Greece-OECD Project:
Technical Support on Anti-Corruption

General Secretariat
Against Corruption:
Communications
Strategy 2017
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About the Greece-OECD Project

The Greek government is prioritising the fight against corruption and bribery and, with the assistance of the European institutions, is committed to taking immediate action. Under the responsibility of the General Secretariat Against Corruption, Greece’s National Anti-Corruption Action Plan (NACAP) identifies key areas of reform and provides for a detailed action plan towards strengthening integrity and fighting corruption and bribery. The OECD, together with Greece and the European Commission, has developed support activities for implementing the NACAP. This project is scheduled for completion in 2018 and is co-funded by the European Commission and Greece. For further information, please see the project webpage.
This document presents the communications strategy of the General Secretariat Against Corruption (GSAC) for 2017, which was revised based on GSAC inputs in March and June 2017. The strategy is based on the communications objectives set in the National Anti-Corruption Action Plan (NACAP) and GSAC’s communications priorities as conveyed to OECD. The document is written with the express understanding that it is internal for GSAC’s purposes, and GSAC may modify it according to its strategic direction and needs.

The first part of the document introduces the context: the role of GSAC and the challenges that communications can help overcome, the objectives set out in the NACAP, the corruption issues affecting the country, their impact, and the attitudes that communications should aim to change.

In this context, the second part presents the strategy: its primary and secondary objectives, the target audiences, the messages, the channels, and the communication products available, or to produce in the future. It analyses the potential risks and how to mitigate them, and identifies tools to evaluate the strategy to adapt and refine it, based on results. Lastly, it presents the needs in terms of human resources that this strategy would require to be implemented.

The third part consists of annexes presenting an action plan for the implementation of the strategy and tools for improving communications of the agency.
# Table of contents

**Context**
- GSAC’s communications challenges .......................................................... 7
- GSAC’s role ....................................................................................................... 7
- NACAP communications objectives ................................................................. 8
- Main corruption issues and challenges to integrity ........................................... 8
- Impact of corruption on citizen trust ................................................................. 9
- Public beliefs and attitudes towards corruption ............................................... 10

**Communications strategy**
- Main objectives of the communications strategy ............................................ 13
- Target audiences ............................................................................................... 14
- Messages ........................................................................................................... 14
- Channels ........................................................................................................... 15
- Communications material/products .................................................................. 17
- Risk and risk management ............................................................................... 19
- Evaluation ......................................................................................................... 20
- Resources ......................................................................................................... 20
- Action plan ....................................................................................................... 22
- References ........................................................................................................ 25
- Further reading ................................................................................................. 27

**Annex A.** Communications framework .......................................................... 28
**Annex B.** Communications outputs by audiences ............................................ 29
**Annex C.** Campaign definition template ......................................................... 31
**Annex D.** Communications campaign planning template ............................... 33
**Annex E.** Visual identity .................................................................................. 35
**Annex F.** Event promotion checklist ................................................................. 37
**Annex G.** Website suggested improvements .................................................... 38
**Annex H.** Country and economy examples ...................................................... 40
Context

A communications strategy is a tool to achieve an objective in a given context. For communications to be effective and efficient and to mitigate risks, the context must be clearly analysed and taken into account at all stages of the preparations and implementation. The context includes: the actor in charge of implementing the strategy (the secretariat) and the challenges it faces, the framework guiding the secretariat’s work, the issue(s) we are communicating about, the impact these have, and the behaviour(s) we are trying to change.

GSAC’s communications challenges

The General Secretariat Against Corruption (GSAC) is a new entity created in 2015 and its roles and responsibilities are very broad. This results in two main communications challenges:

- **How to become more visible and gain recognition**: This is key for an anti-corruption agency to be an actor of change in society. According to GSAC’s own survey data (OECD-Public Issue, 2016), only 35% of the population knows about the General Secretariat against Corruption.

- **How to effectively co-ordinate and co-operate with a wide range of stakeholders**: According to the EU anti-corruption report, insufficient inter-agency co-operation raises concerns as to the ability of the institutional framework to respond effectively to corruption challenges (European Commission, 2014a). GSAC needs to establish efficient communications channels with:
  - **Anti-corruption actors**: To be able to co-ordinate efficiently more than 30 bodies, GSAC needs to be recognised in this community and communicate about the NACAP, which is the overarching strategy of all anti-corruption efforts in the country.
  - **The whole society**: The NACAP covers a wide range of areas and involves both the public and the private sector. This requires building strong inter-ministerial communications, developing effective ways to reach businesses and close co-operation with the media and the civil society.
  - **External organisations**: GSAC’s works very closely with international organisations such as the European Commission. This requires effective and clear communications.
GSAC’s role

For GSAC to become more visible and gain recognition, in 2017, there will be an effort to raise general awareness about its existence and general role. Further, in coming years, GSAC may wish to consider disseminating information about specific aspects of its role. According to Law 4320/2015, GSAC’s role and activities include:

- Draft, implement and assess the National Strategic Plan for Fighting Corruption.
- Co-ordinate and co-operate with anti-corruption actors.
- Co-ordinate and dispatch complaints.
- Inform the public and raise awareness about the dangers of fraud and corruption.

NACAP communications objectives

Communications about corruption is one of the prerogatives of GSAC which, like the others, is broken down into objectives in the NACAP. These objectives are part of the country strategy and need to be taken into account in this strategy.

Objective 17

1. Increase information to the public and private sector to take action to combat corruption.
2. Strengthen the national consensus on integrity.
3. Enhance the integrity of young people. Monitor attitudes on issues of accountability and the provision of services.

Objective 21

1. Increase the awareness and the involvement of citizens.
2. Strengthen co-operation between state and non-state actors.

Objective 46

1. Create greater social support including the media which can play a role in addressing corruption.

To be able to communicate successfully, it is indispensable to have a clear understanding of the issues we are addressing, based on evidence rather than impressions. The following two sections provide an overview of the corruption issues and main challenges to integrity in the country, and the impact these have on society and in particular on trust.
Main corruption issues and challenges to integrity

- Petty and grand corruption are prevalent:
  - **Petty corruption**: It is particularly present in local government, environmental and urban planning, transport, public works and public health services (European Commission, 2014a; General Inspector of Public Administration, 2011). It was estimated to have cost EUR 554 million in 2011 (European Commission, 2014a; Transparency International, 2011).
  - **Grand corruption**: While progress has been made in high-level corruption trials (European Commission, 2014a; General Inspector of Public Administration, 2011), mainstream media often points to the low number of senior politicians being convicted (Transparency International, 2012). The weak sentences or even absence of prosecution despite the scandals is what citizens notice the most and leads to a general distrust towards institutions. In 2012, only one Greek in ten said they saw enough corruption prosecutions or strong enough punishments for offences (Bratu, Sotiropoulos and Stoyanova, 2017).

- The judicial system is described as inefficient, slow and vulnerable to corruption and political influence (GAN Business Anti-Corruption Portal, 2015; US Department of State, 2015).

