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Conduct of Public Affairs: a Reading List

Compiled by Albert Dekker
& Sylvia Holverda

for the 2003 Workshop "The Quest for the Good Civil Servant" of the
Association for Law and Administration in Developing and Transitional Countries

Workshop Aladin
Utrecht, 25 April 2003

Leiden University
Faculty of Law



INTRODUCTORY REMARKS

This title list is made for the special occasion of the 2003 workshop of Aladin. The workshop takes place on April 25, at Utrecht. Aladin, the Association for Law and Administration in Developing and Transitional Countries organises its 2003 workshop around the theme of conduct of public affairs. The exact title is The Quest for the Good Civil Servant: Factors and Actors Steering the Conduct of Public Affairs at District, Municipal or Provincial level.

The title list suggests some 170 literature references connected with one or more aspects of conduct of public life. This varies from entries on corrupt behaviour, well represented in this list, to ethical codes for civil servants, changes in modern leadership, service delivery improvement, and more issues relating to public affairs.

The list is meant as an introduction to the subject, most entries are provided with abstracts, taken directly from the different sources. The references are for the greater part from the period 1999-2003; incidentally some older literature is included. An author index concludes the list.

The Association for Law and Administration in Developing and Transitional Countries is closely related to the Van Vollenhoven Institute for Law, Governance and Development. The institute started in 1978 as a merger of two collections on colonial law, administration and adat law in the former Dutch overseas territories. After a process of adjustments to the changing needs of research and teaching since the 1980s, the collection profile now includes a general collection on law, administration and development, and some country and region-specific collections. The countries are: Indonesia (modern and colonial), China and South Africa (modern), recently Ghana and Mali were added (modern); the regions are: Southeast Asia, North Africa, Latin America and the Caribbean. There is also a thematic collection on Islamic law, while new thematic collections on land law, and environmental law are in a process of development.

The library of the Van Vollenhoven Institute is situated at:

Faculty of Law,
Hugo de Grootstraat 27, room 354.
2311 XK Leiden, Netherlands
tel. 071-5277261; fax 071-5277670
email: a.j.dekker@law.leidenuniv.nl or s.holverda@law.leidenuniv.nl

Leiden, April 22, 2003.

Conduct of Public Affairs

1. Reference Type: Journal Article
Year: 2002
Title: Civil disobedience: Hong Kong's civil service stands up and complains, and Beijing isn't happy
Journal: Far Eastern Economic Review 165 (29): 22-23

2. Reference Type: Journal Article
Authors: Acemoglu, Daron; Verdier, Thierry
Year: 2000
Title: The choice between market failures and corruption
Journal: American Economic Review 90 (1): 194-211
Keywords: Bureaucracy ; Formal and Informal Sectors; Shadow Economy; Institutional Arrangements; Administrative Processes in Public Organizations
Abstract: Because government intervention transfers resources from one party to another, it creates room for corruption. As corruption often undermines the purpose of the intervention, governments will try to prevent it. They may create rents for bureaucrats, induce a misallocation of resources, and increase the size of the bureaucracy. Since preventing all corruption is excessively costly, second-best intervention may involve a certain fraction of bureaucrats accepting bribes. When corruption is harder to prevent, there may be both more bureaucrats and higher public-sector wages. Also, the optimal degree of government intervention may be nonmonotonic in the level of income.

3. Reference Type: Journal Article
Author: Adamolekun, L.
Year: 2002
Title: Africa's evolving career civil service systems: three challenges - state continuity, efficient service delivery and accountability
Journal: International Review of Administrative Sciences 68 (3): 373-388

4. Reference Type: Book Section
Author: ADB (Asian Development Bank)
Year: 2001
Title: Combating corruption in on all fronts: national efforts
Book Title: Combating corruption in Asian and Pacific economies : papers presented at the joint ADB-OECD workshop on Combating corruption in Asian and Pacific economies, Asian Development Bank Headquarters, Manila, 29 September-1 October 1999
Publisher: Manila: Asian Development Bank
Pages: 13-44
Keywords: Corruption, public management; Asia-Pacific
Abstract: Providing an overview of anti-corruption measures taken by authorities in three case studies, the authors draw conclusions from the experiences of their respective countries. Hong-Bin Kang looks at the success of the systematic approach adopted in South Korea, in particular with regard to Seoul. Considering the 1997 financial crisis to have created the political

will and leadership to fight corruption, Kang notes that the campaign focused on preventive measures based on deregulation, punitive measures based on zero tolerance, transparency based on internet information, and enhanced public-private partnership through citizen groups. Zhao Dengju analyses the process of the Communist Party's and China's government's fight against corruption. He revises the legislative developments and the procedures for enforcement through the functional departments. Kahlid Maqbool, finally, evaluates the progress made by Pakistan. Underlining the colonial and cultural origins of corruption in Pakistan, he argues that lack of political will, the cumbersome judicial system and imperfect accountability structures were the main obstacles to the anti-corruption campaign and lists some of the government's initiatives to overcome this.

5. Reference Type: Journal Article
 Author: Akbar-Zaidi, S.
 Year: 1999
 Title: NGO failure and the need to bring back the state
 Journal: Journal of International Development 11 (2): 259-271
 Keywords: NGO's; performance
 Abstract: NGO's were perceived to be a panacea for much of the ills that affect underdeveloped countries, and were supposed to do development in a way very different from the way states pursued these objectives. NGO's were supposed to be participatory, community-oriented, democratic, cost-effective, and better at targeting the poorest of the poor. However, in recent years, the halo of saintliness around NGO's almost disappeared, and there is a wide acknowledgement of the inability of NGO's to deliver what was expected from them. This article analyses the shortcomings of NGO's and the reasons and causes of their failure. It is suggested that there is a need to bring back the state into development once more.

6. Reference Type: Journal Article
 Author: Al Yousif, Yousi K.
 Year: 2002
 Title: Corruption: causes, consequences and cure
 Journal: Journal of the Social Sciences 30 (2): 257-284
 Keywords: Bureaucracy; Administrative Processes in Public Organizations; Corruption ; Formal and Informal Sectors; Shadow Economy; Institutional Arrangements ; Other Economic Systems Legal Institutions; Property Rights; Macroeconomic Analyses of EconomicDevelopment; Corruption; Democratization; Developing Countries; Development; Illegal Behavior and the Enforcement of Law
 Abstract: The present paper deals with the issue of corruption and its impact on economic development. The topic at hand has, over the last few years, been attracting the attention of scholars and policy makers alike for a number of reasons including: the spread of information resulting from technological advancement, the democratization of governments, and the adverse effects of corruption on the allocation and distribution of resources in both the developed and developing countries. In its exposition of the issues at hand, the paper draws on the most recent theoretical literature and the lessons of experiences from industrialized

and developing countries. The paper is divided into three sections. Section I discusses the reasons for the spread of corruption. Section II explores how corruption affects economic development through macroeconomic variables such as government expenditures, economic growth, investment, income distribution, and poverty. Section III proposes some remedies for corruption.

7. Reference Type: Conference Proceedings
Author: Al-Kilani, Farouk
Year of Conf.: 1999
Title: Corruption in the judiciary
Editor: Vusi Pikoli
Conf. Name: The 9th international anti-corruption conference: Global Integrity: 2000 and Beyond, Developing Anti-Corruption Strategies in a Changing World - 9-15 October, 1999
Conf. Location: Durban, South Africa
Publisher: Transparency International
Abstract: From the perspective of a lawyer, the author describes and analyses the aspects of corruption within the Judiciary in Jordan. He names two theories on the cause of corruption: the moral and the political school. Some effects of corruption are seen to include: undermining the national economy; destroying a national consciousness; undermining the mission of the judiciary; and eroding the confidence of the people in their government. The paper then discusses reasons and types of for corruption in the judiciary, giving examples in each case. The author especially focuses on the interaction of the executive and the judiciary and the politicisation of judges.
URL: http://www.transparency.org/iacc/9th_iacc/papers.html
8. Reference Type: Journal Article
Author: Amadi, Johnson
Year: 2002
Title: Corruption and corruption control: focus on Nigeria
Journal: Recht in Afrika 5 (2): 111-140
9. Reference Type: Journal Article
Author: Anandarajah, Kala
Year: 2002
Title: Anti-corruption laws and regulations: Singapore
Journal: Asia Business Law Review 36 (Apr): 25-9
Keywords: Corrupt practices; Singapore
10. Reference Type: Journal Article
Author: Asim, Mohamed
Year: 2001
Title: Performance appraisal in the Maldives public service: challenges and issues
Journal: Public Administration and Development 21 (4): 289-296
Abstract: A structured method of evaluating and rewarding the performance of employees in the Maldives public service did not exist before 1996. Personnel decisions, such as employee promotions, were subjective and

based merely on the recommendation of the heads of departments. Hence, in 1996, the Government of Maldives introduced a performance appraisal system, based on rewarding employees through the assessment of several factors such as quality of work, job knowledge and performance. The reward came in the form of annual salary increments. In reviewing this system, the article finds that human resource units or divisions within departments now need to be strengthened for the effective implementation of the system; more training has to be provided to public service employees in terms of raising their awareness as to the objectives of the performance appraisal exercise; and the performance appraisal framework needs to be more flexible in differentiating very high performers, at the same time devising a strategy for the improvement of employees who slack in performance.

11. Reference Type: Journal Article
Author: Auluck, Randhir
Year: 2002
Title: Benchmarking: a tool for facilitating organizational learning?
Journal: Public Administration and Development 22 (2): 109-122
Abstract: This article looks at benchmarking as a tool for promoting performance improvement and the learning organization ideal. Specifically, it considers some of the ways the European Foundation for Quality Management Excellence Model and self-assessment approach are being applied within the UK public service. Further, the article introduces Dolphin, a new self-assessment tool based on the Excellence Model, and describes how the tool can be applied in practice. Finally, whether benchmarking can aid organizational improvement, organizational learning and establish the basis for a learning culture is discussed.
12. Reference Type: Journal Article
Author: Bac, Mehmet
Year: 1998
Title: The scope, timing, and type of corruption
Journal: International Review of Law and Economics 18 (1): 101-120
Abstract: This paper provides an analysis of the corruption problem in public organizations. It distinguishes between two types of corruption (individual/organized) and crime (bribe for a legal/illegal application), and between two occasions (before/after detection) for partial and full collusion. The integrated supervision procedure, where monitoring and review are centralized, displays higher individual corruption but a lower risk of organized corruption than the alternative, separated supervision procedure. Higher penalties and bribes, and lower rewards to supervisors, increase the risk of all types of collusion under both procedures. A trade-off is involved in the choice of the supervision procedure and penalties: Reducing individual corruption brings about a higher risk of organized corruption.

13. Reference Type: Journal Article
Author: Balogan, M.J.
Year: 2002
Title: The democratization and development agenda and the African civil service: issues resolved or matters arising?
Journal: International review of Administrative Sciences 68 (4): 533-556
Abstract: For far too long, public administration has played second fiddle to economics in confronting the challenges of governance and development in Africa. Whether it is in the design of 'good governance' programmes, the reform of economic management policies or the renewal of institutions, it is economics that defines the issues and proffers the solutions. Yet economic prescriptions prove inadequate if the aim is to empower the people to make input into decisions on how they are governed and to influence policy outcomes in ways corresponding to their own notion of the 'good life'. This article focuses on how public administration could, through its integration of the analytical competencies of the social sciences, promote that critical stance that the civil service needs to challenge the assumptions underlying public choice and to render meaningful advice on policy interventions.
14. Reference Type: Journal Article
Author: Banik, Dan
Year: 2001
Title: The transfer of Raj : Indian civil servants on the move
Journal: European journal of development research 13 (1): 106-134
Keywords: civil service; political economy; public administration; governance; civil servants; India
15. Reference Type: Journal Article
Author: Bardill, John E.
Year: 2000
Title: Towards a culture of good governance: the presidential review commission and public service reform in South Africa
Journal: Public Administration and Development 20: 103-118
Keywords: South Africa; public service; reform
Abstract: The framework for a public service reform were set out in the government's 1995 white paper on the transformation of the public sector. To ensure that the change processes were subject to independent scrutiny, the white paper recommended the establishment of presidential commission to carry out a comprehensive review of the structures, functions and operation of the post-apartheid public service. This commission was established in 1996 and submitted its findings 2 years later in 1998. The commission provided exhaustive evidence in support of its main conclusion that overall progress in relation to the effective implementation of the transformation and reform porcess had in many ways been seriously disappointing. It also proposed a wide-ranging set of recommendations for placing the transformation process back on track. This article highlights some of the main challenges and contradictions associated with the public service reform, which is faced with the task of

negotiating the difficult path between economic liberalization on the one hand and political democratisation on the other.

16. Reference Type: Journal Article
Authors: Berman, Bruce J.; Tettey, Wisdom J.
Year: 2001
Title: African states, bureaucratic culture and computer fixes
Journal: Public Administration and Development 21 (1): 1-13
Abstract: Central argument in this article is that the introduction of computers in African states fails to produce the intended results. This is precisely because the trajectory of development of bureaucratic institutions in Africa has resulted in internal and external contexts that differ fundamentally from those of the Western states within which computing and information technology has been developed. This article explores the context in which computers were developed in Western industrialized societies to understand the circumstances that the technologies were designed to respond to and the bureaucratic culture that helped produce desired results. We then proceed to analyse the truncated nature of institution building in the colonial state, and how it structured the peculiar setting of the post-colonial African state and dynamics surrounding the integration of the new information and communication technologies. We argue that the colonial state bequeathed to its post-colonial successor three crucial characteristics that are of central importance to understanding why the introduction of computers does not produce anticipated improvements in public administration. These are the very limited technical capabilities of the bureaucracy; authoritarian decision-making processes under the control of generalist administrators; and the predominance of patron-client relationships.
17. Reference Type: Edited Book
Editor: Bernasconi, Paolo
Year: 2000
Title: Responding to corruption: social defence, corruption, and the protection of public administration and the independence of justice
Notes: Updated documents of the XIIIth International Congress on Social Defence, Lecce, Italy, 1996, Naples: La Città del Sole.
18. Reference Type: Journal Article
Author: Bertok, Janos
Year: 2000
Title: Getting the public ethics right
Journal: OECD observer 2000
Abstract: Corruption is more than a question of individual criminal actions. It is also the result of systemic failure. There is a way to combat it.
19. Reference Type: Journal Article
Author: Bissessar, Ann Marie
Year: 2002
Title: Globalization, domestic politics and the introduction of new public management in the Commonwealth Caribbean.
Journal: International review of Administrative Sciences 68 (1): 113-125

Abstract: The purpose of this article is to examine the extent to which the adoption of New Public Management (npm) in the public services of four islands of the Commonwealth Caribbean was influenced by the forces of globalization. It evaluates the extent to which the features of npm have been successfully introduced in these countries and proposes that the countries under review may be classified along a continuum.

