



CORRUPTION

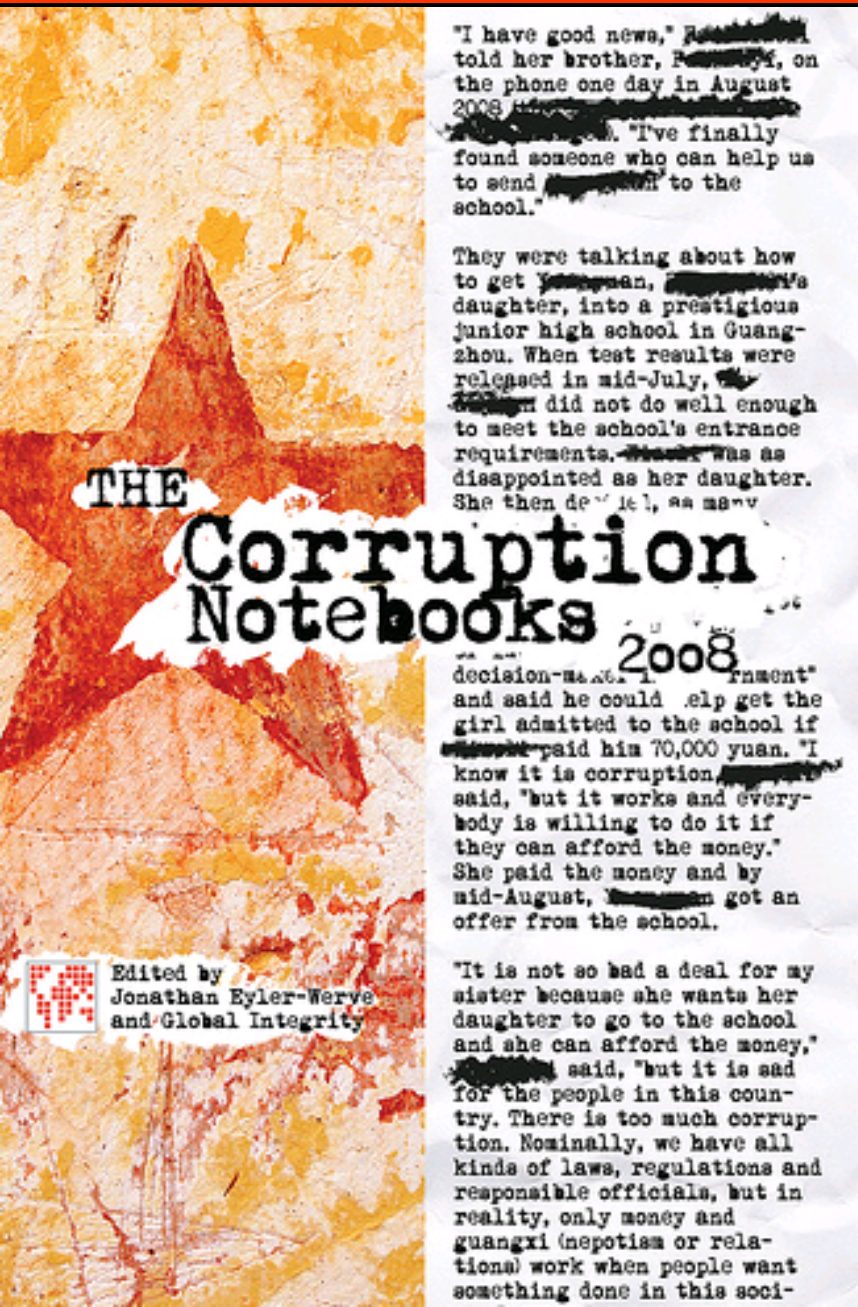
THE ONLY CURE FOR IT IS MORE MONEY



- 1. Who we are/what we do**
- 2. Why we do it**
- 3. How we do it**
- 4. Six Best Practices**

**LAWAN
KORUPSI!**

**BANG
LAWA
KORUPSI!**



"I have good news," [redacted] told her brother, [redacted], on the phone one day in August 2008. [redacted]. "I've finally found someone who can help us to send [redacted] to the school."

