

# The Will and Management of Change: A Strategic Approach to Combating Corruption



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Countries worldwide strive to combat corruption through both direct confrontation—enforcing laws against corrupt individuals—and preventive measures.

These measures include identifying and managing corruption risks, implementing precautionary steps to block its sources, and preventing it from evolving into new forms. Achieving these strategic goals through specific mechanisms and monitoring their outcomes with performance indicators requires certain "pillars" to support the process, notably the presence of a "will for change" and tools for "managing change".



Integrity Day Event – December 10, 2024

## The Concept of "The Will for Change"

In general, the "will for change" refers to the determination to take action that achieves a goal and removes obstacles to its implementation. Willpower itself is a positive force toward achieving objectives, as the mere mention of "will" implies the necessity of action. When this action is focused on "change," it becomes even more significant.

Change, in this context, refers to the outcome of consistent and effective efforts aimed at transforming a current reality into a new or improved state, making it more aligned with contemporary needs or advancements.

Thus, the "will for change" signifies a strong and genuine desire to bring about real, immediate, or gradual transformation, encompassing policies and procedures to achieve both short-term and long-term goals.

Pillars Supporting the Will for Change

To solidify the will for change, several foundational elements are necessary to strengthen it and create an environment conducive to achieving it:

1. **Clarity of Vision** A clear and well-defined objective encourages individuals to embrace change without resistance or hesitation, minimizing efforts to oppose or delay the process.
2. **Inspiring and Influential Leadership** A knowledgeable and experienced leader who can motivate individuals, instill perseverance, and foster a collective desire to achieve goals is a critical factor in the capacity for change.
3. **Cultural Development and Refinement** The will for change requires reshaping and redirecting cultures at various levels:
  - **Collective Culture for National Goals:** To drive societal change toward national objectives, such as



**The will for change and its management represent crucial concepts not only in combating corruption but also in addressing the three developmental dimensions of the state: the economic, social, and environmental aspects, as outlined in Egypt's development plan (Egypt Vision 2030).**

development or combating corruption, it is essential to develop a community culture using tools like social marketing, media campaigns, and cultural initiatives.

- **Organizational Culture for Institutional Goals:** For organizations, achieving goals through the will for change necessitates reshaping the institutional culture by encouraging innovation, collaboration, and integration among individuals, fostering openness to the concept of change.
- **Personal or Self-Culture:** The foundation of both societal and institutional culture lies in individual culture—each person's awareness, conviction, and alignment of goals. A motivated individual with a clear sense of purpose contributes significantly to achieving incremental objectives and broader goals with ease, quality, and dedication.

## Addressing Challenges

Crises and sudden transformations often serve as key motivators for fostering the will for change, enabling effective responses to the impacts of crises and significant shifts.

Since the will for change brings about an unusual transformation in performance systems, modifies work patterns, and achieves new targets, it faces several challenges, including:

- **Fear of failure and lack of conviction:** Concerns about the failure of the change process and skepticism about its importance can be mitigated through clear vision and genuine commitment to the reasons for change, demonstrated by leaders with positive and inspiring qualities.
- **Resistance to change:** Some individuals within organizations may cling to traditional systems they are accustomed to, showing nostalgia for stable work patterns. This resistance can be overcome through transformative training, job rotation, the acquisition of new skills and experiences, and fostering mutual trust between individuals and their peers as well as their leaders.







The "Integrity Day" event was held with the participation of university students as part of the GRACE Initiative, celebrating the International Anti-Corruption Day.

- Resource shortages: Change initiatives require adequate resources and logistical supplies to ensure operational efficiency without obstacles or delays.

### The Concept of Change Management

Change management refers to the methodologies, tools, and mechanisms used to guide individuals and organizations in transitioning from an undesirable current state to a targeted future state in an organized, effective manner. This process is based on actual needs, available resources, and meticulously planned strategies with close monitoring to ensure the achievement of desired outcomes.

Key Elements of Effective Change Management

1. Objective Diagnosis of the Current State: Understanding the challenges faced by society at the national level and by organizations at the institutional level.
2. Clear Vision for Change: Setting precise and well-defined goals to be achieved.
3. Fostering Participation in Change Efforts: Ensuring individuals feel their opinions, expertise, and performance are valued and impactful, rather than being treated as mere tools for routine implementation. This approach prevents feelings of frustration and lack of responsibility.
4. Continuous Communication Among Work Teams: This involves the three forms of internal communication—upward, downward, and horizontal—as well as external communication with similar institutions and the surrounding community.
5. A Well-Defined Implementation Plan: The plan should include primary and secondary objectives within a realistic timeline, designate work teams, select experienced and competent team leaders, and allocate roles based on needs and resources. It is essential to separate implementation elements from monitoring elements.
6. Performance Measurement and Monitoring: Performance indicators act as a compass to assess the correctness or difficulty of achieving objectives, influencing execution rates to align with the planned timeline. Effective performance monitoring provides a tool for evaluation and progress tracking at individual, team, and organizational levels.

Strengthening the Link between the Will for Change and Change Management

To solidify the relationship between the will for change and its management, four key elements must be addressed:

1. Selecting Skilled and Competent Team Leaders: Leaders should be prepared and their skills developed to guide change effectively.
2. Training and Capacity Building: Individuals must be trained to adapt to the environment of change

and understand its rationale.

3. Encouraging Creative Thinking: Moving away from rigidity and monotony in addressing various situations fosters a culture of innovation that aligns with the concept of change.
4. Building and Strengthening Trust: Trust must be established among team members, between leadership and staff, and extended to monitoring teams, ensuring alignment with the shared ultimate goal of all teams.

