on understanding why corruption is happening rather than on what corrupt practices are possible.
- **Investigation:** a corruption analysis does not seek to determine who specifically is engaged in a particular corrupt act, as it is not an investigation.
- **Measuring corruption:** the purpose of a corruption analysis is not to measure the amount, degree or scale of the corruption.

Endemic corruption: The abuse of entrusted power for personal gain is an integrated, critical aspect of how the state functions at all levels — to the extent that it is seen as normal and thus rewarded while integrity may be punished. Also called ‘systemic corruption’, it occurs throughout the world but is often a key characteristic of fragile and conflict-affected states.

Fragile and conflict-affected states (FCAS): These are contexts that are either experiencing overt violence and hostilities or have a combination of risks and insufficient state and societal capacities to absorb or mitigate those risks. According to the Organization for Economic Cooperation and Development (OECD) there are six dimensions of fragility: social, economic, political, security, environmental, and human. In most of these contexts, the abuse of power for personal gain cuts across all six dimensions.

Indirect social norm: The unwritten rule about what is typical and appropriate may manifest in a variety of actions. This contrasts with a direct social norm, where the unwritten rule dictates a specific behavior to undertake.

Pattern of corrupt behavior: Abuse of power for personal gain may be an **isolated** corrupt act, such as a one-off transgression in the procurement process where a family member within a company is tipped off about internal priorities in order to win a contract. It may also be a **habituated practice** where abuse of power for personal gain is a regularized part of a process, such as the need to present a small gift to a government official to receive a service. These patterns of corrupt behavior are commonly found in endemically corrupt contexts. Distinguishing between the two — isolated versus habitual — is important, as social norms often play a significant role in maintaining the latter in place in spite of anti-corruption efforts.

Gender norms: Gender norms are a subset of social norms. They are “social norms defining acceptable and appropriate behaviors for women and men in a given group or society.” They are generally learned in childhood through socialization and are embedded in and reproduced through formal and informal institutions. Gender norms play a role in shaping the often unequal access to resources and rights for women and men.

Pluralistic ignorance: This occurs when an individual’s perceptions about what other members of a group typically do or think is appropriate behavior in a particular situation is inaccurate. In other words, pluralistic ignorance is what we call situations where most people’s perceptions of what other people (in their group) do or believe is appropriate is wrong.

Program design: Program design draws from the corruption analysis to develop a point of intervention (i.e. where in the system we can feasibly leverage change). It then develops a theory of change to catalyze the most significant change a program can achieve and the best strategy to get there. Program design should not be confused with planning, which is the day-to-day articulation of what tasks will be done by whom. Nor is it the same as proposal writing, which is the art of convincing someone that your design will be effective.

Social norms: Social norms are mutual expectations about the right way to behave within a group. These mutual expectations represent what is accepted as appropriate and typical behavior for that group in a particular context. To be mutual, the expectations must flow both ways within the group — between people who matter to each other. Mutual expectations are made up of beliefs that are often implicit, with two components: descriptive and injunctive norms.

Theory of change: There are two main ways people use a theory of change: as a way of thinking or as a visualization of how the program believes the change it seeks to achieve will unfold. A theory of change articulates how and why our efforts will catalyze the changes we are seeking in corrupt practices. The change could be in behavior, structures and policies, social norms, etc., or any combination of them. If the program is dedicated to anti-corruption, the most significant change is expressed as the goal. However, when anti-corruption efforts are integrated into sectoral programming, this change may be expressed as an objective in service of the larger sectoral development goal. A theory of change also articulates the causal assumptions about the changes each of your program activities will create. It is often expressed as logical progression:

If we do X (the activities or work), then Y (change/goal) will happen, because of Z (the rationale or logic, based on evidence and/or assumptions).

Theory of change thinking challenges us to ask why we think any form of intervention will result in an actual desired change. Will our activities be sufficient to create change — or will other actions be needed? How will different actors resist or support change? Will our underlying assumptions prove correct?