20. Reference Type: Journal Article
Author: Blair, Harry
Year: 2000
Title: Participation and accountability at the periphery: democratic local governance in six countries
Journal: World Development 28: 21-39
Keywords: local government; accountability
Abstract: Democratic local governance promises that governance at the local level can become more responsive to citizens desires and more effective in service delivery. Based on a six-country study sponsored by Usaid (Bolivia, Honduras, India, Mali, Philippines and Ukraine), this article analyzes the accountability and participation, finding that both show significant potential for promoting democratic local governance, though there seem to be important limitations on how much participation can actually deliver, and accountability covers a much wider range of activity and larger scope for democratic local governance strategy than initially appears.
21. Reference Type: Journal Article
Authors: Bovaird, Tony; Loeffler, Elke
Year: 2002
Title: Moving from excellence models of local service delivery to benchmarking of "good Local Governance"
Journal: International review of Administrative Sciences 68 (1): 9-24
Abstract: Local authorities are likely to be the first candidates for a new generation of governance benchmarking. They have always been much closer to citizens than regional, national or international levels of government. The political and economic environment and the functions of local authorities impose upon them pressures to demonstrate their contribution to local communities. These pressures will often be perceived as threatening, since many stakeholders will be hostile in their attitudes to what they will often regard as the inadequate contributions being made by local government (and, indeed, higher levels of government) to improved quality of life in the local area. However, as this article shows, these same pressures simultaneously provide local authorities, and other local stakeholders, with exciting opportunities to develop new and more successful practices of good local governance.
22. Reference Type: Book Section
Author: Bowles, R.
Year: 2000
Title: Corruption
Editors: Bouckaert, Boudewijn; De Geest, Gerrit
Book Title: Encyclopedia of law and economics. - Cheltenham [etc.] : Elgar. - Vol: 5

Abstract: The author presents a survey of scientific literature on corruption, covering much of the economics literature on the topic. His article covers among others: basic economic contemporary models, the public choice approach (i.e. application of economic reasoning to public bodies and political processes), as well as private sector-, bureaucratic- and political corruption. This provides the reader with a clear framework in which to place the fast growing amount of literature on corruption, and to obtain a grasp of its various causes. The literature survey includes a few references to additional articles written from a policy perspective, particularly related to optimal law enforcement

23. Reference Type: Journal Article
Author: Bowman, James S.
Year: 2000
Title: Towards a professional ethos: from regulatory to reflective codes
Journal: International review of Administrative Sciences 66 (4): 673-687
24. Reference Type: Edited Book
Editors: Bozkurt, Omer; Vargas Moniz, Joao
Year: 1999
Title: Political and administrative corruption: seminar held in Ankara, 1997 / La corruption politique et administrative, Séminaire, Ankara, 1997
Publisher: Brussels : International Institute of Administrative Sciences (IIAS) and the Institute of Public Administration for Turkey and the Middle East
ISBN: 92-9056-101-7
Abstract: These proceedings of an international seminar on 'Political and Administrative Corruption' organized by the Public Administration Institute for Turkey and Middle East (TODAIE) and the International Institute of Administrative Sciences (IIAS), which was held in Ankara in October 1997 include the opening speeches, the introductory reports to the three subthemes on (1) the new international order, restructuring the state: power and corruption; (2) instruments for fighting corruption: juridical-political instruments; and (3) instruments for fighting corruption: sociocultural instruments, as well as the list of participants.
25. Reference Type: Journal Article
Author: Brinkerhoff, Derick W.
Year: 2000
Title: Assessing political will for anti-corruption efforts: an analytic framework
Journal: Public Administration and Development 20 (3): 239-252
Abstract: This article focuses on analyzing political will as it relates to the design, initiation, and pursuit of anti-corruption activities. The article elaborates an analytic framework for political will that partitions the concept into a set of characteristics/indicators, and elaborates the external factors that influence the expression and intensity of political will in a particular situation. The conceptual model identifies the links among the characteristics of political will and these external factors, and traces their resulting influence on the support for, design of, and outcomes of anti-corruption reforms. The conceptual framework for political will draws upon analysis and field experience with implementing policy change in a

variety of sectors, including anti-corruption. The article closes with recommendations on the practical applications of the framework.

26. Reference Type: Journal Article
Authors: Brinkerhoff, D.W.; Brinkerhoff, J.
Year: 2002
Title: Governance reforms and failed states: challenges and implications
Journal: International review of Administrative Sciences 68(4): 511-531
Abstract: This article investigates the multifaceted nature of governance reforms in failed states, and the complex interplay of technical and political factors. It examines three questions: (1) What do the theory and practice of international assistance in public administration tell us about building and/or repairing governance systems? (2) What are the challenges to applying these lessons and models to failed/failing states? and (3) What are the corresponding implications for promoting sustainable governance strategies? The discussion shows how the synoptic efforts to grapple with the 'big picture' are often undermined by the operational nitty-gritty of donor agency procedures and aid delivery mechanisms on the ground. Attention to the complexity of shifting foreign assistance agendas, the application and refinement of analytic and process tools, appropriate incorporation of sometimes conflicting values and agendas and democratic processes to maximize effectiveness can contribute to bringing the conceptual and the practical aspects of promoting governance reforms in failed states closer together.
27. Reference Type: Book
Authors: Brinkerhoff, Derick W.; Crosby, Benjamin L.
Year: 2002
Title: Managing policy reform: concepts and tools for decision-makers in developing and transitioning countries.
Publisher: Bloomfield, CT : Kumarian Press
ISBN: 1-56549-142-4
Abstract: The book provides lessons for decision-makers on improving the effectiveness of policy implementation, strategies to increase implementation feasibility of reform, and to foster stronger links between democratic governance and policy management. Experiences in more than 40 countries are reviewed, from regional to national and local levels. It includes tools for designing, managing and influencing policy reforms in government, donor agencies, ngos, civil society groups and the private sector.
28. Reference Type: Book
Author: Bukovansky, Mlada
Year: 2002
Title: Corruption is bad : normative dimensions of the anti-corruption movement
Series Title: Working paper (Australian National University. Dept. of International Relations), vol. 2002/5
Publisher: Canberra : Department of International Relations, Research School of Pacific and Asian Studies, Australian National University
ISBN: 0 7315 3120 5

Keywords: Political corruption; Public administration; Corrupt practices
Abstract: Informed by a recent wave of academic and policy research, international organisations such as the International Monetary Fund, the World Bank, and the OECD are increasingly attempting to incorporate anti-corruption measures into their respective missions. But while the concept of corruption makes little sense in the absence of a parametric normative distinction between that which properly belongs to the public sphere and that which belongs to the private or commercial sphere, there has been little effort by policy makers or students of international political economy to explicitly articulate and reflect upon the moral and ethical underpinnings of the concept of corruption. This paper reviews some of the key documents of the emerging global anti-corruption regime, and analyses the moral connotations permeating these documents. I also examine the relative neglect of moral and ethical issues within the scholarly literature on corruption and its consequences. Such neglect, I argue, is likely to undercut the legitimacy, and hence efficacy, of international institutional efforts to combat corruption.
URL: <http://rspas.anu.edu.au/ir/working%20papers/02-5.pdf>

29. Reference Type: Journal Article
Authors: Burke, Fred; Oanh, Nguyen Hoang Kim
Year: 2002
Title: Vietnam (Anti-corruption laws and regulations in Asia)
Journal: Asia Business Law Review 35: 33-6
Keywords: Corrupt practices Vietnam; Foreign investments; Vietnam
30. Reference Type: Edited Book
Editors: Burns, John P.; Bowornwathana, Bidhya
Year: 2001
Title: Civil service systems in Asia
Publisher: Cheltenham (UK) : Edward Elgar
ISBN: 1-84064-617-9
Abstract: This book critically examines and compares the civil service systems of eight Asian countries, namely: Bangladesh, China, India, Japan, Laos, the Philippines, South Korea and Thailand. The authors compare the civil service systems in each country discussing several factors including historical development, internal labour markets, degree of representativeness, level of politicization, the effect of public opinion, the impact of reform and diffusion and their place in two popular configurations of civil service systems. They discover that there are considerable differences between the Asian civil service systems, notably depending on the degree to which political parties penetrate the civil service and the extent to which government agencies act as last-resort employers. They also underline a lack of political neutrality in many Asian countries.
31. Reference Type: Journal Article
Author: Buscaglia, Edgardo
Year: 2001
Title: An analysis of judicial corruption and its causes: an objective governing-based approach

Journal: International Review of Law and Economics 21 (2): 233-249
Keywords: Corrupt practices; Judicial ethics; Developing countries; Economic jurisprudence; Criminal law
Abstract: The economic analysis of corrupt practices has already generated significant theoretical contributions to the literature. But the empirical literature has failed to capture or objectively test the main causes of systemic corruption within the court systems. For example, recent survey-based studies of corrupt practices based on just subjective perceptions of governance factors provide a good example of these limitations.
For public policy design purposes, a scientific approach to the study of public sector corruption must be empirically verifiable through objective and subjective indicators if we are to develop reliable anticorruption prescriptions. This Article presents empirical results that fill in the lacunae left by the previous studies. The Article proposes the use of six objective explanatory variables to capture the effects on corrupt practices. This dependent variable is measured in terms of the compatible subjective probabilities of corrupt practices captured through the use of surveys of lawyers, judges, and litigants. The paper later proposes an empirical model that incorporates substantive-procedural, market-related, and organizational explanatory variables tested within the judicial sectors of Argentina, Ecuador, and Venezuela.

32. Reference Type: Book
Author: Buscaglia, Edgardo
Year: 2001
Title: Judicial corruption in developing countries: its causes and economic consequences
Series Title: CICP, vol. 14
Publisher: Vienna : United Nations Office for Drug Control and Crime Prevention, GlobalProgramme against Corruption
URL: <http://www.undcp.org/pdf/crime/gpacpublications/cicp14.pdf>
33. Reference Type: Book
Author: Buscaglia, Edgardo
Year: 2001
Title: An economic and jurimetric analysis of official corruption in the courts: a governance-based approach
Series Title: CICP, vol. 14
Publisher: Washington, D.C. : World Bank
Abstract: This paper is part of a five-country study. It applies an objective indicators' approach to identify the links between access to justice and poverty and the governance-related factors blocking the access to justice among the poorest segments of the population, by using case study analysis.
URL: <http://www.odccp.org/corruption.html>
34. Reference Type: Book Section
Author: Cain, B.E.
Year: 2001
Title: Reform: Political

Book Title: International Encyclopedia of the Social & Behavioral Sciences. - Elsevier Science Ltd., PERGAMON. - ISBN: 0-08-043076-7

Abstract: Reform is defined as those changes that democratic political systems have adopted in order to improve the legitimacy, accountability, and efficiency of modern government. Among the 29 OECD countries, the most important core values are (in order): impartiality, legality, integrity, transparency, efficiency, equality, responsibility, and justice. Democracies incorporate core values into their legal frameworks in the form of statutes, constitutions, civil service regulations, and public service acts. Reformers seek to change the legal framework in order to better realize one or more of the core values.

URL: <http://www.sciencedirect.com>

35. Reference Type: Book
Author: Campos, J. Edgardo
Year: 2002
Title: Corruption : the boom and bust of East Asia
Publisher: Honolulu, Hawai'i : The University of Hawai'i Press
ISBN: 9715503772
Abstract: Attempts to answer the question of how certain countries in Asia were able to attract enormous amounts of investment and enjoy rapid growth over a thirty-year period despite being perceived as hotbeds of corruption. Suggest the need to look into the nature of corruption, since different types of corruption have varying effects on investment.
36. Reference Type: Book
Author: Castillo, A. C.
Year: 2002
Title: Judicial ethics and human behavior
Series Title: World Bank technical paper; vol. 528
Number of Pages: 69-72
Notes: Issue Id: Furthering Judicial Education
37. Reference Type: Journal Article
Authors: Chang, Chinkun; Turnbull, Geoffrey K.
Year: 2002
Title: Bureaucratic behavior in the local public sector: a revealed preference approach
Journal: Public Choice 113 (1-2): 191-210
Keywords: Formal and Informal Sectors; Shadow Economy; Institutional Arrangements; Bureaucracy; Public Sector; Bureaucracy; Administrative Processes in Public-Organizations; Corruption
Abstract: Public sector bureaucratic utility is typically assumed to be a function of budget size or government employment. Although intuitively appealing, there are no definitive direct tests of the assumption. To fill this gap, this paper exploits data that isolate resource allocation decisions made by local public sector bureaucrats. We use revealed preference theory to find that the bureaucracy behaves "as if" bureaucratic utility is an increasing function of employment across government functions and public spending, providing direct evidence justifying the popular assumption in theoretical models of government behavior.

38. Reference Type: Book
 Author: Chapman, Richard A.
 Year: 2000
 Title: Ethics in public service for the new millennium
 Publisher: Aldershot (UK): Ashgate
 ISBN: 1-7546-1063-2
 Abstract: The focus in this volume is on the moral standards in public service, with special attention on the role(s) of officials. The 14 contributors look at various facets of the question, including a traditional way of dealing with new ethical issues (making new rules); great attention is given to the idea that a code of ethical standards depends on the administrative setting in which it is based; problems and tensions caused by a mixed economy of service delivery are examined (outsourcing, management buy-outs, the private finance initiative, decentralized budgeting, local management of schools, joint ventures with the private sector, local authority companies); the way in which local government rules differ from those in other parts of the public sector are assessed. In conclusion the consensus is that ethical rules in the public sector are still evolving and, although there has been substantial amendment over the last 25 years, they will continue to change as new problems manifest themselves.
 Notes: This book is a successor to Ethics in Public Service (Edinburgh University Press, 1993).
39. Reference Type: Book
 Author: (CICP), United Nations Centre for International Crime Prevention
 Year: 2002
 Title: Anti-Corruption Tool Kit
 Series Title: CICP, vol. 15
 Publisher: United Nations
 Abstract: Background: The Anti-Corruption Tool Kit has been prepared by the United Nations Global Programme against Corruption (GPAC). The purpose is "to help U.N. Member States and the public to understand the insidious nature of corruption, the potential damaging effect it can have on the welfare of entire nations and suggest measures used successfully by other countries in their efforts to uncover and deter corruption and build integrity".
 TOC: Content: Part one is a general introduction to what the tool kit covers, how to use it, forms of corruption, and lessons learned. The challenge is to find combinations or packages of tools that are appropriate for the task at hand, and to apply these tools in the most effective possible combinations and sequencing. A guide to help decide on the right combination and sequencing of tools is given in the general introduction. Part two gives a general description of institution building followed by suggestions of anti-corruption strategies for reforming government institutions. The first three tools deal with the process and the assessment of the problem to be resolved, and what tools (policies, infrastructure, measures) are available to deal with the problem. With these two assessments done, other tools can be selected from the tool kit and used applying the process described in tool 1. Each tool in the tool kit is summarised in tool 2. Part three to eight covers tools for

prevention, public empowerment, enforcement, anti-corruption legislation, monitoring and evaluation, and international judicial co-operation.