They were talking about how to get [redacted] daughter, into a prestigious junior high school in Guangzhou. When test results were released in mid-July, [redacted] did not do well enough to meet the school's entrance requirements. [redacted] was as disappointed as her daughter. She then de[redacted]

decision [redacted] and said he could help get the girl admitted to the school if [redacted] paid him 70,000 yuan. "I know it is corruption," [redacted] said, "but it works and everybody is willing to do it if they can afford the money." She paid the money and by mid-August, [redacted] got an offer from the school.

"It is not so bad a deal for my sister because she wants her daughter to go to the school and she can afford the money," [redacted] said, "but it is sad for the people in this country. There is too much corruption. Nominally, we have all kinds of laws, regulations and responsible officials, but in reality, only money and *guanxi* (nepotism or relational work when people want something done in this soci-

National assessments

*Global Integrity Report
(annual)*

Sub-national and sector assessments

Local Integrity Initiative

In-country stakeholder workshops

Global Integrity Dialogues

Private sector & investment climate research

Foglamp (www.foglamp.org)

WARNING!
**MINISTRY OF WATER
AND IRRIGATION
IS A CORRUPTION FREE ZONE**

Really? Show me...

TO LET
OFFICES
CRYSTAL
312023 / 4
0721 807008





1. Who we are/what we do
2. Why we do it
3. How we do it
4. Six Best Practices



**THIS
IS A
METRIC**

**UC
FOR ALL!**

**School
Schedules
Better Jobs for
Community**

UNION CITY



**You've got
corruption!**

In the beginning...

**1995:
Corruption Perceptions
Index (Transparency
International)**

**1996:
Worldwide Governance
Indicators (World Bank)**

**Surveys asked citizens if
corruption was a problem.
Most of them said yes.**

A brief history of measuring corruption...

- TI: Corruption Perceptions Index (CPI); Bribe Payers Index.
- World Bank/Brookings Worldwide Governance Indicators (WGI).
- Freedom House's *Freedom in the World* and *Countries at a Crossroads* data.


First
Generation

- Global Integrity, Open Budget Index, BEEPS, PEFA, DIAL, Ibrahim Index.

Second
Generation

- Sub-national and sector data

Third
Generation

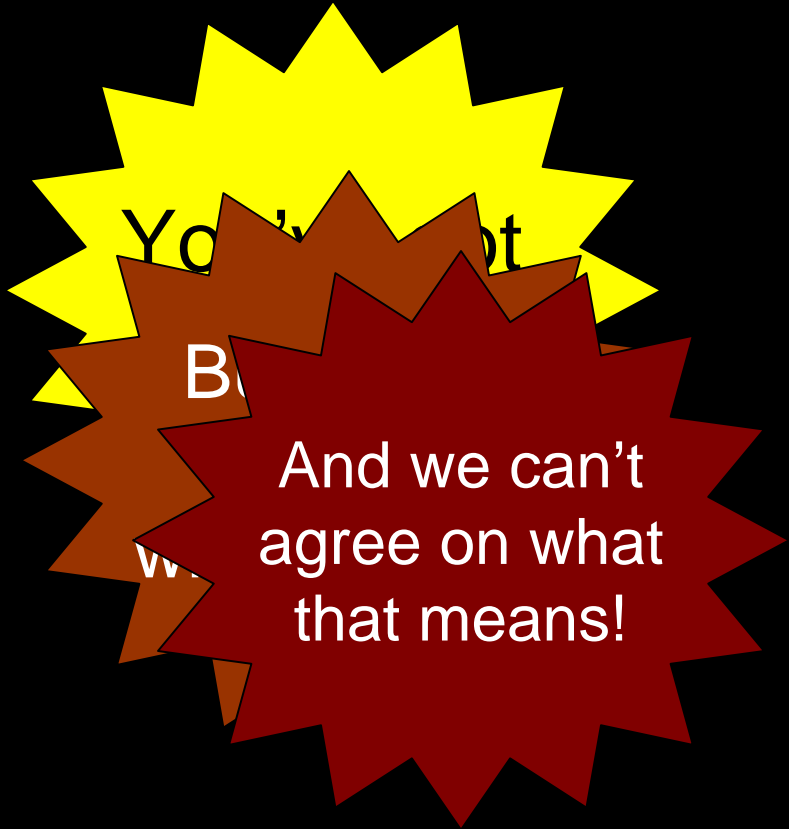


You know not
But we're
not sure
who's worse!

