

Curbing Corruption, sector by sector

Talk at the Seminar ‘Thinking and Working politically’ by Mark Pyman

at Global Integrity, April 2019, Washington DC

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Construction
& In-
frastructure

Defence (in-
progress)

Education

Electricity &
Power

Fisheries

Health

Higher Educa-
tion

Land

Legal services

Local Govern-
ment

Other planned
sectors

Police services

Prison ser-
vices

Private sector

Shipping

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Sector

Minister, Ministry
Agencies, Regions

Companies, SOEs
Industry associations

Industry structure
Legal structures
Regulatory agencies
Monitoring agencies

Professionals
Prof'l associations

Common language: Each is a distinct ‘epistemic community’
Political context usually differs markedly between sectors
Incentives: the ‘rules of the game’ happen within sectors
National AND international
Big corruption differences: often greater than x-country

The contemporary state has deep private sector involvement throughout government
The boundaries are movable, often hotly contested
Conflicts of interest are pervasive



Defense 29 Corruption issues

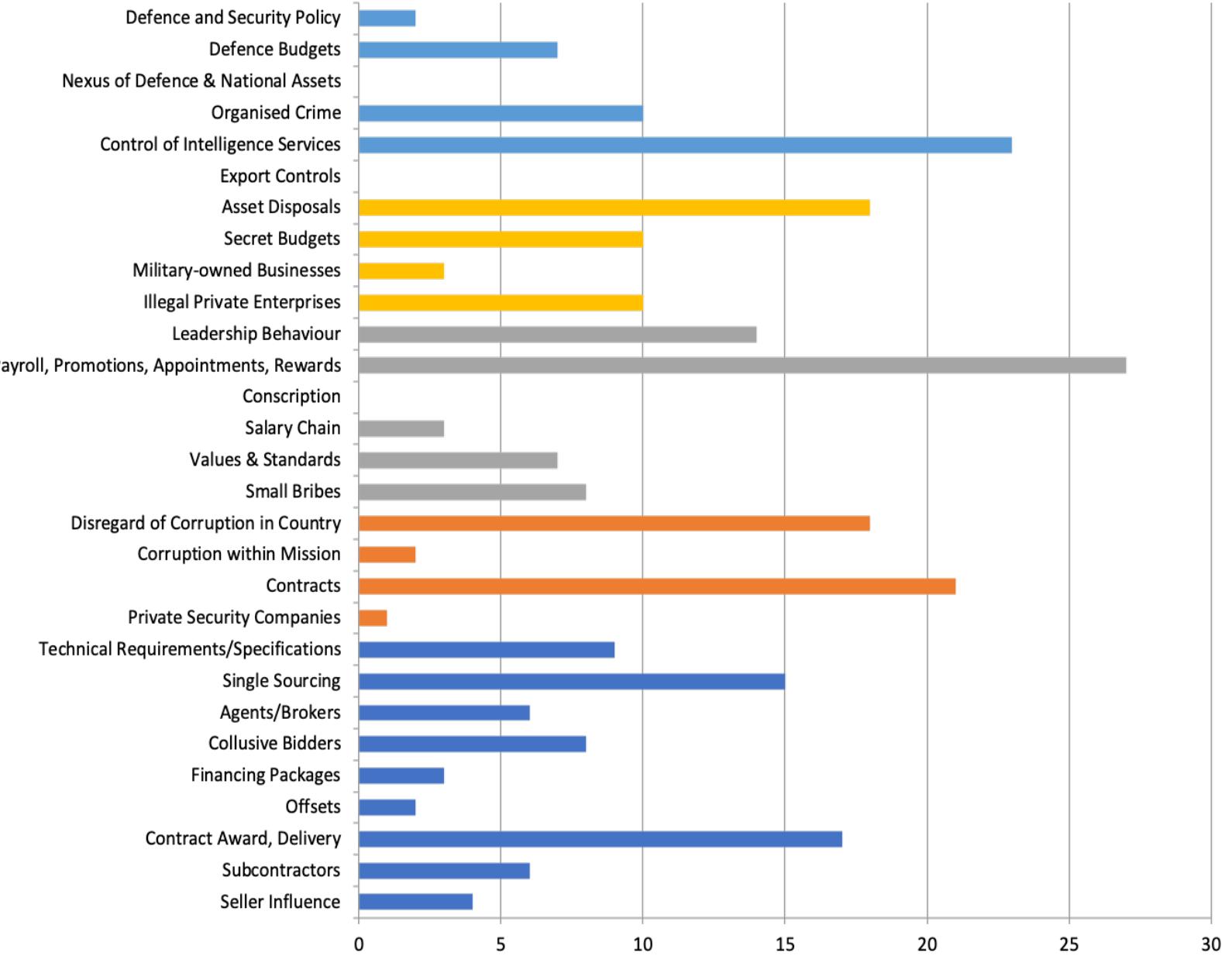
POLITICAL	PERSONNEL	PROCUREMENT
Defence and Security Policy 10	Leadership Behaviour 4	Technical Requirements / Specifications 7
Defence Budgets 7	Payroll, Promotions, Appointments, Rewards 5	Single Sourcing 2
Nexus of Defence & National Assets 1	Conscription 2	Agents / Brokers 1
Organised Crime 2	Salary Chain 2	Collusive Bidders 1
Control of Intelligence Services 2	Values & Standards 4	Financing Packages 1
Export Controls 1	Small Bribes 1	Offsets 3
FINANCE	OPERATIONS	
Asset Disposals 2	Disregard of Corruption in Country 2	Contract Award, Delivery 3
Secret Budgets 6	Corruption within Mission 1	Subcontractors 1
Military-owned businesses 2	Contracts 1	Seller Influence 1
Illegal Private Enterprises 1	Private Security Companies 1	