The comprehensiveness of the tool kit demonstrates the complexities involved in devising anti-corruption programmes. Although there is no universal blueprint for fighting corruption, the tool kit do provide some interesting correlations prevalent for approaches concerned with systems of formal rules and institutions.

Notes: you can download the entire UN Tool Kit as a pdf –file at:
URL: <http://www.undcp.org/pdf/crime/toolkit/fltof7.pdf>

40. Reference Type: Journal Article
Author: Crook, Richard C.
Year: 2003
Title: Decentralisation and poverty reduction in Africa: the politics of local-central relations
Journal: Public Administration and Development 23 (1): 77-88
Abstract: Decentralisation advocates argue that decentralised governments are more responsive to the needs of the poor than central governments and thus are more likely to conceive and implement pro-poor policies. Recent evidence from a selected group of sub-Saharan African countries is reviewed in a comparative framework that highlights factors associated with success in poverty reduction. It is argued that the degree of responsiveness to the poor and the extent to which there is an impact on poverty are determined primarily by the politics of local-central relations and the general regime context - particularly the ideological commitment of central political authorities to poverty reduction. In most of the cases, elite capture of local power structures has been facilitated by the desire of ruling elites to create and sustain power bases in the countryside. Popular perceptions of the logic of patronage politics, combined with weak accountability mechanisms, have reinforced this outcome. The conclusion from these African cases is that decentralisation has not empowered challenges to local elites who are resistant or indifferent to pro-poor policies. Thus, decentralisation is unlikely to lead to more pro-poor outcomes without a serious effort to strengthen and broaden accountability mechanisms at both local and national levels.
41. Reference Type: Journal Article
Author: Curtis, Donald
Year: 2002
Title: Cutting the bars: thoughts on prisoners and escapees in Bangladesh
Journal: Public Administration and Development 22 (2): 123-134
Abstract: The idea that problems in governance have deep roots in social structure has been revisited by Geof Wood in a recent article in this journal. His article takes a position in relation to an ongoing debate about how to improve public administration and management in Bangladesh, a debate that seems to be almost as imprisoned in incompatible values and premises as, he argues, are the various Bangladeshi actors in society. But behind this debate are some very practical issues about how the administration there might be persuaded to work better. Key to his contribution is the idea of room for manoeuvre or conditions for escape.

This article argues that embedded institutions and values matter but that behaviour is also responsive to opportunity. Old values can be put together into new institutional complexes if given a chance. The key to successful institutional change is effectiveness. Escape is not only, or even primarily, a matter of changing values but of responding to circumstances and changing institutions - cutting the bars. A close look at institutional and organizational reform in any country, including the UK, shows that, whatever moral language and posture inform the reform agenda, it is constructive compromise that produces the structure that works.

42. Reference Type: Book Section
Authors: Doig, Alan; Riley, Stephen
Year: 1998
Title: Corruption and anti-corruption strategies: issues and case studies from developing countries
Editor: Kpundeh, Sahr J.; Hors, Irene
Book Title: Corruption & integrity improvement initiatives in developing countries. - New York, N.Y : United Nations Development Programme, Management Development and Governance Division: 45-62
Abstract: Amongst other issues, the paper discusses the applicability of universal approaches to designing and implementing short-term, effective anti-corruption efforts and strategies through conclusions drawn from case studies of Botswana, Ecuador, Hong Kong and Tanzania and attempts to reduce customs fraud in Mali and Senegal. Having identified the need for individually tailored strategies taking into account particular country's peculiarities and thus the difficulties with universal solutions and over-reliance upon one particular fashion in the anti-corruption strategy, the paper points that one core approach valid for any successful anticorruption strategy, as illustrated through case studies, is exceptional political and managerial will, which is necessary to promote and maintain anticorruption reform. An interesting reading for strategizing and planning.
URL: <http://magnet.undp.org/Docs/efa/corruption/Chapter03.pdf>
43. Reference Type: Journal Article
Authors: Dollar, David; Fisman, Raymond; Gatti, Roberta
Year: 2001
Title: Are women really the "fairer" sex? Corruption and women in government
Journal: Journal of Economic Behavior & Organization 46 (4): 423-429
Keywords: Corruption; Gender; Government
Abstract: Numerous behavioral studies have found women to be more trust-worthy and public-spirited than men. These results suggest that women should be particularly effective in promoting honest government. Consistent with this hypothesis, we find that the greater the representation of women in parliament, the lower the level of corruption. We find this association in a large cross-section of countries; the result is robust to a wide range of specifications.

44. Reference Type: Journal Article
Authors: Drewry, Gavin R.; Chan, Che-Po
Year: 2001
Title: Civil service reform in the People's Republic of China: another mirage of the new global paradigm of public administration?
Journal: International review of Administrative Sciences 67 (3): 461-478
45. Reference Type: Edited Book
Editor: Duggett, Michael
Year: 2001
Title: Ethics and values in public administration: essays in memory of Arturo Israel / Ethique et valeurs dans l'administration publique. Essais en mémoire d'Arturo Israel
Publisher: Brussels : International Institute of Administrative Sciences (IIAS)
ISBN: 92-9056-116-7
Abstract: This small book is intended as a tribute to the life and work of Arturo Israel. It is comprised of the speeches in memory of him given by his friends and peers during a special Panel held during the International Congress of Administrative Sciences in Athens in July 2001 on the theme of 'The Life and Work of Arturo Israel: Ethics and Values in Public Service'. The contributions in both English and French are by IIAS Retiring President, Ignacio Pichardo Pagaza, Ignacio Perez Salgado, Kenneth Kernaghan, Didier Maus, O.P. Dwivedi, Jean-Marie Atangana Mebara — the current President of IIAS — and former IIAS President, David Brown.
46. Reference Type: Journal Article
Author: Édes, Bart W.
Year: 2000
Title: The role of government information officers
Journal: Journal of Government Information 27 (4): 455-469
Keywords: Public information officer; Government communications; Central and Eastern Europe; Freedom of information; Transparency; Public administration reform
Abstract: In most countries, a key figure in the provision of public information at the central government level is the government information officer (GIO). These individuals may be known as spokespersons, press officers, press attachés, public affairs officers, or public information officers. A GIO contributes to public understanding of government policies and raises awareness of the roles of decision makers and purview of state institutions, the availability of social services, noteworthy trends, and risks to public health and safety. In Central and Eastern Europe, a GIO's responsibilities typically include: monitoring media coverage of public affairs; briefing and advising political officials; managing media relations; providing information directly to the public; sharing information across the administration; formulating communication strategies and campaigns; and researching and assessing public opinion. Because of the region's communist heritage, GIOs in Central and Eastern Europe confront a number of special challenges, starting with poorly performing public administrations. Other problems include immature

media, secrecy and political influence, and a lack of training and skills. However, as democratic, market, and media practices in Central and Eastern Europe come to resemble those in Western Europe, the activities and attitudes of GIOs in the former region are becoming more like their counterparts in the latter.

47. Reference Type: Book Section
Author: Eigen, Peter
Year: 1998
Title: The Role of civil society
Editor: Kpundeh, Sahr J.; Hors, Irene
Book Title: Corruption & integrity improvement initiatives in developing countries. - New York, N.Y. : United Nations Development Programme, Management Development and Governance Division, 83-89
Abstract: Peter Eigen, the current president of Transparency International, describes in this article a comprehensive strategy to tackle corruption. This anti-corruption program is built upon the coalition of three basic pillars: government, private sector and civil society. The eradication of corruption can only be legitimate, effective and sustainable if these three sectors cooperate. The government is the only legitimate body that can establish the framework and implement reforms, while the private sector as the engine of the economy has to be included in anti-corruption work for it to succeed and be sustainable. Civil society, which is a relatively new force in the political scene, is a crucial partner of the government in dealing with problems such as corruption because of its ability to define the issues at stake and help to devise the remedies as well as act as a control mechanism of their implementation. After assessing the importance of the three sectors and their possible input, Eigen tackles the question of cultural relativity while implementing these changes. Although each region has to locally find the causes of corruption and the solutions, corruption is a universal problem that is now affecting all regions of the world, so international initiatives like Transparency International, as well as international governmental organizations like the UN have an important role to play.
URL: <http://magnet.undp.org/Docs/efa/corruption/Chapter05.pdf>
48. Reference Type: Journal Article
Author: Esman, Milton J.
Year: 1999
Title: Public administration and conflict management in plural societies: the case for representative bureaucracy
Journal: Public Administration and Development 19 (4): 353-366
Abstract: Public administration affects the management of ethnic conflict by (1) the criteria employed in recruitment to state bureaucracies and (2) policies and practices that determine the distribution of the benefits and costs of government among members of competing ethnic communities. The goals pursued by mobilized ethnic communities include domination, secession, integration, power-sharing and minority rights, each of which is implemented by state-sanctioned policies and practices. Recent experience with civil and military bureaucracies in India and South Africa, two highly pluralistic and conflict-prone societies, suggests that

ethnically representative bureaucracy, though by no means trouble-free, contributes to the legitimacy of government by demonstrating that members of all ethnic communities can and actually do participate in the administration of public affairs.

49. Reference Type: Journal Article
Author: Farazmand, Ali
Year: 2002
Title: Administrative ethics and professional competence: accountability and performance under globalisation.
Journal: International Review of Administrative Sciences 68 (1): 127-143
Abstract: Corruption in its diverse forms has provided a major impetus for reform and establishing institutional and others means of accountability and ethical conduct in governance and administration. Globalization of capital by corporate elites has had tremendous impacts on public service and administration, and has caused dramatic changes in the configuration of public-private sectors through privatization. The professionalization of public services and administration has traditionally been a major safeguard against political corruption in the history of American public administration, and elsewhere around the world.
50. Reference Type: Edited Book
Editor: Farazmand, Ali
Year: 2002
Title: Administrative reform in developing nations
Publisher: New York : Praeger
ISBN: 0-275-97212-7
Abstract: This book presents original materials on administrative reform in nations around the world, with special attention on administrative reform in developing countries. The 14 chapters are organized into four main parts. Following the introduction which introduces the theoretical perspectives on administrative reform and reorganization, Part 1 describes the administrative experiences in Asia. Part 2 looks at developments in the Near/Middle East. Part 3 is centred on Africa and African experiences while Part 4 consists of chapters on Eastern and Southern Europe. The last chapter presents a comparative analysis of administrative reform difficulties and the role of religion in Greece, South Korea and Thailand.
51. Reference Type: Journal Article
Author: Fernando, Harsha
Year: 2002
Title: Anti-corruption laws and regulation: Sri Lanka
Journal: Asia Business Law Review 36: 29-34
Keywords: Corrupt practices; Sri Lanka; Money laundering
52. Reference Type: Book
Authors: Fisman, Raymond; Gatti, Roberta
Year: 2000
Title: Decentralization and corruption: evidence across countries
Series Title: Policy research working paper; vol. 2290

Publisher: Washington, D.C. : World Bank
Abstract: Empirical estimates suggest that fiscal decentralization in government spending is associated with lower government corruption. The relationship between decentralization of government activities and the extent of rent extraction by private parties is an important element in the recent debate on institutional design. The theoretical literature makes ambiguous predictions about this relationship, and it has remained virtually unexamined by empiricists. Fisman and Gatti make a first attempt at examining the issue empirically, by looking at the cross-country relationship between fiscal decentralization and corruption as measured by a number of different indices. Their estimates suggest that fiscal decentralization in government spending is significantly associated with lower corruption. Moreover, they find that the origin of a country's legal system - for example, civil versus common legal code - performs extremely well as an instrument for decentralization. The estimated relationship between decentralization, when so instrumented, and corruption is even stronger. The evidence suggests a number of interesting areas for future work, including investigating whether there are specific services for which decentralized provision has a particularly strong impact on political rent extraction, and understanding the channels through which decentralization succeeds in keeping corruption in check.

URL: <http://econ.worldbank.org/docs/1048.pdf>

53. Reference Type: Book
Author: Flinders, Matthew
Year: 2001
Title: The politics of accountability in the modern state
Publisher: Aldershot (UK) : Ashgate
ISBN: 1-7546-1681-9
Abstract: How far alternative forms of accountability have evolved and the extent to which they remedy the current shortcomings of the parliamentary system are the two themes examined in this work. Adopting a pluralistic perspective, the exploration of the accountability of the core executive is clearly grounded in a research methodology whose features include: a detailed study of the location of power and mechanisms of accountability in modern government; summaries of the key tensions and trends within constitutional infrastructure; and critiques of major governmental policies.
54. Reference Type: Book
Author: Gabriel, Lara
Year: 2000
Title: Report of the Working Conference on Anti-Corruption, Maastricht, 25-27 April 2000
Publisher: The Hague and Washington DC : Netherlands Ministry for Foreign Affairs and the World Bank Economic Development Institute

55. Reference Type: Book Section
Author: Galnoor, I.
Year: 2001
Title: Civil Service
Book Title: International Encyclopedia of the Social & Behavioral Sciences. - Elsevier Science; PERGAMON. - ISBN: 0-08-043076-7
Abstract: The civil service is the generic name given in English to the administrative apparatus of the state. Historically, bureaucratic administrations were developed in Egypt and China to serve the rulers, or the dynasty. These bureaucrats were engaged in activities such as land registration, water allocation, tax collection and above all managing war-related affairs. The emergence of the modern civil service is directly connected to the crystallization of the European-style state. A professional, life career civil service (e.g. based on entrance examinations) was first introduced in Prussia and France and subsequently in Britain and the US. In democratic states, the professional civil service is assumed to exist as a differentiated, politically, neutral institution. By contrast, in non-democratic regimes the public bureaucracy operates sometimes from the ruler's palace, the military barracks, on the party's headquarters. Civil servants are in charge of many different activities that can be grouped under three headings: shaping and implementing public policy; providing services to individuals, groups and organizations; and administering various regulatory schemes. All of these may change. In the early 2000s, the modern version of the state is changing and if a 'skeleton state' will emerge, it may shatter many of the old features of the classical civil service model.
URL: <http://www.sciencedirect.com/science/referenceworks/0080430767>
56. Reference Type: Journal Article
Authors: Garcia, Elisenda Malaret I. ; Marcou, Gérard
Year: 2003
Title: Reform of the administration and local public services: introduction
Journal: International Review of Administrative Sciences 69 (1): 67-68;
57. Reference Type: Journal Article
Author: Garcia-Zamor, Jean-Claude
Year: 2002
Title: Ethics revisited in a society in transition: the case of the former East Germany
Journal: Public Administration and Development 22 (3): 235-248
Abstract: Since 1990, the German government has been demanding from the civil servants of the former East Germany a new adaptability and creativity that was never promoted in the GDR bureaucracy. The article analyses the change of ethics in the former East Germany after 1990. It looks at the development of the German civil service, discusses the economic disparity between East and West, and examines the ethical tradition in the former socialist country. It uses the case of the selection in 2001 of the city of Leipzig by BMW as the location of a new manufacturing plant as an illustration of the new goal-oriented activities of the present

Eastern bureaucracy. More than 250 European cities were competing for the new plant, which will create over 10,000 jobs. The level of performance of the Leipzig bureaucracy in the BMW case reveals the new efficiency and professionalism of the former Eastern civil service. In addition to Leipzig, virtually all the local and state administrations from the former East Germany have developed a sense of the necessities of the time, including globalization.

