

POLICY GUIDE FOR NATIONAL ANTI-CORRUPTION AUTHORITIES ON

MEANINGFUL YOUTH ENGAGEMENT IN ANTI-CORRUPTION WORK

UNODC United Nations Office on Drugs and Crime

Independent Commission Against Corruption Hong Kong, China

IAACA International Association of Anti-Corruption Authorities

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Independent Commission Against Corruption, Hong Kong, China
United Nations Office on Drugs and Crime
International Association of Anti-Corruption Authorities
2023



PROJECT PARTNERS

Independent Commission Against Corruption (ICAC) is a law enforcement agency in Hong Kong, China, dedicated to combatting corruption in the public and private sectors through law enforcement, systemic prevention and community education. ICAC also recognizes the importance of international cooperation in the fight against corruption and works closely with its counterparts all over the world.

United Nations Office on Drugs and Crime (UNODC) is supporting countries and territories to make the world safer from drugs, organized crime, corruption and terrorism. Because the scale of these problems is often too great for countries and territories to confront alone, UNODC offers practical assistance and encourages transnational approaches to action. The Organization is committed to supporting Member States in implementing the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals.

International Association of Anti-Corruption Authorities, established in 2006, is an independent and non-political anti-corruption organization with a mandate to promote the effective implementation of the United Nations Convention against Corruption and to assist anti-corruption agencies worldwide in the prevention of and fight against corruption.

December 2023

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Anti-corruption authorities that responded to the questionnaire

Organization	Country or territory
Anti-Corruption Committee	Armenia
Corruption Prevention Commission	Armenia
Anti-Corruption Directorate with the Prosecutor General	Azerbaijan
Ministry of Justice	Azerbaijan
Anti-Corruption Commission	Bangladesh
Front of National Organisations against Corruption	Benin
Anti-Corruption Commission	Bhutan
Agency for the Prevention of Corruption and Coordination of the Fight against Corruption	Bosnia and Herzegovina
Anti-Corruption Bureau	Brunei Darussalam
Commission for Anti-Corruption and Illegal Assets Forfeiture	Bulgaria
Special Anti-Corruption Brigade	Burundi
National Anti-Corruption Commission	Cameroon
Anti-Corruption Organisation	Chad
Office of the Comptroller General of the Republic	Chile
Independent Commission Against Corruption	Hong Kong, China
Commission Against Corruption	Macau, China
Office of the Director of Public Prosecutions	Denmark
The State General Inspectorate	Djibouti
Office of the State Attorney General	Ecuador
Prosecutor's Office	Estonia
National Bureau of Investigation	Finland
Office of the Special Prosecutor	Ghana
National Transparency Authority	Greece
Financial Intelligence Unit	Grenada
National Protective Service	Hungary
Integrity and Anti-Corruption Commission	Jordan
Public Service Office	Kiribati
Corruption Prevention and Combating Bureau	Latvia
Special Investigation Service	Lithuania
Prosecutor General's Office	Lithuania
Malaysian Anti-Corruption Commission	Malaysia
Anti-Corruption Commission	Maldives
Malta Police Force	Malta
Independent Commission Against Corruption	Mauritius
Citizen Participation Committee of the National Anticorruption System	Mexico
Executive Secretariat of the National Anticorruption System	Mexico
National Anticorruption Center	Moldova
Independent Authority Against Corruption	Mongolia
National Authority for Probity, Prevention and Fight against Corruption	Morocco
Anti-Corruption Commission	Myanmar
Economic and Financial Crimes Commission	Nigeria
Department of Internal Control, Criminal Investigations and Professional Standards of the Ministry of Internal Affairs	North Macedonia

Organization	Country or territory
National Accountability Bureau	Pakistan
National Authority for Transparency and Access to Information	Panama
Council for the Prevention of Corruption	Portugal
National Integrity Agency	Romania
Anti-corruption General Directorate	Romania
Office of the Ombudsman	Rwanda
Attorney General's Chambers	Saint Lucia
Office of the Ombudsman and National Human Rights Institution	Samoa
National Office for the Fight against Fraud and Corruption	Senegal
Agency for Prevention of Corruption	Serbia
Anti-Corruption Council	Serbia
Corrupt Practices Investigation Bureau	Singapore
Corruption Prevention Department	Slovakia
Special Prosecutor's Office of the General Prosecutor's Office	Slovakia
Commission for the Prevention of Corruption	Slovenia
Supreme State Prosecutor's Office	Slovenia
Special Prosecution Office against Corruption and Organised Crime	Spain
Agency for the Prevention and Fight against Fraud and Corruption of the Valencian Community	Spain
Anti-Fraud Office of Catalonia	Spain
Prevention and Combating of Corruption Bureau	Tanzania
National Anti-Corruption Commission	Thailand
Anti-Corruption Commission	Timor-Leste
National Agency on Corruption Prevention	Ukraine
Prosecutor General's Office	Ukraine
National Anti-Corruption Bureau of Ukraine	Ukraine
Abu Dhabi Accountability Authority	United Arab Emirates
Government Inspectorate	Vietnam
Zimbabwe Anti-Corruption Commission	Zimbabwe

Anti-corruption authorities that provided additional inputs

Organization	Country or territory
Anti-Corruption Commission	Bhutan
Anti-Corruption Bureau	Brunei Darussalam
Independent Commission Against Corruption	Hong Kong, China
National Transparency Authority	Greece
Ethics and Anti-Corruption Commission	Kenya
Public Service Office	Kiribati
Malaysian Anti-Corruption Commission	Malaysia
Executive Secretariat of the National Anticorruption System	Mexico
National Anticorruption Center	Moldova

FOREWORD

Addressing corruption is no easy endeavour and certainly one that cannot be fought in silos. It requires a whole-of-society approach, where stakeholders from all sectors come together and support functional synergies to understand, prevent and combat corruption in all its forms.

To efficiently tackle this daunting task, impactful measures must seek to transcend traditional top-down institutional responses, which includes looking at young people as what they are: an essential part of any sustainable and efficient solution.

How can this be achieved? Through quality education and meaningful empowerment.

In the spirit of fostering partnerships to promote the role of young people as agents of positive change and to provide assistance to anti-corruption authorities in meaningfully engaging young people in their anti-corruption work, and as we celebrate the twentieth anniversary of the United Nations Convention against Corruption, the Independent Commission Against Corruption (ICAC) of Hong Kong, China (which is serving as Presidency and Secretariat of the International Association of Anti-Corruption Authorities (IAACA)) and the United Nations Office on Drugs and Crime (UNODC) joined forces to develop this present guide that is aimed at spearheading the empowerment of young people everywhere in order that they can be finally recognized as a truly formidable anti-corruption force.

As we stand on the cusp of a new era, marked by an increasingly significant role that our youngest partners have in forming our society, ICAC, UNODC and IAACA present this ***Policy Guide for National Anti-Corruption Authorities on Meaningful Youth Engagement in Anti-Corruption Work*** with great pleasure and an optimistic view on its wide use by the world's anti-corruption authorities. With their dynamic attitudes, strong echoing voices, unwavering spirit, innovative thinking and limitless energy, today's young people are integral to building a present and a future that is resilient to corruption and crime.

This publication serves as a beacon of hope for impactful youth involvement in the anti-corruption movement. It includes motivational stories of young people working with anti-corruption authorities on improving transparency in public services, promoting integrity among their peers and coming up with innovative ideas to prevent unethical practices, thus championing transparency, accountability, ethics, integrity and, above all, justice.

We hope that all anti-corruption authorities, after reading this publication, will feel inspired to pursue the fight against corruption for and with young people, no longer as mere beneficiaries of their actions, but as active partners. We hope to see a stark increase in the creation of national, regional and global enabling environments for young people to contribute to anti-corruption efforts by making anti-corruption policymaking inclusive of the needs and concerns of a very large component of the population: young people.





When young people are meaningfully engaged as co-leading partners, their fresh ideas on problems such as corruption can unearth innovative solutions that may well have been overlooked by policymakers and practitioners. By embracing diversity and harnessing the power of youth inclusion, we can surely pave the way for a more equitable society that understands the needs of its citizens and puts them in a position to contribute to the common good.

Corruption, as a crime by itself and simultaneously as an enabler of all crimes, evolves with time: it follows trends and adapts to an ever-changing and hyperconnected society. In this light, it becomes even more apparent how crucial the skills and aptitudes of the world's young people are to fighting corruption, because they have the power to influence their peers, their families and their communities.

If we believe that we all can and should contribute our time and efforts to strive for a corruption-free world, then it is time we sit together, learn from and about each other, help each other be the best version of ourselves and finally realize that intergenerational mutual learning is the foundation for well-rounded, efficient and sustainable joint anti-corruption efforts.

In conclusion, if there is one big idea we are aiming to put forward and promote through this publication, it is that today, if we are serious about igniting behavioural change in our global society, youth empowerment is no longer an optional approach, but a necessary one.

We hope this publication can be a catalyst for positive change everywhere: one that shows us the pathway to creating a culture of rejecting corruption. The road will surely be challenging, but with determination, collaboration and tireless effort, our journey will lead us to build a legacy that we all, present and future generations, can be proud of.

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A CALL TO ACTION

We, members of the Youth Advisory Board, established to support the development of this present guide, are eager to ensure inclusive and equitable development of not just our own generation, but also future generations.

We commit to joining the fight against corruption, a battle which must be won to save people and the planet, and to achieve the Sustainable Development Goals.

We congratulate the Independent Commission Against Corruption of Hong Kong, China, the United Nations Office on Drugs and Crime and the International Association of Anti-Corruption Authorities for developing this present guide, and we welcome the opportunity for young people to contribute to and embrace the anti-corruption authorities that are already engaging young people.

This initial youth engagement must continue, expand and follow meaningful youth engagement principles if anti-corruption authorities are to realize the full potential of partnering with young people.

We call on anti-corruption authorities and international anti-corruption organizations to:

Develop and support

- Communication campaigns, anti-corruption awareness workshops and capacity-building of anti-corruption authority staff, young people and other key stakeholders to support meaningful youth engagement in anti-corruption authorities

Establish

- Youth advisory boards with anti-corruption authorities and international anti-corruption organizations to co-design and support the roll out of the present guide
- Local and international multi-language web-based platforms for meaningful youth engagement in anti-corruption authorities to develop local inclusive programmes, ensuring that the poor and vulnerable are not left behind

Recognize

- Mobilize and recognize youth champions and youth ambassadors of anti-corruption across all anti-corruption authorities
- The efforts of young people in fighting corruption (awards, incentives, feature stories that are widely shared, etc.)

Discuss

- Through roundtable meetings, focus groups, consultations and other fora, where young people and anti-corruption authorities can share their perspectives and experiences in partnering in anti-corruption activities

Implement

- Ensure transparency with all stakeholders through the monitoring of the implementation of the present guide by young people and by sharing its recommendations
- Draft, test and roll out toolkits on anti-corruption authorities' meaningful youth engagement readiness, the operationalization of anti-corruption authorities' meaningful youth engagement and the monitoring and evaluation of meaningful youth engagement in anti-corruption authorities
- Monitor and report annually on anti-corruption authorities' meaningful youth engagement readiness in the context of their work with young people

From the Youth Advisory Board of the
Policy Guide for National Anti-Corruption Authorities on Meaningful Youth Engagement in Anti-Corruption Work

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EXECUTIVE SUMMARY

Summary of Content

The present guide is aimed at assisting anti-corruption authorities in meaningfully engaging young people to support them in their anti-corruption efforts. It fills the gap between the intention of these agencies to engage young people and the lack of guidance available on how to do so. The basis for developing this guide was the study of existing literature and the collection of primary qualitative and quantitative data.

The nexus of meaningful youth engagement and anti-corruption authorities' work is characterized by three concepts:

1. **Youth engagement:** Depending on their role and the type of engagement, the contribution of young people can be categorized as "voice" (i.e. engaging constructively in dialogue and raising issues that affect them), "insight" (i.e. gathering and communicating knowledge from young people to inform decisions of anti-corruption authorities, including their policies and programmes) and "action" (i.e. leading or participating in initiatives to address issues affecting them and their communities, including anti-corruption-related activities).
2. **Meaningful youth engagement:** To make youth engagement meaningful, it must occur under certain circumstances, which are defined by five themes: diversity and inclusion, engagement-enabling environment, intergenerational collaboration, quality youth participation and youth empowerment.
3. **Anti-corruption authorities' functions:** the anti-corruption work of these agencies can be categorized into five functions: prevention, law enforcement, public outreach/awareness-raising, education and regulation/policymaking.

Meaningful youth engagement in anti-corruption work is youth engagement that occurs under enabling conditions, whereby young people actively participate at different stages of an anti-corruption initiative, in collaboration with stakeholders, and which results in their empowerment and the promotion of anti-corruption outcomes.

Anti-corruption authorities can significantly benefit from engaging young people in the following ways:

1. Young people can support anti-corruption authorities in overcoming the three main challenges that they typically face in the pursuit of their mandates: to prevent and combat corruption effectively, to communicate with key stakeholders appropriately, and to manage resources efficiently.

2. Engaging young people offers significant opportunities for anti-corruption authorities, including bringing new knowledge and ideas outside the current scope of anti-corruption authorities

Obstacles that anti-corruption authorities commonly face in promoting youth engagement relate to the capacities of young people and the institutional readiness of agencies.

Anti-corruption authorities interested in starting or improving their efforts related to youth engagement should proceed in three phases:

1. **Strengthen institutional readiness for meaningful youth engagement:** the capacity of an agency for meaningful youth engagement depends on the state of preparation of the five themes of meaningful youth engagement in the institution. The level of anti-corruption authority preparedness is measured using 13 "institutional enablers". Based on an assessment, they can enhance their chances of successful meaningful youth engagement.

2. **Develop youth engagement activities at the operational level:** to design meaningful youth engagement activities, anti-corruption authorities can apply a Theory of Change approach in four steps: i) define the anti-corruption programme objective; ii) understand what young people can contribute to achieving the objective; iii) describe the detailed activities and how young people will be engaged; and iv) check that the programme complies with meaningful youth engagement criteria.

3. **Monitor and evaluate efforts to continuously learn and improve their meaningful youth engagement.**

The present guide offers step-by-step guidance for the first two phases and general advice for the third one.

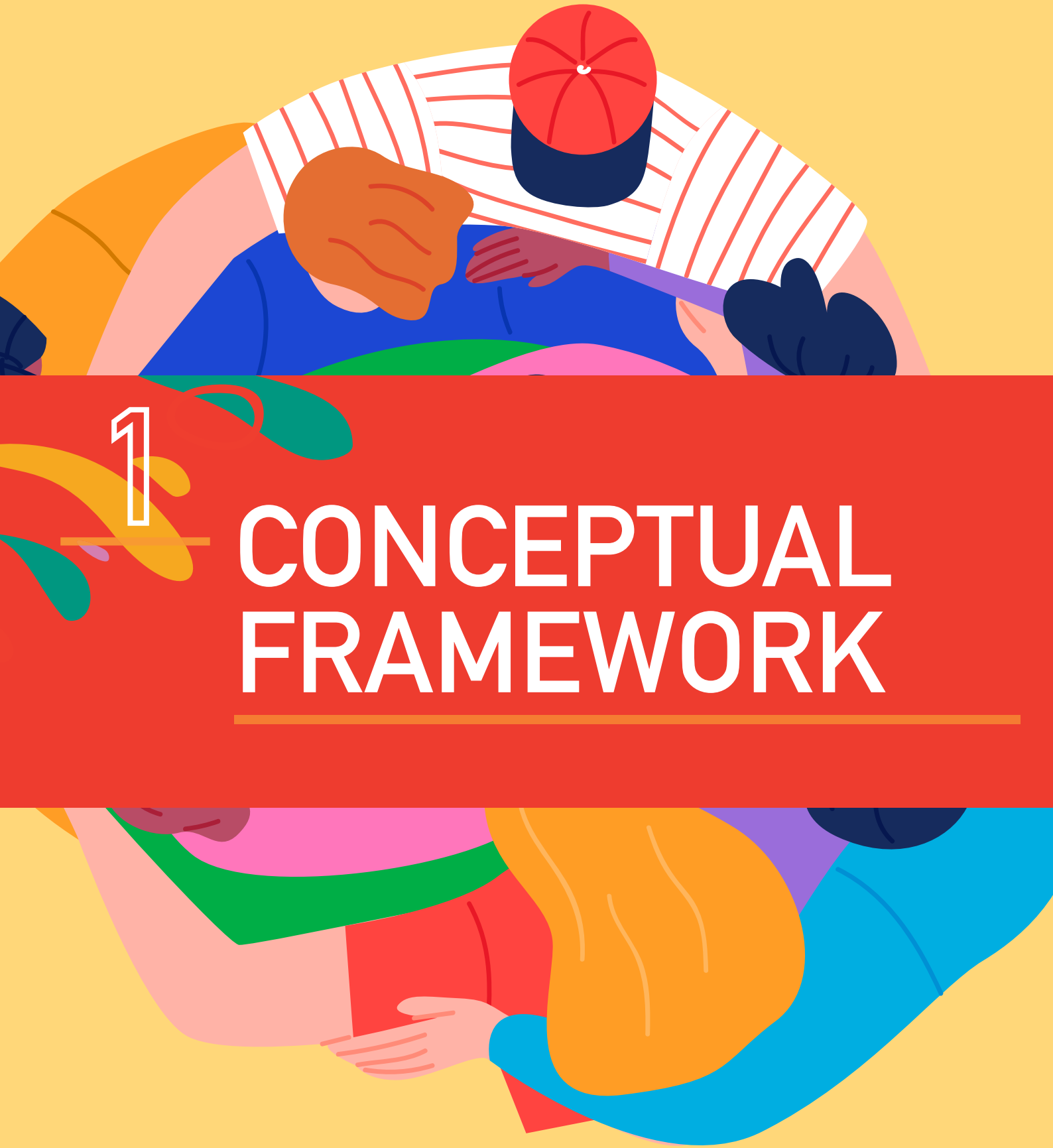
Its objective is to encourage anti-corruption authorities around the world to introduce youth engagement to their work or to improve their existing efforts by making them meaningful. However, going forward, additional technical and financial resources are essential to support implementation and to build an international, intergenerational community of practice on meaningful youth engagement for anti-corruption authorities.