- Enforcement is weak: While many laws exist to fight corruption, implementation of the law has been weak, and the prosecution of official corruption ineffective (GAN Business Anti-Corruption Portal, 2015; US Department of State, 2015).

- The media is only “partially free”: The press is assessed as “partially free” in Greece and it is particularly vulnerable to potential undue pressure (European Commission, 2014b).

- The private sector also lags behind: Greece only ranks 81st out of 140 countries in the 2015-16 Global Competitiveness Index and it falls short of implementing international conventions like the OECD Anti-Bribery Convention (European Commission, 2014b; World Economic Forum, 2016).

- High-risk areas for corruption are tax and customs, health, public procurement, local government entities, defence procurement, public and private investment sector.

- Tax evasion is a major integrity issue and cost an estimated EUR 120 billion over 2002-12 (Transparency International, 2012). It is widespread and estimated to up to 10% of GDP (Matsaganis and Flevotomou, 2010). What is more, according to data from the Independent Authority to Combat Money Laundering (Hellenic Financial Intelligence Unit), only in the first half of 2016, EUR 342 million were identified as tax-evaded. In the same timeframe the Authority dealt with 245 cases of tax evasion (GSAC, n.d.).

These issues have an impact on society, not only on its economy - by wasting public and private money that could otherwise be used for the public good - but also on citizen trust. This is particularly significant in Greece and is important to take into account in the
definition of the strategy. Indeed, it helps understand the audience’s mindset, to better tailor the message and clarify communications and also to mitigate potential risks.

Impact of corruption on citizen trust

In the 2013 Special Barometer on Corruption, 99% of Greek respondents considered corruption to be a widespread problem in Greece (EU average: 76%) (European Commission, 2014b, 2014c).

- **Citizens perceive high levels of corruption in public institutions.** Greeks are among the most likely to perceive high levels of corruption in public institutions, as compared to their counterparts in other European countries (European Commission, 2014b, 2014c).

Greece’s performance in Transparency International’s Corruption Perception Index slightly decreased in 2016 (Transparency International, 2016). While this is not significant and does not reflect GSAC’s recent efforts, perceptions of corruption remain high in Greece.

Figure 1. **Level of perception of corruption in institutions in Greece**

0% 20% 40% 60% 80% 100%

Judiciary  Public officials and civil servants  Medical and health services  Parliament  Media  Political parties

*Note:* Percentage of respondents in Greece feels that [institution] is corrupt/extremely corrupt.


- **Greece has the lowest level of citizen trust among OECD countries,** together with Spain, Slovenia, Portugal and Italy (European Commission, 2014c), which can be partly explained by the high visibility and perception of corruption in these countries. The figures are striking: according to GSAC’s survey (OECD-Public Issue 2016), 77% of citizens distrust the government and 63% distrust the European Union. Local government (51%) and regional government (50%) follow close behind.
• Citizens perceive the government actions to fight corruption largely “ineffective” (71%) (OECD-Public Issue, 2016).

These low levels of trust in institutions could negatively impact communications efforts if not taken into account. For example, any encouragement to report corruption can be undermined in this context of low trust in the judiciary. This must be taken into account in the messaging.

However, trust is difficult to build and cannot be changed overnight. This is a long process that depends on a multitude of factors. This communications strategy therefore does not assume to have a direct impact on trust levels; however, it will aim at changing social norms linked to corruption and integrity.

Public beliefs and attitudes towards corruption

This section looks at beliefs and attitudes towards corruption, highlighting that while citizens consider it to be common, many understand that it is harmful and unacceptable.

• Some corrupt practices are part of everyday life. This is evidenced by the wide range of words that exist to describe these everyday petty corruption acts (fakelaki, ladoma, visma, meso…), from bribing a doctor to giving getting a job based on connections. In the OECD-Public Issue 2016 survey, 15% of respondents who had used public health services declared that they paid a bribe to obtain the service.

• Bribes are often seen as a way to accelerate the otherwise slow bureaucratic procedure: The European Commission’s (EC) 2014 anti-corruption report found that 93% of respondents noted that bribery and use of connections were more effective methods to obtain public services, compared to the European average of 73%.

• Although corruption is accepted as common and even normal, this does not mean citizens view it as socially acceptable or harmless. In the OECD-Public Issue 2016 survey), all incidents of corruption presented to the respondents were considered as socially unacceptable acts. For instance, 93% considered a bribe to pass a building inspection to be unacceptable.

• Citizens are well aware of the negative consequences of corruption. Three out of five surveyed said they believed corruption affected their everyday lives, compared to an EU average of only 26% (European Commission, 2014a). The 2016 OECD-Public Issue survey found that 82% of respondents agree that “the hiring of friends/relatives in state-owned companies makes the quality of these services worse” and 80% agree that “construction companies that pay bribes to public officials deliver shoddy work.”

• Regarding what citizens can do about corruption, the public is not sure. A majority of citizens (55%) do not know where to file a corruption complaint.

• There seems to be support for enhanced whistleblower mechanisms. The OECD-Public Issue 2016 survey found a large majority (93%) believe that “citizens
should make more of an effort to stand up and report those responsible for corrosion.” At the same time, the survey also showed that citizens demand more protection for citizens who report acts of corruption (OECD-Public Issue, 2016), showing a potential fear for retaliation.

Communication is the catalyst to a virtuous circle of behaviour and perception change: promotion of successful anti-corruption reforms encourages buy-in, which in turn helps the implementation of the reform and improves the perception of corruption. Research shows that when corruption perception levels drop, citizens feel like they belong to a society fuelled by integrity and are less likely to commit corrupt acts (Rothstein, 2013).

However, care must be taken to ensure that the communications messages do not increase perceptions of corruption. Evidence indicates that the media emphasis on corruption scandals contributes to rising citizen distrust. Citizens are well aware of the corruption issues; they do not need to hear more about cases. The more cases, the higher the level of perceived corruption will be. The higher this level is, the less likely people will feel inclined to act with integrity (Barr and Serra, 2010).

Clearly in Greece, corruption is a major issue, well entrenched in society. Citizens are well aware of it and are ready to fight it. With the new impulse given by the creation of GSAC and the implementation of GSAC, there is potential for change. The following communications strategy will support this and help GSAC achieve its objectives.
Communications strategy

Main objectives of the communications strategy

Based on the context, the NACAP’s objectives and the challenges, GSAC’s communication efforts will focus on raising awareness on anti-corruption issues while promoting the NACAP and GSAC.

Raise awareness on anti-corruption matters

Greek citizens are generally aware of corruption issues and realize it is harmful. However, they may give more weight to its immediate personal benefits rather than the harm to society. Further, they may not be aware of what they can do about it, and are likely to consider it a necessary evil to navigate society and bureaucracy. Although the media often focuses on grand corruption and scandals, ordinary citizens are more likely to personally experience petty corruption, and may therefore be more motivated and personally able to fight it. Therefore the strategy of awareness-raising will be twofold:

- **Generate community responsibility**, by building on the already widespread rejection of corruption and focusing on its cost, its impact on the country’s economy, and on how even “small” acts of corruption undermine the entire society’s development.