58. Reference Type: Journal Article
Author: Garro, Alejandro M.
Year: 2000
Title: Staffing the judiciary and prosecutorial offices in Argentina: trials and tribulations in search of merit, integrity, and accountability
Journal: Southwestern Journal of Law and Trade in the Americas 7 (2): 349-68
Keywords: Prosecutors; Argentina; Judges
59. Reference Type: Book
Author: Global Programme against Corruption
Year: 2001
Title: Draft United Nations manual on anti-corruption policy
Series Title: CICP; vol.16
Publisher: Vienna : United Nations, Global Programme against Corruption, Centre for International Crime Prevention, Office of Drug Control and Crime Prevention,
Abstract: This manual is one of the most elaborate toolkits available of anti-corruption remedies, applicable to both the developed and developing world. The Manual contains hands-on experience e.g. from Hong Kong and Singapore. After an overview of the various types of corruption (e.g. bribery, extortion, illegal political contributions), the manual's subsequent parts contain policies and measures, consisting of 'the integrated approach', and corruption prevention (e.g. through deregulation), enforcement, institution building and awareness raising. Overviews are presented of the available international and regional legal instruments, and possible national legal instruments. It is concluded that institutional checks and balances, through parliament, civil society and judiciary, as well as optimal reform sequencing are indispensable for any anti-corruption strategy. This view is not new or unique, and seems to draw from the 'national integrity system' promoted by World Bank/TI (also annotated on this site).
URL: <http://www.undcp.org/pdf/crime/gpacpublications/manual.pdf>
60. Reference Type: Journal Article
Author: Glor, Eleanor
Year: 2001
Title: Codes of conduct and generations of public servants
Journal: International review of Administrative Sciences 67 (3): 525-541
Abstract: This article suggests the generational beliefs of public servants are a factor in the efficacy of codes of conduct. Assuming agreement that ethical behaviour by public servants is necessary to good government, the article asks: Do generations matter? If they do, how can ethical behaviour be encouraged most effectively?

The article has provided some data to support the argument that public servants hold the same values as their counterpart generations. Differences in the belief systems of generations of public servants are likely to affect how they react to codes of conduct — boomers and genX may not react well. Given the existence of three different generational attitudes and beliefs in government and given the demographic shifts that are occurring, what is an appropriate strategy for encouraging ethical behaviour among public servants? One tool will not easily fit all three generations of public servants: a code focused on control that is acceptable to matures will irritate boomers, who want to hear about ideals, commitments and progress. Neither approach has any particular appeal to genXs, who want to know how the rules affect them and what exactly is required on the job.

61. Reference Type: Journal Article
Author: Goldsmith, Arthur A.
Year: 2002
Title: Business associations and better governance in Africa.
Journal: Public Administration and Development 22 (1): 39-49
Abstract: Are business associations a cure for or a cause of bad governance in Africa? Pluralists think business associations are needed to bargain and compromise over improvements in public policy, whereas public choice theorists suspect business associations of destructive rent-seeking. This article reports results of a survey in eight African countries that illuminates these issues. Most business leaders and civil servant respondents see major problems with governance, though across countries there is a perception of improvement. Business associations are reported to work reasonably well as policy advocates for better governance. They are seen as doing a fair job of keeping members updated on the policy environment. The associations also appear to be building social capital (the ability to trust and work cooperatively with others) among member firms. Thus, the evidence is that business associations in Africa conform better to the pluralist model of interest group behaviour, as opposed to the more critical public choice viewpoint.
62. Reference Type: Journal Article
Author: Goorha, Prateek
Year: 2000
Title: Corruption: theory and evidence through economies in transition
Journal: International Journal of Social Economics 27 (11-12): 1180-1204
Keywords: Illegal Behavior and the Enforcement of Law; Socialist Institutions and Their Transitions; Public Economics; Corruption; Bureaucracy; Administrative Processes in Public Organizations
Abstract: Corruption is a serious problem for economies in transition. It causes retardation in the development of institutions conducive to economic growth. In this sense, it introduces inertia in transition dynamics. Generally, corruption is a deep-rooted social and economic problem in developing economies everywhere in the world. Presents an analysis of political corruption and argues why some countries are afflicted by it more than others are. For this, several lines of argument are explored,

empirical tests and observations are analyzed and finally a model for an economy in transition is presented.

63. Reference Type: Edited Book
Editors: Gregory, Roy; Giddings, Philip
Year: 2000
Title: Righting wrongs: the ombudsman in six continents
Series Title: International Institute of Administrative Sciences Monographs; vol 13
Publisher: Amsterdam : IOS Press
ISBN: 1-58603-044-2. 86
Abstract: In the last 30 years there has been a world-wide expansion of the number and variety of ombudsman institutions. The International Institute of Administrative Sciences (IIAS) accordingly assembled an international team of experts — academics and practitioners, public lawyers, political scientists and administrators — under the leadership of two leading British scholars to study how the institution of the ombudsman has developed.
Following consultations held in 1996, 1997 and 1998 an agreed study framework was drawn up resulting in the reports which, with thematic chapters on issues such as human rights and the new public management, form the basis of this book. This major study of the ombudsman institution includes examples from North and South America, Australasia, Africa, Asia (India, Sri Lanka and Hong Kong) as well as Europe, covering: well-established ombudsman systems such as those in Scandinavia as well as newly established institutions such as in Hungary, Croatia and Slovenia; traditional' offices dealing primarily with maladministration and offices dealing with human rights; examples of a specialty ombudsman (the British Health Service Ombudsman), subnational ombudsman; offices (Alaska and some German Lander) and a supra-national ombudsman (the European Union); the classical ombudsman model and how to design and evaluate an ombudsman system.
This study shows that, while the detailed work of ombudsman institutions may vary considerably, what is constant, and certain to endure, is the need for individual citizens, and groups of citizens, to have access to inexpensive assistance in maintaining their rights to just and fair treatment by and service from the state and its agencies. Being human, administrators and public decision-makers make mistakes and create injustices which result in wrong being done to citizens. This volume describes and explains how such wrongs can be put right.
64. Reference Type: Journal Article
Author: Gretchen, Kay
Year: 2003
Title: Managing the impersonal in a personalized public service
Journal: Public Administration and Development 23 (2): ?
Abstract: What happens when an apparently personalized small public service enters the information highway? How does it integrate the new frame of mind implied in the impersonal, open approach to information? The practical implications of implementing information technology as a means to use information strategically in the Maltese public service, with

its apparently paradoxical administrative style, prompted the pilot study in early 2000 upon which this article is based. Using a simplified empirical approach, the study tested the hypothesis that small scale could affect the way leaders deal with the impersonal, such as information resource management. Although limited in scope, the results of the study support a qualified conclusion that small scale, through its link with personalization and associated informal mechanisms, does affect the way top managers in the public service deal with the impersonal, at least in the short and medium term. To what extent it does so, or the space for change, are subjects for further research. The article concludes with suggestions for further investigation into this topic, both in its narrow and wider applications.

65. Reference Type: Journal Article
Authors: Halachmi, Arie; Montgomery, Vickie L.
Year: 2000
Title: Best value and accountability: issues and observations
Journal: International review of Administrative Sciences 66 (3): 393-414
66. Reference Type: Journal Article
Author: Hamilton-Hart, Natasha
Year: 2001
Title: Anti-corruption strategies in Indonesia
Journal: Bulletin of Indonesian Economic Studies 37 (1): 65-82
67. Reference Type: Journal Article
Author: Haque, M. Shamsul
Year: 2000
Title: Significance of accountability under the new approach to public governance
Journal: International review of Administrative Sciences 66 (4): 599-617
68. Reference Type: Journal Article
Author: Haque, M. Shamsul
Year: 2001
Title: Pride and performance in the public service: three Asian cases
Journal: International review of Administrative Sciences 67 (1): 99-115
69. Reference Type: Journal Article
Author: Haque, M. Shamsul
Year: 2002
Title: E-governance in India: Its impacts on relations among citizens, politicians, and public servants
Journal: International review of Administrative Sciences 68 (2): 231-250
Abstract: The nature of governance often changes depending on the intensity and speed of transition in some of these surrounding factors. In the current age, one of the most significant contextual phenomena affecting public governance is the revolution in information and communication technology (ict). In response to this transition in the context of governance, in almost every country, the state has taken the necessary initiatives to restructure political and administrative institutions by

adopting ict in order to enhance electronic interaction and service delivery.

70. Reference Type: Journal Article
Authors: Hauk, Esther; Saez-Marti, Maria
Year: 2002
Title: On the cultural transmission of corruption
Journal: Journal of Economic Theory 107 (2): 311-335
Keywords: Corruption; Cultural transmission; Ethics; Public education.
Abstract: We provide a cultural explanation to the phenomenon of corruption in the framework of an overlapping generations model with intergenerational transmission of values. We show that the economy has two steady states with different levels of corruption. The driving force in the equilibrium selection process is the education effort exerted by parents which depends on the distribution of ethics in the population and on expectations about future policies. We propose some policy interventions which via parents' efforts have long-lasting effects on corruption and show the success of intensive education campaigns. Educating the young is a key element in reducing corruption successfully.
71. Reference Type: Journal Article
Author: He, Zengke
Year: 2000
Title: Corruption and anti-corruption in reform China
Journal: Communist and Post-Communist Studies 33 (2): 243-270
Abstract: During the transition period, the extent of corruption in China is higher than before. Meanwhile the forms and characters of Chinese corruption are also different in many important aspects from those of its past and of other countries. This paper explores the causes, consequences of corruption and anti-corruption campaigns of the Chinese government. The major conclusion of this paper is that further political reform toward democracy should be the direction of future anti-corruption efforts
72. Reference Type: Journal Article
Author: Heeks, Richard
Year: 2000
Title: The approach of senior public officials to information technology-related reform: lessons from India
Journal: Public Administration and Development 20 (1): 197-205
Keywords: India; Public sector; Reform; Information-technology
Abstract: A review of global experience suggests the i-t has great potential to contribute to public sector reform. However, the Indian reality - like that of many other countries - has been more problematic with many failures of i-t related reform. Failures that may be described as total, or partial failures or failures of sustainability and replication. Many factors help explain such failure, but a key component is the approach to i-t and reform adopted by senior public officials. Four models are described: the non-i-t approach of ignore, and the i-t related approaches of isolate, idolize and integrate. analysis of the Indian cases suggests that the last approach that is most likely to deliver reform objectives, yet it remains

the least commonly adopted. Changes are therefore required in current strategies for public administration training and in the planning and management of change

73. Reference Type: Journal Article
Authors: Hewitt, Tom; Wangwe, Sam; Wield, David
Year: 2002
Title: Seeing eye to eye: organizational behaviour, brokering and building trust in Tanzania
Journal: Public Administration and Development 22 (2): 97-108
Abstract: The focus of this article is organizational behaviour in and around the private sector in Tanzania at a time of transition through liberalization and the promotion of private sector activity; how the private sector has re-emerged in the very recent past; how it operates as a group or, more accurately, as a set of groups, and the relationships between its component parts and with other development organizations (notably public actors: the state and aid donors). Within this framework our interest is in how organizational behaviour is mediated and trust is built through the brokering of relations between different organizations which intersect the public and private (and what this means for the public sphere). The article assesses the usefulness of a three-level framework for analysing organizational and institutional transformation, shows that some tentative but modest change is occurring, and that a range of incomplete but positive political processes are happening. We show that institutional development is the weak link in these processes.
74. Reference Type: Journal Article
Author: Hillman, Arye L.
Year: 2002
Title: The World Bank and the persistence of poverty in poor countries
Journal: European Journal of Political Economy 18 (4): 783-795
Reviewed Item: Review article: The Elusive Quest for Growth: Economists' Adventures and Misadventures in the Tropics, William Easterly, MIT Press, 2001, pp. 1-342. ISBN: 0-262-05065-X. Hardback
Keywords: Development failure; Corruption; Ethics and government; Political elites; World Bank
Abstract: William Easterly has written a book about why extensive development assistance over the course of decades failed to alleviate poverty in poor countries. As an economist at the World Bank, Easterly observed how resources and advice provided by the Bank failed to improve the lives of the poor in poor countries. Easterly considers different explanations for the development failures. He places the blame for persistence of poverty in poor countries on governments and political elites, who use their poor as hostages to personally benefit from aid resources and debt relief.
75. Reference Type: Edited Book
Editor: Hodess, Robin
Year: 2001
Title: Global corruption report 2001
Publisher: Berlin : Transparency International
ISBN: 3-935711-00-X.

Abstract: The inaugural Global Corruption Report offers the first annual, systematic analysis of corruption across the world. The report includes assessments of every region in the world and key topics of global importance. It also brings together empirical findings from leading researchers on different aspects of corruption. The full text is available on the website www.globalcorruptionreport.org.