Structure of the GUIDE

The content of the present guide is presented in three main chapters:

- **Chapter 1: Conceptual framework.** This provides information on research, data and concepts that form the basis of the guide. It explains the key intellectual assumptions and defines the main terms that are critical for understanding the topic, bringing together core concepts of research on anti-corruption authorities and meaningful youth engagement.
- **Chapter 2: Rationale for anti-corruption authorities to engage young people.** This addresses the question of why anti-corruption authorities should engage young people. As with any new initiative, there are obstacles and opportunities. But in support of meaningful youth engagement, our research finds that young people can help anti-corruption authorities enhance the quality of anti-corruption initiatives thanks to their insights and innovative ideas, their voices and communication skills, and their interest in issues relating to youth and social development.
- **Chapter 3: How can anti-corruption authorities meaningfully engage young people?** This contains detailed step-by-step guidance for anti-corruption authorities to assess and enhance their institutional readiness for meaningful youth engagement, to integrate this guidance into their operations and to monitor and evaluate their efforts with regard to continuous improvement and learning.

Finally, ideas on how to foster the implementation of the recommendation outlined in the present guide are detailed in a concluding chapter. In addition, information on research and data collection is provided, as well as more details on assessing anti-corruption authorities readiness for meaningful youth engagement.



1 CONCEPTUAL FRAMEWORK

Chapter 1 - Conceptual framework

Chapter overview

Guiding question:
What information, data, research and concepts are the present guide based on?

Key points:

- ➔ This present guide fills the gap between the intention of anti-corruption authorities to engage young people and the lack of guidance available on how to do so in a meaningful way.
- ➔ Three concepts relate to the nexus of meaningful youth engagement and the work of anti-corruption authorities:
  - Youth engagement: Depending on their role and the type of engagement, the contribution of young people can be categorized as “voice”, “insight” or “action”.
  - Meaningful youth engagement: To make youth engagement meaningful, it must occur under certain circumstances, which are defined by the five themes of meaningful youth engagement: diversity and inclusion, engagement-enabling environment, intergenerational collaboration, quality youth participation and youth empowerment.
  - The work of anti-corruption agencies is categorized into five functions: prevention, law enforcement, public outreach/awareness-raising, education and regulation/policymaking.
- ➔ The present guide is based on the study of existing literature and primary research (both qualitative and quantitative data).

1A. Policy guidance on meaningful youth engagement for anti-corruption authorities

The fight against corruption is not the responsibility of Governments and anti-corruption authorities alone. The importance of a multi-stakeholder approach is increasingly acknowledged through global policy instruments. This includes the United Nations Convention against Corruption, in which in article 13.1 stipulates that States parties are urged to "take appropriate measures to promote the active participation of individuals and groups outside the public sector, such as civil society."

As members of civil society, young people play an important role in strengthening anti-corruption efforts in their countries and territories and it is essential that they continue to be encouraged, empowered and enabled to perform it. The Conference of the States Parties to the United Nations Convention against Corruption, at its ninth session, held in Sharm El-Sheikh from 13 to 17 December 2021, adopted resolution 9/8, affirmed the need to "promote the role of education and youth empowerment in preventing and countering corruption". It reiterated the importance of a strengthened and coordinated approach to support anti-corruption education, engagement and the empowerment of young people.

While the importance of engaging young people has been stressed, there is a lack of guidance on how anti-corruption authorities can achieve this engagement. The present guide is intended to bridge this gap and to assist anti-corruption authorities and stakeholders from the international anti-corruption community in meaningfully engaging young people in their work. It seeks to add value to anti-corruption authorities that are already engaging young people in their work, deepening this collaboration, and to inform and inspire anti-corruption authorities that have not yet embarked on this journey. It is also aimed at being a useful resource for anti-corruption policymakers from related government departments and for other stakeholders, including international organizations, academia, development partners, civil society and young people themselves. The target audience for the present guide includes officers and managers of anti-corruption authorities and other policymakers who spearhead national anti-corruption efforts in their countries and territories.

To provide useful and practical guidance, the present guide focuses on the implementation of youth engagement approaches. While theoretical concepts are briefly included, the emphasis is on sharing advice and examples to operationalize them. The basis for such guidance is both a review of existing research and the collection of primary data to understand the current practices, needs and interests of anti-corruption authorities around the world.

The present guide is not intended as a standalone product but as an initial impetus to create for anti-corruption authorities a community of practice for meaningful youth engagement. To this end, details of a web portal for peer learning through the sharing of experiences, tools and lessons learned, as well as the results of the research for this report and initial practical examples, are also provided. It can be found at https://www.icac.org.hk/icac/myeguide/. In addition, further ideas for accompanying measures to support the implementation of the recommendations outlined in this guide are provided in chapter 4.



1B. Definitions of terms and concepts

The following terms and concepts underpin the discussions in the present guide:

Youth: Individuals aged between 15 and 30. While the official definition of youth provided by the United Nations refers to persons between the ages of 15 and 24 years (and indeed, all United Nations statistics on youth are based on this definition), the United Nations recognizes that "the operational definition and nuances of the term 'youth' vary from country to country"[1] as it relates to sociocultural, institutional, economic and political factors, and adapts to the countries where it operates.[2] In line with this flexible definition of youth, for the purposes of the present guide, the upper age limit of the definition of youth has been extended to 30 years.

Youth engagement: Two main factors define how young people engaging in anti-corruption activities can contribute to their planning and design, implementation and results:

- **Role:** Young people can have different levels of responsibility, such as participants, volunteers, paid interns, young anti-corruption authority staff, partners or initiative leaders.
- **Type:** Young people can contribute to anti-corruption authorities' activities in different forms depending on how their strengths are leveraged. In the present guide, youth engagement activities are divided into the following three categories:[3]
  - **Voice:** engaging constructively in dialogue and raising issues that affect them with stakeholders and decision-makers including anti-corruption authorities
  - **Insight:** gathering and communicating knowledge from young people to inform decisions of anti-corruption authorities, including their policies and programmes
  - **Action:** leading or participating in initiatives to address issues affecting them and their communities, including anti-corruption-related activities

These are not strict distinctions and for many activities they may overlap. The definitions provide a useful conceptual framework for understanding the different types of engagement of young people.

[1] United Nations, "Global Issues: Youth".

[2] General Assembly resolution 36/81; and United Nations Educational, Scientific and Cultural Organization (UNESCO), *Meaningfully engaging with youth* (Paris, 2019).

[3] The concept is drawn from the research detailed in Plan International and Asian Development Bank, *What's the evidence? Youth engagement and the Sustainable Development Goals* (2018).

Meaningful youth engagement in anti-corruption: Youth engagement that occurs under enabling conditions, whereby young people actively participate at different stages of an anti-corruption initiative, in collaboration with stakeholders, and which results in their empowerment and the promotion of anti-corruption outcomes.[4] Distinguishing "meaningful" youth engagement from youth engagement is important because not all activities that engage young people can be considered to be meaningful. For example, they may be tokenistic[5] and may even have a negative impact on the young people involved, the initiatives and the agencies that run them.[6] This aside, youth engagement activities may produce valuable learning experiences on a journey for anti-corruption authorities to meaningful youth engagement (see the information on opportunities for meaningful youth engagement on pages 30-31).

In the literature on meaningful youth engagement, the various definitions that have emerged often refer to a specific sector or theme, as illustrated by the definition of meaningful youth engagement in the United Nations publication entitled, "Meaningful Youth Engagement in Policymaking and Decision-making Processes". According to our research, these definitions congregate around five central themes that serve to define the engagement of young people as "meaningful". The themes are summarized in the table on the next page.

[4] Adapted from Plan International, *Youth Voice in Youth Employment: A roadmap for promoting meaningful youth engagement in youth employment programs* (2021).

[5] For example: a superficial or symbolic effort to involve young people in decision-making processes without actually granting them meaningful power or influence, or selecting a limited number of youth representatives without ensuring a diverse and inclusive representation of young people.

[6] UNESCO, *Meaningfully engaging with youth*.

Table 1: Themes that define meaningful youth engagement

Theme	Description
Diversity and inclusion	Recognizes the heterogeneity of young people and stresses the need for organizations to acknowledge and respect young people's different backgrounds and to provide equal opportunities for all young people, especially those from marginalized backgrounds.
Engagement-enabling environment	Emphasizes the importance of ensuring that interventions and agencies: ➔ Are equipped to engage young people (e.g. resources, staff capacity and senior leadership support) ➔ Employ youth-friendly working methods and materials (e.g. using simple language and scheduling when young people are free) ➔ Promote a safe space for young people to share their views and participate
Intergenerational collaboration (or partnerships)	Promotes young people and adults working together and holding each other accountable, with adults respecting the contributions of young people and considering them as equals and vice versa.
Quality youth participation	Refers to activities where young people consensually participate across different stages of an initiative, especially at the onset; interventions that are aligned with the age and capacities of young people; and where information is regularly shared, particularly on how youth inputs are used.
Youth empowerment	Opportunities to build and improve the capacities of young people are provided, access to networks and stakeholders is increased and youth-led actions are initiated and affect change in communities and wider society.

Anti-corruption: Efforts that are aimed at preventing, detecting and sanctioning acts of corruption in both the public and private sectors. For the present guide, the United Nations Convention against Corruption serves as the main reference for defining corruption and anti-corruption. To account for the diversity of national legal frameworks and the dynamic, evolving and complex nature of corruption, the Convention against Corruption does not provide an explicit definition. Rather, it defines specific acts of corruption and provides a legal framework for States parties to criminalize them. It is the only international legally binding anti-corruption instrument and, at time of publication, has been adopted by 190 States parties, which makes it the most widely accepted anti-corruption standard.

Anti-corruption authorities (or agencies): Public bodies mandated to combat and/or prevent corruption. Although some anti-corruption authorities have been in existence for a long time, the establishment of dedicated agencies to curb corruption emerged increasingly as an institutional response to international instruments, most notably the Convention against Corruption, which was adopted in 2003. The Convention includes provisions to ensure a body or bodies exist to prevent corruption (article 6) and to combat corruption through law enforcement (article 36). While this does not oblige States parties to have a specialized anti-corruption authority, it has led to many countries and territories establishing such bodies. To date, for example, the International Association of Anti-Corruption Authorities (IAACA) has more than 160 member anti-corruption authorities. There are many additional anti-corruption authorities around the world, although no current research was identified that establishes their exact number.[7]

The main functions of anti-corruption authorities in their national contexts are described in table 2. International obligations, such as asset recovery, international cooperation in investigations and mutual legal assistance, are not included. These require specialized technical skills and are executed by officers acting on behalf of agencies. Therefore, they are considered less suitable for engaging young people.

[7] See French Anti-Corruption Agency, *Global Mapping of Anti-Corruption Authorities* (2020).

Table 2: Definition of anti-corruption authority functions in the national context

Function	Description
Prevention	Efforts to stop corrupt practices from occurring by enhancing transparency, oversight and checks and balance systems (e.g. conflict of interest regimes, asset declarations and codes of conduct). This includes activities aimed at promoting the participation of society in collective actions and fostering the dissemination of knowledge about such practices and policies (see articles 5 and 6 of the United Nations Convention against Corruption).
Law enforcement	Efforts to combat corruption through the investigation and prosecution of cases, the reporting of suspected cases, evidence-gathering, inter-agency cooperation and the enforcement of administrative and criminal sanctions (see article 36 of the Convention against Corruption).
Public outreach, awareness-raising	Efforts to promote public awareness and understanding of the detrimental effects of corruption, and to foster support for anti-corruption principles such as transparency, integrity, accountability and the rule of law as well as a culture of honesty and trust. This includes campaigns, advocacy work and communication to the public.
Education	Efforts to facilitate learning or the acquisition of knowledge, skills and values. This includes knowledge-building activities to promote a culture of anti-corruption and ethical behaviour among the recipients of primary, secondary and tertiary education, including advanced vocational and professional education.
Regulation and policy-making	Efforts to assess existing anti-corruption measures, to reform policy and to create public rules and laws on anti-corruption. Activities include (contributions to) the drafting of laws, regulations and policies to prevent or curb corruption. This multi-functional role comprises the design, coordination and implementation of national anti-corruption strategies and the coordination of multiple national anti-corruption authorities and bodies engaged in the fight against corruption.

The mandate of an anti-corruption authority can be limited to preventive or enforcement functions or may contain a combination of both. This can result in three different types of agency: prevention, enforcement or multi-purpose.[8] However, the guidance on how to meaningfully engage young people depends solely on the nature of the activity and, therefore, is applicable to any type of anti-corruption authority or other public institution implementing anti-corruption work.

[8] Organisation for Economic Co-operation and Development, *Specialized Anti-Corruption Institutions – Review of Models: Second Edition* (Paris, 2013).

1C. Research for the policy guide

There is a lack of academic research on the nexus of meaningful youth engagement and anti-corruption authority work. Within the broader literature on participation and development, youth engagement (or youth participation) has been documented, particularly in academic papers on education, health and governance, as well as in non-academic literature such as organizational reports and other publications, workshop papers and declarations. There is little academic research on the engagement of young people in anti-corruption initiatives. Moreover, the concept of "meaningful" youth engagement has only emerged in recent years, in particular from international organizations such as the United Nations[9] and various civil society networks.

The need for expert guidance on meaningfully engaging young people in the fight against corruption has prompted new research to be carried out for the present guide. This was done between September 2022 and February 2023. One challenge encountered was the need to adapt existing concepts of youth engagement and meaningful youth engagement and draw out their linkages to anti-corruption in a framework for policymakers and practitioners to apply in their work. The result is a first-of-its-kind policy guide on the subject, based on original and innovative research into a new field, which will benefit from more research in the future.

A description of the methodology and research conducted for the present guide is provided in annex I.

[9] United Nations, *Our Common Agenda Policy Brief 3: Meaningful Youth Engagement in Policymaking and Decision-making Processes* (2023).

INTERESTED TO KNOW HOW ANTI-CORRUPTION AUTHORITIES AROUND THE WORLD ENGAGE YOUNG PEOPLE?









ICAC Ambassadors in Hong Kong, China raises awareness of corruption amongst university students

The Independent Commission Against Corruption (ICAC) has developed the **ICAC Ambassador Programme** to engage young people in supporting their work on integrity and anti-corruption. This annual programme is implemented in partnership with universities.

An open recruitment process is conducted to select young people interested in promoting integrity, anti-corruption and the rule of law. Selected ICAC Ambassadors join a year-long engagement program, which includes leadership training, mentoring and project design and management.

The young people work in groups to curate youth-oriented messages on integrity and lawfulness, which are then shared with their peers, both on campus and through online media. This may involve organizing carnivals, workshops, quizzes, online campaigns and other youth-led events that are popular with young people.



Greece's Integrity Leaders of Tomorrow competition inspires the young generation to get engaged

In response to the lack of anti-corruption awareness among young people, the National Transparency Authority (NTA) in Greece took proactive measures by launching a nationwide campaign focused on anti-corruption education for youth.

Rather than simply targeting young people through traditional means, NTA opted for a collaborative approach, empowering young individuals to create their own campaign projects centered around anti-corruption, ethics, and integrity in daily life. To attract a wide range of participants, NTA forged partnerships with elementary, middle and high schools, encouraging them to submit **art projects** encompassing various mediums such as short films, posters, cartoons, stories and other creative endeavors. These submissions were then meticulously curated by a competition committee comprised of professionals from diverse fields.

NTA frequently collaborates with esteemed entities like the Ministry of Education, international organizations, NGOs, and influential figures in the youth community to select the most exceptional projects.



Kiribati takes its drama roadshow to the tribes of the Outer Islands

The Public Service Office of Kiribati (PSO), a small nation state consisting of 33 islands in the South Pacific, has been trying to find ways to communicate with the population about its reforms, including anti-corruption. The PSO concluded that young people are the best amplifier of the message to youth which constitutes the largest population group in the country, and that the performing arts are the best way to communicate with them.

The PSO engaged a local civil society youth group to perform a **drama** written by the PSO anti-corruption staff with the intention of communicating key messages to young people in their own language and in an interactive way. The performers were chosen from twelve young activists who travelled in small groups around the islands and offered these interactive performances to the local tribes. The performances were also used to engage the public in discussions about anti-corruption concepts..



Young people collaborate in Mexico's Anti-Corruption Datathon

Since 2018, through the National Digital Platform, the Executive Secretariat of the National Anticorruption System of Mexico has organized an annual **anti-corruption Datathon** which serves as a platform to bring young people together to counter corruption using data from government systems. The data includes information from multiple government institutions, such as public procurement offices.

Each year, the Datathon attracts over 70 participants, with a significant presence of women and young people. Teams are mentored by experts in specific areas of corruption. Participants pitch their solutions and the best ideas are selected as winners, promoting the nexus between digital innovation and anti-corruption. The creative ideas of the young people are integrated into the country's National Digital Platform, reinforcing the significance of youth-driven innovation in combating corruption.

Details about these examples can be found on the web portal of this policy guide.

2 RATIONALE FOR ANTI-CORRUPTION AUTHORITIES TO ENGAGE YOUNG PEOPLE



Chapter 2 - Rationale for anti-corruption authorities to engage young people

Chapter overview

Guiding question:
Why should anti-corruption authorities engage young people?

Key points:

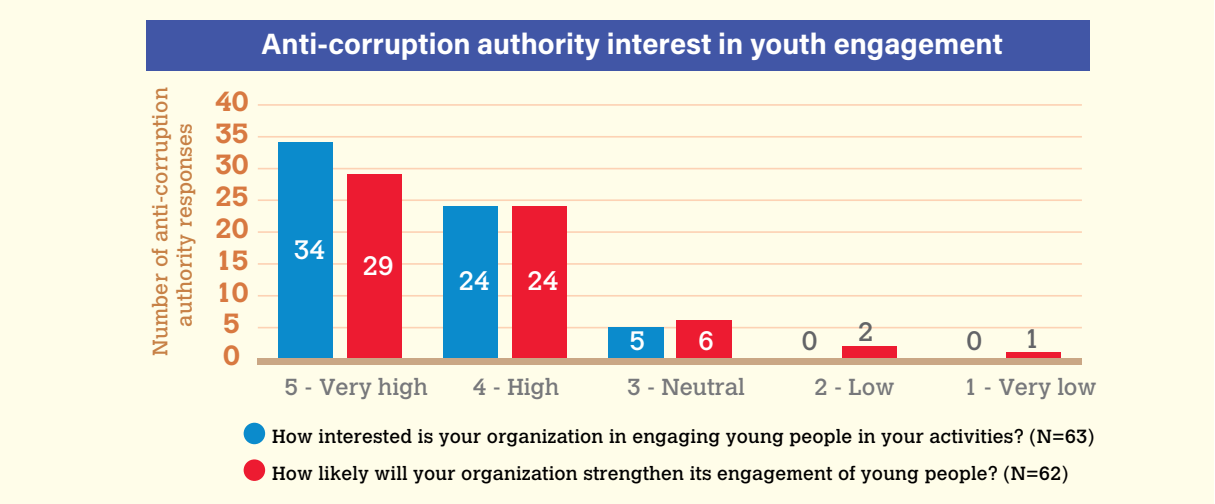
- ➔ Anti-corruption authorities typically face three core challenges in the pursuit of their mandate: to prevent and combat corruption effectively, to communicate with key stakeholders appropriately, and to manage resources efficiently. Engaging young people can help meet these challenges.
- ➔ The most common obstacles faced by anti-corruption authorities in promoting youth engagement relate to the capacities of young people and the institutional readiness of agencies themselves.
- ➔ Engaging young people offers significant opportunities for anti-corruption authorities, including outside their sector.