Botswana

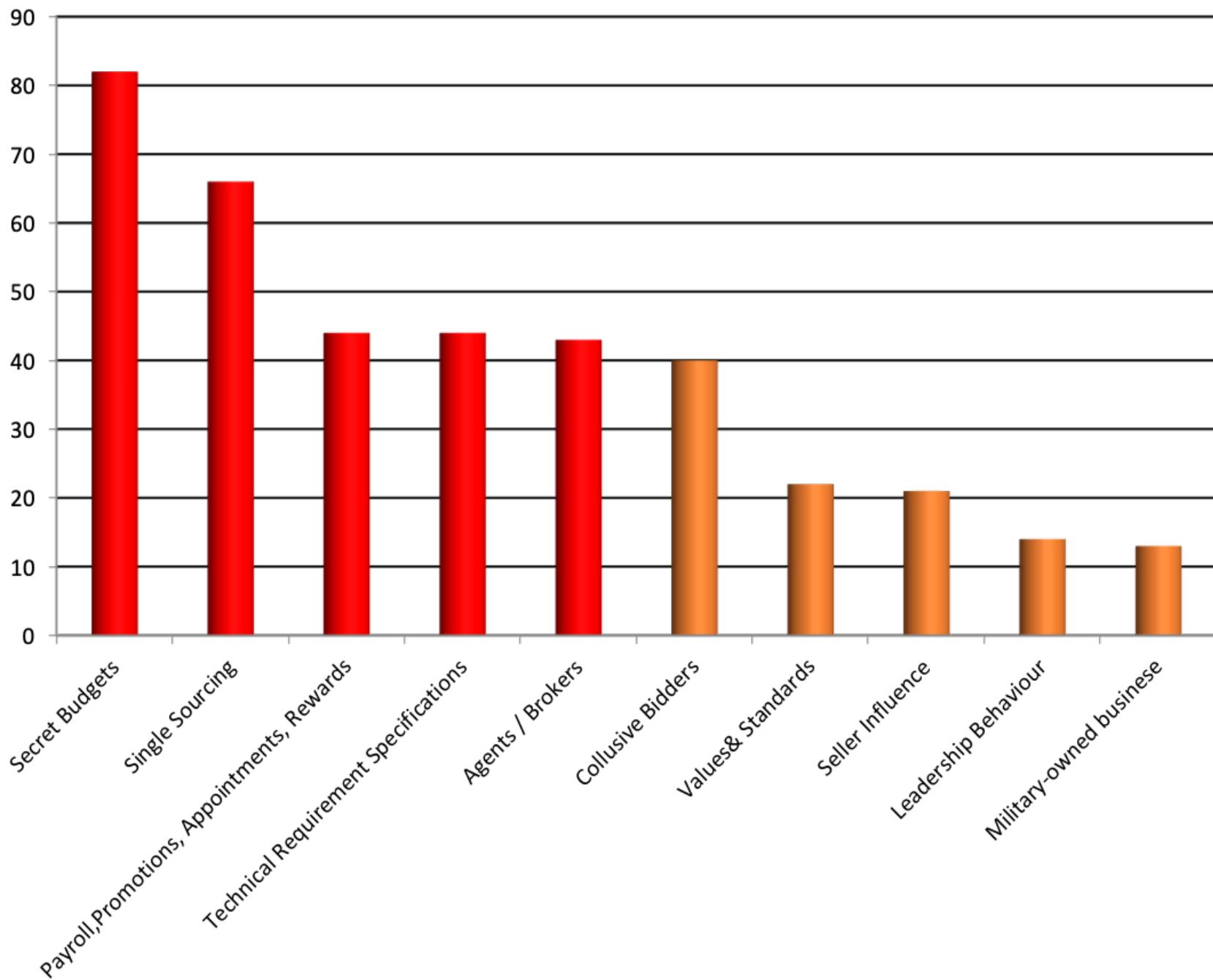
Top military leadership (30 people)