76. Reference Type: Edited Book
Editor: Hodess, Robin
Year: 2003
Title: Global Corruption Report 2003: Special focus on Access to information
Publisher: Berlin : Transparency International, Secretariat
ISBN: 1861974760
Abstract: Corruption skews democratic development and undermines trust in the political process. It distorts trade, misdirects investment and limits economic growth. Above all, corruption denies people around the world a better quality of life, taking food, medicine, education and support. And it always hits the poor the hardest, taking money from them for the rich. There are special sections on corruption and the arms trade, money laundering, and regional reports covering the tentative progress and disappointing setbacks in the fight against corruption. The squeaky cleanest country in the world is Finland; the worst is Bangladesh; Britain comes 13th, ahead of the United States at 16th and France at 23rd; Greece is worst in the EU at 42nd.
URL: <http://www.globalcorruptionreport.org/download.shtml>
77. Reference Type: Edited Book
Editors: Hope, Kempe Ronald; Chikulo, Borwnell C.
Year: 2000
Title: Corruption and development in Africa: lessons from country case-studies
Publisher: New York : St Martin's
ISBN: 0-312-22387-0
Abstract: Corruption negatively affects the development process at the administrative, economic, political and social levels, according to the contributors to this book, and a broad collection of chapters analyse those issues. The corruption/development nexus in Africa is analysed from both the macro and micro perspectives. The first part of the book provides the theoretical and analytical perspectives related to corruption and development, including aspects of controlling and combating corruption. The second part of the book offers country case studies on the nature, intensity and development impact of the corruption problematic, as well as current and proposed efforts to control it.
78. Reference Type: Journal Article
Author: Hubbard, Ruth
Year: 2001
Title: Societal leadership and good governance: strengthening learning, values and consent
Journal: International Review of Administrative Sciences 67 (2): 229-236
Abstract: It is clear that there is still a long way to go in the pursuit of good societal leadership. Among the challenges to be met are developing

different leadership skills such as consensus-building, learning to learn and learning in a broader, more inclusive fashion; nurturing and rewarding behaviour driven by broadly shared societal values and the commitment to embracing differences; being imaginative so as to walk the talk in a realistic way; and understanding and dealing constructively with increased complexity and the need for synthesis. Fortunately, in Canada and many other countries, a rich democratic heritage and a vigorous and sustained commitment to the public good provide a solid basis for meeting these challenges.

79. Reference Type: Book
- Authors: Huther, Jeff; Shah, Anwar
- Year: 2000
- Title: Anti-corruption policies and programs: a framework for evaluation
- Series Title: Policy research working papers, vol. 2501
- Publisher: Washington, DC : World Bank
- Keywords: World Bank; Economic development projects; Political corruption, Prevention; Bribery, Prevention; Public administration; Corrupt practices, Prevention; Political ethics
- Abstract: In a largely corruption-free environment, anti-corruption agencies, ethics offices, and ombudsmen strengthen the standards of accountability. In countries with endemic corruption, however, the same institutions function in form but not in substance; under a best-case scenario such institutions might be helpful, but the more likely outcome is that they help to preserve social injustice. The anti-corruption strategy the World Bank announced in September 1997 defined corruption as the “use of public office for private gain” and called for the Bank to address corruption along four dimensions:
- Preventing fraud and corruption in Bank projects.
 - Helping countries that request Bank assistance for fighting corruption.
 - Mainstreaming a concern about corruption in Bank work.
 - Lending active support to international efforts to address corruption.
- The menu of possible actions to contain corruption (in both countries and Bank projects) is very large, so Huther and Shah develop a framework to help assign priorities, depending on views of what does and does not work in specific countries. Their framework, based on public officials’ incentives for opportunistic behavior, distinguishes between highly corrupt and largely corruption-free societies. Certain conditions encourage public officials to seek or accept corruption:
- The expected gains from undertaking a corrupt act exceed the expected costs.
 - Little weight is placed on the cost that corruption imposes on others.
- In a country with heavy corruption and poor governance, the priorities in anti-corruption efforts would then be to establish rule of law, strengthen institutions of participation and accountability, and limit government interventions to focus on core mandates.
- In a country with moderate corruption and fair governance, the priorities would be decentralization and economic reform, results-oriented management and evaluation, and the introduction of incentives for competitive delivery of public services.

In a country with little corruption and strong governance, the priorities might be explicit anti-corruption agencies and programs, stronger financial management, increased public and government awareness, no-bribery pledges, efforts to fry the “big fish,” and so on.

URL: [tp://econ.worldbank.org/files/1311_wps2501.pdf](http://econ.worldbank.org/files/1311_wps2501.pdf)

80. Reference Type: Book
- Authors: Transparency International; University of Göttingen; Lambsdorff, Johann Graf
- Year: 2002
- Title: The TI corruption perceptions index 2002
- Publisher: Göttingen : Göttingen University and Transparency International
- Abstract: Political elites and their cronies continue to take kickbacks at every opportunity. Hand in glove with corrupt business people, they are trapping whole nations in poverty and hampering sustainable development. Corruption is perceived to be dangerously high in poor parts of the world, but also in many countries whose firms invest in developing nations,” said Peter Eigen, Chairman of Transparency International, speaking today on the launch of the Corruption Perceptions Index 2002 (CPI).
- The new index, published today by Transparency International (TI), the world’s leading non-governmental organisation fighting corruption, ranks 102 countries. Seventy countries – including many of the world’s most poverty-stricken – score less than 5 out of a clean score of 10. Corruption is perceived to be rampant in Indonesia, Kenya, Angola, Madagascar, Paraguay, Nigeria and Bangladesh, countries with a score of less than 2. Countries with a score of higher than 9, with very low levels of perceived corruption, are predominantly rich countries, namely Finland, Denmark, New Zealand, Iceland, Singapore and Sweden.
- URL: <http://www.gwdg.de/~uwvw/icr.htm>

81. Reference Type: Journal Article
- Authors: Johnson, Simon; Kaufmann, Daniel; McMillan, John; Woodruff, Christopher
- Year: 2000
- Title: Why do firms hide? Bribes and unofficial activity after communism
- Journal: Journal of Public Economics 76 (3): 495-520
- Keywords: Corruption; Taxation; Legal system; Unofficial economy
- Abstract: Our survey of private manufacturing firms finds the size of hidden `unofficial' activity to be much larger in Russia and Ukraine than in Poland, Slovakia and Romania. A comparison of cross-country averages shows that managers in Russia and Ukraine face higher effective tax rates, worse bureaucratic corruption, greater incidence of mafia protection, and have less faith in the court system. Our firm-level regressions for the three Eastern European countries find that bureaucratic corruption is significantly associated with hiding output.

82. Reference Type: Book

Authors: Jones, Geraint; Hellman, Joel S.; Kaufmann, Daniel

Year: 2000

Title: Seize the state, seize the day: state capture, corruption, and influence in transition

Series Title: Policy research working paper, vol. 2444

Publisher: Washington, D.C. : World Bank

Keywords: Governance; Private Sector Development; Public Sector Management; Transition Economies

Abstract: The main challenge of the transition has been to redefine how the state interacts with firms, but little attention has been paid to the flip side of the relationship: how firms influence the state-especially how they exert influence on and collude with public officials to extract advantages. Some firms in transition economies have been able to shape the rules of the game to their own advantage, at considerable social cost, creating what Hellman, Jones, and Kaufmann call a "capture economy" in many countries. In the capture economy, public officials and politicians privately sell underprovided public goods and a range of rent-generating advantages "a la carte" to individual firms.

The authors empirically investigate the dynamics of the capture economy on the basis of new firm-level data from the 1999 Business Environment and Enterprise Performance Survey (BEEPS), which permits the unbundling of corruption into meaningful and measurable components. They contrast state capture (firms shaping and affecting formulation of the rules of the game through private payments to public officials and politicians) with influence (doing the same without recourse to payments) and with administrative corruption ("petty" forms of bribery in connection with the implementation of laws, rules, and regulations). They develop economywide measures for these phenomena, which are then subject to empirical measurement utilizing the BEEPS data.

State capture, influence, and administrative corruption are all shown to have distinct causes and consequences. Large incumbent firms with formal ties to the state tend to inherit influence as a legacy of the past and tend to enjoy more secure property and contractual rights and higher growth rates. To compete against these influential incumbents, new entrants turn to state capture as a strategic choice-not as a substitute for innovation but to compensate for weaknesses in the legal and regulatory framework. When the state underprovides the public goods needed for entry and competition, "captor" firms purchase directly from the state such private benefits as secure property rights and removal of obstacles to improved performance-but only in a capture economy.

Consistent with empirical findings in previous research on petty corruption, administrative corruption-unlike both capture and influence-is not associated with specific benefits for the firm.

The focus of reform should be shifted toward channeling firms' strategies in the direction of more legitimate forms of influence, involving societal "voice," transparency reform, political accountability, and economic competition. Where state capture has distorted reform to create (or preserve) monopolistic structures supported by powerful political interests, the challenge is particularly daunting.

- URL: www.worldbank/wbi/governance
83. Reference Type: Journal Article
Author: Josephs, Hilary K.
Year: 2000
Title: The upright and the low-down: an examination of official corruption in the United States and the People's Republic of China
Journal: Syracuse Journal of International Law and Commerce 27 (2): 269-302
Keywords: Corrupt practices; China ; United States; Criminal law; Comparative law
84. Reference Type: Journal Article
Authors: Kaganova, Olga; Tian, Valeri; Undeland, Charles
Year: 2001
Title: Learning how to be efficient property owners and accountable governments: the case of Kyrgyzstan's cities
Journal: Public Administration and Development 21 (4): 333-341
Abstract: As a result of government decentralization and property devolution from central to local governments, many city governments in transition countries became the largest real property owners in urban areas. For transitional countries lacking sufficient democratic traditions, efficient asset management represents a dramatic and multifaceted challenge. Kyrgyzstan happened to be among the first transitional countries where cities obtained systematic technical assistance in adapting the most advanced methodology of municipal asset management, which was recently developed under the auspices of the World Bank. Based on experience of work within five pilot cities, the article summarizes factors and methods that help develop a sense of strong ownership and internalization of new asset management vision and approaches among local officials and elected members of city councils. The article presents the experience of how the government of Uzgen, a city of about 40,000 people in South Kyrgyzstan, has changed its attitudes and approach regarding management of municipal property. The article demonstrates how two key processes - improving professional aspects of municipal asset management and developing local democracy through public involvement - have been reinforced by each other. One of the main lessons from Uzgen's experience is that municipal property asset management - because it deals with tangible issues - is a perfect focal point for developing local democracy and communication between a local population and its government.
85. Reference Type: Journal Article
Authors: Kakabadse, Andrew; Kakabadse, Nada
Year: 2001
Title: Outsourcing in the public services: a comparative analysis of practice, capability and impact
Journal: Public Administration and Development 21 (5): 401-413
Abstract: This article analyses thinking and practice concerning privatization and outsourcing in the public services and compares recent trends with the findings of an extensive comparative survey of outsourcing conducted at Cranfield School of Management. Particular attention is paid to the systems and processes being outsourced, their importance to the

organization and the impact of outsourcing on public service organizations. The results of the survey suggest that public service managers are more skilful than managers from the private sector at handling the transactional aspects of outsourcing. However, managers from public service organizations, unlike managers from the private sector, assert that outsourcing is damaging the running of public service enterprises. It is concluded that until the political and administrative processes are more closely aligned public service managers will continue to hold a more negative view of outsourcing.

86. Reference Type: Journal Article
Authors: Kakabadse, Andrew; Kakabadse, Nada
Year: 2002
Title: Making modernising government initiatives work: culture change through Collaborative Inquiry (CI)
Journal: Public Administration and Development 22 (4): 337-352
Abstract: The purpose of this article is to share experience of a strategic intervention adopting a collaborative inquiry (CI) process that took place in a formal institutional setting and which evolved into a community-based inquiry. The article illustrates the CI process through a twelve-month exploration with a group of senior managers from within the UK Civil Service. The form of CI demonstrated is similar to what has become known as community based research, in that all participants collaboratively pursued the inquiry. A critical element of this collaborative inquiry is that although it started formally and did not spontaneously emerge from the inquiry community, its members shaped the inquiry, conveyed the message, acted as advocates and evaluated the outcomes of the inquiry. The impact of this inquiry is now being positively felt within the UK Civil Service as the members of the inquiry community apply their learning within their own departments.
87. Reference Type: Book Section
Author: Kaufman, Daniel
Year: 1998
Title: Revisiting anti-corruption strategies: tilt towards incentive-driven approaches? Corruption and integrity improvement initiatives in developing countries.
Editors: Kpundeh, Sahr J.; Hors, Irene
Book Title: Corruption & integrity improvement initiatives in developing countries. - New York, N.Y. :] : United Nations Development Programme, Management Development and Governance Division: 63-82
Abstract: Recognising that following the success of the anti-corruption advocacy movement over the past few years the challenge of addressing corruption is entering a crucial second stage of designing and implementing strategies and concrete actions, the paper questions the validity of tailor-made tool kits for anti-corruption strategies to be applied in any setting. Instead, while acknowledging that it is impossible to have a list of long solutions in terms of specific details of an anti-corruption strategy in a particular country, it suggests some emerging principles for design of anti-corruption strategies, which deviate from ex post legal and institutional detection and enforcement measures and emphasises,

amongst other aspects, the importance of country-specific understanding of forms and determinants of corruption and focus on priorities and fundamentals. It also highlights the common denominator throughout the empirical and strategic suggestions provided to address corruption: better understanding and incorporation into anticorruption strategies of the role of incentives, and further focus on systemic changes that alter ex ante such incentives to engage in corrupt practices.

88. Reference Type: Book
Author: Kelly, Michael
Year: 2000
Title: Openness and transparency in governance : challenges and opportunities
Publisher: Maastricht : European Institute of Public Administration (EIPA)
Notes: Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee)
89. Reference Type: Book
Author: Keong, Tan Kay
Year: 2003
Title: Enemy within : Asian countries and the fight against corruption
Publisher: Singapore : Times Academic Press
ISBN: 9812101896
90. Reference Type: Journal Article
Author: Kernaghan, Kenneth
Year: 2000
Title: The post-bureaucratic organization and public service values
Journal: International review of Administrative Sciences 66 (1): 91-104
91. Reference Type: Edited Book
Editors: Kidd, John; Richter, Frank-Jurgen
Year: 2003
Title: Corruption & governance in Asia
Publisher: Plagrave McMillan
ISBN: 1403905606
Abstract: This book delves into the nature of governance in Asia both at government and corporate level. It reviews the history and suggests potential solutions for years of underperformance due to the corrupt practices that have developed because of a poor understanding of corporate governance. The authors are experts in practices in Asia and their views are expressed in a sympathetic manner, at no time insisting that a western model of governance is correct. Instead the authors advise local models appropriate to the state of development and suggest that individual countries institute behavioural models that will mature as nations quickly develop in an increasingly global world
92. Reference Type: Edited Book
Editors: Kidd , John; Richter, Frank-Jurgen
Year: 2003
Title: Fighting corruption in Asia: Causes, Effects and Remedies
Publisher: River Edge, NJ : World Scientific Publishing Co, Inc.

ISBN: 981-238-242-9
Abstract: Fundamental changes within economies are needed to create arm's-length relations between governments, corporations, and banks. We are taking risks when investing in the future, and risk-taking demands openness and truthfulness from the agents we employ. If investors and accountants can concur on the degree of disclosure that is morally right we may come to some global agreement on what constitutes corruption — but to do this we have to bring together those who advocate profit-making with those who see this as usury; and we have to care for the future in novel ways — unknown in the past – so as to allow firms to be locally inefficient (apparently) while preserving the environment. This book looks widely at the prevailing situation in Asia and considers how little some governments are doing to guide their institutions towards probity and transparency. While fundamental changes are needed around the globe, it is in the developing nations that there is scope for radical change in the near future, as their institutions are re-created to meet the modern world. Once developed and functioning their managers will have the opportunity to facilitate and re-direct the institutions in the developed world, which happen to be more conservative than their own.