2A. Benefits of youth engagement

Traditionally, youth engagement has not been regarded as a primary component of the work of anti-corruption authorities. Many agencies lack the mandate, budget or necessary competence. The nature of their work requires a high degree of confidentiality and a specific skill set. Combined with a certain caution about cooperating with civil society, these factors explain the limited uptake of youth engagement among anti-corruption authorities.

Our survey of anti-corruption authorities shows that the vast majority of participating agencies see value in engaging young people. These agencies intend to continue or strengthen their youth-engagement activities.



Note: The figure does not include survey responses "I do not know/I prefer not to answer/Not applicable" that were chosen by 10 respondents for the first question (blue bars) and 11 respondents for the second question (red bars).

Some anti-corruption authorities are tasked to engage young people either as part of their mandate or through their role in national anti-corruption strategy. In the survey, 47 (64 per cent) of the 73 responding anti-corruption authorities responded that they are responsible for national strategy. Out of these, 35 agencies (74 per cent) indicated that this strategy contains a youth-engagement component.

According to the 49 anti-corruption authorities in our sample that already engage young people, the top benefits of youth engagement are:[10]

- ➔ Increasing awareness among the general public of the work of the organization (78 per cent)
- ➔ Recognition that young people can enjoy when participating in anti-corruption activities (71 per cent)
- ➔ Activities becoming more responsive to the interests and needs of young people (65 per cent)
- ➔ Anti-corruption authorities having exposure to innovative solutions and ideas (65 per cent)
- ➔ Young people helping to gather information to support anti-corruption activities (63 per cent)

[10] Multiple answers were allowed for this survey question.

The basis for the beneficial effect of youth engagement by anti-corruption authorities is the particular attributes of young people that can add value to the operations and knowledge of the agencies engaging them. These attributes are:[11]



Resourcefulness: Young people often overcome resource constraints through creative ways of approaching challenges. Studies have shown that when faced with challenges in funding or acquiring resources for development work, young people think of innovative ways to deliver even when resources are limited.



Natural collaborators: Young people typically place importance on collective approaches such as networking and building alliances, including cooperation across generations, driven by the desire to improve community conditions.



Caring, responsible citizens: Young people with access to technology and knowledge of global affairs are more likely to be prepared, determined and passionate about contributing to a better world and to the delivery of the Sustainable Development Goals.



Digital skills: The natural tech-savviness of young people is well known and is in tune with the rapid advancement of digital technology. Evidence shows that youth-driven digital components of development initiatives increase the delivery of positive outcomes.



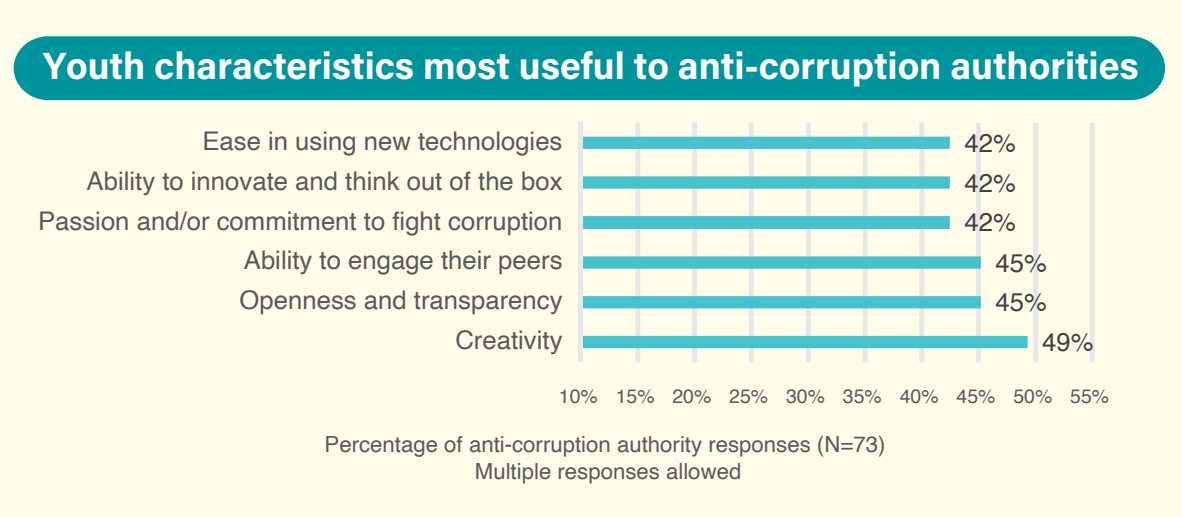
Influencing: Young people build trust with communities and gain deep insights, influencing and educating their peers, parents and communities to support and inform project outcomes.



Innovative thinking: Young people who are empowered to identify new approaches to historic problems are a potentially high-value assets.

[11] Adapted from ADB, "ADB Youth for Asia".

Our research confirms that these attributes are beneficial to the work of anti-corruption authorities. The five characteristics of young people considered most useful by anti-corruption authorities are detailed in the chart below.



The institutional capacity of anti-corruption authorities must meet certain criteria to allow young people to achieve their potential as partners in the fight against corruption. A literature review, interviews and focus-group discussions indicate the following three key institutional enablers (see chapter 3A):

- ➔ Youth-engagement structures to mobilize young people, ensuring the participation of young people in decision-making at all levels and early dialogue and consultations, as collaborators and/or partners
- ➔ Adequate safeguarding processes for youth engagement (e.g. safe locations for workshops and privacy of names and contact details during online meetings)
- ➔ Adequate resources for youth-led[12] anti-corruption organizations (e.g. expenses for transport and subsistence for youth volunteers and grants to fund youth consultants and youth-led initiatives)

This indicates that engaging young people in a conducive environment can help anti-corruption authorities overcome the following three main challenges that they commonly face in the pursuit of their mandate, which are explained on the following pages:

1. Preventing and combating corruption effectively
2. Communicating with key stakeholders appropriately
3. Managing resources efficiently

[12] "Youth-led" refers to youth managed (and also youth owned) as opposed to youth-focused, which could include adult-run organizations.

1. Preventing and combating corruption effectively

The challenge:

Fighting corruption is inherently difficult and achieving measurable results is a complicated task. There is no commonly agreed method for accurately assessing levels of corruption, making it even harder to measure improvements and attributing success to the work of anti-corruption authorities. Furthermore, finding solutions to the problem of corruption requires innovative thinking.

How young people can help meet the challenge:

Young people can help anti-corruption authorities achieve better results. Projects are more effective and sustainable when young people are engaged as early as possible in the design and preparatory phases of a project, especially when projects are also aimed at raising awareness or building capacity among young people (see the information on opportunities for meaningful youth engagement on pages 30-31). Engaging young people also yields benefits in terms of development efforts. Therefore, programme reach and quality can be enhanced as a result of the early involvement of young people in research and data collection, unlocking access to information that improves the responsiveness of project interventions.[13] In our survey, 65 per cent of the 49 anti-corruption authorities working with young people reported that their work became more responsive to the interests and needs of young people as a result of youth engagement.

Young people bring innovative ideas. In the private sector, it is common for interns to "mentor" senior executives on the innovative use of the internet and social media. In anti-corruption authorities, such support should be a welcome addition to the traditional knowledge base. Indeed, 65 per cent of anti-corruption authorities working with young people in the survey indicated that the exposure of the agency to innovative ideas and solutions was one of the major benefits of youth engagement. Such intergenerational dialogue also empowers young people by providing a sense of usefulness and developing their leadership skills.

[13] ADB, "Meaningful Youth Engagement in Water: Partnering with the Youth in Improving Water Security", 29 April 2022.

2. Communicating with key stakeholders appropriately

The challenge:

Anti-corruption authorities are often created with high aspirations that, in turn, result in ambitious mandates and elusive expectations. To address this inherent challenge, it is crucial for anti-corruption authorities not only to successfully fight corruption, but also to convey their achievements. Agencies must demonstrate and communicate their results to two critical external stakeholders:

- ➔ Higher authorities tasked with the supervision of anti-corruption authorities must be convinced that agencies are achieving their objectives (i.e. realizing their mandates and adequately using their resources).
- ➔ Citizens require convincing that anti-corruption authorities are succeeding in reducing corruption and thus having a positive impact on their lives (for example, contributing to more efficient public service delivery).

Strengthening communication with these stakeholders will help anti-corruption authorities garner more support, which is critical to their overall success as institutions.

How young people can help meet the challenge:

Young people can help anti-corruption authorities better understand the priorities of younger age groups to which these agencies traditionally have less access. Being aware of the needs and interests of young people will help agencies ensure that their programming addresses issues that matter to a significant proportion of their constituents. Smart prioritization is key for anti-corruption authorities constrained by limited resources and young people can help meet this challenge.

Young people can help communicate the achievements of anti-corruption authorities to their peers. Engaging young people lends credibility to anti-corruption authorities and enhances their ability to reach this group through social media and youth-friendly language and messaging. Young people can get the message out to a broader audience. This can work in terms of sharing positive messages about integrity and ethics and also with regard to stopping socially harmful justifications of corruption becoming acceptable on the grounds that “everyone does it”. The experience of meaningful youth engagement in other settings shows that amplifying the voice of young people creates important opportunities to contribute to communities, to strengthen formal and informal institutional capacities, and to deter youth participation in harmful or illegal activities. Peer-to-peer influencing is a remarkably powerful instrument. Beyond this, young people can be influential in educating and mobilizing siblings, parents and other family and community members.[14]

[14] Youth Power 2, “Peer Mobilizers”, 13 December 2021.

Many young people are willing and able communicators. The ability and readiness of young people to communicate and share solutions openly, ask questions and pass on knowledge are important attributes for anti-corruption authorities to taken advantage of. In our survey, 78 per cent of the 49 anti-corruption authorities working with young people considered the fact that the public had become more aware of the work of their organization as one of the most important benefits of their youth-engagement programme.

The fight against corruption cannot be won without a whole-of-society approach. Therefore, engaging young people in anti-corruption activities constitutes a positive result in itself. Underlying the experience of anti-corruption authorities working with young people is a belief or an assumption that young people play a pivotal role in the future success of the fight against corruption. Channeling the potential for positive change starts when individuals are young – whether through education, internships with anti-corruption authorities or similar initiatives. The skills and values developed when young people actively participate in positive change carry over as they play key roles in civic organizations (including youth organizations, whether youth-led or youth-focused) and later, when as adults, they occupy leadership positions of political, social, religious or cultural importance in society. Accordingly, meaningful youth engagement leads to the empowerment of young people. Young people who are meaningfully engaged in anti-corruption initiatives are empowered because these opportunities equip them with skills, resources and social capital to become active citizens and contribute meaningfully to governance and development. In our research, 71 per cent of the 49 anti-corruption authorities working with young people indicated that the recognition young people can enjoy when participating in anti-corruption activities is one of the most important benefits of engaging them.

Successfully run youth programmes create opportunities for positive publicity for anti-corruption authorities, both nationally and internationally. Working with young people can help demonstrate agencies' commitment to national and international efforts to promoting meaningful youth engagement. As a result of an increasing recognition of its benefits, meaningful youth engagement is now pursued by many governments and organizations around the world. By engaging young people, anti-corruption authorities demonstrate support for Governments' national and international commitments (for example, complying with article 13 of the United Nations Convention against Corruption on participation of society, achieving the Sustainable Development Goals and meeting national goals on youth development or international targets such as those embodied in Youth 2030: The UN Youth Strategy.)[15]

[15] United Nations, Youth 2030: Working with and for Young People (2018).

3. Managing resources efficiently

The challenge:

Many anti-corruption authorities face significant shortages in financial, human and technical resources. Their budgets and capacity are often not commensurate with their role, which, in many cases, is the highly ambitious and resource-intensive task of leading the fight against corruption in their country or territory. This can apply especially to developing countries, where anti-corruption authorities often struggle with a combination of low levels of resources and high levels of corruption.

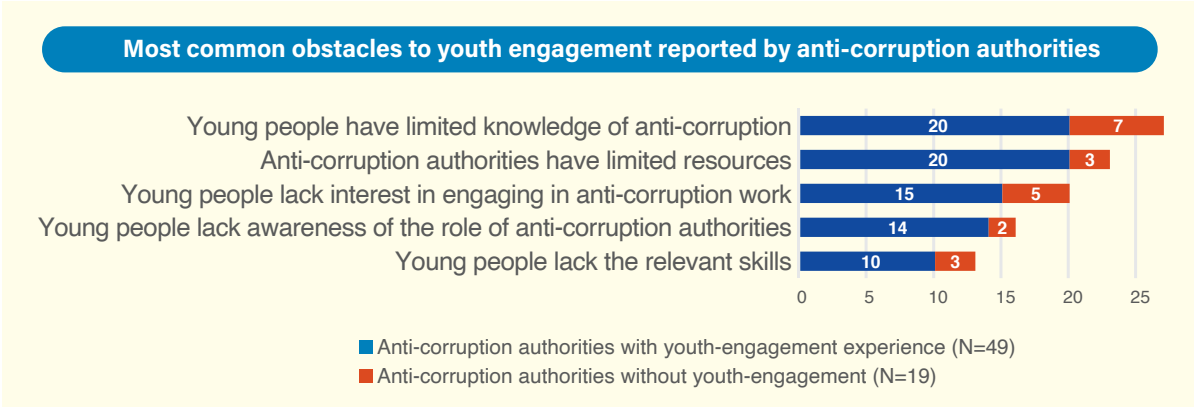
How young people can help meet the challenge:

Partnerships with young people can be a valuable addition to anti-corruption authorities' resources. When engaged appropriately, young people can take on part of anti-corruption authorities' heavy workload and become an effective partner to leverage in the fight against corruption. Meaningful youth engagement requires significant effort and budget on the part of anti-corruption authorities, not least because young people need adequate financial and administrative support and reasonable remuneration. However, proper engagement frequently leads to a situation where the significant benefits of the positive contribution of young people outweigh the cost of their engagement.

2B. Obstacles to and opportunities for meaningful youth engagement

Obstacles to meaningful youth engagement

There are institutional and practical barriers that prevent anti-corruption authorities from embracing youth engagement as a mainstream activity. The most common obstacles identified by the surveyed anti-corruption authorities are as follows:



Comparing responses from the 49 anti-corruption authorities that already engage young people to the 18 responses of anti-corruption authorities without this experience allows for some interesting observations. The responses show agreement on the most common obstacles: the knowledge of young people and the organizational readiness of anti-corruption authorities. However, anti-corruption authorities with youth-engagement experience focus more on obstacles related to their own readiness and enabling environment and selected twice as many options (on average 6 of the 25 options available compared to 3 selected by those with no experience). This indicates a learning curve for anti-corruption authorities when working with young people.

The views of young people paint a similar picture. In focus-group discussions, young professionals cited the confidential nature of work of anti-corruption authority and the high degree of specialization required in much of work of anti-corruption authority as natural barriers that stop agencies engaging outsiders, including young people. A lack of mandate, budget, competence and skills in relation to working with young people are also perceived as principal obstacles.

Lastly, an analysis of literature and the results of interviews and focus groups identified the following additional challenges:

- ➔ Risks of engaging only "elite" young people who have access to financial resources and/or socio-political connections, thereby excluding marginalized groups
- ➔ Challenge of making anti-corruption work relatable to young people
- ➔ Tokenistic youth participation practices rather than meaningful engagement
- ➔ Negative perceptions about the lack of technical anti-corruption skills and experience among young people

RECOMMENDATIONS FOR ANTI-CORRUPTION AUTHORITIES

Anti-corruption authorities should:

1. Establish a clear rationale for their pursuit of youth engagement that includes how it aligns with their strategic objectives.
2. Explicitly work towards ensuring that they are ready as institutions to engage young people.

These steps will enable agencies to overcome challenges and barriers relating to youth engagement and to embark on a journey that will eventually generate vital benefits.

Opportunities for meaningful youth engagement

Youth engagement is already frequently practised by anti-corruption authorities. These agencies often engage young people as receptive participants (beneficiaries) of their work. In our sample, anti-corruption authorities reported the involvement of young people to be highest in their awareness-raising and public outreach programmes (82 per cent) and education programmes (72 per cent).

Meaningful youth engagement by anti-corruption authorities is not yet common, but its concepts are simple and its benefits are clearly identified. In an enabling environment, young people take on larger roles and more responsibilities. Simple youth engagement programmes evolve into more meaningful initiatives with young people involved from the onset in the design, planning and implementation of activities.

Meaningful youth engagement enhances youth engagement. Targeting young people as participants (beneficiaries) of anti-corruption authority programmes has significant benefits. Agencies in our survey reported that their youth-engagement efforts most frequently resulted in enhanced capacity: 78 per cent of youth participants acquired new skills and 76 per cent developed existing ones. In addition to producing young people more knowledgeable about anti-corruption work, youth engagement empowers and motivates young people to engage more, to collaborate and to take the lead in further anti-corruption activities. Applying meaningful youth engagement principles in youth-engagement programmes at anti-corruption authorities would further enhance their effectiveness and amplify their impact. Young people bring fresh perspectives, new skills, enthusiasm and energy, innovative ideas and a deeper understanding of their own needs and challenges. And in a safe, intergenerational, engaging and empowering environment, this meaningful youth engagement leads to more effective and sustainable outcomes for anti-corruption authorities. Research confirms that engaging with young people can be particularly helpful in anti-corruption authorities' work on education, sensitization and awareness.

Enhancing youth engagement by applying meaningful youth engagement principles is easily achievable for anti-corruption authorities. Agencies already working with young people can significantly enhance their results without adding significantly to the cost of their ongoing youth-engagement programmes. The potential to unleash a generation of agents of change to work in their communities to eliminate corruption is an opportunity available to anti-corruption authorities across the globe.

To successfully engage young people, it is important to listen to them and to co-design activities that help meet their needs and are aligned with the interests of their generation. These include, but are not limited to, education, decent work, climate change and the environment, health and wellness.[16] Tackling corruption to create an impact on topics that young people care about will deepen intergenerational dialogue and understanding, thus enabling agencies to tap into the full potential of youth engagement.