The Administrative Control Authority as an Effective Example of Embracing Change

The societal and practical perception of the Administrative Control Authority (ACA) traditionally revolves around its direct role in confronting and addressing legally criminalized corrupt practices. This includes holding corrupt individuals accountable, bringing them to justice, and deterring corrupt behaviors. However, even before the launch of the first National Anti-Corruption Strategy in 2014, the ACA adopted innovative approaches to combating corruption, focusing on the principles of prevention and combating, necessitating a will for change.

This shift posed significant challenges, as the Authority's operations, under its governing law, naturally required continuity in addressing corruption through established mechanisms and methodologies. These included investigating and identifying causes of inefficiency in work and production, addressing administrative, technical, and financial deficiencies hindering the regular functioning of



**A key pillar of the will for change is the presence of a strong political will to combat corruption, which supports the independence of oversight bodies and ensures that all citizens, regardless of their positions or authority, are subject to the rule of law.**

institutions, and uncovering crimes related to public funds or violations affecting the integrity of public duties. In addition to its traditional functions, the ACA undertook several measures as part of its change management process to achieve both its primary and emerging objectives.

### Pillars of the Will for Change in Promoting Anti-Corruption Principles

Several fundamental pillars underpinned the ACA's pursuit of the principles of Corruption Combat and prevention:

- Political Will: The dedicated political will to combat corruption supports the independence of oversight bodies and ensures that all citizens, regardless of rank or authority, are subject to the rule of law.
- Constitutional Support: Provisions from the 2014 Constitution (Articles 215 to 221) reinforce the independence and operations of oversight bodies. Key among these provisions is the state's commitment to combating corruption and its collaborative role in formulating and monitoring the implementation of the National Anti-Corruption Strategy.
- Institutional Culture Development: The ACA has evolved its institutional culture to integrate the principles of corruption prevention and combat alongside its traditional direct confrontation of corrupt practices.
- Raising Public Awareness: Disseminating awareness and education about anti-corruption efforts across all societal sectors has been a consistent objective in the three editions of the National Anti-Corruption Strategy, spanning from 2014 to 2030.
- Collaboration with International and Domestic Entities: The ACA collaborates with international and regional organizations, counterpart oversight bodies, and local law enforcement agencies to exchange expertise and achieve mutual assistance in line with the provisions of the UN Convention Against Corruption (UNCAC).

### Mechanisms and Tools for Change Management in Combating Corruption

- Law No. 207 of 2017, which amended certain provisions of Law No. 54 of 1964 regarding the restructuring of the ACA, introduced several effective tools for change management, including:
- Independence and Accountability: The law emphasized the independence of the ACA and its direct affiliation with the President of the Republic, reinforcing its role as an oversight body. This autonomy complements the political will to combat corruption (Article 1).
- Establishment of the National Anti-Corruption Academy: The Academy was created to train ACA members and staff, as well as members of other domestic and international anti-corruption bodies and government employees (Article 55 and subsequent articles).
- Creation of a Media Center: The media center disseminates updates about the ACA's activities and those of the Academy through its website and social media platforms. It also announces training courses and events, facilitating direct and interactive communication with participants and stakeholders.
- The Role of the National Anti-Corruption Academy
- The Academy, serving as the ACA's training and educational arm, actively engages various

societal groups through "community engagement" initiatives, demonstrated by:

- Publications: The Academy has published two key resources on the academy's and the ACA's websites:

1. "Conscience of the Nation" Magazine: A biannual cultural publication focused on anti-corruption and related sciences, issued over three years with six editions, including a special edition for the 9th Conference of the States Parties (COSP) chaired by Egypt in December 2021 in Sharm El-Sheikh.

2. The Peer-Reviewed Journal of Governance, Preventing and Combating Corruption (JGPCC): A scientific journal publishing research on governance, anti-corruption, law, economics, management, and related interdisciplinary fields, providing a robust platform for researchers.

- Participation in the Cairo International Book Fair: Since 2021, the Academy has participated annually in the Fair with a dedicated pavilion, showcasing its efforts, research, and publications. Over three years, the pavilion has attracted 41,500 visitors, highlighting activities and initiatives in corruption

prevention and combating.

- Activating the Principle of Participation at All Levels

The principle of participation has been actively implemented with counterpart entities and international organizations across regional, continental, and global levels. This has been achieved through hosting training sessions, exchanging expertise, and organizing events both

within and beyond the Academy. A prime example includes the organization of training programs and "train-the-trainer" sessions for students and faculty members from various universities participating in the Global Initiative for Education and Empowering Youth in Anti-Corruption (GRACE). Universities such as Alexandria, Beni Suef, and Assiut have been part of these efforts, with six training sessions conducted at the Academy, engaging a total of 315 participants. These activities align with governance principles by promoting values of integrity and transparency and pursuing unified objectives through a focus on consensus-building.

Undoubtedly, the will for change and its management are critical concepts, not only in the field of anti-corruption but also across the three developmental dimensions of the Egyptian state: economic, social, and environmental. These dimensions form the pillars of Egypt Vision 2030, aligning with the 17 Sustainable Development Goals (SDGs). This alignment seeks to achieve overarching goals and significant objectives aimed at improving the quality of life for Egyptian citizens and enhancing their standard of living across various aspects of life.

This vision emphasizes solidifying the principles of justice, social inclusion, and active citizen participation in political and social life. Achieving this requires fostering a culture of self-awareness among citizens, encouraging them to support the will for change and actively participate in its management. This ambition is not confined to academic efforts but is embraced by all state institutions as part of an advanced plan for "human development."