93. Reference Type: Journal Article
Author: Klitgaard, Robert
Year: 2000
Title: Subverting corruption
Journal: Finance and Development 37 (2)
Abstract: A thought provoking article on the evolution of anti corruption strategies – from consciousness raising to preventive approaches and finally to systemic responses. The article provides a good summary of how focused information dissemination can provide a new thrust to anti-corruption approaches.
94. Reference Type: Edited Book
Editors: Klitgaard, Robert E.; MacLean-Abaroa, Ronald; Parris, H. Lindsey
Year: 2000
Title: Corrupt cities : a practical guide to cure and prevention
Publisher: Oakland, CA, Washington, D.C. : ICS Press; World Bank Institute
ISBN: 1558155112 (ICS); 0821346008 (WBI)
Keywords: Political corruption; Municipal corruption
Abstract: Drawing on their decades of experience in battling corruption around the world, the authors provide a novel way to defeat corruption on the local level. The authors contend that preventing corruption can help raise city revenues, improve service delivery, stimulate public confidence and participation and win elections. Case studies from New York, Hong Kong, and La Paz, Bolivia, show how hopeless problems can become the catalysts of successful reforms. This is a guide that details how to diagnose municipal corruption; to involve citizens and government employees in finding and implementing workable solutions; to attack corruption from an economic approach — as a crime of calculation and as a function of corrupt systems rather than just corrupt individuals; to cure and prevent corruption by adapting proven methods and reforms in the community; and avoid common pitfalls.

95. Reference Type: Journal Article
Author: Knack, Stephen
Year: 2001
Title: Aid dependence and the quality of governance: cross-country empirical tests
Journal: Southern Economic Journal 68 (2): 310-329
Keywords: Aid; Bureaucracy; Corruption; Public Sector; Rent Seeking
Abstract: Aid dependence can potentially undermine the quality of governance and public sector institutions by weakening accountability, encouraging rent-seeking and corruption, fomenting conflict over control of aid funds, siphoning off scarce talent from the bureaucracy, and alleviating pressures to reform inefficient policies and institutions. Analyses of cross-country data in this paper provide evidence that higher aid levels erode the quality of governance, as measured by indices of bureaucratic quality, corruption, and the rule of law. These findings support the need for donors to develop less costly and less intrusive ways of disseminating state-of-the-art knowledge on public sector reform in developing countries.
URL: <http://www.okstate.edu/economics/journal/jour1.html> - Publisher's URL
<http://econ.worldbank.org/docs/1151.pdf>
96. Reference Type: Book
Authors: Knack, Stephen; Azfar, Omar
Year: 2000
Title: Are larger countries really more corrupt?
Series Title: Policy research working paper, vol 2470
Publisher: Washington, D.C. : World Bank
Keywords: Governance; Public Sector Management
Abstract: Several authors claim to provide evidence that government corruption is less severe in small than in large countries. Knack and Azfar demonstrate that this relationship is an artifact of sample selection. Most corruption indicators provide ratings only for the countries in which multinational investors have the greatest interest. These tend to include almost all large nations but, among small nations, only those that are well governed. Knack and Azfar find that the relationship between corruption and country size disappears when one uses either a new corruption indicator with substantially increased country coverage or an alternative corruption indicator that covers all World Bank borrowers without regard to country size.
They also show that the relationship between corruption and trade intensity—a variable strongly related to population—disappears when samples less subject to selection bias are used.
URL: http://econ.worldbank.org/files/1280_wps2470.pdf
97. Reference Type: Journal Article
Authors: Korac Kakabadse, Andrew; Korac Kakabadse, Nada; Kouzmin, Alexander
Year: 2001
Title: Leadership renewal: towards the philosophy of wisdom
Journal: International review of Administrative Sciences 67 (2): 207-227

98. Reference Type: Edited Book
 Editors: Kotkin, Stephen; Sajo, Andras
 Year: 2002
 Title: Political corruption in transition: a sceptic's handbook
 Publisher: Budapest; New York : Central European Univ Press
 ISBN: 9639241474
 TOC: Clientelism and extortion: corruption in transition / András Sajó -- Corruption: an analytical map / Diego Gambetta -- Political corruption, democratization, and reform / Mark Philp -- Dilemmas of corruption control / James B. Jacobs -- The bad, the worse and the worst: guesstimating the level of corruption / Endre Sík -- The impact of corruption on economic development: applying "third world" into the former second world / Paul Hutchcroft -- From political clientelism to outright corruption-the rise of the scandal industry / Erhard Blankenburg -- Clientelism and corruption in South Korea / Joongi Kim -- Russia's distorted anticorruption campaigns / Virginie Coulloudon -- Kompromat and corruption in Russia / Ákos Szilágyi -- Games of corruption: east central Europe, 1945-1999 / Elmér Hankiss -- Corruption in Czech privatization: the dangers o "neo-liberal" privatization / Quentin Reed -- Corruption and administrative barriers for Russian business / Vadim Radaev -- The impact of corruption on legitimacy of authority in new democracies / Lena Kolarska-Bobinska -- Structural corruption of party-funding models: governmental favoritism in Bulgaria and Russia / Daniel Smilov -- Post-soviet corruption outburst in post-conflict Tajikistan / Tokhir Mirzoev -- Liberalism, geopolitics, social justices / Stephen Kotkin. Includes bibliographical references (p. [469]-476) and index
 Keywords: Political corruption; Europe, Eastern ; Case studies
99. Reference Type: Edited Book
 Editors: Kpundeh, Sahr J.; Hors, Irene; UNDP Programme for Accountability and Transparency (PACT)
 Year: 1998
 Title: Corruption and integrity improvement initiatives in developing countries
 Publisher: New York, N.Y. : United Nations Development Programme, Management Development and Governance Division
 ISBN: 9211260965
 Notes: Bijdragen t.b.v. de conferentie: "Corruption and integrity improvement initiatives in the context of developing economies", gehouden in Parijs van 24-25 oktober 1997 en georganiseerd door het UNDP Programme for Accountability and Transparency (PACT) en het OECD Development Centre
- 100 Reference Type: Journal Article
 Author: Laffont, Jean-Jacques; Meleu, Mathieu
 Year: 2001
 Title: Separation of powers and development
 Journal: Journal of Development Economics 64 (1): 129-145
 Keywords: Corruption; Incentives; Development; Separation of powers
 Abstract: We model separation of powers as an instrument against corruption, more specifically as a way to decrease the costs of collusion-proofness.

Then, we show that the value of this institutional design is higher in developing countries. Unfortunately, the same reasons which are behind this higher value also increase the implementation cost of this "institution".

- 101 Reference Type: Journal Article
Author: Lambert-Mogiliansky , Ariane
Year: 2002
Title: Why firms pay occasional bribes: the connection economy
Journal: European Journal of Political Economy 18 (1): 47-60
Keywords: Corruption; Network; Enforceability
Abstract: This paper suggests that legal business networks facilitate corruption. When the prospects of future deals fail to provide incentives to comply, bribes can be enforced relying on punishments in the network through exclusion. Network members administer the punishments because of the fear that the bureaucrat will retaliate against all network members. The bureaucrat may, for instance, stop revealing his private information to the network. The analysis predicts that the extent of occasional corruption can be larger when the legal and administrative rules are complex and unstable, and if the market is poorly developed. The paper discusses policy measures to reduce corruption.
- 102 Reference Type: Journal Article
Author: Lambsdorff, Johann Graf
Year: 2002
Title: Making corrupt deals: contracting in the shadow of the law
Journal: Journal of Economic Behavior & Organization 48 (3): 221-241
Keywords: Corruption; Secrecy; Transaction costs; Lock-in; Opportunism; Reputation; Trust
Abstract: Because corruption must be hidden from the public, transaction costs arising are of a different type than those of legal exchange. Moreover, because of the ever-present threat of mutual denunciation partners of a corrupt agreement are "locked-in" to each other even after an exchange has been finalized. This results in corrupt agreements being primarily arranged by middlemen or emerging as a by-product of legal exchange. It is concluded that corruption has little do with free competition. Fighting corruption should focus less on individual moral attitudes or penalties and more on methods to destabilize corrupt relationships.
- 103 Reference Type: Journal Article
Author: Larbi, George A.
Year: 2001
Title: Assessing infrastructure for managing ethics in the public service in Ethiopia: challenges and lessons for reformers
Journal: International Review of Administrative Sciences 67 (2): 251-262
Abstract: Ethics and anti-corruption reforms have become an integral part of civil service reform in Ethiopia. This is based on recognition by the government that reforms in the civil service may be undermined unless there are complementary investigative and preventive measures against corruption and other unethical practices.

The assessment of the existing ethics infrastructure has been a useful exercise to inform both the content and process of reforms. It has provided information on institutional constraints and capacity gaps on which reformers need to focus. These include broadening and sustaining support and commitment beyond the political leadership; strengthening the capacity of law enforcement agencies; improving accountability mechanisms; improving human resource management and performance; putting in place workable codes of ethics; improving public service conditions within affordable limits; and creating an enabling environment

for civil society organizations to operate as countervailing forces for accountability by public officials. It is apparent that weaknesses in one part of the ethics infrastructure such as the parliament resonate in other parts such as the audit. Thus reformers need to be aware of the functional dependencies and organizational linkages among the various components of the ethics infrastructure. This calls for an integrated and coordinated approach to reforms. The key challenge in the years ahead is ensuring effective management and implementation of the reforms. Informing and soliciting the views of key stakeholders is helping to build understanding and ownership for reform implementation, but continued political will and commitment, and external financial support and cooperation will be crucial for success. Implementation has to be managed; it should not be taken for granted.

- 104 Reference Type: Edited Book
Editors: Lee-Chai, Annette Y.; Bargh, John A.
Year: 2001
Title: The use and abuse of power : multiple perspectives on the causes of corruption
Publisher: Philadelphia, PA [etc.] : Psychology Press
ISBN: 1-8416-9022-8 (case), 1-8416-9023-6 (pbk)
Abstract: From dyadic exchanges between individuals to conflicts between nations, power differences have been and continue to be part of virtually every human interaction. Its range of effects spans from extreme abuse to selfless benevolence. Despite its ubiquity and impact, power has been largely ignored as a factor in social psychological research. Very little is known about power's direct effects on the judgments and behavior of individuals and groups. In this volume, the works of prominent researchers are compiled to promote both a panoramic and multilevel understanding of this complex construct, with focus on power as a cause of social ills and remedies to prevent corruption and abuse. By gaining a broad scope of social power as seen through a variety of research perspectives, it may be possible to realize the extent of its effects and unearth fundamental elements of power that hold true across seemingly disparate areas of research.
- 105 Reference Type: Book
Authors: Lindauer, David L.; Filmer, Deon
Year: 2001
Title: Does Indonesia have a "low-pay" civil service?
Series Title: Policy research working paper, vol. 2621

Publisher: Washington, D.C. : World Bank
Keywords: Labor & Employment; Public Sector Management; Indonesia
Abstract: Indonesia has long been characterized as having a “low-pay civil service,” which is in turn used to explain corruption at various levels of government. Analysis of individual and household level data show that the earnings of government employees, on average, is comparable to what they might earn in the private sector. Changing the structure of compensation may be an important part of civil service reform, but should not be seen as the main instrument to address corruption. Government officials and policy analysts maintain that Indonesia’s civil servants are poorly paid and have been for decades. This conclusion is supported by anecdotal evidence and casual empiricism. Filmer and Lindauer systematically analyze the relationship between government and private compensation levels using data from two large household surveys carried out by Indonesia’s Central Bureau of Statistics: the 1998 Sakernas and 1999 Susenas. The results suggest that government workers with a high school education or less, representing three-quarters of the civil service, earn a pay premium over their private sector counterparts. Civil servants with more than a high school education earn less than they would in the private sector but, on average, the premium is far smaller than commonly is alleged and is in keeping with public/private differentials in other countries. These results prove robust to varying econometric specifications and cast doubt on low pay as an explanation for government corruption.

URL: http://econ.worldbank.org/files/2226_wps2621.pdf

106 Reference Type: Edited Book
Editors: Lindsey, Timothy; Dick, Howard
Year: 2002
Title: Corruption in Asia : rethinking the governance paradigm
Publisher: Sydney : The Federation Press
ISBN: 1-86287-421-2 (pbk)
Keywords: Corruption; Bureaucracy ; Indonesië; Vietnam
Abstract: The argument of this book is that more might be achieved sooner by much better understanding of political, legal, commercial and social dynamics in Indonesia and Vietnam, not as they are meant to be but as they are. Multilateral agencies, donors, NGOs, business firms and scholars on the one hand; and local politicians, bureaucrats, business people, lawyers, journalists, academics, and NGOs on the other hand have much usefully to discuss. Only out of that dialogue, a dialogue between the world as it is and the world of ideals, can steady progress be made.
This book examines these problems initially in an abstract theoretical sense before testing the frameworks thus established through a series of case studies of Indonesia and Vietnam, two very different Asian states: one (Vietnam) still socialist but in difficult transition from command economy to a limited market structure; the other (Indonesia) embracing a market economy and an emerging democratic system; one with a Confucian legal and political tradition, the other not; one with a socialist, the other a civil law, legal system.

The book is divided into three parts. The first, 'Frameworks', establishes some theoretical approaches to the problem of corruption and governance (including a East European example). The second part looks at case studies from Indonesia; and the third part looks specifically at Vietnam. Relevant legislation and judicial decisions can be found in the table of cases and a detailed glossary and list of abbreviations will assist readers unfamiliar with the countries under examination.