- **Increase a sense of agency** by developing individual motivation and encouraging action by offering solutions (such as how to report corruption) and alternative behaviours (Mann, 2011).

Awareness-raising campaigns should use a negative frame to trigger an immediate response from the targeted audience and a push for action.

Promote the NACAP and GSAC

- **Increase buy-in and ownership in and of the NACAP**: Communicating timely statistics about the fight against corruption to a broad audience will also encourage relevant authorities and services to provide good-quality and timely data and work to improve their results. Emphasising that anti-corruption activities are all under the NACAP and reinforcing co-operation of anti-corruption stakeholders will also be important. It can also have a positive impact to present anti-corruption activities throughout the country as being part of a single co-ordinated strategy as a demonstrator of political will and efficiency.
• **Build GSAC’s credibility** through the transparent communication of GSAC’s activities and more importantly, results. Communicating results in the form of data in particular is powerful and renders the issues concrete for citizens, while building confidence in GSAC’s actions.

Campaigns strictly about GSAC and the NACAP should be framed positively. The objective is not to push for action, but to provide information and build a long-term reputation and relationship between GSAC and the public. GSAC will therefore engage in a positive dynamic narrative and emphasise the positive aspects of the NACAP, the progress made, the successes and how society is improving on these issues.

Naturally, the focus will be on the number of completed cases and sanctions implemented. Good examples will be highlighted, rather than emphasising issues or remaining problems. This does not mean that issues or challenges will be hidden, but that campaigns will not dwell on them.

**Target audiences**

The objectives of the NACAP are to target the entire society to develop a culture of integrity and reduce tolerance for corruption. Sub-groups within society are identified below to better target communication efforts.

Communications activities to raise awareness will specifically target the following groups within society:

- **Young people**: Aged 18-25, and more broadly all university students. Fighting corruption is a long-term objective. The largest return on investment will be in youth-focused actions that will build a future society in which integrity prevails.
- **Pupils in the primary and secondary**: Education activities for the nation’s youngest citizens can have long-term impact. The goal is to teach pupils to place the common good, the common welfare and the democratic principles and values before any personal gain.
- **Private sector**: Employees and employers of private companies.

Communications activities to build GSAC’s credibility and increase buy-in in the NACAP will target specifically the following groups:

- **Public anti-corruption bodies**: Public entities co-ordinated by GSAC. They should be informed and co-ordinated to increase efficiencies and build support for GSAC and the NACAP.
- **Opinion makers**: Journalists, NGO leaders, politicians, leading universities.
- **International audience**: Foreign investors, international organisations, etc.

**Messages**

When developing awareness-raising campaigns to change social norms, there is a balance to strike between a strong message that will trigger a reaction and an action from the audience and a fear-based campaign, which can result in people dismissing the
Messages to raise awareness of corruption should be accompanied by a call for action, a suggested solution to avoid a negative campaign and potentially a feeling of hopelessness from the recipients of the message. Based on the objectives of the strategy and the results of the OECD-Public Issue survey, messages to be developed include the following:

<table>
<thead>
<tr>
<th>Focus</th>
<th>Example of messages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raising awareness</td>
<td><strong>Impact of petty corruption</strong></td>
</tr>
<tr>
<td></td>
<td>Even the smallest case of corruption can do great harm if no one does anything about it.</td>
</tr>
<tr>
<td></td>
<td>Corruption is additive – many small cases eventually cause a great deal of damage - to each one of us and to our society as a whole.</td>
</tr>
<tr>
<td></td>
<td>Corruption hinders our ability to “walk” towards economic stability and growth. Moreover, each specific case of corruption is not totally isolated.</td>
</tr>
<tr>
<td></td>
<td>Corruption leads to waste of public and private resources; prevents growth; distorts fair competition; threatens social coherence; undermines democracy and the rule of law; and enhances the lack of transparency, lawlessness and organised crime.</td>
</tr>
<tr>
<td>Encourage action to fight petty corruption</td>
<td>Request more transparency.</td>
</tr>
<tr>
<td></td>
<td>Stand up, act and react.</td>
</tr>
<tr>
<td></td>
<td>Report corruption here.</td>
</tr>
<tr>
<td></td>
<td>Practice “fair play”: this will give you more choices, more confidence in the future and increase productivity.</td>
</tr>
<tr>
<td>NACAP</td>
<td>Greece has a national strategy to fight corruption. New laws to regulate political finance and whistleblower protection have been passed or are being prepared.</td>
</tr>
<tr>
<td>GSAC</td>
<td>GSAC co-ordinates 30+ agencies and implements the NACAP. GSAC proposes reforms to fight corruption.</td>
</tr>
<tr>
<td>Successes</td>
<td>{Agency} saved EUR XXX by stopping XXXX traffic (e.g. OLAF collaboration that enabled the tobacco seizure). XXX cases were processed in 2017, resulting in XX convictions, EUR XX fines, etc. GSAC strengthened legislation in political finance and whistleblower protection.</td>
</tr>
</tbody>
</table>

**Channels**

The messages presented in the previous section can be spread through a wide array of channels. This section provides an overview of available channels, ways to approach and use them.

- **Television**: This is the number one media outlet, with 87% of the population watching it every day. Through this channel, the objectives will be to:
  - **Establish the GSAC as the anti-corruption expert**: GSAC is the centre of expertise when corruption is the topic at hand, for example during the “windows” section of the 8pm news or if there is a corruption case around which information is needed. For this, a number of experts within GSAC should be identified to be able to respond rapidly to journalists’ queries. Interviews should be organised by a press officer that can help experts define the messages to share.
Broadcast video(s) on corruption at peak times, through public service advertising for instance. This can be developed as part of the Memorandum of Co-operation with the Television Public Service.

Showcase survey results and the annual report, prepared carefully with a selection of key messages and figures. It is important to demonstrate a non-partisan approach, given the highly-polarised media landscape.

Media is currently in a turbulent phase of deep changes and opposition with the government. Media relations will therefore be handled with care.

- **Print media**: While less prominent (only 7% of the population reads a newspaper almost every day, 30% never do), print media could be explored as a secondary channel, and in a regional approach to tackle local issues.

- **Web**
  - The website will be improved to respond to user needs and provide a reliable and user-friendly source of information for citizens, journalists and anti-corruption stakeholders (see Annex G.)
  - Blogs have remained a steady force (Kassimi, 2015). Articles will be developed and placed on leading platforms to promote GSAC on new platforms and reference the GSAC more broadly.
  - News websites: Citizens refer increasingly to websites such as www.news247.gr, www.huffingtonpost.gr, www.protothema.gr for their news. These are good platforms to spread campaign material such as short videos or TV spots.