The Comparison Problem

Virtually all first-generation governance, anti-corruption, and corruption indicators are not suitable for cross-country comparisons or for tracking changes over time.

Uses and Abuses of Governance Indicators, Arndt & Oman, OECD 2006.



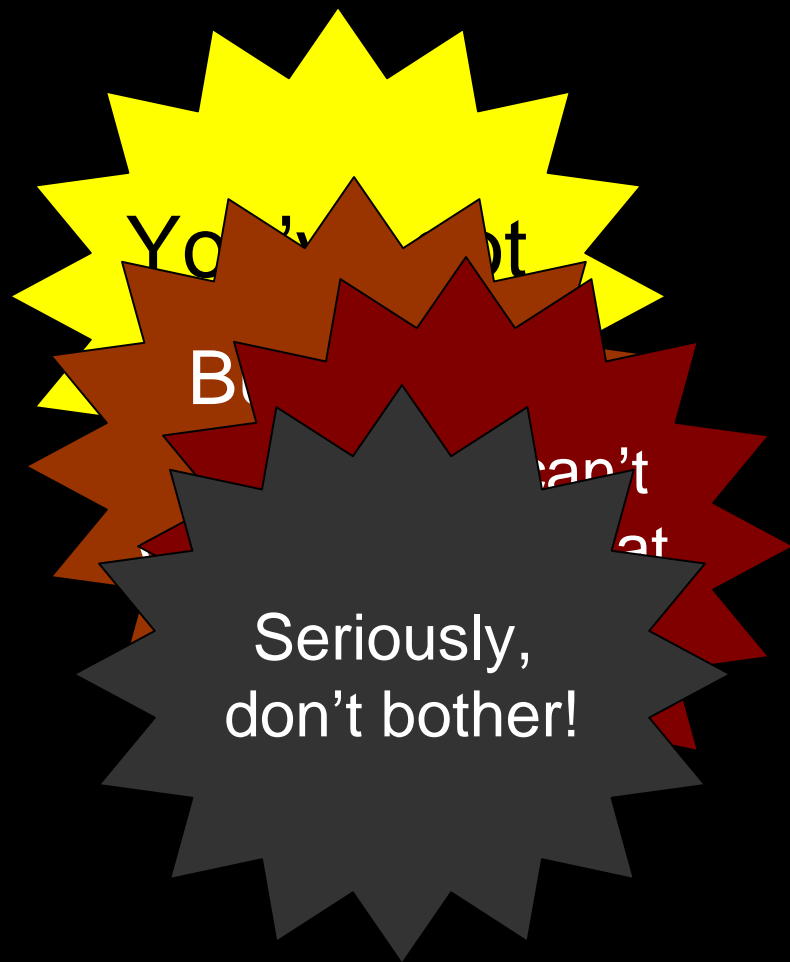
And we can't
agree on what
that means!

The Labeling Problem

It's often unclear what is being measured.

“Rule of law” or “democracy” carry different meanings in different places.

Even narrow, focused assessment tools use broad labels like “governance” or “control of corruption.”



The Incentive Problem

Delays between action and measurement means governments have little incentive to improve.

Poor linkages between metrics and policy decisions make feedback loop indirect.

Reforms can actually *decrease* scores by exposing problems to public view.

“How well or badly do you think your current government is handling the following matters: *Fighting Corruption in Government* [very badly, fairly badly, fairly well, very well, haven’t heard enough]”

– *Afrobarometer*

“How problematic is corruption for the growth of your business?”

– *Business Enterprise Surveys*

“Is corruption in government widespread?”