Discussing the
corruption
issues
In-country



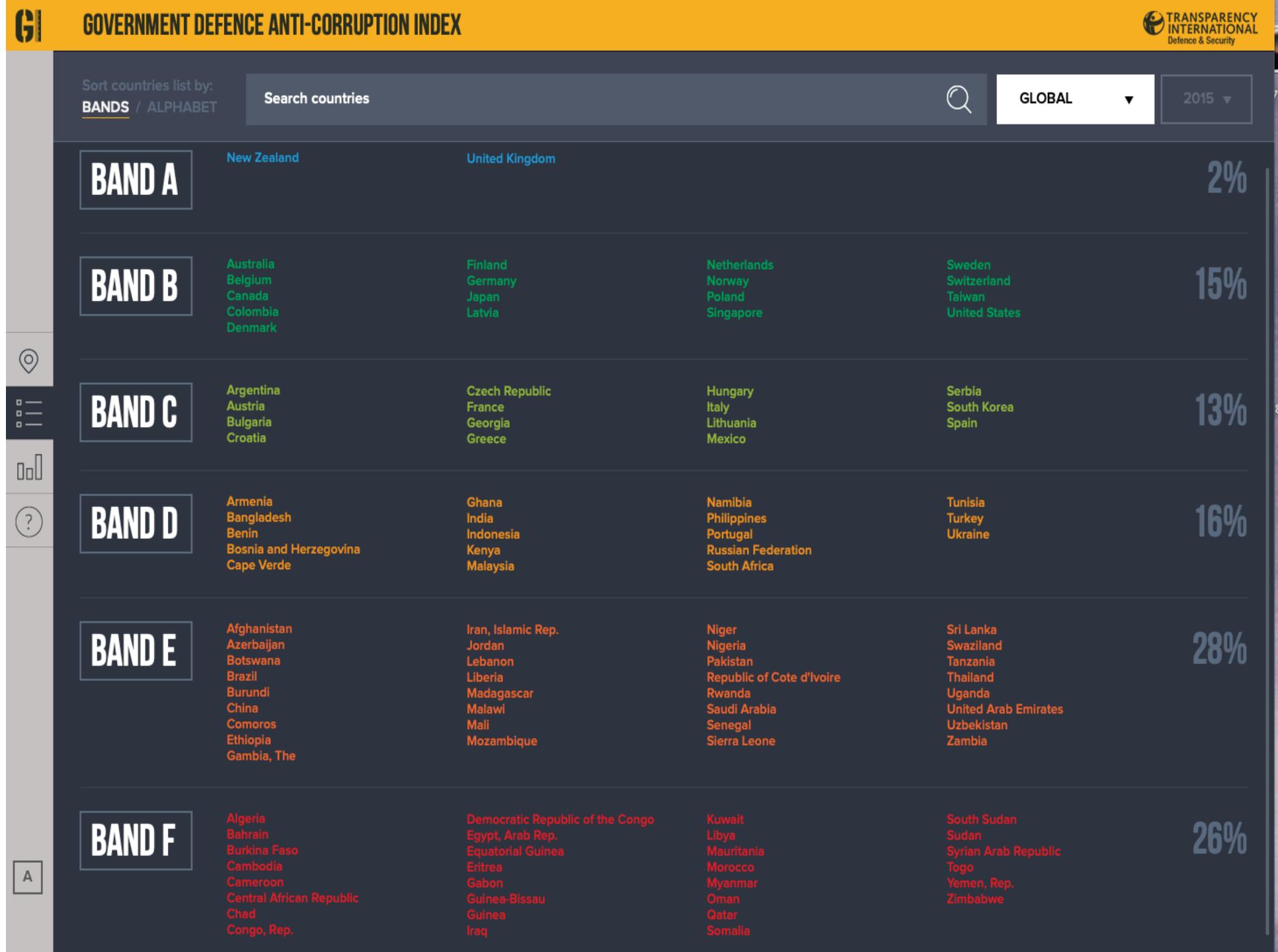
Asian country
100 senior
Colonels plus
leading
Generals