- **Social media**: Some 50% of the population are active on social media. Facebook is the leader in terms of activity but specifically amongst young people, and with a penetration rate much lower than the European average (36% vs. 63%) (Kassimi, 2015).

  Given the strong emphasis on youth, and following the example of other anti-corruption agencies, the creation of a Facebook account will be explored, provided that a staff member could dedicate part of his/her time to it. This account would relay positive stories from the implementation of NACAP and key figures and share videos created on YouTube.

- **Networks and partnerships**: A broad network of partners enables a large and tailored diffusion of messages. It can also be helpful in case of attacks to have the support of media, public figures, and regional and international partners that can mobilise citizens and also lobby behind the scene in the favour of the agency. Partnerships will be established with anti-corruption organisations, universities, public bodies and associations. These will allow the spreading of information to specific audiences. For instance, making anti-bribery information available in chambers of commerce or information on how to report corruption in public service institutions.
Communications material/products

This section presents products to be developed to spread the messages suggested in the previous section and distributed through the channels mentioned above.

When developing products, GSAC will consistently use its visual identity. The different logos and visual elements have specific purposes and are arranged in a systematic way for report covers, web announcements and print material (see Annex E). GSAC products include:

- **Digital material**
  - **App**: A hackathon will be organised to develop anti-corruption apps. These innovative products will be promoted especially with the youth audience. They will be presented at the Public Integrity Forum.
  - **Blog articles**
  - **Videos that can be published on news websites, YouTube, and social media**
  - **Online brochures (on whistleblower protection, for instance)**
  - **Awareness-raising campaign.**

- **Data**: Part of GSAC’s mandate is to gather statistics and data on anti-fraud and anti-corruption cases as well as on procedural course of corruption cases. While this is challenging given the number of actors involved and the different methodologies used, this data should be presented in a user-friendly way on line for citizens to be able to monitor cases. Data cannot be contested and will also serve to build a reputation of fairness and reliability for the GSAC. This would also contribute to making GSAC a source of information for media.

  GSAC could publish results bi-annually on their website and present them at a press event. Results could include simple infographics that can be shared on social media, either directly by GSAC or by the media.

- **Press releases and interviews**: Each release and interview provides an opportunity to share GSAC’s main messages and to build its credibility.

  **Scandals**: GSAC is not prosecuting cases but could be interviewed in cases of scandal. This requires establishing ahead of time communication channels with prosecuting bodies.

  **Anti-corruption news**: Information on corruption, whether from EU reports or from the CPI index for instance, should be taken as opportunities to reiterate the key messages: GSAC’s role, GSAC’s successes, the need for society to fight corruption.

  **Events**: Conferences and events are another opportunity to communicate the messages. Journalists should always be invited and interviews offered to select media (when possible, it is better to give an exclusive interview to one media each time rather than always offer an open interview).
This is why a press officer is essential to manage requests, but most importantly to assist interviewees in identifying the messages to be given to the media, select exclusive interviews and build relationships with journalists.

- **Annual opinion survey results**: Surveys will provide data to monitor progress and attract media attention. Results may be widely disseminated in the form of a short report with key figures and messages adapted to different audiences. The report could be presented at a press conference, in a press note, and on the website. Alternatively, the selected parts of the report could be highlighted in GSAC’s annual report, and presented at the Public Integrity Forum.

- **Trainings**: These offer an opportunity to target anti-corruption specialists. Training material will be branded in a consistent way and made available on line.

- **Events**: The Greece Public Integrity Forum, to be organised for the first time in July 2017 will be the flagship event of the year. It will be one of the defining moments of the first campaign, starting a new phase for the fight against corruption in Greece. Because of the attention it will draw from leaders, media and citizens, it will be a key communication moment that will set the tone for ensuing actions and communications activities.

  The objectives of the event are to discuss anti-corruption issues, such as:
  
  - the cost of corruption to society today
  - the use of political donations to buy influence
  - the importance of accountability in the public sector
  - the key role integrity plays
  - the new roles both media and citizens play in the fight against corruption.

  This event could be repeated each year and could be a regular platform to launch the GSAC annual report, ensuring media attention and attracting people to the event. Other events organised (such as trainings) will be promoted on line and broadcast on YouTube (see the events promotion checklist in Annex F).

Other ideas that could be considered include exhibitions, documentaries, public debates, a play (as part of the education of the young campaign), a “no corruption” label (for public institutions or companies), games, shadow day (during which citizens can witness the work of anti-corruption bodies), etc.

Example of products and strategies from other countries are presented in Annex H.

A set of permanent promotional products will be developed to ensure sustainable communications over time. However, these will be coupled with targeted campaigns, during which a range of products are designed and disseminated (see Annexes C and D for campaign definition and planning templates).

In 2017-18, the following campaigns could be carried out:

1. “Even Small Corruption Hurts”
2. “No Receipt = Double Bill”
3. “Be the Change You Want to See: You Can Stop Corruption”

Other ideas include:

- GSAC co-ordinates anti-corruption efforts and the NACAP (campaign for anti-corruption public bodies).
- Achievement-focused campaigns, around for instance the internal audit reform (targeted at public officials) or political party financing (targeted at a wider audience).
- Report fraud in EC projects (when the complaint management system is fully operational).

Risk and risk management

For an anti-corruption agency, the two main risks are opposition from corrupted parties and the potential backlash from citizens interpreting the message in a negative way.

High-visibility vs. low visibility approach

Communicating around corruption cases can spur resistance from those who used to benefit from corruption. To counter this resistance, two approaches can be adopted:

- A high-visibility approach in which opponents are addressed in an upfront and vocal manner in high-visibility, legal and political battles.
- A low-visibility approach in which the fight is not on the front stage but more a question of negotiation and support-building behind the scenes.

This applies most importantly to anti-corruption agencies that prosecute cases directly. However, it is necessary to determine a tone for when GSAC is interviewed about corruption scandals. Given its recent creation, GSAC should focus first on building internal capacity and a support network before risking more upfront battles. Interventions should consist in providing facts and supporting prosecuting agencies rather than spurring outrage. Scandals should be taken as opportunities for GSAC to convey its message and establish a reputation nationally.

Potential backlash

From citizens: If badly framed, citizens could perceive the message as the government telling them not to be corrupt. This could be rejected based on the same reasoning that some citizens use to justify tax evasion for example: why comply and give money to corrupt officials who will not use it in the public interest?

From specific groups: Campaigns should not point at any particular group or individual responsibilities. This could raise opposition and does not match the objectives of this strategy and its whole-of-society approach.
Evaluation

It is essential to consistently assess results of any communications campaign, product, or message. Only by assessing the impact can the communications strategy be fine-tuned and improved in a continuous circle of implementation, evaluation and adaptation. This section identifies some of the tools that can be used to assess successes and failures.

- **Opinion surveys**: Regular opinion surveys will assess the impact on citizen awareness and satisfaction with select public services and the prevalence of petty corruption acts.

- **Web analytics**: The website is the anchor for all communications and the face of GSAC. It is the place where people know they will find the information they are looking for. Therefore the number of single page views will be a key indicator (e.g. in 2016, there were 23 000 unique page views).