Youth engagement is a topic currently high on the agenda of many organizations around the world, including the United Nations. Thanks to the efforts of young advocates, governments have recognized that young people are capable of being part of change, if not leading it. Therefore, youth engagement is actively pursued by many countries and territories through their national development plans or similar strategic documents. Consequently, activities in this field provide anti-corruption authorities with opportunities outside their sector. These include, but are not limited to:

- ➔ Positive public exposure: through events, webinars and national and international campaigns.
- ➔ Financial and technical support: through projects and funding opportunities related to strengthening the role of young people.
- ➔ External institutional and political support: by aligning the agendas of anti-corruption authorities to national and international priorities (see chapter 2A).
- ➔ Public support for their mission: transparency and accountability are core principles of the fight against corruption. Working with young people, anti-corruption authorities can become more accountable to their citizens through effective engagement of the public, linking the abstract fight against corruption to issues that matter to citizens, and by actively involving young people in the design and implementation of anti-corruption work.

RECOMMENDATIONS FOR ANTI-CORRUPTION AUTHORITIES

Anti-corruption authorities should use their anti-corruption programmes that target young people as beneficiaries (or participants) as an entry point for meaningful youth engagement.

The justification for anti-corruption authorities to target young people, and the design of their anti-corruption programmes, should be based on how this involvement benefits both the agencies and the young people involved.

Once anti-corruption authorities define their youth-engagement concepts, they should adopt meaningful youth engagement principles to ensure effective and efficient implementation and to maximize the impact of the programmes.

[16] NielsenIQ, Global Youth survey report (2022); PwC, "The Global Youth Outlook: A voice for youth action on the Sustainable Development Goals"; United Nations, "Global Issues – Youth"; International Labour Organization, "Decent Work".

MORE EXAMPLES ON YOUTH ENGAGEMENT BY ANTI-CORRUPTION AUTHORITIES



Integrity club members in Bhutan taking part in literary activities

As part of its National Integrity and Anti-Corruption Strategy, the Anti-Corruption Commission of Bhutan has implemented a strategic **Youth Integrity Programme** that focuses on series of activities targeting children and young people aged from three to 24 years old.

These programmes include integrity clubs, curriculum development and teacher and sectoral training in formal schooling programmes. As a result, they act as a continuous integrity education programme. Integrity clubs bring young people together to develop public information and advocacy campaigns. The programme has also targeted concern among young people for the environment and offers accessible training on professional ethics in forestry and climate change. These programmes are complemented through out-of-school programmes, which are open to employed and unemployed young people.



Brunei Darussalam includes corruption prevention in the national curriculum and provides internships to young people

Driven by the fact that 55 per cent of population of Brunei Darussalam are aged between 15 and 40 years, the Brunei government developed a series of youth programmes designed to raise awareness and knowledge on the danger of corruption and also offences under the Prevention of Corruption Act, and to instill a common set of moral values amongst the generation.

From 2006, corruption prevention was included as a topic in the national curriculum. As part of its youth strategy, the Anti-Corruption Bureau (ACB) of Brunei Darussalam created a system of **internships**. The internships are open to students from various academic backgrounds, with the primary intention of acquiring knowledge about anti-corruption practices and supporting the information technology, communications, and educational and outreach initiatives of the ACB. Before commencing the internship, participants are provided with training to familiarize themselves with the ACB's work environment and practices. Moreover, participants are given the opportunity to express their preferred learning methods and outline their desired final products or outcomes to be achieved by the end of the internship. Upon successful completion, participants are awarded a certificate of completion, as well as scores from their respective universities evaluating the quality of their internship experience.







Young people in Kenya are inspired to fight corruption with music and drama

Among public education programmes targeting the youth in Kenya, the Ethics and Anti-Corruption Commission (EACC) had sponsored and participated in integrity awareness activities during the annual Kenya National Drama and Film Festivals (KNDFF) and **Kenya National Music Festivals** (KNMF).

These are separate annual events organized by the Ministry of Education, Kenya. The KNDFF events involves over two million learners from all over the country and all levels of education (preschool, primary, secondary schools, Teacher training Colleges, Technical Training Institutions and universities).

The EACC sponsors and participates as a key stakeholder in support of the anti-corruption category, a sub-theme in the national festivals. Under the anti-corruption sub-theme, the youth utilize their talents and creativity to generate ethics and anti-corruption content, expressed through songs, plays, narratives, film and dance. Drama and film as well as the music competitions take place at four levels (Sub-county, County, regional and national levels). The winning teams in the various categories, including the anti-corruption category, are given a chance to present the items during a gala event involving members of the public as well as a State Concert involving top leadership of the country and other public officials. Selected items are also aired on Edu Channel, which is the television channel of the Kenya Institute of Education.



Young delegates collaborate at the 2022 Anti-Corruption Student Force Convention in Malaysia

By establishing the **Anti-Corruption Student Force** (AMAR), the Malaysian Anti-Corruption Commission (MACC) has created an alliance between the educational system and youth activism.

Working with and through education institutions, AMAR has recruited young people to spearhead anti-corruption movements within universities. AMAR has fostered the formation of anti-corruption groups that undertake activities ranging from campaigns to policy advocacy within and beyond their campuses.

These youth-led groups design projects that raise awareness of how corruption harms people and society and hot to counter it. The projects are run under the close supervision of school directors and MACC.

During the projects, which lasts for one year, MACC provides extensive capacity-building programmes that are integrated into the institution's educational framework. Upon project completion, MACC officers carry out reviews and evaluations, assessing whether a project has achieved its objective. After the projects, participants are encouraged to become mentors for future AMAR members.



Young Moldovans engage in team-building during an Anti-Corruption Volunteers session

Anti-Corruption Volunteers is aimed at supporting public awareness and the government's efforts in promoting anti-corruption initiatives. Pioneering the involvement of young volunteers in public institutions across Moldova, the National Anti-Corruption Center initiated the project in collaboration with the Ministry of Education, focusing on engaging young people within educational institutions.

Through an online recruitment process, over a hundred enthusiastic young people have joined as volunteers. Following their application, candidates undergo a rigorous selection and interview process, ensuring that the most suitable individuals are chosen. Once accepted, participants have the flexibility to determine the duration of their voluntary commitment and are provided with a per diem payment.

These dedicated young volunteers are entrusted with responsibilities spanning three key areas: public engagement, research and data collection, and campaign initiatives. For example, a popular activity has been the sharing of anti-corruption information through theatrical performances, comics and cartoons focused on the fight against corruption. Upon completion of the volunteer programme, participants receive certificates and awards in recognition of their contributions.

Details about these examples can be found on the web portal of this policy guide.



3 HOW CAN ANTI-CORRUPTION AUTHORITIES MEANINGFULLY ENGAGE YOUNG PEOPLE?

Chapter 3 - How can anti-corruption authorities meaningfully engage young people?

Chapter overview

Guiding questions:

- ➔ Do anti-corruption authorities constitute enabling environments for meaningful youth engagement?
- ➔ How do anti-corruption authorities operationalize meaningful youth engagement?

Key points:

- ➔ Anti-corruption authorities interested in starting or improving their efforts in youth engagement should proceed in three phases:
  1. Strengthen institutional readiness for meaningful youth engagement (chapter 3A)
  2. Develop youth-engagement activities at the operational level (chapter 3B)
  3. Monitor and evaluate efforts to continuously learn and improve their meaningful youth engagement (chapter 3C)

3A. Organizational level: ensuring institutional readiness

1. Components of readiness: institutional enablers

To successfully implement meaningful youth engagement, the internal staff capacity and institutional structures, policies and processes, and the engaging environment of an organization must meet certain conditions. The presence and quality of these components, called "institutional enablers", define the readiness of an agency to meaningfully engage young people.

An overview of the 13 institutional enablers, arranged according to the five themes of meaningful youth engagement, is provided in table 3 on the next page. While by no means exhaustive, this list guides anti-corruption authorities to build their capacity and experience by describing how the enablers enhance their readiness for meaningful youth engagement.[17] The meaningful youth engagement journey should be undertaken within the context of the local environment for youth engagement, with the goal of engaging in a meaningful and safe manner with young people.

[17] See annex II for a detailed description of the 13 institutional enablers.



Table 3: Components of organizational readiness for meaningful youth engagement: institutional enablers

Meaningful youth engagement theme	Institutional enabler	Objectives
Diversity and inclusion	1. Stakeholder analysis 2. Participation plan	Identify youth groups, including marginalized groups, and understand their views and the barriers impeding their engagement. Establish institutional "go-to" youth networks and representatives of marginalized youth groups.
Engagement-enabling environment	3. Dedicated funding for youth engagement 4. Formal youth-engagement contracting mechanisms 5. Staff knowledge on meaningful youth engagement processes 6. Youth safeguarding	Strengthen the readiness of anti-corruption authorities to support and sustain meaningful youth engagement efforts; ensure institutional procurement and partnering mechanisms are youth-friendly; allocate adequate resources (funding and staff) and ensure appropriate youth-friendly accounting systems to encourage meaningful youth engagement; and undertake anti-corruption authority staff assessments and training in meaningful youth engagement. Ensure safe spaces for youth inputs to be made and taken seriously, without the threat of retribution or discrimination.
Intergenerational collaboration (or partnerships)	7. Anti-corruption authority-youth partnership plan	Pursue shared-value partnerships to ensure meaningful youth engagement benefits for both anti-corruption authorities and young people by arriving at a common goal, leveraging resources and networks and making use of other contributions from both parties.
Quality youth participation	8. Youth mobilization 9. Youth-engagement structures 10. Youth-friendly materials and capacity support	Create quality participation opportunities for young people to act as more than passive recipients of anti-corruption authorities' interventions, and balance this with a realistic understanding of what they can do, given their backgrounds and abilities. Mobilize young people as volunteers, interns, partners and leaders in anti-corruption work, with designated roles in planning, design and implementation. Formalize institutional structures to regularly convene or continuously engage young people (e.g. a youth consultative or advisory group).
Youth empowerment	11. Youth capacity building 12. Youth (reverse) mentorship programme[a] 13. Adult stakeholders skilled in youth engagement	Provide opportunities for the personal development of young people (young professional staff, interns, volunteers, etc.) and for the development of their ability to affect change in their communities. The work of anti-corruption authorities with young people and the achievements of young people should be recognized, celebrated and shared with the wider anti-corruption authority and youth communities. Ensure adult staff at anti-corruption authorities have the skills to constructively engage young people.

[a] (Youth reverse) mentorship programmes are mentoring programmes where a junior youth colleague or external youth partner mentors someone more senior. Therefore, the mentorship relationship is reversed, acknowledging that young people have something to pass on to more senior staff.

The nature and importance of each institutional enabler depends on the contextual environment, as well as the size and function of the anti-corruption authority. It is not necessary for anti-corruption authorities to acquire a minimum level of all institutional enablers before starting youth-engagement activities. Nevertheless, there are three key aspects of anti-corruption authority institutional readiness that require special attention:



Dedicated funding of youth-engagement activities (institutional enabler 3) to ensure adequate funding and effective flexible administrative expenditure mechanisms



Youth safeguarding (institutional enabler 6) to ensure that adequate processes create a safe, respectful and inclusive environment for youth engagement



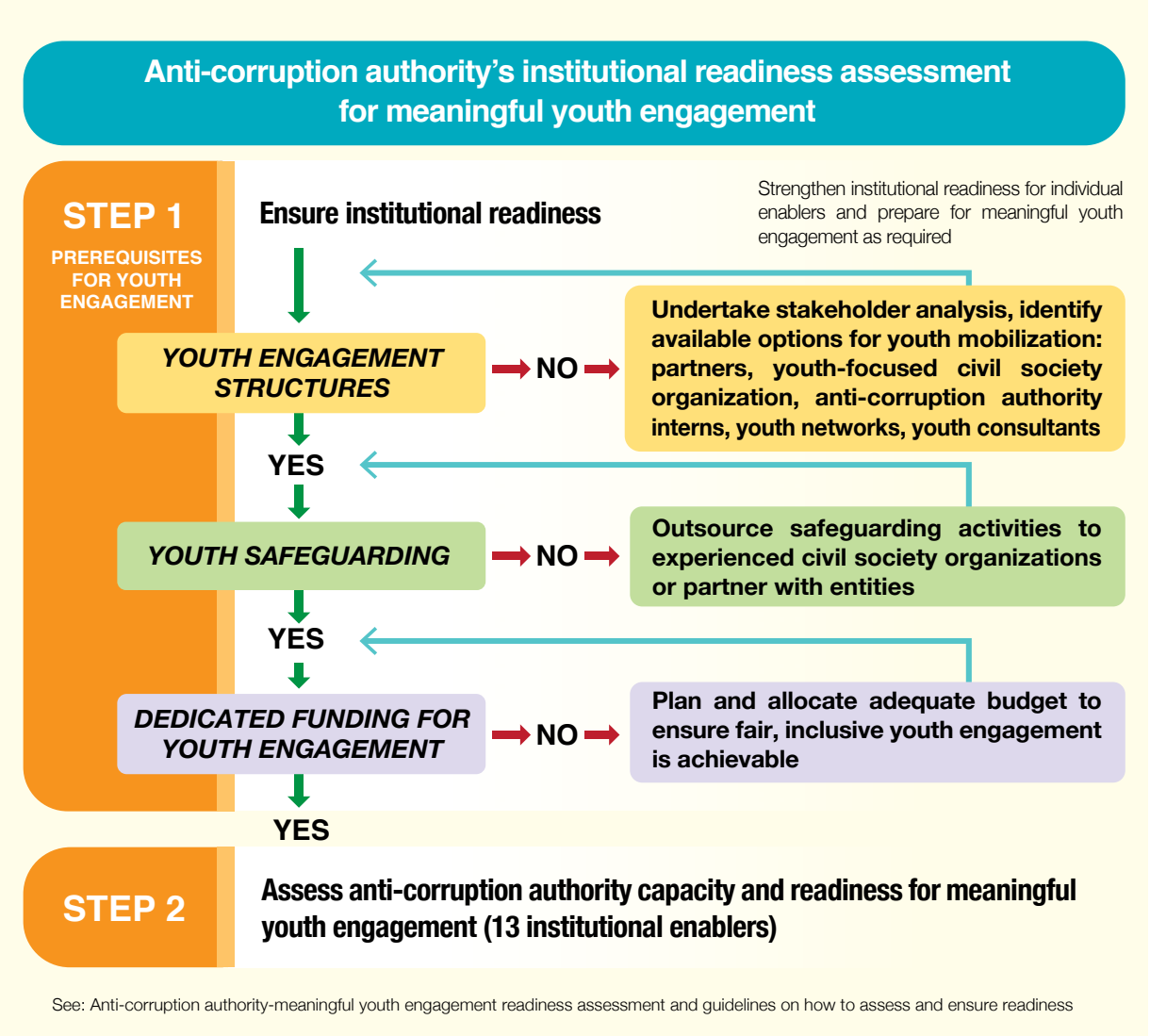
Youth-engagement structures (institutional enabler 9) to mobilize young people, ensuring the participation of young people in decision-making at all levels and early dialogue and consultations, as collaborators and/or partners

These three institutional enablers are considered prerequisites, meaning that anti-corruption authorities must ensure that they are in place before embarking on their meaningful youth engagement journey.

2. Assessment of institutional readiness

A clear plan for initiating or deepening youth engagement, following meaningful youth engagement principles, should be drawn up. The participation of young people in this exercise from the outset will significantly assist anti-corruption authorities. Initially, agencies are likely to come up short in terms of some aspects of good practice in meaningful youth engagement. However, in most cases, they will still be able to implement youth engagement to some extent and their operations will benefit from it.

Once a youth engagement plan has been defined, anti-corruption authorities need to assess their internal institutional mechanisms as well as staff capacity and experience of meaningful youth engagement. In the institutional readiness assessment, the institutional enablers should be reviewed as illustrated below:



See: Anti-corruption authority-meaningful youth engagement readiness assessment and guidelines on how to assess and ensure readiness

The institutional readiness assessment consists of two parts:

> **Step 1**: Ensuring essential institutional readiness – reviewing the three key institutional enablers (prerequisites) and, where needed, strengthening the elements that constitute these enablers to a minimum level before commencing youth-engagement activities.
>
> **Step 2**: Assessing institutional readiness – reviewing all 13 institutional enablers. The result of this exercise is an appraisal of the overall capacity and preparedness of anti-corruption authorities to engage young people meaningfully. Specific guidance on assessing each enabler individually and arriving at an overall result for anti-corruption authorities is provided on the web portal of this policy guide.

Anti-corruption authorities need to customize both the list of institutional enablers and the level of requirement appropriate for their local context. This should include external considerations (e.g. registration requirements of youth-led civil society organizations and the availability of a local university with active anti-corruption classes) that may determine the ease or complexities of engaging young people. An understanding of the local contextual environment for meaningful youth engagement and the extent and depth of youth empowerment and engagement with similar government agencies, the private sector, academia and civil society will help anti-corruption authorities in designing an appropriate meaningful youth engagement approach.

This approach can be used by both inexperienced anti-corruption authorities (with a low level of institutional meaningful youth engagement readiness) and more experienced agencies (that already engage young people but wish to improve the quality of meaningful youth engagement in their operations). In both cases, the goal is to aspire to a high level of institutional readiness. Small anti-corruption authorities and those with little youth-engagement experience may need to outsource the review to consultants.

The results provide anti-corruption authorities with a qualified understanding of their strengths and weaknesses for undertaking meaningful youth engagement. This is the basis for defining a clear pathway, including measures and approaches to be taken to improve capacity and to meaningfully engage young people. This might include a requirement to take on specific support in areas of weakness or to proceed with caution, through partnerships or by outsourcing key tasks, while strengthening internal capacities to improve meaningful youth engagement readiness.

RECOMMENDATIONS FOR ANTI-CORRUPTION AUTHORITIES

Anti-corruption authorities should commission an institutional readiness assessment for meaningful youth engagement – either internally or with support from experts, depending on their level of internal capacity and skills to engage young people.

The results of this assessment determine the level of capacity at an anti-corruption authority and provide the agency with a specific plan on how to improve it, including what measures to be taken before engaging young people in a meaningful way.

This assessment is the basis for anti-corruption authorities to engage young people as part of their operations (see chapter 3B). The assessment should be repeated periodically as part of a monitoring, evaluation and learning process (see chapter 3C).