Discussing the
corruption
issues
In-country



Detailed analysis of the corruption issues in-country & x-country

130 countries
Country reports



DETAILED RESULTS - GEORGIA 0,1, AND 2 SCORES

POLITICAL	
Defence Committee	2
Defence Policy Debated	2
CSO Engagement	1
Public Debate	1
AC Policy	2
AC Institutions	1
Risk Assessments	0
Acquisition Planning	0
Budget Transparency & Detail	2
Budget Scrutiny	2
Budget Publicly Available	1
Defence Income	1
Internal Audit	2
External Audit	2
Intelligence Services Recruitment	1
Export Controls	2

FINANCE	
Asset Disposal Controls	2
Asset Disposal Scrutiny	1
Percentage Secret Spending	0
Legislative Access to Information	2
Secret Program Auditing	0
Information Classification	1
Mil. Owned Businesses Exist	2
Mil. Owned Business Scrutiny	2

PERSONNEL	
Public Commitment	0
Measures for Corrupt Personnel	2
Whistleblowing	1
Special Attention to Sensitive Personnel	1
Objective Appointments	2
Objective Promotions	0
Bribery to Avoid Compulsory Conscription	2
Bribery for Preferred Postings	1
Code of Conduct Coverage	2
Code of Conduct Breaches Addressed	0
AC Training	1
Prosecution Outcomes Transparent	1

OPERATIONS	
Military Doctrine	1
Operational Training	1
AC Monitoring	1
Controls on Contracting	0
Private Military Contractors	2

PROCUREMENT	
Legislation	1
Transparent Procurement Cycle	1
Oversight Mechanisms	1
Purchases Disclosed	1
Standards Expected of Companies	0
Strategy Drives Requirements	1
Requirements Quantified	0
Open Competition v. Single-Sourcing	1
Tender Board Controls	1
Anti-Collusion Controls	1
Procurement Staff Training	1
Complaint Mechanisms for Firms	2
Sanctions for Corruption	2
Controls of Agents	0
Transparency of Financing Packages	0
Subsidiaries / Sub-Contractors	0
Political Influence	1





In-country, in-sector scenario

Sitting with the Minister of Health and MOH colleagues

Typology of Health sector corruption issues

Multiple examples of health sector corruption reforms

Options for priorities, entry points, reforms, strategies, data

Practical corruption reform guidance from the global health sector



In-country, in-sector actions

1. Corruption issues

- Unnecessary interventions
- Out of pocket payments
- Bureaucratically driven deviance
- Absenteeism
- Overpriced medicines
- Falsified medicines
- Self-serving clinical protocols
- etc