- **Number of complaints submitted**: This will indicate how efficient the messaging encouraging action has been.

- **Other measures**: Participation in the events and in particular in the Forum, media coverage (number of articles, potential reach, angle), and social media outreach.

Resources

To carry out this communications strategy and set up campaigns requires resources and skills. The number of people can vary and some tasks can be outsourced but the following competencies are absolutely essential:

- **Media relations** (press officer): To be the contact point for media, draft and share press releases, organise interviews, select media for exclusivity, brief interviewees and identify messages to put forward. The press officer should also monitor the media to be able to analyse public opinion, anticipate requests, and suggest proactive media outreach.

- **Web management**: To keep the website up to date, ensure search engine optimisation and respond to queries.

  This web manager should have previous experience in web management and strong knowledge of HTML and CSS.

  The web manager should work at least 2.5 days per week.

- **Community management**: To develop social media platform(s) and engage with communities.

  Previous experience in similar roles is essential, in particular with Facebook and Twitter. A strong interest in new technology is required, as well as proven experience in animation.

  The community manager should work at least 2.5 days per week.
• **Design**: To produce printed and digital material, infographics, reports, etc. With previous experience in design agencies, the part-time designer should master the full Adobe Suite (Illustrator, Photoshop and InDesign). Good basics of photography would be a plus. Alternatively, design work could be outsourced to agencies.
Action plan

The following is an example of an outline for a strategic communication action plan for the General Secretariat Against Corruption (GSAC), based on the 2017 communications strategy. Please note that this is an outline and not a complete plan, as there are sections that GSAC staff and administrators need to address, such as budget, timelines, responsible parties and evaluation measures. Ongoing communication and public relations activities should also be added.

<table>
<thead>
<tr>
<th>No.</th>
<th>Action(s)/measure(s)</th>
<th>Action description</th>
<th>When</th>
</tr>
</thead>
</table>
| 1.  | Identify the key communication priorities and develop a communication strategy for 2017 | • Clearly identify the role of GSAC and the communication objectives of the National Anti-Corruption Strategy.  
  • Develop communication goals designed to improve and integrate effective communication.  
  • Design a communications framework that summarises the objectives, challenges, products and expected outcomes.  
  • Establish a process to review and update the plan on a regular basis. | March 2017 |
| 2.  | Develop clear, consistent messages that are delivered in one clear voice | • Focus on the organisation’s identity and develop key messages for stakeholders and key communicators.  
  • Develop messages that emphasise the core values and objectives of GSAC. | March 2017 |
| 3.  | Develop public engagement/outreach activities | • Develop outreach programmes to distribute information and gain feedback on corruption issues in Greece.  
  • Carry out a 2nd public opinion survey to gain insight into citizen perceptions and experiences with corruption in Greece in December 2019. | Ongoing |
| 4.  | Conduct a public integrity hackathon | • Organise a public integrity hackathon and encourage collaboration with civil society organisations.  
  • In partnership with the OECD and civil society, develop web applications to promote integrity and fight corruption in Greece. | March 2017 |
<table>
<thead>
<tr>
<th>No.</th>
<th>Action(s)/measure(s)</th>
<th>Action description</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
<td>Develop and implement an awareness-raising campaign</td>
<td>• Develop an awareness-raising campaign, with the aim to raise public awareness on anti-corruption matters.</td>
<td>July 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Launch video to kick off campaign.</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Create a platform for policy dialogue and the launch of the GSAC annual report</td>
<td>• In collaboration with the OECD, organise a two-day Public Integrity Forum in order to provide a platform for policy dialogue and exchange of views between stakeholders on the issues of integrity and transparency in the public sector.</td>
<td>July 2017</td>
</tr>
<tr>
<td>7.</td>
<td>Create graphic standards</td>
<td>• Develop graphics standards for the organisation logo and general branding.</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Redesign and repackage basic information materials to create a brand image.</td>
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<tr>
<td></td>
<td></td>
<td>• Improve the overall branding of GSAC, including shared and outsourced services to reinforce the image of GSAC.</td>
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</tr>
<tr>
<td>8.</td>
<td>Establish a key communicator network</td>
<td>• Identify influential stakeholders and build partnerships among media and others.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Encourage media and others to share and promote relevant content.</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Invite identified key communicators to meet and collaborate.</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Provide pre-prepared content that requires media and others to simply publish or share on their channels.</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Establish regular communication with the public</td>
<td>• Explore the use of national TV to deliver information on a regular basis.</td>
<td>November 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Review opportunities to provide communication materials in public information displays.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provide news inserts for business and community publications.</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Create videos</td>
<td>• Develop YouTube videos in collaboration with various Greek YouTubers with the aim to raise awareness of corruption amongst Greek youth.</td>
<td>November 2017</td>
</tr>
<tr>
<td>11.</td>
<td>Improve the main GSAC website</td>
<td>• Redesign the homepage for easier navigation by users.</td>
<td>December 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Update information on a regular basis (weekly or bi-weekly).</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Make reports, relevant documents available on line in PDF format.</td>
<td>ongoing</td>
</tr>
<tr>
<td>No.</td>
<td>Action(s)/measure(s)</td>
<td>Action description</td>
<td>When</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Provide a page that responds to frequently asked questions and responds to queries</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>circulating in the community.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Promote the website as a source of up-to-date, accurate information.</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Provide communications training for staff</td>
<td>• Develop a series of employee communication workshops for GSAC staff, including</td>
<td>December</td>
</tr>
<tr>
<td></td>
<td></td>
<td>media protocol, interview techniques and social media training.</td>
<td>2017</td>
</tr>
</tbody>
</table>
References


GSAC (n.d.), “Depiction of Corruption Data: Prosecutors, Controlling Mechanisms” in Greek, [link](http://www.gsac.gov.gr/attachments/article/142/%CE%91%CE%A0%CE%95%CE%99%CE%9A%CE%9F%CE%9D%CE%99%CE%A3%CE%97%20%CE%A3%CE%A5%CE%9B%CE%9B%CE%9F%CE%93%CE%97%CE%A3%20%CE%94%CE%95%CE%94%CE%9F%CE%9C%CE%95%CE%9D%CE%A9%CE%9D%20%CE%94%CE%99%CE%91%CE%A6%CE%98%CE%9F%CE%A1%CE%91%CE%A3.pdf) (accessed 14 June 2017).


Further reading


### Annex A. Communications framework

This table summarises the objectives, challenges, products and outcomes expected in the longer term (=five years).