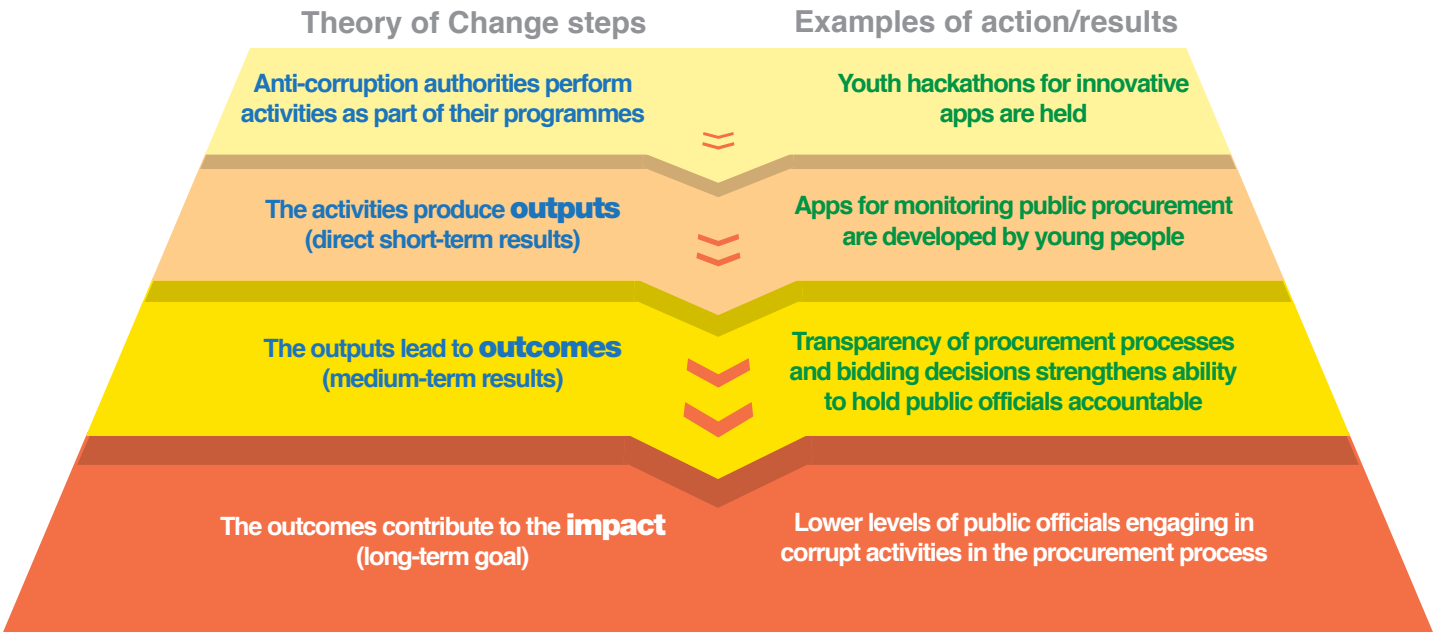
3B. Operational level: integrating meaningful youth engagement into the work of anti-corruption authorities

Anti-corruption authorities with a sufficient level of institutional readiness (chapter 3A) can integrate meaningful youth engagement into their operations (i.e. programmes, projects and knowledge work) through four steps. This process is described in this section.

1. Overview of the operationalization process

The Theory of Change approach is commonly applied by anti-corruption authorities for programming. The United Nations defines the Theory of Change as "a method that explains how a given intervention, or a set of interventions, is expected to lead to specific development change, drawing on a causal analysis based on available evidence".[18] It is a commonly used method for designing, monitoring and evaluating complex programmes that affect long-term social change in all sectors around the world, including the work of anti-corruption authorities.

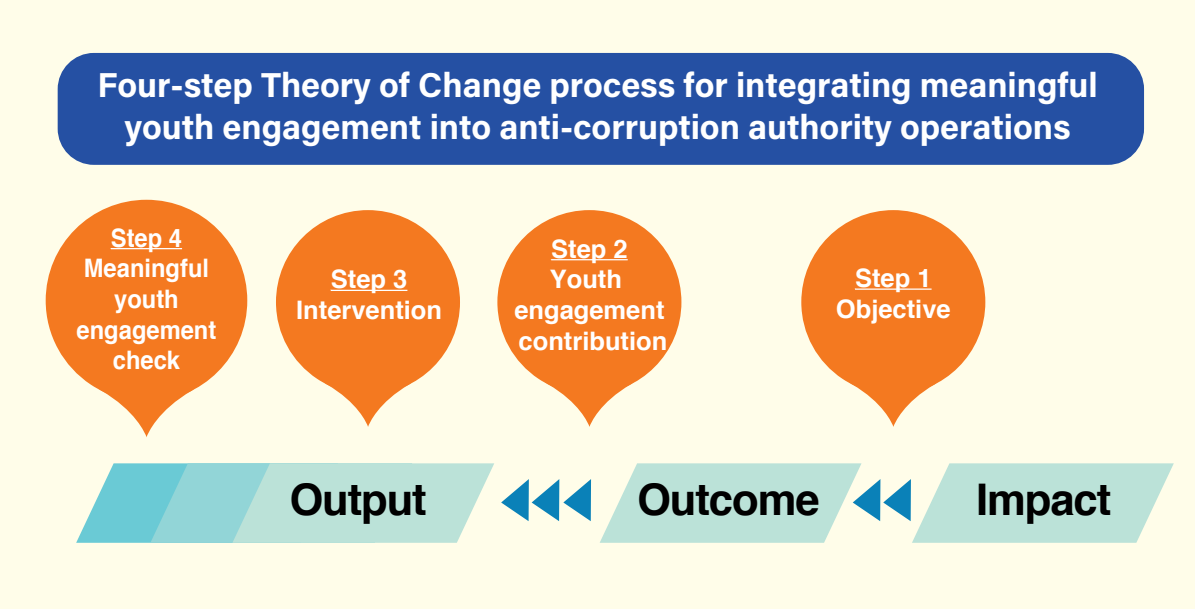
In broad terms, the Theory of Change describes in logical steps how action leads to results as follows:[19]



[18] United Nations Development Group of Latin America and the Caribbean, "Theory of Change concept note" (October, 2016), p.4.

[19] This is a simplified version. While the implementation of activities and resulting outputs are under the direct control of anti-corruption authorities, the medium- and long-term results (outcomes and impact) will be achieved only if the assumptions underlying the Theory of Change hold true. For more information, see United Nations Development Group of Latin America and the Caribbean, "Theory of Change concept note" (October 2016), p.4; CHR. Michelsen Institute, *U4 Issue No.8 – How to monitor and evaluate anti-corruption agencies* (2011); CHR. Michelsen Institute, *U4 Issue No.6 – Theories of change in anti-corruption work* (2012); and CHR. Michelsen Institute, *U4 Issue No.8 – Methods for learning what works and why in anti-corruption* (2013).

Anti-corruption authorities can apply the Theory of Change in order to integrate meaningful youth engagement into its operations – in the same way the concept is applied in other fields. It starts with the long-term goal (impact) and develops the logic backwards in four steps, as shown in the following chart:



- ➔ Step 1. Define the objectives of the anti-corruption authority: determine the programme impact and define the outcome(s) the anti-corruption authority is pursuing
- ➔ Step 2. Specify the youth-engagement contribution: working with young people, establish broadly which youth activities can support the achievement of anti-corruption authority outcomes that have been identified
- ➔ Step 3. Design the detailed intervention approach: co-design detailed youth activities and define how these will be implemented
- ➔ Step 4. Meaningful youth engagement check: ensure that the interventions defined in step 3 meet the requirements for meaningful youth engagement

To operationalize meaningful youth engagement effectively, anti-corruption authorities and young people need to work together from the start of the journey. The early establishment of youth-engagement structures by anti-corruption authorities (institutional enabler 9, which allows agencies to regularly bring together or continuously engage young people) ensures that agencies have young people available to consult and take advice from during key planning and design decision points throughout the participatory meaningful youth engagement process.

Four-step operationalization process

STEP 1: DEFINE THE PROGRAMME OBJECTIVE

Guiding question:
What are anti-corruption authorities trying to achieve within the context of the programme?

The objectives of anti-corruption authorities are to prevent, detect and combat corruption. In many countries and territories, the fight against corruption is part of the Government's strategic objectives, and in the national context, the anti-corruption authority is a key stakeholder of, if not the leading institution for, driving anti-corruption efforts.

In the first step, anti-corruption authorities must be clear on how programmes connect to their own objectives (e.g. as defined in their annual plans) and to their higher-level strategic priorities (e.g. national development plans or national anti-corruption strategies). Ensuring anti-corruption authority operations are aligned with their strategic objectives is good practice. The design of any Theory of Change must start with the pursuit of the long-term objective: the impact that anti-corruption authorities wish to contribute to. Experience shows that alignment of operations with strategic goals is a significant challenge for many anti-corruption authorities around the world.[20]

Result of step 1

Anti-corruption authorities have clearly defined and formulated what their programmes are meant to achieve (outcomes) and how they are aligned to their higher-level strategic objectives (impact).

The programme outcome(s) is the basis for integrating meaningful youth engagement into the work of the anti-corruption authorities in the next steps.

[20] United Nations Development Programme, *Strategic Programming for Anti-Corruption Agencies – Regional Guidance Note for ASEAN* (Bangkok, 2022).

THEORETICAL EXAMPLE

Step 1

Under the National Development Plan, value for money in public procurement has been defined as a strategic objective of the country or territory.

Based on its own research and data analysis, the anti-corruption authority has identified the frequent collusion of public officials and bidders in public tenders as one of the main problems in the public procurement process. Increasing the transparency of the process will make it more difficult for collusion to be hidden from the public, reducing the likelihood of it happening and lowering the level of corruption in this area.

Result of step 1: the anti-corruption authority defines the following components of its Theory of Change:

- ➔ Impact: value for money in public procurement (a strategic objective of the National Development Plan)
- ➔ Outcome: higher levels of transparency of public procurement procedures

Note: To simplify the presentation of the four steps and to explicitly describe the meaningful youth engagement activities, this example has been purposely chosen for an outcome that does not have young people as direct beneficiaries of the outputs/outcomes.

STEP 2: SPECIFY THE YOUTH-ENGAGEMENT CONTRIBUTION

Guiding question:
What youth-engagement activities will support the achievement of the outcome(s)?

While anti-corruption authorities clearly see the benefits of working with young people, it is critical to ensure that the engagement is effective and efficient by specifying the precise type of youth contribution and the role(s) of young people (see chapter 1B). The key is to be clear about how engaging young people will contribute to anti-corruption authorities achieving the outcome(s) identified in step 1. Integrating meaningful youth engagement into the pursuit of the objectives is recommended by defining how young people can support this achievement. Involving young people in co-designing this step is considered good practice in meaningful youth engagement and is likely to lead to more appropriate, sustainable youth-engagement interventions.

There are two approaches to helping generate ideas on how young people can and should contribute to achieving anti-corruption authority outcomes. They are not mutually exclusive but overlapping. Considering both of them will yield the best results:

1. **Anti-corruption authority perspective:** ***How can young people support the anti-corruption authority in achieving its goals and meeting its challenges?*** This approach is based on the challenges anti-corruption authorities are facing (see chapter 2A). It bears the inherent risk of non-youth-centered results, because it identifies youth-engagement options based solely on the challenges of the anti-corruption authorities. It is better suited for justifying the concept of youth engagement for anti-corruption authorities than for identifying pathways for implementing meaningful youth engagement in their operations. A programme of youth-engagement activities to strengthen some of the specific meaningful youth engagement institutional enablers (see chapter 3A) may also result from this approach, which in itself may be a valuable contribution to the meaningful youth engagement journeys of anti-corruption authorities.

2. **Youth perspective:** ***What is the added value that young people bring to the table to help anti-corruption authorities achieve their outcome(s)?*** This approach focuses on objectives that anti-corruption authorities pursue, adding explicit consideration of the role of young people and their potential to add value to the work needed to achieve the objectives. It is a youth-centered approach and appears better suited to identifying options for youth engagement that are meaningful, as it considers the interest of young people and makes better use of their unique attributes, if they are brought into the project cycle early.

Civil society, including young people, has a genuine interest in issues that directly affect their communities and their well-being. Experience shows that in the fight against corruption, citizens can be mobilized to contribute to activities affecting them personally. Consequently, there are fewer civil society organizations dedicated to anti-corruption work, but many more advocating for the rights and needs of communities and groups in areas that have a more visibly direct impact on people's livelihoods, such as health, water and education.[21]

It is important to note that the decision on suitable programme interventions does not solely rest on meaningful youth engagement considerations. Anti-corruption authorities need to define the appropriate activities and outputs that will achieve programme outcomes, with or without the engagement of young people. However, youth engagement remains a crucial component, especially when anti-corruption authorities are mandated to involve young people. Where youth engagement is not an appropriate component to deliver specific anti-corruption outcomes, it is best not to force youth engagement into a programme as it may have a negative impact on the anti-corruption authorities and the young people involved (e.g. risks related to tokenistic participation).

There are cases where anti-corruption authorities pursue objectives explicitly targeting young people as beneficiaries. The mandate or other strategic documents of anti-corruption authorities may include youth as an objective (for example, awareness-raising of anti-corruption among young people and anti-corruption education programmes).

Alternatively, youth engagement may also be reflected in national anti-corruption strategies.[22] In such cases, this strategic guidance may help to specify the type and extent of good practice in terms of youth-engagement contributions (for example, recognizing youth as a partner for carrying anti-corruption messages to local communities or promoting youth empowerment and education programmes).

Even when young people are the beneficiaries of an anti-corruption programme, the four-step approach should be followed, because incorporating meaningful youth engagement components will very likely be highly valuable. In fact, research confirms that engaging young people can be particularly helpful when anti-corruption authorities work on the education, sensitization or awareness of young people.

[21] CHR. Michelsen Institute, *U4 Practice Insight 2022:2 – Civil society monitoring in the health sector* (2022)

[22] In our survey, most anti-corruption authorities that were responsible for their national anti-corruption strategy confirmed that youth-engagement components were included in these documents (see chapter 2A).

Result of step 2

An expansion of the Theory of Change that incorporates on a conceptual basis which specific youth-engagement activities are integrated and will foster the achievement of programme outcomes.

THEORETICAL EXAMPLE

Step 2

In step 1, the anti-corruption authority defined the outcome as "higher levels of transparency of public procurement procedures". It has now identified two ways to achieve this outcome: contracting authorities can make information available or the public can request information from them. Electronic tender systems are a common example of the former and requests for information by citizens or civil society organizations of the latter.

Working with their youth advisors and partners, the anti-corruption authority has determined that the added value of young people is:

- ➔ They will support technology-driven solutions, such as an electronic tendering system, analysis of big data and the development and testing of business intelligence tools, to address the lack of available high-quality data.
- ➔ They will mobilize their peers to request information on procurement in their communities, such as requesting procurement plans and monitoring the publication of tenders, to increase the level of transparency.

In order to achieve higher levels of transparency of public procurement procedures, the anti-corruption authority can organize hackathon, which can bring some tech-savvy young people together for giving ideas in developing the electronic tender systems. In addition, due to the constraints on technical and financial resources, the anti-corruption authority may, at the initial stage, focus on the transparency of public procurement procedures at the local level.

STEP 3: DESIGN THE DETAILED INTERVENTION APPROACH

Guiding question:
How should young people be engaged to achieve the outcome(s)?

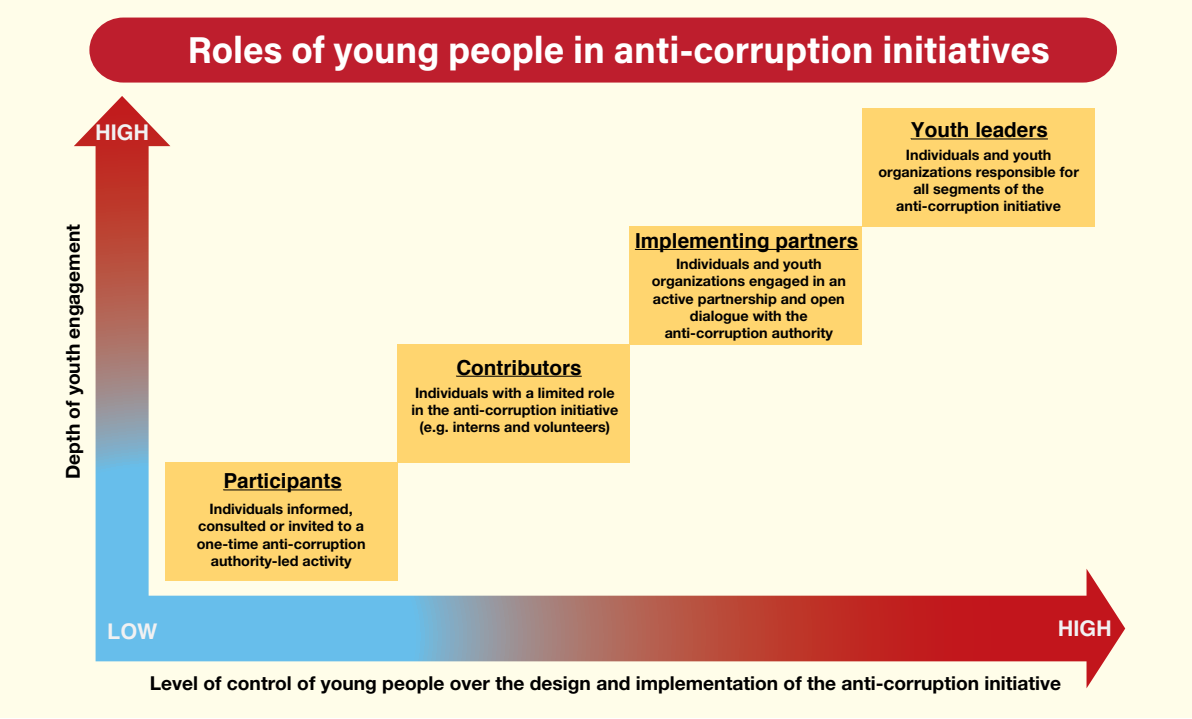
The anti-corruption authority defines the approach and designs corresponding activities (interventions, projects and programmes) based on the contributions identified in step 2 that young people will make. This step should again be co-designed with young people.

1. Role of youth

To decide the detailed role young people will play, there are two key factors that should be considered:

- **Depth of engagement:** this refers to the nature of and level of commitment expected from anti-corruption authorities and young people, as well as the frequency and intensity of interaction.
- **Level of control** that young people possess over the design and implementation of anti-corruption initiatives (activities and outputs).