– *Gallup World Poll*

Why Bad Data Matters



- **Misleading to governments:** reforms seem to have little impact on data
- **Misleading to aid donors:** skews assessments of effectiveness and impact
- **Misleading to the public:** undercuts demand-side reforms





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Black Box



Black Box



Outcomes



**Survey says,
"You've got
corruption!"**

A Different Approach

Inputs

History

Geography

Economy

**Institutions &
Public Policy***



Black Box



Outcomes

**Survey says,
“You’ve got
corruption!”**

A Different Approach

Inputs

Black Box

Outcomes

History
Geography
Economy
**Institutions &
Public Policy***



**Survey says,
"You've got
corruption!"**

***Things we can change
("we" includes governments)**

Civil Society Practices & Freedoms

Media Practices & Freedoms

Access to Information

Political Participation

Election Integrity

Political Financing

Government Accountability

Budget Practices

Civil Service Regulations

Whistle-Blowing Measures

Procurement Safeguards

Privatization Safeguards

National Ombudsman

Government Auditing

Taxes and Customs Practices

State-Owned Enterprise Safeguards

Business Licensing and Regulation

Anti-Bribery Laws

Anti-Corruption Agency

Law Enforcement Oversight

What are we assessing?



What Global Integrity national assessments are:

Narrowly focused assessments of public sector *anti-corruption mechanisms*

Diagnostics for understanding the *potential* for corruption.

What Global Integrity national assessments are not:

Measurements of “how much” corruption (this cannot be easily measured).

Comprehensive assessments of all things “governance”

Tracking change over time

Prioritizing reforms

M&E



Each assessment contains...



Corruption Timeline

Reporter's Notebook

Integrity Indicators

Existence

Effectiveness

Citizen Access



What are the Integrity Indicators?



320 discrete questions per country
(differs for local and sector tools)

“In law” vs. “In practice” – capturing the
implementation gap

Each indicator has a **score**, an
explanatory **comment** and a supporting
reference

Ordinal scoring (0, 25, 50, 75, 100)
anchored by **unique scoring criteria**

Double-blind and **transparent peer
review** comments

100% transparency: all disaggregated
scores, comments, references,
and peer review comments published.

x 320 per country



for the director of the agency.

References: Corporación Transparencia por Colombia. 2002. El Sistema Nacional de Integridad en Colombia: análisis y Resultados del Estudio de Caso. Cuadernos de Transparencia # 4. Bogotá.

59c: In practice, the audit agency has a professional, full-time staff.

Score: 100 75 **50** 25 0 ?

Comments: The Supreme Audit Institution is part of the civil service system. It is composed of 100 employees at the assistential level, 4 percent at executive level, and 1 percent at the advising level.

Yet according to the most recent survey on institutional performance conducted by the DANE, employees of the Department among public employees consider that political criteria play a very important role in the appointment and removal of employees (a score of 2.22 out of 5). The process of hiring through the civil service gets better scores (average 4.01), thus showing that most political interferences occur through non-civil service appointments.

Scoring Criteria
100 Score Criteria: The agency has staff sufficient to fulfill its basic mandate.
50 Score Criteria: The agency has limited staff that hinders its ability to fulfill its basic mandate.
0 Score Criteria: The agency has no staff, or a limited staff that is clearly unqualified to fulfill its mandate.

ent...
ical level, and 1 percent...
National Statistics...
n the indicator evaluating...
most importantly, a recent...
level to conduct their...
not enough. In some...
contrast with other offices...
ent. In some offices unde...

References: DANE Encuesta Desempeño Institucional Resultados Nacionales 2008 [[LINK](#)]

INFORME DE GESTIÓN Y RESULTADOS - RENDICIÓN DE CUENTAS - 2007-2009 Fuente: Auditoría General de la República [[LINK](#)] Fecha: abril de 2009

Informe de Gestión y Estados Financieros. Contraloría General de la República. [[LINK](#)]

\$300 Millones, Déficit De Contraloría Del Atlántico Fuente: [[LINK](#)] Fecha: 27 sept 2008

Saldrán 1.400 Empleados Del Gobierno De Santander Fecha: 28 sept 2008 Fuente: [[LINK](#)]

Aprobada reestructuración de la Contraloría que crea 45 nuevos cargos Fecha: 19 dic 2008 Fuente: [[LINK](#)]

Contraloría, En Formación De Servidores Públicos Fuente: [[LINK](#)] Fecha: 16 ago 2009

Peer Review Comments: The Supreme Audit Institution does have a full-time staff, but it is usually pointed out that the staff does not do enough to carry out its investigations.