- 107 Reference Type: Journal Article
Author: Löffler , Elke
Year: 2001
Title: Quality awards as a public sector benchmarking concept in OECD member countries: some guidelines for quality award organizers
Journal: Public Administration and Development 21 (1): 27-40
Abstract: In many OECD member countries, quality awards have become an important benchmarking instrument for public and especially private sector organizations. Quality awards pursue two main goals: one is to introduce elements of competition in areas of the public and the private sectors that lack of market competition; the other is to encourage organizational learning. The problem is that in a public sector context these aims seem to be mutually exclusive. The aim of the article is to show quality award organizers how to realize the full potential of quality awards by making the appropriate choices in the design of a public sector quality award. The conclusion is that the stage of public sector quality management and the degree of publicness of the public sector in a given country will influence the competition-inducing and learning effect of a national quality award in an adverse way. Nevertheless, the negative effects on one or the other element of quality awards can be counterbalanced by the appropriate choice of the scope of the quality award, the area to be evaluated, the evaluation criteria as well as the benchmarking concept. Last but not least, quality award organizers should keep in mind that quality awards are not a benchmarking instrument for all seasons.
- 108 Reference Type: Journal Article
Author: Lonsdale, Jeremy
Year: 2000
Title: Developments in value-for-money audit methods: impacts and implications
Journal: International Review of Administrative Sciences 66 (1): 73-89
- 109 Reference Type: Book Section
Author: Lupia, A.
Year: 2001
Title: Delegation of power: agency theory
Book Title: International Encyclopedia of the Social & Behavioral Sciences. - Elsevier Science Ltd., Pergamon. - ISBN: 0-08-043076-7
Abstract: Delegation is an act where one person or persons relies on other people to take actions on their behalf. It is a critical concept in the study and conduct of politics. Governments use delegation to increase the range of

services that they can provide. The most common form of delegation is from lawmakers (e.g., parliaments) to bureaucrats (e.g., cabinet ministries, civil service agencies). Delegation allows government actions to be based on the expertise and abilities of a wide range of people. The downside of delegation, however, is that the people to whom power is delegated can abuse the power they receive. Studies of delegation examine when delegation confers the benefits of expertise to government actors and when it leads to abdication. The theoretical branch of this research is called agency theory. Principal-agent models are mathematical examples of agency theory that provide many studies with logical rigor. Research on delegation is important because it provides people around the world with greater knowledge about how to govern efficiently and effectively. And as nations delegate increasing powers to international organizations such as the European Union and the World Trade Organization, understanding how delegation works is more important than ever.

- 110 Reference Type: Journal Article
Author: Makrydemetres, Anthony
Year: 2002
Title: Dealing with ethical dilemmas in public administration: The 'ALIR' imperatives of ethical reasoning
Journal: International review of Administrative Sciences 68 (2) 2: 251-266
- 111 Reference Type: Journal Article
Author: Manning, Nick
Year: 2001
Title: The legacy of New Public Management in developing countries
Journal: International Review of Administrative Sciences 67 (2): 297-312
- 112 Reference Type: Book
Authors: Matsheza, Philliat; Kunaka, Constance
Year: 2000
Title: Anti-corruption mechanisms and strategies in Southern Africa
Publisher: Causeway, Harare, Zimbabwe : Human Rights Research and Documentation Trust of Southern Africa
ISBN: 1779051026
Keywords: Political corruption; Africa, Southern; Prevention
- 113 Reference Type: Journal Article
Authors: Mavima, P.; Chackerian, R.
Year: 2002
Title: Globalization vs. local institutional factors in the implementation of Zimbabwe's civil service reforms, 1991-1996
Journal: International Studies in Sociology and Social Anthropology 82: 91-110
- 114 Reference Type: Book
Author: Mbaku, John Mukum
Year: 2000

Title: Bureaucratic and political corruption in Africa : the public choice perspective
Publisher: Malabar, Fla. : Krieger
ISBN: 157524120X*pbk
Abstract: This book provides an interesting analysis to derive, which anti-corruption approach would best suit the African developing context. Rich illustrations on a multitude of cases will help readers to better understand the causes and consequences of corruption in Africa. The book departs from the public choice perspective, that proper corruption cleanups must begin with a change in its incentive structure. Strengthening the judiciary or the media alone is not enough, if underlying incentive structures remain intact. State reconstruction through constitutional reforms is therefore presented as a necessary strategy to combat corruption. However, the author's recommendations on state reconstruction lack a sense of reality. For example, how likely is the attainment of a broadly supported new constitution in many African states, given the often weak communication infrastructures and large percentages of illiteracy?

115 Reference Type: Journal Article
Author: Mchome, S.E.
Year: 2000
Title: Transparency and accountability in Tanzania: legal and regulatory framework perspectives
Journal: Eastern Africa Law Review 20/27: 130-148

116 Reference Type: Journal Article
Authors: McKevitt, David; Millar, Michelle; Keogan, Justin F.
Year: 2000
Title: The role of the citizen-client in performance measurement: the case of the street level public organisation (SLPO)
Journal: International review of Administrative Sciences 66 (4): 619-636

117 Reference Type: Book Section
Author: Mény, Y.; Sousa, L. de
Year: 2001
Title: Corruption: Political and Public Aspects
Book Title: International Encyclopedia of the Social & Behavioral Sciences
Publisher: Elsevier Science Ltd., Pergamon
Volume: LAW
ISBN: 0-08-043076-7
Abstract: Although there is fairly general agreement that corruption is a trans-systemic phenomenon endemic to all societies, regimes, countries, and salient in different periods of the history of mankind, the study of corruption reveals a weaker consensus in what regards its definition, measurement, and explanation. This article focuses essentially on the political/public aspects of corruption. Corruption is here seen as a deviant behavior or activity, which takes place either wholly within the public sphere or at the public/private interface, and involving public and elected officials as parties to that transaction. To talk about the political/public aspects of corruption implies being aware that the standards qualifying that phenomenon vary in space and time. Scholars

have too often attempted to circumvent this conceptual aspect of corruption, but have repeatedly arrive at insurmountable problems in their attempts at measuring and arriving at broad based conclusions. Today, the blurring of the private/public divide, in terms of interests, values, and mechanisms of allocation and redistribution have created a propitious environment for the degeneration of the res publica. Corruption expresses primarily the ambiguity of State/market relations and private/public power calling for the need to redress the principles upon which democratic government is found (transparency, fairness, equal treatment, efficiency, expedient value- for-money considerations) and to create/strengthen adequate regulations and controls to ensure good governance.

URL: <http://www.sciencedirect.com>

118 Reference Type: Journal Article
Author: Mishra, Ajit
Year: 2002
Title: Hierarchies, incentives and collusion in a model of enforcement
Journal: Journal of Economic Behavior & Organization 47 (2): 165-178
Keywords: Competition; Corruption; Hierarchies; Monitoring
Abstract: This paper considers a model of enforcement with corruptible supervisor in an agency framework. We examine how the supervisor's choice of effort and honesty would be influenced by various incentive schemes (penalty and reward) and the organizational structure. We consider both vertical hierarchies (corrupt supervisor monitoring another) and horizontal structures where several supervisors monitor the agent and compete for the reward or the bribe income. The latter structure tend to induce less corruption but need not welfare dominate the vertical hierarchies. The organizational structure matters most when there are constraints on rewards and penalties.

119 Reference Type: Journal Article
Authors: Munene, John C.; Schwartz, Shalom H.; Smith, Peter B.
Year: 2000
Title: Development in Sub-Saharan Africa: cultural influences and managers' decision behaviour
Journal: Public Administration and Development 20: 339-351
Keywords: Sub-Saharan Africa; Management behaviour
Abstract: The authors explore the relevance of national differences in values to development in sub-Sahara Africa using data from two global surveys. The evidence indicates a shared black African culture that emphasizes hierarchy, embeddedness and mastery in contrast to egalitarianism, autonomy and harmony, in keeping with the literature on Africa. Further evidence reveals that African managers stress reliance on formal procedures and superiors in getting decisions, as predicted by their cultural profile. Comparisons with Western European samples indicate that these nations have the opposite cultural profile and that their managers stress self-reliance and consultation with subordinates. Implications of these contrasts for development in Africa and effective collaboration within donor agencies and multinational firms are discussed.

- 120 Reference Type: Journal Article
Author: Myint, U.
Year: 2000
Title: Corruption: causes, consequences and cures
Journal: Asia Pacific Development Journal 7 (2): 33-58
Keywords: Bureaucracy; Administrative Processes in Public Organizations; Corruption; Illegal Behavior and the Enforcement of Law; Corruption; Development; Formal and Informal Sectors; Shadow Economy; Institutional Arrangements
Abstract: The paper stresses the need to keep the issue of corruption squarely in view in the development agenda. It discusses the causes and consequences of corruption, especially in the context of a least developed country with considerable regulation and central direction. Lack of transparency, accountability and consistency, as well as institutional weaknesses such as in the legislative and judicial systems, provide fertile ground for growth of rent seeking activities in such a country. In addition to the rise of an underground economy and the high social costs associated with corruption, its adverse consequences on income distribution, consumption patterns, investment, the government budget and on economic reforms are highlighted in the paper. The paper also touches upon the supply side of bribery and its international dimensions and presents some thoughts on how to address the corruption issue and to try and bring it under control.
URL: <http://unescap.org/unis/pub/develop.htm#1>
- 121 Reference Type: Journal Article
Author: Ncholo, Paseka
Year: 2000
Title: Reforming the public service in South Africa: a policy framework
Journal: Public Administration and Development 20: 87-102
Keywords: South Africa; Public Service; Reform
Abstract: The measures which have to be taken to reform the state bureaucracy from a white-needs oriented one to a post-apartheid era oriented one, are studied here. The old model of public administration was characterised by outdated racist management practices, corruption and mismanagement of resources. This article highlights the steps taken to create a more representative and legitimate public service and one that is reflective of the demographic composition of the majority. The second challenge has been to reform outdated amangement systems and practices and to ensure improved service delivery and accountability.
- 122 Reference Type: Edited Book
Editors: Nicholson, Robert D.; Seiderman, Ian
Year: 2001
Title: Strenghtening judicial independence, eliminating judicial corruption
Series Title: CIJL yearbook; ISSN 0252-0354, vol 9
Publisher: Geneva : Centre for the Independence of Judges and Lawyers of the International Commission of Jurists
Keywords: Administration of jusitice; Independence; Corruption; Integrity

- 123 Reference Type: Journal Article
Authors: Nickson, Andrew; Lambert, Peter
Year: 2002
Title: State reform and the privatized state in Paraguay
Journal: Public Administration and Development 22 (2): 163-174
Abstract: This article uses Paraguay, in Latin America, as a case study in order to examine the difficulties of introducing state reform where the state itself has a long history of control by private interests. It shows how the privatized nature of the Paraguayan state is central to an understanding of how it has functioned and responded to recent reform efforts. The article provides an overview of the Paraguayan public sector and identifies several of its peculiar features that are relevant to understanding the state reform process: its small size, high levels of inefficiency and ineffectiveness, rampant politicization and endemic corruption. The article examines the three major components of an externally driven state reform process that began with democratization in 1989: privatization of loss-making state corporations, civil service reform and decentralization. It shows how the privatized nature of the state has proved a major obstacle to these efforts and is a major factor in explaining their limited success. The article concludes by offering a pessimistic assessment of the likely prospects for state reform and highlights the danger that Paraguay could descend into a failed state.
- 124 Reference Type: Journal Article
Author: Nunberg, B.
Year: 2002
Title: Civil service quality after the crisis: a view of five Asian cases
Journal: Asian Journal of Political Science 10 (2): 1-20
- 125 Reference Type: Book
Author: Odey, John Okwoeze
Year: 2001
Title: The anti-corruption crusade : the saga of a crippled giant
Publisher: Abakaliki, Ebonyi State, Nigeria : John Okwoeze Odey
ISBN: 9780490183
Keywords: Political corruption; Politics and government; Nigeria
- 126 Reference Type: Book
Author: OECD; Organisation for Economic Co-operation and Development
Year: 2000
Title: Building public trust: ethics measures in OECD countries
Series Title: PUMA Policy Brief, vol. 7
Publisher: Paris : OECD
Abstract: Public service is a public trust. Citizens expect public servants to serve the public interest with fairness and to manage public resources properly on a daily basis. Fair and reliable public services inspire public trust and create a favourable environment for businesses, thus contributing to well-functioning markets and economic growth. Public service ethics are a prerequisite to, and underpin, public trust, and are a keystone of good governance. But what is needed to build public trust today? Based on the experience of all 29 OECD countries, this Policy Brief describes what

makes an effective and comprehensive ethics management policy. It also suggests policy directions to build further trust in public institutions.

- 127 Reference Type: Journal Article
Author: Olowu, Bamidele
Year: 2001
Title: Pride and performance of African public services: an analysis of institutional breakdown and rebuilding efforts in Nigeria and Uganda
Journal: International Review of Administrative Sciences 67 (1): 117-134
- 128 Reference Type: Journal Article
Author: Olowu, Dele
Year: 2003
Title: Local institutional and political structures and processes: recent experience in Africa
Journal: Public Administration and Development 23 (1): 41-52
Abstract: Democratic decentralisation is a stated goal of many African countries, but there are considerable institutional and political challenges involved in making it a reality. Even where official government decentralisation programmes are underway, many central agencies may be reluctant or unwilling to share significant powers with local governments. Overcoming local elite capture and generating genuine local participation can also be extremely difficult. This article reviews basic institutional and political mechanisms intended to facilitate effective decentralisation and intergovernmental fiscal relations, including legal, constitutional, fiscal and managerial reforms. It also explores the challenges of developing institutional mechanisms for hierarchical control and internal accountability which are potentially subject to considerable abuse. Particular attention is given to the development of external accountability through local elections, appropriately defined local government structures and operations, appropriately sized local government jurisdictions and various direct voice mechanisms that have been used to various degrees in Africa.
- 129 Reference Type: Book
Author: Organisation for Economic Co-operation and Development (OECD)
Year: 2002
Title: Public sector transparency and accountability : making it happen
Publisher: [Paris] : OECD
ISBN: 926419830X
Abstract: This publication presents the papers discussed at the Latin American Forum on Ensuring Transparency and Accountability in the Public Sector that took place on 5-6 December 2001. The Forum brought together more than 450 ministers, senators, senior government officials, business leaders, representatives of international organisations, non-government organisations and the media from OECD countries, Latin America and the Caribbean. The Forum approved policy recommendations that reflect the shared experience of Member countries of the OECD and the Organization of American States. The agreed policy recommendations list key principles and crucial factors in the three following key areas of good governance:

-Ensuring impartiality in the decision-making process by a credible conflict-of-interest policy.
- Increasing transparency in the preparation and execution of the budget.
- Promoting freedom of information, consultation and participation of citizens in the formulation and implementation of public policies.
In addition, country papers provide practical solutions adapted to their particular administrative environments for policy-makers and a demanding civil society.

Keywords: Collective sector; Transparency; Brasilia

130 Reference Type: Journal Article
Author: Painter, Martin
Year: 2003
Title: Public administration reform in Vietnam: problems and prospects
Journal: Public Administration and Development 23 (2): ?
Abstract: Public Administration Reform (PAR) in Vietnam is an ambitious programme that seeks to implement rule by law within a centralized, state management framework. It is a political strategy by the key party and state officials with the aim of institutionalizing and legitimizing the transition to the socialist market economy through creating a dependable system of rule-bound public administration. This programme has received extensive donor support. In the content and trajectory of PAR, external models and technical assistance are influential but the political struggle over control of state resources shapes the process. This is seen in the attempts to constitutionalize the powers of state organs and to distinguish them from the party; to separate owner and manager roles and to replace political with economic criteria in the operation of state owned enterprises; to combat corruption in street level decision making; to rationalize the machinery of government; to create a centrally managed, professional civil service; and to reform the system of public finances. In each of these areas, there is resistance to reform proposals and evidence of implementation gaps. In these circumstances, concentration of donor support on the centrally managed PAR programme is a high risk strategy. Continued support for local, bottom-up reform initiatives could help sustain the demand for reform.