2. Strategy options

- Narrow 1: Bribery in surgery wait lists
- Narrow 2: Reducing Doctors' power
- Narrow 3: Contract out primary care
- Narrow 4: Professionals networks x-org'ns
- Integrity: Ask doctors to lead reform
- Citizens 1: Empower the patient groups
- Citizens 2: Work with scaling-up INGO
- Discipline 1: Move offending doctors to low-status positions
- Discipline 2: Build up strong investigations/prosecution unit
- Broad: Full Ministry initiative

In-country, in-sector actions

3. Comparative data

Technical Index of ministry corruption vulnerability across countries

Technical Index across countries of interest, eg in the region

Technical Index of sector companies corruption vulnerability

Indicators on corruption within sector, over time (eg BEEPS)

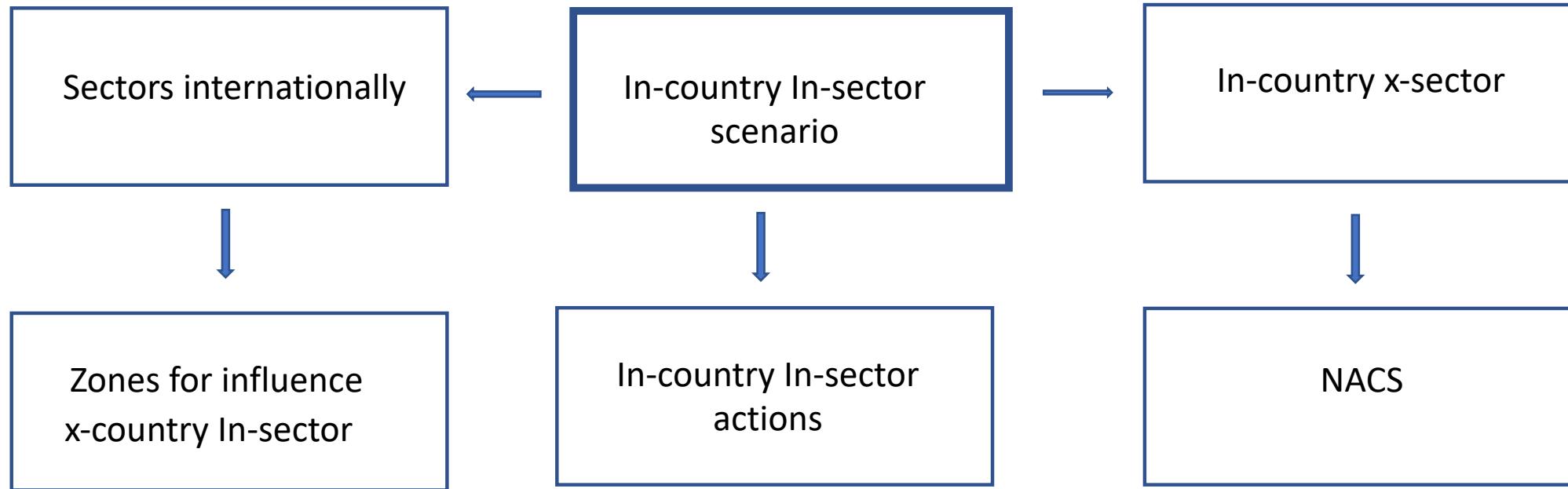
Service delivery indicators

Data on money lost to corruption, sector outcomes not achieved

Number of corruption problems being fixed



Generalising: Sector approach is both national AND global



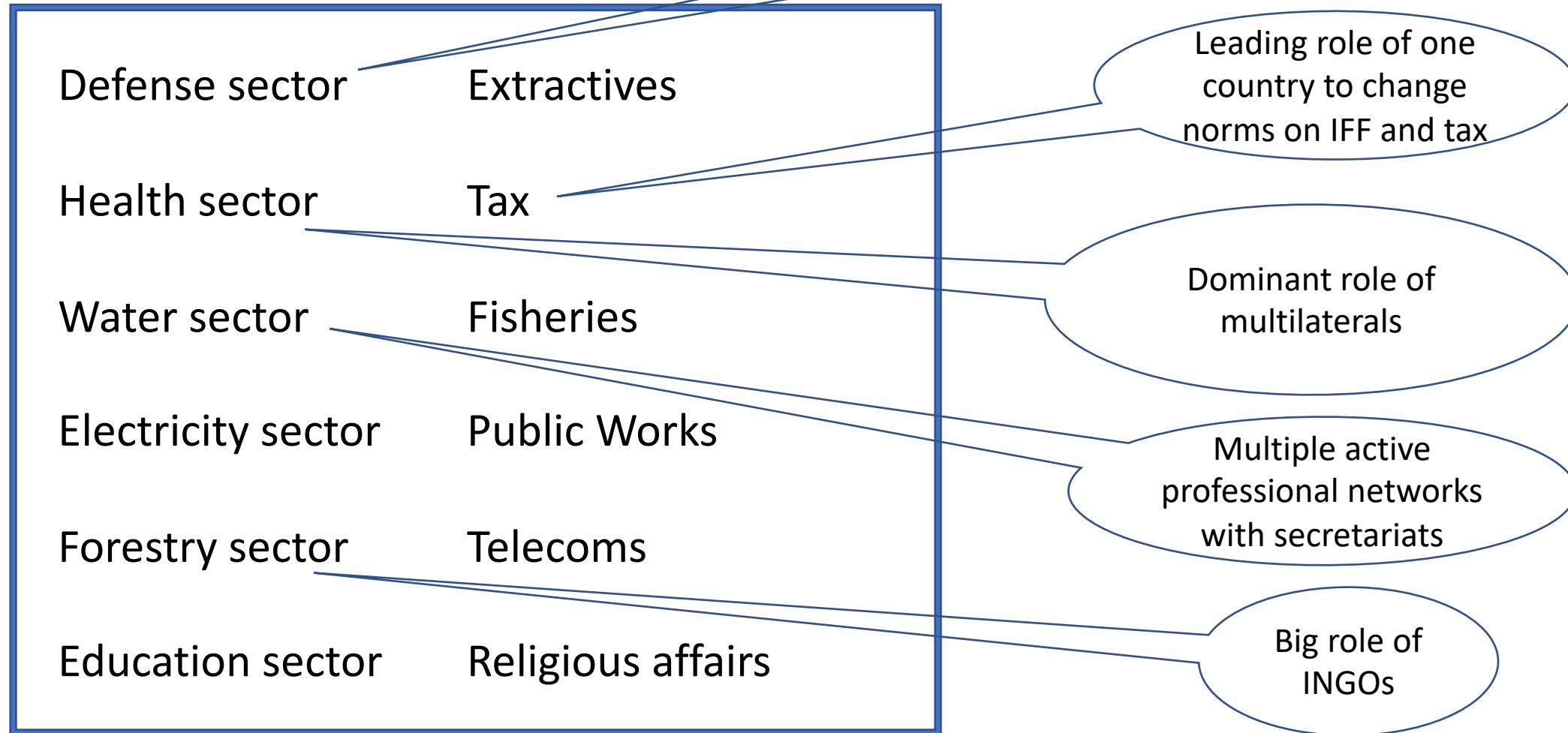
International, x-sector perspectives

Defense sector	Extractives
Health sector	Tax
Water sector	Fisheries
Electricity sector	Public Works
Forestry sector	Telecoms
Education sector	Religious affairs