Depending on the degree to which these key factors apply, youth engagement in anti-corruption initiatives can be categorized in four roles as follows:



Note:Adapted from UNESCO, *Meaningfully engaging with youth – Guidance and training for UN staff* (Paris, 2019).

Deeper engagement may include regular coordination with young people and their greater involvement in the design, planning and implementation of activities. Conversely, a lower level of engagement will likely entail ad hoc touchpoints and involvement in carrying out one-time tasks (e.g. participating in a consultation).

Lower levels of depth and control limit the ability of young people to significantly contribute to the success of initiatives and vice versa.

Delivering an anti-corruption training programme in a high school: an example of the different roles held by young people

Depending on the levels of depth of engagement and control over design and implementation, the following four scenarios are examples of the different roles that young people can play in the delivery of an anti-corruption training programme in a high school:

1. Participants: students receive training on anti-corruption that is delivered by an anti-corruption authority officer.

2. Contributors: an intern or a young professional from an anti-corruption authority delivers a training programme, which was designed by adult anti-corruption authority officers, to the students.

3. Partners: a youth organization is engaged by an anti-corruption authority from the onset of the training programme concept work and youth consultants undertake stakeholder focus-group discussions and youth-capacity surveys prior to co-designing the curriculum with anti-corruption authority staff. Young people help in the implementation of the training programme, working as trainers and facilitators and leading a post-training youth-capacity survey and evaluation.

4. Leaders: a youth-led civil society organization organizes its own training, including design and delivery (at the high school), funded by a donor agency. They invite the anti-corruption authority to cooperate and contribute to the activity by reviewing and co-designing the curriculum and delivering some of the sessions of the training programme. The training programme is advertised on social media and in the press as a joint activity between the anti-corruption authority and the civil society organization.

It is recognized that in anti-corruption authority operations there may be various groups of young people involved in different roles: in all four scenarios, the high school students receiving training are participants. In programmes where young people are beneficiaries, employing meaningful youth engagement principles leads to implementation solutions with young people involved in multiple roles, which is recommended because these types of projects work best.

The implications of the role of young people in meaningful youth engagement are the first consideration for anti-corruption authorities. An overview of these roles and their appropriateness for different aspects of anti-corruption authority work is provided in table 4.

Table 4: Roles of young people in the work of anti-corruption authorities

Role of youth	Who initiates the activity?	When are young people engaged?	What activities can young people do?
Participants	**Anti-corruption authority**	**During implementation of a programme**	**Anti-corruption initiatives with limited opportunities for young people to contribute directly to the outputs.** Examples: • Roll out of anti-corruption education programmes, tools and methodologies • Organizing public consultations for an existing policy, strategy or programme
Contributors	**Anti-corruption authority**	**At distinct stages of a programme**	**Anti-corruption initiatives that have clearly identified gaps that young people can fill with their knowledge, skills and networks.** Examples: • Development of anti-corruption public materials • Conducting anti-corruption community or school sessions • Developing legal briefs and supporting evidence gathering
Implementing partners	**Anti-corruption authority and youth organization(s)**	**As early and frequently as needed**	**Anti-corruption initiatives that young people co-found, co-plan, co-design, co-implement and co-govern.** Examples: • Mobilizing youth advisory groups or boards to support anti-corruption authorities, and/or organizing roundtable discussions, policy dialogues and similar intergenerational events • Providing additional self-funded support to anti-corruption authorities as they implement a programme with young people, taking advantage of new opportunities as they arise
Youth leaders	**Young people or youth organization(s)**	**Throughout the project cycle**	**Anti-corruption initiatives that young people design, implement and manage themselves. In doing so, they demonstrate how they can positively contribute to anti-corruption outcomes by leveraging their capabilities, passion and other strengths.** Examples: • Designing, raising funding and implementing a stakeholder analysis and an anti-corruption survey in a local community to contribute to an awareness-raising programme of an anti-corruption authority

How are young people engaged?
Young people are brought together or invited to participate in activities. No involvement before or after is expected from participants.
Young people are mobilized as volunteers, interns or consultants. They participate in one or several stages of an initiative. They do not have direct influence over decisions relating to the initiative or activity.
Young people have greater ownership as they work with anti-corruption authority staff to run the initiative together. This typically entails working with youth groups or youth-led organizations with an interest in anti-corruption work. As a partnership, young people are enabled to work with anti-corruption authority staff members as equals and to influence the direction of the joint initiative, leveraging their attributes (energy, innovation, communication skills, etc.) to the full. These activities may involve cost sharing or third-party funders for youth engagement.
Young people are responsible for all segments of the initiative, from planning, implementation to monitoring and evaluation. In this role, young people need anti-corruption authorities to play a facilitating role to enable youth-led action that focuses on advising, providing spaces and resources, giving information, reinforcing capacities and establishing links with other stakeholders. These youth-engagement activities may be funded by third parties.

2. Type of activity

Depending on the content of the contribution of young people, the types of activities are defined (chapter 2B) as “voice”, “insight” or “action”. Each of these activities can support the functions of anti-corruption authorities in different ways. To successfully integrate youth engagement into their work, agencies must agree with young people what activity young people are expected to implement and what anti-corruption authority function this should support.



3. Definition of activities – menu of options

Based on the two key criteria (the role of young people and the type of activity), anti-corruption authorities can define the activities that young people can help achieve the outcome considering their circumstances and context. Defining activities, including the outputs (direct results) that they produce, completes the process of specifying the logical steps of the Theory of Change.

The practical examples identified in our research can serve as a "menu of options" for inspiration – an overview is provided in table 5. For additional material, including practical examples of the roles of young people and types of activities undertaken, see the web portal of this policy guide. Over time, and in the context of their local environment, anti-corruption authorities will build up a series of activity options for youth engagement in which they gain institutional experience and, as a result, they will form valuable long-term relationships with the young people and youth-focused civil society organizations that they have worked with.

Table 5: Types of youth activity and their integration into the functions of anti-corruption authorities

Anti-corruption authority function	Type of activity
	Voice
Prevention	**Gather input and feedback to inform and garner support for preventive measures** • Hold focus-group discussions with young people and gather their constructive feedback (voices) • Organize roundtable discussions with community youth and anti-corruption authority public officials to hear the voices of young people and discuss issues of interest (e.g. quality of service delivery, public procurement processes)
Law enforcement	**Report corrupt activities or other suspicious incidents** • Young people submit cases using whistle-blowing channels • Consolidate anonymous reports (voices) from young people and communities on suspicious activities and violations of codes of conduct by public officials
Public outreach and awareness-raising	**Gather and disseminate information on corruption challenges and anti-corruption measures** • Hear the voices of young people in local communities and schools through roundtables, dialogues and anti-corruption competitions • Mobilize youth networks to disseminate anti-corruption information and campaigns across local communities
Education	**Stimulate dialogue on anti-corruption educational concepts** • Engage through educational social media accounts on an anti-corruption platform to hear young voices • Organize intergenerational information sharing and listening events (e.g. policy dialogues, seminars, workshops) led by young people in local schools to hear the voices of students
Regulation and policymaking	**Gather input and feedback to inform and garner support for anti-corruption regulations and policies** • Organize youth-led peer-to-peer feedback sessions in local communities to disseminate and solicit feedback on new anti-corruption regulations and policies • Mobilize community youth advisors to collect and communicate youth voices in intergenerational decision-making, policy and programme design forums

Insight	Action
Generate data and knowledge to design or improve effective preventive measures • Conduct policy research and co-develop studies and data analytics to support prevention programmes at anti-corruption authorities • Conduct research (e.g. surveys) on how to engage community youth stakeholders in preventive work	**Support (plan, design, implement) preventive measures** • Design apps, platforms and tools to monitor and promote transparency and accountability of government officials and programmes • Form community action groups to request information on public projects and bids
Generate data and knowledge to support effective law enforcement • Conduct desk reviews and data analysis research on malpractices • Assist anti-corruption authorities in the design and sharing of law enforcement surveys across young communities	**Support the implementation of activities that strengthen law enforcement** • Monitor the administration of sanctions to violators • Develop apps, platforms and tools for data and analytics to support evidence-gathering for suspicious activities and cases
Generate data and knowledge on public awareness and priorities of citizens • Support anti-corruption authority monitoring of social media scraping and analysis of data to collect insights on public awareness of anti-corruption initiatives • Collect feedback on and analyse the quality of public services	**Support implementation of public outreach and awareness activities** • Run social media public awareness campaigns on anti-corruption issues linked to anti-corruption authority initiatives (partners) • Create and run anti-corruption youth clubs and ensure routine collaborations with anti-corruption authorities
Generate an understanding on effective ways of integrating anti-corruption concepts into education curricula • Explore and pilot non-formal and interactive pedagogies for teaching anti-corruption in young communities • Develop manuals, tools and other materials for public youth-education programmes	**Support design and delivery of anti-corruption education programmes** • Organize youth leadership training sessions (including youth camps) in anti-corruption and recognize young anti-corruption champions • Provide internship and volunteering opportunities for young people as part of anti-corruption authority initiatives
Generate data and knowledge on corruption challenges and effectiveness of regulations and policies • Run youth-led futures scenario planning for new anti-corruption regulations and policies needed to improve the environment • Mobilize youth as researchers and data collectors to support the monitoring and evaluation of anti-corruption policies	**Support the drafting of effective anti-corruption regulations and policies** • Use youth-led design-thinking methods to gather inputs to inform new policies • Mobilize youth interns and young volunteers to lead a community fair on anti-corruption policy and regulations

4. Narrative: description of the Theory of Change

To complete the Theory of Change, anti-corruption authorities add a narrative that provides the full picture of the intervention and conducts a check to ensure that the Theory of Change holds together going forwards in logical steps:

- Activities produce outputs
- Outputs lead to outcomes
- Outcomes contribute to the impact

Should the check indicate that there are gaps or more suitable options, anti-corruption authorities can restart step 3.

In addition to the definition of the activities, the narrative describes how they will be implemented. For instance, if the activity is defined as "a workshop for a civil society organization working with young people", the narrative describes how this will be implemented: who will plan, design, implement and assess the workshop and who funds, administers and manages procurement and organizes schedules and timelines, as well as other pertinent considerations for the workshop. This detailed description of the approach and methodology is key to understanding the youth-engagement contribution (step 2) and is the basis for assessing whether the activity, and how it is to be implemented, meets the requirements of meaningful youth engagement (step 4). In line with good practice, the description would include a concept note that details the meaningful youth engagement mechanisms, outlines the terms of reference and lays out the implementation schedule and a detailed cost plan.

As part of the programme design, anti-corruption authorities should ensure their documentation includes an assessment of compliance with meaningful youth engagement principles. A simple and straightforward approach is to include details for each activity and output, documenting alignment with each of the five meaningful youth engagement themes, in the programme concept note. Good practice also includes checking that adequate resources are available and that timelines are realistic. Young people should be actively engaged in this planning and design process.

It is important to note that this is a very simplified description of developing a Theory of Change (for the purposes of the present guide). There are additional components, not specific to meaningful youth engagement, required for designing a Theory of Change for an anti-corruption authority's programme. These include but are not limited to the definition of inputs (budget, workload, etc.), a timeline and assumptions that must hold true for the Theory of Change to work, as well as performance indicators, including their baseline values and data sources. Other issues to be considered in the application of a Theory of Change in the context of anti-corruption and anti-corruption authority's work include assumptions, indicators and attribution.[23]

Result of step 3

Completion of the Theory of Change in the form of interventions (activities and outputs) designed to engage young people in the work of anti-corruption authorities and a detailed description of the interventions (narrative).

Good practice is the creation of a comprehensive concept note, including details of the meaningful youth engagement mechanisms and an outline of the terms of reference.

[23] See CHR. Michelsen Institute, *U4 Issue No.8 – How To Monitor and Evaluate Anti-Corruption Guidelines for Agencies, Donors and Evaluators* (2011); and CHR. Michelsen Institute, *U4 Issue No.6 – Theories of Change in Anti-Corruption Work* (2012), p.14, for details on a complete Theory of Change and guidance on its application to anti-corruption work and the work of anti-corruption authorities.

THEORETICAL EXAMPLE

Step 3

As a result of step 3, the anti-corruption authority has co-designed activities with youth interns and volunteers from local "go-to" youth networks. On this basis, the agency defines youth-engagement activities to support the achievement of outputs to support the programme as follows:

Output 1: Project administration strengthened

- Activity 1: Anti-corruption authority interns to assist in the co-design of detailed activities and the provision of implementation support and monitoring. The interns will also mobilize the agency partner "go-to" youth network members who have specific skills and an interest in joining an inclusive youth advisory board comprising representatives from across the project area. Board members will receive transport allowances and stipends for periodic inputs.
- Activity 2: Anti-corruption authority interns to undertake field-level stakeholder analysis and co-design a youth-engagement participation plan with the anti-corruption authority team and selective youth advisory board members.
- Activity 3: Anti-corruption authority interns to support the agency project officer and procurement team with civil-society-organization contract terms of reference, procurement and the implementation of hackathons and three design initiatives.

Output 2: Procurement awareness and community participation increased

- Activity 1: The civil society organization is contracted to work with local youth networks for community mobilization across three districts and twenty villages. Stakeholder analysis and awareness surveys are undertaken to inform the design of projects to support awareness and monitoring of public performance. Youth ambassadors in each of the twenty villages to be trained and mobilized.
- Activity 2: Work to be carried out with three high schools to establish anti-corruption clubs and to assess training needs, working closely with youth networks at the local level and the anti-corruption authority training team to pilot a school-based anti-corruption youth training programme (This activity will be further discussed on pages 70-71).

Output 3: Access to public procurement information increased

- ➔ Activity 1: Young people are invited to join a hackathon to compete for three prizes of $10,000. They must design an electronic tendering system (for village grants), software that analyses big data or business intelligence tools.
- ➔ Activity 2: The hackathon winners support the anti-corruption authority's project management team in monitoring the youth-engagement components of the three design initiatives and help mobilize local young people to test the web-based procurement tools.

STEP 4: CHECK FOR MEANINGFUL YOUTH ENGAGEMENT

Guiding question:
Do the activities (and outputs) meet the requirements for meaningful youth engagement?

While intentions to engage young people are often genuine, implementation can be tokenistic. As a result, young people are involved without being meaningfully engaged. Therefore, in this final step, anti-corruption authorities should assess whether their chosen approach will promote meaningful youth engagement. The bases for this step are the meaningful youth engagement themes (see table 1) and the programme description (e.g. the concept note) that details how the activities and outputs comply with these themes. This section describes the principles for reviewing each of the five themes, followed by a theoretical example. More details on how to conduct this meaningful youth engagement check can be found on the web portal of this policy guide.

Theme 1: Diversity and inclusion

One of the challenges in youth engagement, as identified in the focus-group discussions with youth leaders was the risk of excluding certain young people in favour of "elite" youth who have access to financial resources and/or socio-political connections, thereby excluding marginalized groups. There was a perception that the work of anti-corruption authorities was more likely to involve individual young people with the "right background" (e.g. specialized knowledge of law and public administration) and that anti-corruption authorities miss out on engaging other young people with atypical skillsets and non-traditional qualifications who could have been mobilized to support them in other ways.

It is also important to highlight the challenges faced by persons with disabilities. Research shows that persons with disabilities experience corruption because of the power imbalance that exists between them and those who care for them[24] – i.e. cases involving the embezzlement of funds originally intended to benefit persons with disabilities and cases of extortion and bribery during the process of acquiring disability certificates and accessing other entitlements. Barriers also exist between persons with disabilities and their ability to report acts of corruption, both in terms of reporting mechanisms not being fit for their needs and in relation to a lack of special protection mechanisms. This shows that persons with disabilities can be severely and disproportionately affected by corruption.

Another group that is disproportionately affected by corruption is women. While there is no evidence to show that women are more or less corrupt than men or vice versa, in the United Nations Office on Drugs and Corruption (UNODC) publication entitled *The Time is Now: Addressing the Gender Dimensions of Corruption*, it is highlighted how corruption affects men and women differently across the world because of the power imbalances between women and men that exist in many societies and that are maintained by social norms and widespread sexism.

[24] Chr. Michelsen Institute U4 Anti-Corruption Resource Centre, *Corruption and the equal enjoyment of rights for persons with disabilities*, U4 Helpdesk Answer, 29 April 2022.

It is fundamental to look at intersectional dimensions of diversity within the youth group to apply a truly inclusive approach. It is important to ensure that any young person, especially those disproportionately affected by corruption, can contribute to addressing corruption. Diversity and inclusion should be promoted through an approach that is suitable for all groups. This should take into account intersectional considerations in relation to young people, including race, ethnicity, religion, disability, gender and sexual orientation. As explained above, the cost of participation might be higher for these groups and they may face additional barriers to accessing opportunities. Examples include:

- ➔ Anti-corruption authorities that are aiming to work with schools in communities characterized by lower household incomes need to take into consideration the cost to a young person when participating in volunteer anti-corruption activities rather than doing a job or caring for their family.
- ➔ In communities with major gender inequalities, young women may not always volunteer if activities clash with their care and home responsibilities, if events occur at night or if they must travel alone.
- ➔ When planning activities with young persons with disabilities, organizers need to consider which tools, approaches and facilities are appropriate.
- ➔ Participatory youth-focused stakeholder analysis has identified anti-corruption authority's diversity-and-inclusion requirements in relation to which meaningful youth engagement is being considered.

RECOMMENDATIONS FOR ANTI-CORRUPTION AUTHORITIES

Anti-corruption authorities should provide equal opportunities for young people from different backgrounds with varying levels of access to opportunities for engagement. The agency strategy should ensure that the young people who are engaged not only represent the communities being targeted but also that these communities can participate in these activities, given their circumstances.

Guidance on how to assess compliance: check whether a significant portion of engaged young people come from different demographic backgrounds and from marginalized groups.

Theme 2: Engagement-enabling environment

Environments matter, especially in making good on intentions to promote meaningful youth engagement. Fostering an enabling environment for meaningful youth engagement has two facets:

- ➔ Organizational readiness as an institution to engage young people, including having the resources, staff capacity and technical knowledge in relation to meaningful youth engagement.
- ➔ Availability of safe spaces for young people to make inputs and for these inputs to be taken seriously, without the threat of retribution and discrimination.

These have been extensively discussed in chapter 3A.

RECOMMENDATIONS FOR ANTI-CORRUPTION AUTHORITIES

To foster an engagement-enabling environment, anti-corruption authorities should focus on strengthening the readiness of the organization to support and sustain meaningful youth engagement efforts and to guarantee the safety and security of the young people they engage.