<table>
<thead>
<tr>
<th>Main objective</th>
<th>Challenges</th>
<th>Communications objectives</th>
<th>Main products/approaches</th>
<th>Expected long-term outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build GSAC’s credibility and raise its profile</td>
<td>Citizens do not know about this new agency</td>
<td>Increase awareness of the existence of GSAC</td>
<td>- Media coverage of GSAC&lt;br&gt;- Communications to stakeholders (e.g. newsletters)&lt;br&gt;- GSAC website and leaflet</td>
<td>- GSAC becomes a reference as the anti-corruption body&lt;br&gt;- Journalists go to GSAC when they have a question about corruption&lt;br&gt;- The public refers to GSAC when looking for information</td>
</tr>
<tr>
<td>Increase buy-in and ownership of the NACAP by other stakeholders</td>
<td>- Possible lack of knowledge about GSAC and the NACAP&lt;br&gt;- Lack of resources&lt;br&gt;- Anti-corruption actors do not have the resources to communicate about their results</td>
<td>- Increase awareness of GSAC and of the NACAP&lt;br&gt;- Co-ordinate communications about results</td>
<td>- Media coverage&lt;br&gt;- Blog article in specialised channels&lt;br&gt;- YouTube video</td>
<td>- Stakeholders feel included and part of the national strategy&lt;br&gt;- Stakeholders are actively contributing to the NACAP&lt;br&gt;- Communications products are used by stakeholders</td>
</tr>
<tr>
<td>Generate community responsibility</td>
<td>Media and citizens focus only on grand corruption</td>
<td>Raise awareness of the cost of petty corruption, its impact on individuals’ lives</td>
<td>- TV spot&lt;br&gt;- YouTube video&lt;br&gt;- Events</td>
<td>- Awareness of the cost of petty corruption increases&lt;br&gt;- Reduction of the number of acts of bribery</td>
</tr>
<tr>
<td>Increase sense of agency</td>
<td>55% of people do not know where to report a corruption complaint</td>
<td>Increase citizens’ awareness of the possibility to report corruption</td>
<td>- Co-ordination with investigative bodies&lt;br&gt;- Promotion on line and on television of anti-corruption reporting channels</td>
<td>- There is a well-functioning complaint management system&lt;br&gt;- Citizens are aware of where they should report</td>
</tr>
</tbody>
</table>

### Annex B. Communications outputs by audiences

<table>
<thead>
<tr>
<th>Audiences</th>
<th>Objectives</th>
<th>Message</th>
<th>Product ideas</th>
<th>Channels</th>
<th>Impact measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Young people</strong></td>
<td>Generate responsibility</td>
<td>Corruption is not inevitable</td>
<td>- Blog articles</td>
<td>On line only</td>
<td>Views of online products</td>
</tr>
<tr>
<td></td>
<td>Encourage action</td>
<td></td>
<td>- Videos and news website</td>
<td></td>
<td>Social media reach</td>
</tr>
<tr>
<td></td>
<td>Build a culture of integrity</td>
<td></td>
<td>- Social media (Facebook)</td>
<td></td>
<td>Opinion survey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>You can do something about corruption</td>
<td>Online videos and TV spots</td>
<td>Integrity Forum</td>
<td>Participation + Level of participants</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>News websites</td>
<td>Variety of participants</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>GSAC website</td>
<td>Survey before/after event</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Social media</td>
<td>Number of views on news website</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Television</td>
<td>Viewership on TV channel</td>
</tr>
<tr>
<td></td>
<td>Depending on the app developed</td>
<td>Application</td>
<td>Smartphones</td>
<td>Participation + Level of participants</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Websites</td>
<td></td>
<td>Number of downloads</td>
</tr>
<tr>
<td></td>
<td>Even small corruption hurts</td>
<td>Short version of the annual report</td>
<td>Social media</td>
<td>Actual use of the application</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>University</td>
<td>Dissemination + web views</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Conference at a university (with partners)</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Participation in a TV show or ad</td>
<td>TV</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Audience</td>
<td></td>
</tr>
<tr>
<td><strong>Students</strong></td>
<td>Build a culture of integrity</td>
<td>Play fairly, follow the rules – this will benefit you</td>
<td>- Play</td>
<td>In schools</td>
<td>Number of schools participating, staging the play and number of pupils reached</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Short videos</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Curriculum material</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public anti-corruption bodies</strong></td>
<td>Generate responsibility</td>
<td>Public officials are held accountable to a code of conduct</td>
<td>Training programme for public officials</td>
<td>Trainings</td>
<td>Number of trainings provided and attendees</td>
</tr>
<tr>
<td></td>
<td>Build GSAC’s profile</td>
<td>Public officials can refer to GSAC</td>
<td>Training programme for public officials</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase ownership of NACAP</td>
<td>Anti-corruption work is guided by the NACAP</td>
<td>Training programme for public officials</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Opinion makers</strong></td>
<td>Build GSAC and NACAP’s profile</td>
<td>There is a national anti-corruption strategy and GSAC</td>
<td>Press releases</td>
<td>Media</td>
<td>Media coverage (number of articles, interviews)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Interviews</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Annex B: Communications Outputs by Audiences

<table>
<thead>
<tr>
<th>Audiences</th>
<th>Objectives</th>
<th>Message</th>
<th>Product Ideas</th>
<th>Channels</th>
<th>Impact Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Private sector</strong></td>
<td>Build GSAC’s profile</td>
<td>- Bribery distorts competition</td>
<td>- Leaflet on anti-bribery</td>
<td>Chambers of commerce</td>
<td>Number of cases</td>
</tr>
<tr>
<td></td>
<td>Prevent corruption in the private sector</td>
<td>- Bribery is negative for you</td>
<td>- Statistical data from cases</td>
<td></td>
<td>Opinion survey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Report bribery</td>
<td>- Trainings</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- GSAC can help you fight bribery</td>
<td>- Online material</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Bribery is punished</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>General public</strong></td>
<td>Generate community responsibility</td>
<td>GSAC mission</td>
<td>GSAC website</td>
<td>GSAC website + metro ad</td>
<td>Potential reach, analytics</td>
</tr>
<tr>
<td></td>
<td>Increase sense of agency</td>
<td>Report here</td>
<td>Posters + website</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Even small corruption hurts</td>
<td>Video</td>
<td>Website + online + TV</td>
<td>Number of views</td>
</tr>
</tbody>
</table>
**Annex C. Campaign definition template**

Applied to Campaign No. 1: “Even Small Corruption Hurts”