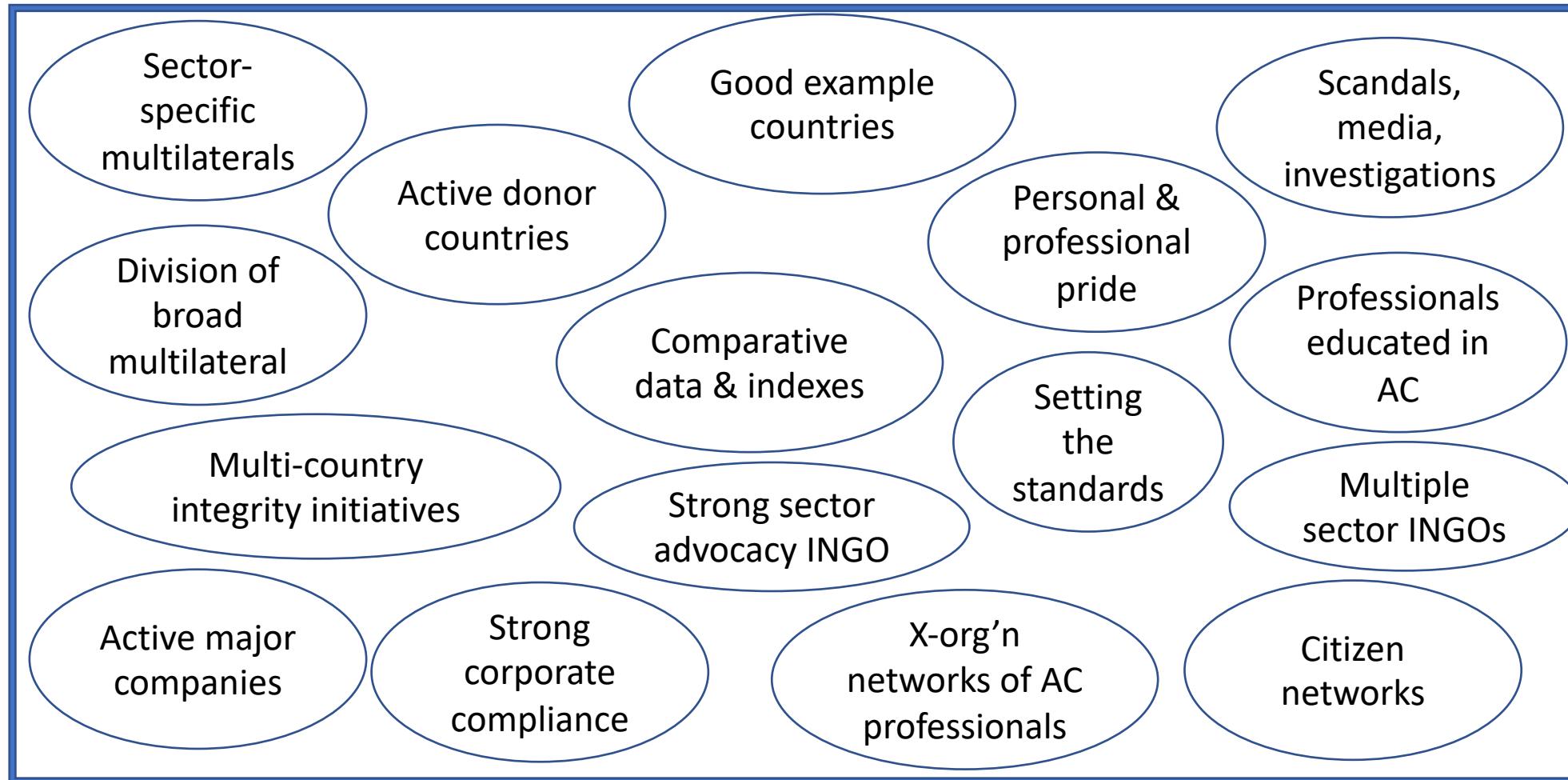
International, x-sector perspectives

Features aiding/preventing reform



International, x-sector perspectives

Zones for influencing a sector at international level



Extractives sector



2017: Gabon's former oil minister jailed



2019: Afghanistan mining roadmap, again

Concentrated: Small number of powerful players

Corruption issues/reforms: Heavy-lifting ones

- Regulatory structure
- Industry structure
- Ownership structure
- Location and scale of the assets

International: companies, geopolitical influence

Forestry parallels?

- Change the terms: Sustainability not extraction
- Investigating bodies. Develop hybrid entities
- Develop INGOs in parallel with state and multi-stakeholder strengthening



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Discussion

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