Guidance on how to assess compliance: Determine whether there is strategic alignment of youth-engagement activities, ensure that systems and processes are updated to support youth engagement, and ensure that sufficient resources (including financial and human resources) are available for staff to carry out youth-engagement activities. Identify whether a youth safeguarding policy and/or processes exist that are adequate for youth-engagement initiatives.

Theme 3: Intergenerational collaboration (or partnerships)

Fighting corruption requires anti-corruption authorities and young people to invest concerted effort in working with each other. One way of fostering such cooperation are shared-value partnerships, which refer to a form of collaboration that is mutually beneficial to young people and anti-corruption authorities. This is achieved when both parties can harness the strengths of the individuals or groups that are involved so that collaboration yields returns for all of them.

For example, anti-corruption authorities can consider involving an intern or junior/young staff in drafting anti-corruption policies. The agencies benefit from including a youth perspective during the early stages of such a process and from the added value of their research and communication skills. In turn, young people acquire skills and gain experience related to policy development, learn from adults they work with and feel they are contributing to something important.

RECOMMENDATIONS FOR ANTI-CORRUPTION AUTHORITIES

Anti-corruption authorities should consider strategies that support collaborations where young people and adults equally contribute to a common goal and benefit from each other.

Guidance on how to assess compliance: Review existing ways of collaborating with young people and determine whether there are clear benefits to such initiatives, to both the young people engaged and the organization.

Theme 4: Meaningful youth participation

Anti-corruption authorities should create appropriate opportunities for young people to participate across different stages of an initiative and ensure that young people understand why they are being engaged and how their inputs will be used.

Treating young people as "extra bodies" to fill up a room or to comply with a requirement without considering whether young people are contributing to the work of an organization can disempower them and threaten the reputation and credibility of the agency in the eyes of an important and often large portion of the population that they serve. In fact, the risk of tokenistic participation can have a negative impact on the interest of young people in joining anti-corruption initiatives. In other words, if young people perceive that they are being used, they are less likely to trust the sincerity of the opportunity and are more likely to choose not to participate and not to trust that anti-corruption authorities can have an impact in their communities.

The core principle underpinning theme 4 is that the opportunities for young people must be relevant to anti-corruption work, sustained and aligned with their capabilities.

RECOMMENDATIONS FOR ANTI-CORRUPTION AUTHORITIES

As a way of avoiding tokenistic participation, anti-corruption authorities should create opportunities for meaningful youth participation where young people act as more than passive recipients of agency interventions. This should be balanced with a realistic understanding of what young people can do to help achieve agency objectives, given their backgrounds and abilities.

Guidance on how to assess compliance: Determine whether young people are performing other roles besides being participants in anti-corruption activities (i.e. interns, volunteers, consultants, partners and initiative leaders). Assess whether structures are in place for youth engagement to be regularly practiced.

Theme 5: Youth empowerment

Youth empowerment occurs on three levels and while these levels are distinct, they are mutually reinforcing, resulting not only in the personal growth of the young people that are engaged but also community and societal changes. For example:

- **Personal development:** As a result of their involvement in anti-corruption initiatives, young people will acquire confidence, knowledge, skills and networks, which can contribute to their growth. The deeper they are engaged in anti-corruption activities, the greater the opportunities for personal development. For instance, while a youth participant will gain new knowledge of anti-corruption concepts by joining a school-based training programme, a youth volunteer or intern who helps organize such an event will acquire competences related to project management, event organizing and stakeholder engagement. Having experienced the benefits of this approach, these young people are more likely to become advocates of youth empowerment as adults and in their careers, potentially becoming torchbearers in their organizations.
- **Community-level change:** Young people whose personal development is triggered through engagement in anti-corruption initiatives are likely to be inspired to act on their new knowledge to affect change. This can take the form of them becoming more involved in related programmes and activities (for instance, signing up to volunteer) or leading their own initiatives in their communities.
- **Societal transformation:** Increased social capital results from the personal development and the community-level change that engaged young people have undergone and initiated. Within their own spheres of influence, young people gain a stronger voice and can inspire others, work more collaboratively with stakeholders and increasingly participate in constructive discussions with stakeholders and policymakers.

RECOMMENDATIONS FOR ANTI-CORRUPTION AUTHORITIES

When co-designing activities for youth engagement, anti-corruption authorities should be intentional in creating opportunities for young people to become empowered in the programmes. A good practice is to get input from young people on what these opportunities could look like. Be mindful that higher levels of empowerment (i.e. community-level change and societal transformation) may not necessarily occur within the lifetime of the initiative.

Guidance on how to assess compliance: Where benefits have been identified for young people resulting from the intergenerational partnership with an anti-corruption authority, assess how these contribute to the three levels of empowerment.

THEORETICAL EXAMPLE

Step 4

To ensure that activities supporting the establishment of anti-corruption clubs at three high schools (activity of output 2 on page 62) comply with meaningful youth engagement principles, anti-corruption authorities could proceed as follows:

1. Diversity and inclusion

Check that a significant portion of engaged young people are from different demographic backgrounds and marginalized groups.

Result: Stakeholder analysis requires that a minimum of 40 per cent of anti-corruption club officials should be women and that marginalized groups have reserved committee positions for representation. Anti-corruption awareness and training publications must be made available in national and local languages and website and discussion forums materials must include sign language translations. Anti-corruption club amenities and events must be accessible for young persons with physical disabilities and include provisions for young persons with intellectual disabilities.

2. Engagement-enabling environment

Check that systems and processes are adequate to support youth engagement, sufficient resources are available for staff to carry out youth-engagement activities and an adequate organizational youth safeguarding policy is in place.

Result: Schools and youth representatives jointly engage a youth-focused consultant to co-develop standard operating guidelines for anti-corruption clubs, with anti-corruption authorities providing two years of start-up funding and long-term institutional commitment to partner regularly with anti-corruption clubs. Establish safeguarding procedures for anti-corruption clubs, with regular independent audits funded at least annually.

3. Intergenerational collaboration

Check existing ways of collaborating with young people and determine whether there are clear benefits, including to both the young people engaged and the anti-corruption clubs.

Result: With oversight from the anti-corruption authority, anti-corruption clubs implement an intergenerational participation plan to ensure that their activities are properly targeted and contribute to meeting key corruption challenges in the community.

4. Youth participation

Check that young people are performing other roles besides being participants in anti-corruption activities and that structures are in place for youth engagement to be regularly practised in the organization.

Result: Young people add value in their roles by ensuring anti-corruption clubs foster active youth participation and contribute to better public services. Part of the long-term organizational participation plan should be the identification of routine intergenerational anti-corruption monitoring activities related to key areas of public services that affect young people.

5. Youth empowerment

Check that the benefits that young people gain from the intergenerational partnership contribute to the three levels of empowerment: personal, community and society.

Result: Young people in anti-corruption clubs are empowered through developing time-bound training programmes for club members (personal), establishing formal links with school boards of governors and parent-teacher associations, building links to local government bodies identified through stakeholder analysis (society) and developing community awareness campaigns in key anti-corruption thematic areas (community).

Result of step 4

The meaningful youth engagement check confirms that the chosen approach meets the requirements of meaningful youth engagement. Further details can be added to the initiative concept note to ensure meaningful youth engagement and to set baselines for meaningful youth engagement monitoring, evaluation and learning.

Should this check of the selected activities and outputs indicate that there are concerns regarding the meaningfulness of engaging young people, anti-corruption authorities should carry out step 3 again.

3C. MONITOR IMPLEMENTATION, EVALUATE SUCCESS AND LEARN FROM EXPERIENCE

As a result of the inherent difficulties of assessing anti-corruption work, monitoring, evaluation and learning continues to be one of the core challenges for anti-corruption authorities, especially the measurement and evaluation of the effectiveness and impact of interventions. There is a consensus in the international anti-corruption community that evidence-based measurement of corruption and anti-corruption work is key to assessing the performance of anti-corruption authorities. However, a comprehensive and practical framework that can serve this purpose has yet to be developed.

According to the guidance provided in the present guide, youth engagement should be integrated into the work of anti-corruption authorities to make them more effective without changing their overall objectives. In other words, anti-corruption authorities engaging young people do not change their objectives relating to the prevention, detection or reduction of corruption. Meaningful youth engagement is a means to this end, helping anti-corruption authorities achieve their anti-corruption goals more effectively. In terms of the Theory of Change, the youth-engagement components are added on the level of activities and outputs, without changing the outcome and impact levels.

An adequate assessment of the success of such youth engagement would require a results-based evaluation that compares the work of anti-corruption authorities with youth engagement to their work without youth engagement. However, such an endeavour is too complex and resource intensive considering the current body of research available and the limited monitoring and evaluation capacity of many anti-corruption authorities, both in terms of technical know-how and financial resources. Additionally, a lack of data adequate for evaluations inherent in the work of anti-corruption authorities limits the value of such an exercise.

Therefore, anti-corruption authorities should focus on monitoring their youth-engagement efforts by designing appropriate indicators and selecting data sources. In addition to the general requirements of monitoring key performance indicators,[25] the following considerations can strengthen efforts in relation to monitoring youth-engagement activities and outputs:

Focus on meaningfulness: The careful design of key performance indicators can support meaningful engagement. It is important to assess meaningful youth engagement to ensure that tokenistic or checkbox type activities and outputs are not used as indicators. Examples of potential indicators for meaningful youth engagement categorized according to the roles of young people in the work of anti-corruption authorities and to the five themes of meaningful youth engagement are provided on the web portal of this policy guide.

[25] For example, that they should be specific, measurable, achievable, reasonable and time-bound (SMART), and contain neither the direction nor target value of what is being measured.

Consider benefits of engagement for communication: Engaging young people is an opportunity for anti-corruption authorities to benefit from the current prioritization of the topic at the national and international levels. Key performance indicators and the data that anti-corruption authorities produce should be designed so that they can be used for publication and communication. Directly incorporating external indicators (for instance, from the Sustainable Development Goals framework) or explicitly linking anti-corruption authorities' key performance indicators to them will help agencies demonstrate their work in a positive light.

Data sources: Internal data for monitoring are within the sphere of influence of anti-corruption authorities by definition. This data consists of administrative data or direct results of agency operations that describe activities and outputs related to youth engagement. Key performance indicators that are affected by other institutions or events should be avoided to ensure that anti-corruption authorities control the narrative of their youth engagement. External national data sources, such as national statistics, complement the internal data of anti-corruption authorities. External indicators, in particular international governance indicators, rarely provide data and information useful for monitoring or evaluating the work of anti-corruption authorities because of the methodologies applied.[26]

Learning from experience: In addition to the justification of the use of resources and the confirmation of successful work, learning is one of the main reasons to conduct monitoring and evaluation. Our research indicates that even though this is a widely accepted recommendation, many anti-corruption authorities provided little in the way of evidence of a structured and institutionalized approach to proactively identifying lessons learned and using them to improve their work. Instead, efforts to learn from success or failure are conducted in an ad hoc and unstructured manner. Therefore, anti-corruption authorities should explicitly integrate a learning component into their monitoring and evaluation efforts, both in general and for meaningful youth engagement in particular. Identifying lessons learned and building on past youth-engagement initiatives with positive or negative results will improve efforts over time. This helps anti-corruption authorities on two levels: to create or enhance institutional mechanisms (organizational level) and to design and implement successful youth-engagement interventions (operational level).

[26] United Nations Development Programme, *Strategic Programming of Anti-Corruption Agencies*.

Periodically review institutional readiness: To ensure that anti-corruption authorities meet the necessary standard to meaningfully engage young people, it is recommended that agencies assess on a regular basis their institutional enablers and the extent to which these have been present and are considered sufficient. An initial institutional readiness assessment, undertaken as part of a strategic youth-engagement work planning exercise, should be followed up with annual monitoring of recommendations. Additionally, a full institutional reassessment after three years, or after an appropriate interval, to ensure that good feedback is provided to anti-corruption authority management is recommended. The review can be undertaken with participation and feedback from agency staff and "go-to" youth networks and partners.

4 THE WAY FORWARD



Chapter 4 - The way forward

The research conducted for the present guide has revealed great potential for meaningful youth engagement by anti-corruption authorities. Engaging young people can help anti-corruption authorities overcome some of the challenges they are facing, thus actively contributing to their success. Although youth engagement is already widely practised by many anti-corruption authorities, there is ample room for improvement. More agencies can start to engage young people and those already doing so can improve their efforts by adopting meaningful youth engagement-focused approaches. This will significantly increase capacity and resources to support the fight against corruption.

A policy guide is not the ultimate solution, but a stepping stone on the global journey of meaningfully engaging young people in the work of anti-corruption authorities. The topic is high on the agenda of organizations around the world, including anti-corruption authorities. However, there is a gap between the high levels of willingness and the low levels of research, knowledge and capacity available to anti-corruption authorities. Based on an analysis of the current situation, the present guide provides initial guidance on how anti-corruption authorities should approach the topic. Meaningful youth engagement in other fields and institutions may be more advanced. Transferring and adapting knowledge and good practices will help improve youth engagement in the work of anti-corruption authorities.



A call to action: More is needed

Technical resources:

Agencies that want to engage young people need guidance and support in the form of practical contextualized implementation tools for carrying out institutional readiness assessments and improvements; establishing "go-to" youth networks; creating case studies and examples of good practice, and training and capacity-building programmes; and facilitating intergenerational sharing of good practices and lessons learned. Additionally, more research is needed to foster a better understanding of the key factors needed for successful meaningful youth engagement and for measuring performance, supported by data from anti-corruption work and the work of anti-corruption authorities.

The core principle underpinning theme 4 is that the opportunities for young people must be relevant to anti-corruption work, sustained and aligned with their capabilities.



Financial resources and technical assistance:

In addition to capacity building, many anti-corruption authorities require financial support and technical assistance, particularly at the onset of their meaningful youth engagement journeys, in order to implement meaningful youth engagement in their operations. As described in the present guide, meaningful youth engagement requires agencies to apply significant initial efforts, which will pay dividends later. This is a challenge that many anti-corruption authorities are unlikely to be able to overcome without external assistance.

The project partners and the organizations engaged in the research and development of the present guide are committed to further building on the momentum relating to this important topic and to supporting the journey of the anti-corruption authorities toward the stronger engagement of young people in their work.

ICAC has set up a web portal to accompany the present guide and to serve as a global knowledge hub for meaningful youth engagement by anti-corruption authorities. The portal will act as a central landing platform for anti-corruption authorities and other anti-corruption practitioners through which they can share resources, experiences, expertise, good practices and tools. ICAC also actively shares its experience in young engagement with anti-corruption authorities around the world through seminars, workshops and training programmes.

UNODC supports anti-corruption authorities in their efforts in relation to holistic and comprehensive anti-corruption approaches by providing tools to develop the capacity of different stakeholders, including educators and young people. The Global Resource for Anti-Corruption Education and Youth Empowerment initiative is aimed at promoting the role of education and youth empowerment in preventing and countering corruption by bringing knowledge and experience working with educators, academics, young people and anti-corruption authorities to the international community in order to foster a culture of rejection corruption.

National anti-corruption authorities have expressed a keen interest in starting to engage young people and strengthening their efforts to do so, and many have already contributed their lessons learned as case studies for peer learning.

The Youth Advisory Board was created as a global forum to support the development of the present guide, ensuring that young people are part of this journey from the beginning, both at the national and international levels. Expanding this forum, and in particular creating similar structures at the national level, is vital. The Youth Advisory Board has welcomed the development of the present guide and prepared a call to action for following up on its implementation (see page vii). Young people have consistently confirmed their willingness and enthusiasm in pursuing meaningful intergenerational partnerships with anti-corruption authorities on their youth engagement journeys.

An expert group of 18 professionals with extensive knowledge of the subject and 9 Youth Advisory Board members was set up at the start of this project. This intergenerational group constitutes another important component of an international community on meaningful youth engagement brought together by this project. The group is keen to cooperate with and support anti-corruption authorities that are eager to support the implementation of the guidance created by this project.

Hopefully, the present guide is the first step in a journey that leads to anti-corruption authorities around the world meaningfully engaging young people to support their organizations in the fight against corruption. The interest and enthusiasm that these partners, including anti-corruption authorities, have expressed in the topic, in sharing their experience, in learning more and in actively engaging has been inspiring. They give reason to hope that this guide will be the catalyst for the creation of a broad and diverse international intergenerational community dedicated to increasing and improving meaningful youth engagement at anti-corruption authorities, and that this guide will be the first document in a growing body of knowledge and guidance on this important topic.

Annex I: Research methodology and data collection

The research for the present guide followed a sequential mixed-methods approach where each activity was selected and designed to gather data that would inform the next step of the research. Data collection was carried out between September 2022 and February 2023 in three key phases to gather primary and secondary data (see the table 6 below).

Table 6: Data collection activities and results

Phase	Data collection activity	Results
Phase 1: Desk review Timeline: Sep-Oct 2022	A. Literature review	• Established conceptual framework showing links between anti-corruption and meaningful youth engagement • Identified key operational themes for meaningful youth engagement • Produced a typology of anti-corruption authority functions to support further analysis
	B. Stakeholder analysis and mapping (mini survey)	• Identified primary and secondary stakeholders to engage in the research • Prepared an initial list of organizations for qualitative research activities, and examples of youth engagement in anti-corruption initiatives
Phase 2: Qualitative data collection Timeline: Oct-Dec 2022	A. Youth focus-group discussions	• Gathered insights from young people on challenges, opportunities and recommendations for strengthening meaningful youth engagement practices for anti-corruption authorities
	B. Expert key informant interviews	• Gathered insights from experts on challenges, opportunities, and recommendations for strengthening meaningful youth engagement practices for anti-corruption authorities
	C. Consultations with the Youth Advisory Board	• Tested initial findings on meaningful youth engagement themes and recommendations based on data collection activities • Collected feedback to strengthen research findings and identify remaining knowledge gaps
Phase 3: Quantitative data collection Timeline: Jan-Feb 2023	A. Survey with anti-corruption authorities	• Gathered data on the meaningful youth engagement experience and practices of anti-corruption authorities • Determined the extent of meaningful youth engagement themes that were being practiced by anti-corruption authorities • Identified whether there was interest from and support needed by anti-corruption authorities to practice meaningful youth engagement

PHASE 1: DESK REVIEW

A. Literature review

The literature review covered seminal academic papers and non-academic literature such as organizational reports, youth statements, shadow reports, press releases, conference presentations and key United Nations documents. This activity established the conceptual linkages between meaningful youth engagement and anti-corruption work, as well as an operational definition for meaningful youth engagement and the key themes that served as the analytical framework for the research.

B. Stakeholder analysis and mapping

National, regional and global actors that could influence or are important to promoting meaningful youth engagement in the work of anti-corruption activities were identified and used for a stakeholder mapping exercise based on information from published documents and reports of international organizations and civil society organizations, as well as press releases and statements.