<table>
<thead>
<tr>
<th>Defining the campaign</th>
<th>Issue</th>
<th>What is the issue?</th>
<th>What is the context?</th>
<th>Map existing content and identify gaps</th>
<th>What are the risks?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Even the petty cases of corruption can do great harm if nobody does anything about it. Many small cases cause, eventually, a great deal of damage, to each one of us and to society as a whole. Citizens are not aware how badly petty corruption hurts them. Not only does it cost society, it costs the very persons who engage in petty corruption.</td>
<td>Greece suffers from grand corruption but also petty corruption. Petty corruption is well entrenched because of a vicious circle. There are various reasons why citizens partake in corruption. For example, in view of the current economic difficulties, people can try to save money or get scarce services by bribing public officials.</td>
<td>I paid a bribe: <a href="http://www.edosafkelaki.org/">www.edosafkelaki.org/</a> Knowledge of the widespread use of bribes and of the weakest sectors.</td>
<td>Implementation of the campaign - Lack of resources to promote the campaign - Lack of media coverage - Lack of political support</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objectives and strategy</th>
<th>What are the objectives?</th>
<th>Who is the audience?</th>
<th>What are the messages?</th>
<th>Who are the messengers and influencers?</th>
<th>What type of campaign?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The aim is to raise awareness about the harm of corruption by providing figures or stories and illustrating how even “small” corruption acts can indirectly impact every citizen.</td>
<td>Greek citizens, in particular youth Public officials</td>
<td>When you take part in corruption, whether by not paying taxes, accepting to not get a receipt, bribing a public official, you endanger yourselves and society and everyone will pay the cost eventually in another way (through an increase in taxes, through poor infrastructure, etc.) Corruption hinders society’s ability to “walk” towards economic stability</td>
<td>@Prime Minister GR Panteion university MoH General Secretary against Corruption Anti-corruption champion (tbd) General Secretariat of Information and Communication</td>
<td>- Digital - video - Event (Forum)</td>
</tr>
</tbody>
</table>
and growth.

<table>
<thead>
<tr>
<th>Resources</th>
<th>What is the timeframe?</th>
<th>Who needs be involved (staff)?</th>
<th>What digital tools will we need?</th>
<th>Linkages and potential partners?</th>
<th>Estimated budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>May – December 2017</td>
<td>- Press officer&lt;br&gt;- Political office</td>
<td>- Video&lt;br&gt;- Online PDF with messages and key figures&lt;br&gt;- Website&lt;br&gt;- Blog articles&lt;br&gt;- App (depending on product created)</td>
<td>- Transparency International&lt;br&gt;- Ipaidabribe&lt;br&gt;- Anti-corruption bodies</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Annex D. Communications campaign planning template

Applied to Campaign No. 1: “Even Small Corruption Hurts”
Annex E. Visual identity

Motto: σχεδιάζουμε, υλοποιούμε, τολμάμε // Planning, Implementing, Daring

Logo: Logos should be used as follows:

<table>
<thead>
<tr>
<th>Logo</th>
<th>When</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Logo" /></td>
<td>For GSAC products On GSAC website</td>
<td>Preferably centred</td>
</tr>
<tr>
<td><img src="image2" alt="Logo" /></td>
<td>Products associated directly with the Ministry of Justice When on its own</td>
<td>Aligned left, preferably at the bottom</td>
</tr>
<tr>
<td><img src="image3" alt="Logo" /></td>
<td>Products associated directly with the Ministry of Justice When associated to other organisations’ logos</td>
<td>Aligned left preferably</td>
</tr>
</tbody>
</table>

It may be worth reviewing the GSAC logos to align the three options in terms of colours, font and text placement.

A vision and mission should be developed. Suggestions include:

- **Vision:** A culture of integrity in Greece
- **Mission:** Co-ordinate Greece’s anti-corruption efforts, propose reforms and raise awareness around corruption issues.
### Annex E: Visual Identity

#### General

- **Report branding**
  - Blue font: 39 / 92 / 171

- **Youth campaign branding**
  - Orange font and colour: 239 / 62 / 30

- **Web announcement template**
  - TITLE OF THE EVENT OR ANNOUNCEMENT in blue, orange or black
  - Date, Place
  - PICTURE
    - prepared in 960x549 px
Annex F. Event promotion checklist

Before
- Design the web announcement using the template (see Annex E) linking to the agenda
- Invite participants using mailing lists and social media
- Send a media advisory to journalists accredited and interested in the topic a week ahead of the event
- Choose one media and grant an exclusive interview of a high-level speaker (the choice of the media must change for every event to allow for a fair representation of the media spectrum)
- Assess the need for the live broadcast of the event (to avoid people not coming to the event, information about live streaming should be shared close to the event)

During
- Ensure consistent branding in the room and provide promotional material of GSAC
- Ensure journalists obtain their exclusive interviews
- Be available to answer questions from journalists and or participants

After
- Report on achievements and successes (number of participants, social media presence, media coverage)
- Produce a report with the material presented during the event/training.
  The structure should be:
  - Photo of high-level official with quote to show political support
  - Very short abstract on number of participants and objectives
  - Take-aways with link to material provided
  - Next steps
- Thank speakers and participants and share report and available material
- Upload video of the event on YouTube
Annex G. Website suggested improvements

GSAC’s website needs to be referenced on all partner anti-corruption bodies and on other relevant websites. This will increase visibility and searchability online. GSAC will further develop its website to ensure that the web layout is user-friendly, renders data easily accessible and clearly states how to report corruption.

The website must provide different layers of content:

1. easy, understandable material for an audience who has no prior knowledge of the issue (FAQ, About)
2. more elaborate information for audiences familiar with the issue, but not experts (e.g. journalists)
3. technical material for anti-corruption experts, including officials from the anti-corruption bodies that GSAC co-ordinates.

Layout

The image should be resized to be in 960px x 462px and not be stretched.

Content

According to Google Analytics, the two most important permanent pages consulted the most in 2016 were the “Contact us” page and the FAQ page. Both could be improved, as follows:

- **Contact us**: This section will clarify that its purpose is to enable citizens to contact GSAC with a question, not to submit a complaint. Complaints currently are made via a second contact form. This second form should be accessible from the Contact us page too, as visitors may be looking for it when they click on “Contact us”.

- **Press release and announcement section**: These two sections will be merged and extracted to make available the latest news directly from the homepage.

- **FAQ**: Answers could be simplified and chunked further to avoid large blocks of texts (see the example below).
### What is corruption?
Corruption is easier to recognise than to define. Corruption in normal usage is described as "the systematic violation of any moral and legal rules in the performance of duties of an employee or a worker" or in other words the “abuse of (public) power for the sake of private benefit” (“abuse of public power for private gain”). Alternatively, it can be argued that corruption cases are mostly those relating to the exploitation of the authority vested in a person employed in the public or private sector for the purpose of personal gain and occurs mainly in the form:
- Corruption, whether in the public or private sector.
- Misconduct of an official who intends to harm citizens or the state or to procure to himself or another unlawful benefit.
- Abuse of power: when the competent public official uses illegal or coercive means to achieve any public statement or expose someone to prosecution or refrain from prosecuting someone guilty or discharge someone from a punishment. Citizens may often come across similar situations that may constitute criminal acts. Illegal actions violating citizens’ rights and the public interest, such as extortion, theft, etc. do not necessarily constitute an act of corruption unless there is an element of abuse of power. As mentioned above, the most important criterion for “abuse of power” for the Service to take on a case is exploitation of the authority vested in a person (employee or officer), for their own benefit.

### What forms can corruption take?
- Corruption, whether in the public or private sector.
- Misconduct of an official who intends to harm citizens or the state or to unlawfully benefit him/herself or another person.
- Abuse of power: using one’s position of power in an abusive way. This can take many forms, such as taking advantage of someone, gaining access to information that should not be accessible to the public, or manipulating someone with the ability to punish them if they do not comply.