59d: In practice, audit agency appointments support the independence of the agency.

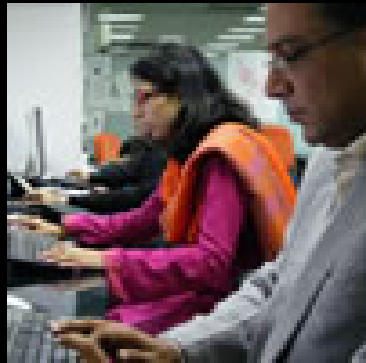
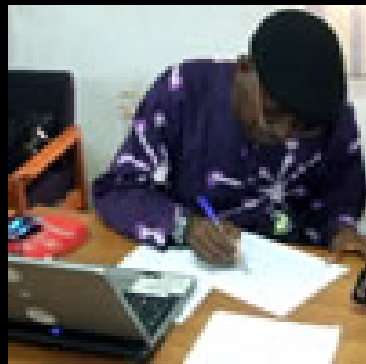
Score: 100 75 **50** 25 0 ?

Comments: Although the auditor is formally independent, his or her selection is made by Congress, and this links the head of this agency to political commitments, which are then reflected in the personnel structure and decisions.

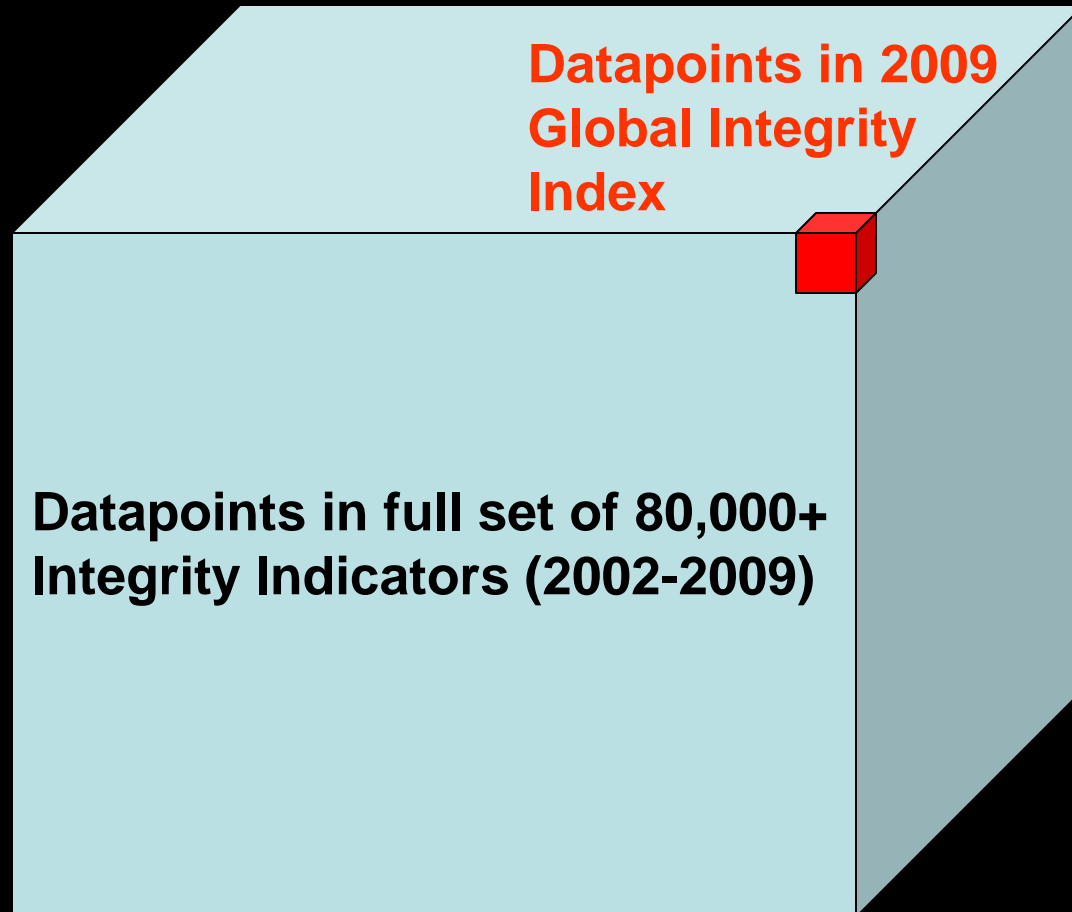
According to the Transparency Index presented by Transparency for Colombia the Supreme Audit Institution is at moderate level of corruption risk. However, there is a widespread perception that at the local level staffing decisions are strongly supported by political criteria.