As a result of the knowledge gaps highlighted by the review of these documents, an online mini survey was sent to the stakeholders identified from the analysis and their networks to gather additional information. In total, 64 responses were received and they were used to produce an initial set of examples of youth-engagement activities in anti-corruption work. It also informed the selection of participants for the key informant interviews and focus-group discussions.

PHASE 2: QUALITATIVE DATA COLLECTION

Three main methods were applied to collecting qualitative data: semi-structured key informant interviews with experts who engage young people in their anti-corruption work; focus-group discussions with young people who lead and/or engage in anti-corruption work; and consultations with members of the Youth Advisory Board.

The data were collected through six focus-group discussions and seven key informant interviews, with a maximum duration of 90 minutes and 60 minutes, respectively. Audio and video recordings, field notes and transcripts were produced and cross-checked for quality.

Data analysis followed an inductive thematic approach supplemented by computer-assisted data analysis software. The thematic analysis offered a robust approach to coding, categorizing and making sense of data suitable for mixed-methods approaches, and to making data accessible to a wider audience.

A. Youth focus-group discussions

Three to four young people per group were brought together online to explore their experiences of working with or being engaged by anti-corruption stakeholders. Focus-group discussions allowed for discourse among participants, enabling individuals to build on each other's insights and, therefore, deepening the overall understanding of the topics that were explored. Moreover, for young participants who felt uncomfortable sharing their thoughts, the group dynamics helped reduce pressure, making the groups more conducive for discussion than individual interviews. The direct experiences of focus-group discussions participants helped ground findings from phase 1 and provided a more nuanced understanding of the challenges and opportunities for meaningful youth engagement practices in anti-corruption work.

B. Expert key informant interviews

Interviews were conducted with adult anti-corruption experts to gain deeper insights into the experiences of stakeholders and to probe and contextualize the emerging meaningful youth engagement themes, from the research to the anti-corruption field and more specifically, the work of anti-corruption authorities.

C. Consultations with the Youth Advisory Board

Youth leaders served as members of the Youth Advisory Board, providing a "youth lens" in relation to the design of research activities, the analysis of findings and the formulation of recommendations. The Youth Advisory Board reviewed the findings, provided input into the design of data collection instruments, and participated in the youth focus-group discussions, including recommendations for which peers to invite. As part of the data collection, the Youth Advisory Board was consulted to support the analysis of the findings from the desk review and qualitative data research. This included the identification of opportunities to address challenges and knowledge gaps to strengthen the overall robustness of the research.

PHASE 3: QUANTITATIVE DATA COLLECTION

An online survey of anti-corruption authorities was conducted through IAACA in January and February 2023. It involved the sharing of a questionnaire comprising 39 questions with 403 anti-corruption authorities. A total of 73 valid responses were received and used for analysis.

Findings from the survey identified which anti-corruption authorities were already practising meaningful youth engagement concepts in their anti-corruption efforts, provided an understanding of what meaningful youth engagement might look like in the context of anti-corruption authorities, depending on their youth-engagement experience (or lack thereof), and drew out potential options and approaches for anti-corruption authorities to be supported in strengthening their meaningful youth engagement practices. The findings also revealed information that helped further explore challenges, opportunities and examples of meaningful youth engagement.

Annex II: Meaningful youth engagement – institutional enablers

The details of the institutional enablers described in chapter 3A are presented in this annex. Specific guidance in the form of anti-corruption authorities' institutional readiness assessment is available on the web portal of this policy guide.

Meaningful youth engagement theme 1: Diversity and inclusion

1. Stakeholder analysis

Understanding stakeholders' interests helps to set the stage for designing participatory activities for young people, citizens and other key stakeholders. It identifies youth-led and youth-focused organizations (ensuring that marginalized youth groups and individuals are represented), provides insights into their views and highlights any barriers that could impede their engagement. The analysis can be used to establish institutional "go-to" youth networks and representatives of marginalized groups.

It is often valuable to analyse the needs of young people from an intersectional perspective. This can include age (e.g. 15 to 18, 19 to 22, 23 to 25 and 26 to 30), because young people's interests and character change rapidly as they transition from children to adults; gender, because norms, attitudes and behaviours affect young women and young men differently; and disability, as differentiated cognitive and physical disabilities shape the availability and accessibility of anti-corruption initiatives and engagement opportunities. Other characteristics to consider where additional capacity from anti-corruption authorities is available include ethnicity, religion, geographic location (urban/rural), socio-economic class, educational achievement and employment status.

Data on young people, including knowledge of relevant youth networks and organizations, can provide useful insights to better inform youth-engagement strategies and approaches for participation in anti-corruption programmes, policies and processes. Demographics, interests, effective ways of reaching and communicating with young people, and networks of youth organizations and young leaders in anti-corruption work all constitute valuable information. Understanding which young people are already actively engaged in anti-corruption activities and what they do in their anti-corruption work is particularly helpful in defining not only their potential role but what they can deliver to helpanti-corruption authorities' operations and knowledge work.

2. Participation plan

Building on the stakeholder analysis, the participation plan remains dynamic throughout the project cycle of anti-corruption authorities. A well-designed plan focused on youth participation will guide anti-corruption authorities in systematically deciding which stakeholders to engage and how and when to do so throughout their operations and knowledge work.

Meaningful youth engagement theme 2: Engagement-enabling environment

3. Dedicated funding for youth engagement (key institutional enabler)

The availability of funding and other resources, including technical expertise, provides the means for anti-corruption authority staff to act on meaningful youth engagement intentions. Without sufficient internal resources, the range of options for youth activities and engagement opportunities at anti-corruption authorities will be limited. At the same time, however, limited in-house resources may lead to opportunities or even necessitate that anti-corruption authorities partner with youth experts outside their organizations, including with youth organizations and civil society organizations, United Nations agencies and academic institutions, which can fill these resource gaps should external (non-anti-corruption authority) resources and funding be available.

The administrative processes and requirements to allocate a regular anti-corruption authority's budget and the in-house accounting systems and processes to fund youth engagement may also need attention or special consideration. The finance divisions of anti-corruption authorities need to ensure that young people can receive funding in a timely manner, including payments to young people who do not have registered bank accounts (e.g. for stipends and expenses, funds for translators, funds for safeguarding buddies to accompany minors and advances to pay for travel). Inadequate funding leads to the "elite capture" of the youth-engagement space by wealthier young people, who can self-fund, to the exclusion of marginalized and poorer young people.

Ensuring that adequate funding is available and that effective flexible administrative expenditure mechanisms are in place before embarking on any youth-engagement activities is considered a prerequisite (key) institutional enabler.

4. Formal youth-engagement contracting mechanisms

A formal organizational strategy for youth engagement articulates the purpose, framework and resource allocation necessary to achieve the objectives of youth engagement. The existence of such a document is not a prerequisite for meaningful youth engagement. However, understanding and eliminating the risks associated with incompatible work modalities between young people, youth organizations and anti-corruption authorities is an essential element of an enabling environment. Early dialogue with young people and experts familiar with youth contracting mechanisms (including youth organizations, non-governmental organizations and consulting firms) and young people as individuals (i.e. consultants, internships, paid staff and volunteers) will help formulate youth-engagement processes at an institutional and/or programme level and reduce avoidable delays in mobilizing young people.

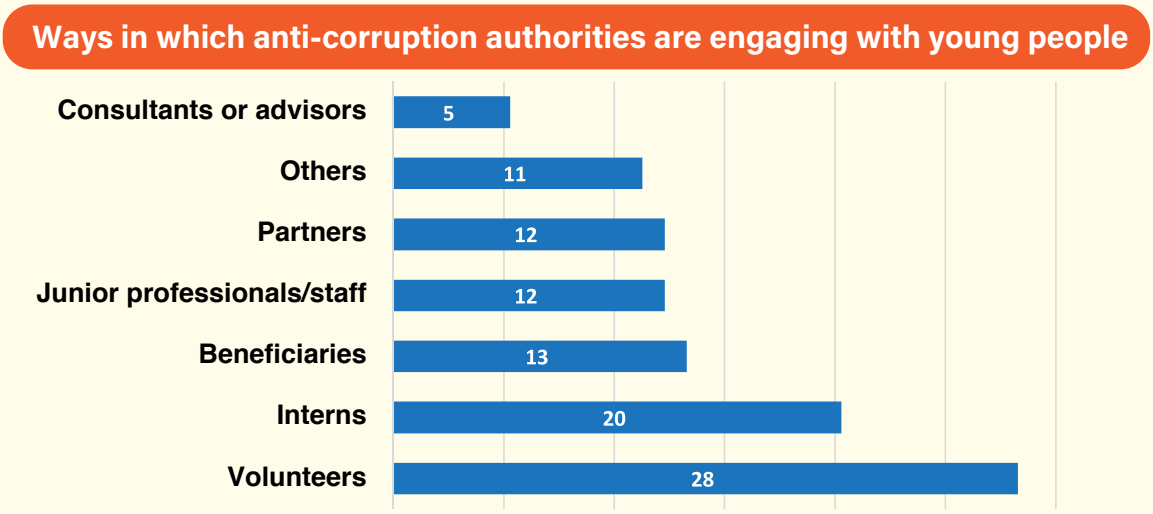
Anti-corruption authorities that have only recently begun engaging young people, or are yet to start doing so, may realize that such a strategy does not exist yet. Therefore, initial efforts to work on meaningful youth engagement may also need anti-corruption authorities to invest in monitoring, evaluation and learning processes that enable them to detail how young people have already contributed to their anti-corruption work, and how this can be improved and institutionalized following meaningful youth engagement principles. Monitoring and evaluation techniques are discussed in chapter 3C.

Complex and burdensome contracting mechanisms in government agencies act as an obstacle to agile youth mobilization. For example, in some organizations there may be steep eligibility requirements built into consultancy terms of references that make recruiting youth consultants difficult. Obstacles to first-time engagement of young people could be an unrealistic requirement for minimum qualifications (e.g. three years of consultancy experience or a track record of five similar engagements). More flexible criteria for candidate evaluation should recognize youth attributes, priorities and inclusion, and the value of volunteering and non-traditional extracurricular activities should be considered.

Other considerations that often impede meaningful youth engagement include: youth groups may not always be formally registered and, therefore, may not be able to engage in contracts or receive grants from anti-corruption authorities; and the absence of rosters of technical experts with meaningful youth engagement experience who can be rapidly mobilized to support anti-corruption authorities.

Therefore, assessing what is feasible given existing procedures and policies is a crucial factor when deciding how to work with young people and what institutional changes may be necessary for effective and efficient meaningful youth engagement.

In practical terms, our research revealed a variety of ways in which anti-corruption authorities are already engaging young people. The most common are volunteering and internships.



Anti-corruption authorities should consider the contractual arrangements with young people that are best aligned with the intentions, resources and procedural and administrative requirements of procurement and contracting, as well as factors such as confidentiality and youth safeguarding. More important than the contractual arrangement is the role of young people in their engagement.

5. Staff knowledge on meaningful youth engagement processes

Certain knowledge, skills and attitudes toward young people are needed at anti-corruption authorities so that their staff and young people can work together constructively and effectively. Officers who directly interact with young people must understand their roles and responsibilities, including youth safeguarding, and recognize the need for and have access to additional support where their current knowledge and skills are lacking. Biases and age-related prejudices (e.g. "young people cannot help as they are not anti-corruption experts") must also be addressed. Therefore, in preparation, an increase in the engagement of young people at an anti-corruption authority, staff training, mentorship and guidance need to occur and/or be made available to build internal organizational capacity for meaningful youth engagement.

6. Youth safeguarding (key institutional enabler)

An explicit youth safeguarding commitment (or do-no-harm policy) must be in place before anti-corruption authorities start engaging young people. The safety and security of young people should remain a core tenet of any intention to work with them. A clear way for anti-corruption authorities to guarantee this is to establish a safeguarding policy and processes that:

- Articulate ethical and do-no-harm principles and a commitment to promoting the best interests of those who are involved
- Recognize that online safeguarding processes are vital because an increasing amount of youth engagement is online
- Guide staff on processes that can be followed where suspicious cases or safeguarding violations occur
- Detail consequences for those who violate safeguarding principles

Having adequate youth safeguarding processes in place before embarking on any youth-engagement activities is considered a prerequisite (key) institutional enabler.

Meaningful youth engagement theme 3: Intergenerational collaboration (or partnerships)

7. Anti-corruption authority youth partnership plans for meaningful youth engagement

Meaningful youth engagement should yield benefits for both anti-corruption authority staff and the young people who engage in anti-corruption initiatives. One way to realize this is to ensure shared-value partnerships in activities or projects, where this is feasible. Often it is the case that when collaborations occur between young people and anti-corruption authorities, young people have limited input in decision-making and resources. In an anti-corruption authority youth partnership, young people can contribute their skills and knowledge and co-design and co-implement anti-corruption initiatives with anti-corruption authorities. Intergenerational collaboration and partnerships should be co-designed and documented using official agreements. These agreements need to be formal if they involve transfer of funds or resources mobilization by either party.

Meaningful youth engagement theme 4: Quality youth participation

8. Youth mobilization

To effectively engage young people, anti-corruption authorities need to give them a "seat at the table" and seek their advice and engagement on effective youth participation design. This can be achieved through mobilizing young volunteers, recruiting interns, establishing youth partnerships and collaborations, and working with youth leaders in anti-corruption operations and knowledge work. This ensures that young people are readily available to anti-corruption authority staff for quality youth participation.

Young people should have designated roles when they participate in planning, design, implementation and monitoring and evaluation activities in relation to a project cycle or an event. Meaningful youth engagement creates opportunities for young people to assume more than the role of passive recipients of anti-corruption authority interventions. The appropriate design of roles for effective youth participation, based on a realistic understanding of what young people can contribute given their backgrounds and abilities, will allow them to effectively support anti-corruption authorities in achieving their objectives.

9. Youth engagement structures (key institutional enabler)

Following good practice in making decision-making more effective and building greater trust in public institutions, as outlined in the United Nations publication entitled, *Our Common Agenda Policy Brief 3: Meaningful Youth Engagement in Policymaking and Decision-making Processes*, anti-corruption authorities should expand and strengthen youth participation in youth-engagement decision-making at all levels following meaningful youth engagement principles. This requires institutional structures and standard operating procedures that ensure the timely availability of young people and the provision of funds and resources as needed.

The youth-engagement approaches and the administrative structures to realize these goals vary and may include short- and long-term internships; youth volunteering; collaborative or partnering tools for young people as individuals or in groups, organizations, organizational consultative or advisory groups; youth "townhalls"; online intergenerational discussion networks; and links with local youth networks and youth-focused civil society organizations. Anti-corruption authorities may also consider an active young professionals staff employment programme as a valuable tool in their wider youth-engagement efforts.

Mobilizing young people to ensure youth participation in decision-making at all levels and early dialogue/consultation as collaborators and/or partners before embarking on any youth-engagement activities is considered a prerequisite (key) institutional enabler.

10. Youth-friendly materials and capacity support

To ensure quality participation and to be able to benefit from opportunities to work with young people, anti-corruption authorities must provide youth-friendly technical anti-corruption resources. These include institutional mandates and instructions, guidelines and operation manuals, training materials and training courses, toolkits, onboarding processes and mentoring support in appropriate formats and languages to help guide young people and adults in their anti-corruption meaningful youth engagement efforts. Capacity-building and outreach programmes targeted at youth groups and communities, particularly marginalized groups, will help extend the reach of the anti-corruption initiatives of anti-corruption authorities and build a solid platform for quality youth participation.

Meaningful youth engagement theme 5: Youth empowerment

11. Youth capacity-building

Learning and leadership opportunities for young people that help guide their personal development and increase their ability and confidence to control and affect change in their communities can be a powerful anti-corruption tool. This is particularly true in young communities (for example, in developing countries and in many urban environments). Raising awareness among young people of the role of anti-corruption authorities and the provision of training on the basic technical, leadership and knowledge skills necessary to contribute to agency initiatives will be needed to prepare young people to work with these organizations. Effective experiential training can be provided through intergenerational partnerships, which build the capacity of young people in anti-corruption work as part of an empowering journey. It is important to recognize the ongoing work of anti-corruption authorities with young people and the achievements of young people in anti-corruption work, which further empowers them. Support from anti-corruption authorities as institutions, including individually from senior management, is also a key part of the meaningful youth engagement journeys of anti-corruption authorities.

12. Youth (reverse) mentorship programmes

Matching young people with anti-corruption authority staff so that they can learn from and access professional anti-corruption networks provides valuable encouragement and anti-corruption learning opportunities for young people. Mentoring fosters the achievement of personal and career goals by introducing new ways of thinking and challenging prejudices and assumptions. It helps identify and share important life lessons and can be valuable at the project and career development level for young people. Reverse mentoring, where young people mentor anti-corruption authority officers, can also be a valuable tool in strengthening the ability of adults to understand and work with young people. Many meaningful youth engagement principles can be used to positively influence both young people and adults.

13. Adult stakeholders skilled in youth engagement

Working with young people requires patience, understanding and the skills necessary to guide and support their personal development. This will enable young people to develop and realize their potential. It is rewarding to help young people explore and understand their beliefs, values and ideas, and to develop their life skills and confidence as they transition into adulthood. In some cases, adults hold preconceived ideas about the needs, aspirations and abilities of young people. It is important to understand how young people can contribute to anti-corruption authorities' operations and knowledge work.[27] Only when adults are armed with the knowledge and practical experience of working effectively as partners with young people will meaningful youth engagement allow young people to contribute effectively and impactfully to the goals of anti-corruption authorities. Therefore, it is necessary to ensure that adult stakeholders have the skills to constructively engage young people and have the resources available to help facilitate meaningful youth engagement.

Tools and training materials are available to help guide young people and adults through successful intergenerational partnerships.[28] Civil society organizations and youth groups with practical experience in youth-adult partnerships may be available to provide support. It is important to have a positive attitude to work effectively with young people. Gaining their trust individually is key and requires adults to be clear and consistent in their communication, because young people tend to be sharp and pick up inconsistencies in statements quickly, which can lead them to lose trust. Specific training formats, such as reverse-mentoring programmes, may help adults better understand their capacity to work effectively with young people and to foster the building of trust. Some investment in ensuring adults have the skills and attitude to constructively engage is necessary in most adult-centric organizations, including anti-corruption authorities.

[27] UNICEF, "What do adults misunderstand about young people", 12 August 2022.

[28] Youth Power 2, *Youth Center Toolkit: Creating Resources for Safe Spaces, Youth Centers, and After-school Programs* (Washington, 2020).



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