### What is not considered corruption?
Illegal acts directed against the rights and interests of citizens, such as threats, extortion, theft, physical damage are not acts of corruption if there is no use of one’s power.
Annex H. Country and economy examples

New South Wales, Australia (Independent Commission Against Corruption, ICAC)

Examples of leaflets produced by this agency include:


Argentina

- A blog titled “No corruption” to provide a forum for the public to discuss corruption cases, explain legal rules and hurdles to access to justice, and simultaneously act as an external pressure for judges and prosecutors who also access the information.
- An online interactive database that provides detailed information on approximately 100 cases that the ACIJ has been following. Information includes the latest update on each investigation; information about magistrates, public prosecutors, and other factors and actors involved in each case; and relevant past and future dates in the judicial agenda. A search engine format allows the information to be cross-referenced, enabling the user to access information using basic and advanced search criteria.
**Colombia**

Colombia has invested in a user-friendly, visual website gathering:

- Use of infographics: While the impact is difficult to measure, they registered an increase in the number of website visitors by 50%.

Colombia has also invested in social media:

- **Twitter** (7,400 followers)
- **YouTube** (64 subscribers).

**Hong Kong, China (ICAC)**

The ICAC has a very wide range of education strategies, in order to enlist the support of the entire community in a partnership to fight corruption. It includes:

- media publicity to ensure effective enforcement cases are well publicised, through press releases
- media conferences and interviews, as well as the making of a TV drama series based on successful cases
- media education – use of mass media commercials to encourage the public to report corruption
- promote public awareness of the evils of corruption and the need for a fair and just society, and as a deterrent to the corrupt
- school ethics education programme, starting in kindergarten up to university
- establish an ICAC Club to accept members who wish to perform voluntary work for the ICAC in community education
- corruption prevention talks and ethics development seminars for public servants and business sectors
- issue corruption prevention best practices and guidelines
• in partnership with the business sector, set up an Ethics Development Centre as a resource centre for the promotion of a staff code of ethics
• organise exhibitions, fairs, television variety shows to spread the message of a clean society
• wide use of websites for publicity and reference, youth education and ethics development.


Hungary

Hungary has chosen high-visibility actions:
• a TV spot that reached 1.8 million people
• a radio campaign that reached 100,000 people.

Their next campaign will consist of broadcasting ads, five TV spots, radio spots, creating a YouTube channel and a Facebook page.

They concluded that a message placed on pictograms or posters in governmental institutions can be more influential than any TV ad.

All their material is available on their website: http://corruptionprevention.gov.hu/ and details can be found in this workshop summary: http://corruptionprevention.gov.hu/download/9/cb/60000/Workshop%20Summary.pdf.

Latvia

The anti-corruption bureau of Latvia uses a wide range of awareness-raising activities, mostly focusing on youth and the messages: “It starts with you” and “Don’t allow corruption”. They implemented the following actions:
• Videos in cinemas before movies.
• Organisation of shadow days during which young people would play the role of the anti-corruption managers.
• Onsite presence: Bureau members set up a table in a museum on Anti-Corruption Day and people could ask them questions.
• Drawing competition.
• Training class for students of faculty of medicine and secondary school and vocational education.
• Target training to risk areas.
• Special e-learning work for secondary school.
Latvia has also invested in social media:

- **Twitter** (3 900 followers)
- **Facebook** (1 010 followers)
- **YouTube** (between 262 and 2000+ views per video).

Latvia has developed a user-friendly, clear and up-to-date website: [www.knab.gov.lv/en/](http://www.knab.gov.lv/en/).

- It lists all the actions and criminal actions started by the bureau.
- It clearly presents its mandate through five entries using icons (education; legal acts; party financing; control over actions of public officials; investigation of criminal offences).
- It has a prominent reporting phone line and contact.
- Their mission statement is: “We take action against corruption for the good of society and the national interest with the full force of law and public support, in order to achieve integrity in the exercise of power vested in officials of State.”
- The bureau is transparent in its action and reports.

Latvia’s anti-corruption bureau carried out two social campaigns in 2015. One for which posters were disseminated in various cities and municipalities as well as at the International Airport Riga to raise awareness about corruption and encourage people to report corruption cases. During the second, a short video was shown in cinemas as well as public institutions and social networks to raise awareness of corruption issues in taking decisions and to report corruption cases to the bureau. During the second half of 2015, the bureau prepared a booklet and infographic on business integrity encouraging entrepreneurs to identify corruption risks in companies and implement anti-corruption measures.

Their success was evidenced by the survey they carried out on “Attitude towards Corruption” and that showed the lowest level of corrupt activities had been reached since 1999.

Sweden

Sweden has focused on a basic values guide that was produced in the form of three booklets widely shared among public officials. These booklets can be found at: www.government.se/49b756/contentassets/7800b1f18910475d9d58dba870294a63/common-basic-values-for-central-government-employees--a-summary-s2014.021.

United Kingdom

The United Kingdom has developed printed material, also available online, in a campaign against fraud:


- Online material for support and prevention: [www.actionfraud.police.uk/support_for_you](http://www.actionfraud.police.uk/support_for_you) including a quiz: [www.actionfraud.police.uk/sites/default/files/Spot%20It%20and%20Stop%20Fraud%20quiz_0.pdf](http://www.actionfraud.police.uk/sites/default/files/Spot%20It%20and%20Stop%20Fraud%20quiz_0.pdf).

### Website and Twitter accounts of anti-corruption agencies

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### Examples of video campaigns for social change

- **France** has developed three short, humorous videos with a famous cartoonist to explain the country’s values to kids in very simple terms:

  See the video in French: [www.gouvernement.fr/liberte-egalite-fraternite](http://www.gouvernement.fr/liberte-egalite-fraternite)
ICAC (Hong Kong) has developed several videos:
- For businesses to encourage ethical behaviour (with English subtitles): [www.youtube.com/watch?v=NAAdCBrVWoo](http://www.youtube.com/watch?v=NAAdCBrVWoo).

UNDP Viet Nam campaigned to deconstruct gender stereotypes using shocking videos (according to Viet Nam’s culture) in which women were drinking alcohol, not taking care of kids, smoking, etc. This is considered unacceptable in Viet Nam and the message is that if it is abnormal for women, why is it normal for men?

This was accompanied by a video competition (see details [here](http://www.youtube.com/watch?v=BkV3Sn6b71s&list=PLD50rE5h1TkeAIDsbvb7bw_7-3Sxn6bHP)).

See video (in Vietnamese with English subtitles): [www.youtube.com/watch?v=BkV3Sn6b71s&list=PLD50rE5h1TkeAIDsbvb7bw_7-3Sxn6bHP](http://www.youtube.com/watch?v=BkV3Sn6b71s&list=PLD50rE5h1TkeAIDsbvb7bw_7-3Sxn6bHP).