Similarly, according to the most recent survey on institutional performance conducted by the DANE, employees of the Supreme Audit Institution consider that political criteria play a very important role in the appointment and removal of employees (a score of 2.22 out of 5). The process of hiring through the civil service gets better scores (average 4.01), thus showing that most political interferences occur through non-civil service appointments.

More than 1,000 local field experts 2001 - 2010



The era of name-and-shame indices is over!







1. Who we are/what we do
2. Why we do it
3. How we do it
4. **Six Best Practices**

- 1. Set Appropriate Expectations**
- 2. Link Data to Appropriate Impact**
- 3. Do No Harm/Use Data Responsibly**
- 4. Avoid the “Ownership” Cliché, but...**
- 5. Use Local Experts**
- 6. Go Deep Rather Than Wide**

A landscape photograph showing a rolling green hill in the foreground, covered in grass and small yellow flowers. The hill rises towards a bright blue sky filled with scattered white, fluffy clouds. The lighting suggests a sunny day, with shadows cast across the grass.

1. Set expectations appropriately

Know what you want to measure

Numbers not always the answer

**Political-economy analysis can
be powerful**

Link data to appropriate impact

Not all governance reforms can (or should) be linked to measureable poverty reduction/MDGs.

Use detailed, rigorous surveys and focus groups to show:

- Changes in experiences**
- Changes in policy**
- Changes in service delivery**



Do no harm



Worst case abuse: *“The contractor should deliver a 15% increase in the country’s score on the next round of the Corruption Perceptions Index.”*

Not only is this impossible, but also irresponsible and misleading to stakeholders.

Avoid the ownership cliché



Country ownership only works when government is an honest broker.

Country ownership in Philippines? Sure.

Burma? Unlikely.

Leverage local expertise



A wide-angle photograph of a deep, rugged canyon. A river flows through the center of the canyon, surrounded by green vegetation. The canyon walls are composed of layered, reddish-brown rock. In the distance, power lines and towers are visible against a cloudy sky.

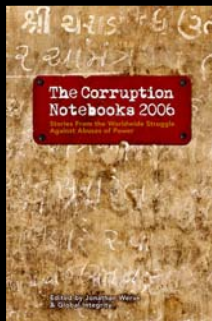
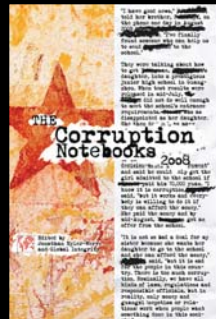
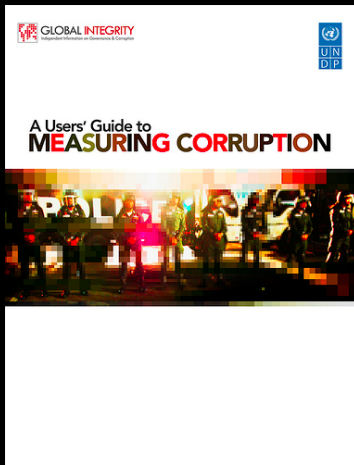
Go deep rather than wide

Sub-national and sector assessments represent the bleeding edge of the agenda.

Uses and Abuses of Governance Indicators,
Arndt & Oman, OECD (2006).

A Users' Guide to Measuring Corruption,
Global Integrity & UNDP (2008).

Munck, Gerald. *Measuring Democracy.*
Johns Hopkins University Press (2009).



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