131 Reference Type: Journal Article
Author: Paldam, Martin
Year: 2002
Title: The Cross-country pattern of corruption: economics, culture and the seesaw dynamics
Journal: European Journal of Political Economy 18 (2): 215-240
Keywords: Bureaucracy; Administrative Processes in Public Organizations; Corruption; Cultural Economics Social Norms and Social Capital; Economic Anthropology; Formal and Informal-Sectors; Shadow Economy; Institutional Arrangements; Socialist Systems and Transitional Economies; Legal Institutions; Illegal Behavior Illegal Behavior and the Enforcement of Law
Abstract: This paper investigates and explains the cross-country pattern in the 1999 corruption index from Transparency International. The economic part of the model has four variables: the level and growth of real income per

capita, the inflation rate, and the economic freedom index. The economic transition from poor to rich strongly reduces corruption, while periods of high inflation increase corruption. The cultural part of the model uses a set of dummies for "cultural areas," and the Gastil index for democracy. Both parts offer satisfactory explanations and interact. However, the (relative) difference between GDP levels within the same cultural area is smaller than the (relative) difference between levels of corruption. The interaction therefore points to something different from culture: the inherent seesaw dynamics of corruption.

- 132 Reference Type: Journal Article
Authors: Polinsky, A. Mitchell; Shavell, Steven
Year: 2001
Title: Corruption and optimal law enforcement
Journal: Journal of Public Economics 81 (1): 1-24
Keywords: Corruption; Bribery; Extortion; Framing; Crime control
Abstract: We analyze corruption in law enforcement: the payment of bribes to enforcement agents, threats to frame innocent individuals in order to extort money from them, and the actual framing of innocent individuals. Bribery, extortion, and framing reduce deterrence and are thus worth discouraging. Optimal penalties for bribery and framing are maximal, but, surprisingly, extortion should not be sanctioned. The state may also combat corruption by paying rewards to enforcement agents for reporting violations. Such rewards can partially or completely mitigate the problem of bribery, but they encourage framing. The optimal reward may be relatively low to discourage extortion and framing, or relatively high to discourage bribery.
- 133 Reference Type: Book
Author: Pope, Jeremy
Year: 2000
Title: Confronting corruption: the elements of a national integrity system
Series Title: Transparency International Source Book, vol. 2000
Publisher: Berlin : Transparency International, Secretariat
Edition: 3rd ed., completely revised and updated
ISBN: 3-980 5657-8-5.
Abstract: The first edition of this Source Book argued the case for a 'National Integrity System', an holistic approach to transparency and accountability and embracing a range of accountability 'pillars', democratic, judicial, media and civil society. In the TI Source Book 2000, the first section looks at the challenges and sets out the concept of the national integrity system; the second section deals with the institutional 'pillars'; the third section looks at the 'tools' — the rules and practices which the 'institutional pillars' need to have at their disposal — for each 'pillar' has critical requirements and these are discussed in turn; the fourth section provides an overview of the lessons learned to date in the global fight against corruption; and last but not least the fifth and new section provides a compilation of emerging 'best practice'. The book is being placed in full on the Internet at the web site where it will be kept under continuous review as a 'living' electronic 'book'.

URL: <http://www.transparency.org/sourcebook/index.html>

134 Reference Type: Book
Author: Prendergast , Candice
Year: 2000
Title: Investigating corruption
Series Title: Working Paper, vol. 2500
Publisher: Washington, D.C. World Bank
Keywords: Governance; Public Sector Management
Abstract: Why incentive contracts and independent investigations may not be the perfect solution to the problem of bureaucratic corruption. Agency theory has had little to say about the control of bureaucratic corruption, perhaps the greatest agency problem that exists. Prendergast considers the role of incentive contracting in reducing corruption through the use of independent investigations—a common way to monitor corruption.
In simple settings, bureaucratic corruption can be suppressed by rewarding and penalizing bureaucrats, depending on the independent investigators' findings. But Prendergast shows that incentive contracts can change behavior in both undesirable and beneficial ways. He analyzes three possible harmful behavioral responses to investigations.
• Many investigations are (officially) instigated by customer complaints. Bureaucrats could become overinterested in “keeping the customer happy,” even when it is not efficient to do so.
• Bureaucrats often have private information on how cases should be handled, information that is hard for investigators to verify. Prendergast shows that investigations can give bureaucrats excessive incentives to “do things by the book,” offering decisions that are more likely to be consistent with the opinions of their superiors.
• Bureaucrats sometimes collect bribes to “look the other way”—that is, ignore known transgressions. A solution to this problem might be to offer rewards for bringing cases to light, but a bureaucrat could then waste resources by generating “nuisance cases” simply to receive the bonus. In each of these cases, harmful responses to investigations and incentives may be costly enough that it would be more efficient simply to pay a flat wage and accept some corruption.
In other words, incentive contracts may not work so well in reducing bureaucratic corruption, because of the variety of dysfunctional responses that investigations may elicit. It may be best to limit investigations to cases where the investigator can find direct evidence of wrongdoing (for example, cash being handed over, or bureaucrats living beyond their means).

135 Reference Type: Journal Article
Author: Pycroft, Christopher
Year: 2000
Title: Democracy and delivery: the rationalization of local government in South Africa
Journal: International Review of Administrative Sciences 66 (1): 143-159

- 136 Reference Type: Journal Article
Author: Randma, Tiina
Year: 2001
Title: A small civil service in transition: the case of Estonia
Journal: Public Administration and Development 21 (1): 41-51
Abstract: Although scholars have shown consistent interest in small states in past decades, the Republic of Estonia has not been included in any study of small states owing to its brief history of independent statehood. This article provides an overview of the development of the Estonian civil service, to enable readers to understand the background and scope of reforms in the 1990s. The objective of the study is to test previous findings on small states using empirical research into the Estonian civil service. Interviews with civil servants reveal a few new characteristics attributable to the size of a state such as personalization of units and organizational objectives, and additional sources of organizational instability. However, it is argued that several problems of public administration in developing countries and small states overlap, which creates difficulties in distinguishing between developmental factors and the size of the state as determinants.
- 137 Reference Type: Journal Article
Authors: Rathbone, Richard; Reuben, John Alex
Year: 2000
Title: The transfer of power and colonial civil servants in Ghana
Journal: Journal of imperial and Commonwealth history 28 (2): 67-84
Keywords: Civil service; Attitudes; Civil servants; Decolonization; Ghana
- 138 Reference Type: Journal Article
Author: Rauch, James E.
Year: 2001
Title: Leadership selection, internal promotion, and bureaucratic corruption in less developed polities
Journal: Canadian Journal of Economics 34 (1): 240-258
- 139 Reference Type: Book
Authors: Recanatini, Francesca; Broadman, Harry G.
Year: 2000
Title: Seeds of corruption: do market institutions matter?
Series Title: Policy research working paper, vol. 2368
Publisher: Washington, D.C. : World Bank
Keywords: Governance; International Economics; Macroecon & Growth; Private Sector Development; Public Sector Management; Transition Economies
Abstract: Economists in the field of industrial organization, antitrust, and regulation have long recognized certain factors as potent determinants of opportunistic behavior, corruption, and "capture" of government officials. Only now are these relationships becoming conventional wisdom among specialists in economies in transition. Ten years into the transition, corruption is so pervasive that it could jeopardize the best-intentioned reform efforts. Broadman and Recanatini present an analytical framework for examining the role market

institutions play in rent-seeking and illicit behavior. Using recently available data on the incidence of corruption and on institutional development, they provide preliminary evidence on the link between the development of market institutions and incentives for corruption.

Virtually all of the indicators they examine appear to be important, but three are statistically significant:

- The intensity of barriers to the entry of new business.
- The effectiveness of the legal system.
- The efficacy and competitiveness of services provided by infrastructure monopolies.

The main lesson emerging from their analysis: a well established system of market institutions - clear and transparent rules, fully functioning checks and balances (including strong enforcement mechanisms), and a robust competitive environment - reduces opportunities for rent-seeking and hence incentives for corruption.

Both the design and effective implementation of such measures are important if a market system is to be effective. It is not enough, for example, to enact first-rate laws if they are not enforced.

The local political economy greatly affects whether a given policy reform will curtail corruption. Especially important are the following factors in the political economy:

- The credibility of the government's commitment to carrying out announced reforms.
- The degree to which government officials are captured by the entities they regulate or oversee.
- The stability of the government itself.
- The political power of entrenched vested interests.

Economists in the field of industrial organization, antitrust, and regulation have long recognized these factors as potent determinants of opportunistic behavior, corruption, and "capture" of government officials. Only now are they becoming conventional wisdom among specialists in economies in transition.

URL: <http://econ.worldbank.org/docs/1122.pdf>

- 140 Reference Type: Book
Author: Reddi, M. Ramchandra
Year: 1999
Title: Anti-corruption laws and departmental enquiries
Publisher: New Delhi : Orient Pub. Co
Edition: 2nd ed
ISBN: 8187197102
Keywords: Misconduct in office; Bribery; Political corruption; India
- 141 Reference Type: Journal Article
Author: Ribot, Jesse C.
Year: 2003
Title: Democratic decentralisation of natural resources: institutional choice and discretionary power transfers in Sub-Saharan Africa
Journal: Public Administration and Development 23 (1): 53-65
Abstract: Decentralisation reforms are taking place across Africa. In decentralisation concerning natural resources, local institutions being

chosen to receive powers and the degree and form of power transfers, however, do not establish conditions for more efficient or equitable use and management. A combination of locally accountable representation and discretionary powers are also needed. This combined condition is rarely established. Alternative local institutions are chosen even when democratic local bodies exist. This choice and the failure to transfer discretionary powers can undermine local democratic bodies and concentrate powers in the executive branch. The choices being made around natural resources appear to reflect a broad resistance of central governments to local democratisation and decentralisation of powers. Five measures may ameliorate the situation: (1) focus first on establishing democratic local government; (2) apply multiple accountability measures, in addition to elections, to support democratic local institutions; (3) engage local populations by transferring discretionary powers before transferring management burdens; (4) transfer powers before capacity building; and (5) shift from an oversight and management-planing model to a minimum-standards model in order to help create greater local autonomy nested within national objectives.

- 142 Reference Type: Journal Article
Author: Rinaudo, Jean-Daniel
Year: 2002
Title: Corruption and allocation of water: the case of public irrigation in Pakistan
Journal: Water Policy 4 (5): 405-422
Keywords: Corruption; Decentralization; Irrigation policy; Pakistan; Reform
Abstract: Corruption can determine the allocation of water in a large, public, canal-irrigation system. The socio-economic characteristics of farmers who participate in illegal exchanges are analyzed using hydraulic and socio-economic field data collected in 420 canal outlets of a southern Punjab irrigation system in Pakistan. A theoretical framework for analyzing a farmers' decision to engage into corrupt transactions is proposed and validated through econometric analysis. The analysis shows that corruption does not only involve economically and politically powerful farmers, but that it also concerns the lower social segments of rural society.
- 143 Reference Type: Journal Article
Author: Robbins, Paul
Year: 2000
Title: The rotten institution: corruption in natural resource management
Journal: Political Geography 19 (4): 423-443
Keywords: Common property resources; Corruption; Rajasthan; India
Abstract: Despite widespread evidence of bribery and illegal exchange in natural resource management, corruption is largely unexplored and unincorporated in theorizations and descriptions of the political economy of environment/society interactions. This paper offers the outlines of a theory of natural resource corruption, defining it as a special case of extra-legal resource management institutions, exploring the challenge corruption poses for sustainable use of natural systems, and providing an example of corruption in the case of forest management in India. I argue

here that corruption is an institutionalized system of nature/society interaction forged from state authority and molded around local social power through systems of social capital formation. I further suggest that corruption though unsustainable, is not environmentally destructive in a general sense, but that it instead puts selective pressure on some elements of a natural system while bypassing others. The argument addresses not only the character of corruption but also the role of institutions in mediating the relationships between the state and civil society, more generally.

- 144 Reference Type: Journal Article
Author: Romzek, Barbara S.
Year: 2000
Title: Dynamics of public sector accountability in an era of reform
Journal: International Review of Administrative Sciences 66 (1): 21-44
- 145 Reference Type: Book
Author: Rose-Ackerman, Susan
Year: 1999
Title: Corruption and government: causes, consequences, and reform
Publisher: Cambridge University Press
ISBN: 0521659124
Abstract: This volume is a study of corruption focusing on the tension between self-seeking behaviour and public values. The author maintains that those worried about the development failures common throughout the world must confront the problem of corruption and the weak and arbitrary state structures that feed it. The book is developed in four major parts. Part 1 examines corruption as an economic problem and shows that corruption can create inefficiencies and inequities and is, at best, inferior to legally established payment schemes. Part 2 is centred on corruption as a cultural problem and looks at bribes, patronage and gift giving in different societies. Part 3 revolves around corruption as a political problem and considers how the basic structure of the public and private sectors produces or suppresses corruption. The final section of the book considers the difficulties of achieving reform and discusses the role of the international community, covering aid and lending organizations, and multinational economic and political bodies. The book concludes with lessons drawn from successful and sustainable policies carried out in the past. The author concludes that fundamental changes in the way government does business ought to be at the heart of the reform agenda. And she insists that enforcement and monitoring are needed, but will have little long-term impact if the basic conditions that encourage payoffs are not reduced.
- TOC: Preface; Introduction; 1. The costs of corruption; Part I. Corruption as an Economic Problem: 2. The economic impact of corruption; 3. Corruption of high level officials; 4. Reducing incentives and increasing costs; 5. Reform of the Civil Service; Part II. Corruption as a Cultural Problem: 6. Bribes, patronage and giftgiving; Part III. Corruption as a Political Problem; 7. Corruption and politics; 8. Democracy and corruption: incentives and reforms; 9. Controlling political power; Part IV.

Achieving Reform: 10. The role of the international community; 11. Domestic conditions for reform; Conclusions.

- 146 Reference Type: Edited Book
Editor: Rosenbaum, Allan
Year: 2001
Title: Improving accountability, efficiency and responsiveness in government: ideas and lessons for the new millennium, Proceedings of the International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Beijing, 10–13 July 2000
Publisher: Brussels : International Institute of Administrative Sciences (IIAS)
ISBN: 92–9056–115–9
Abstract: These proceedings of the 2000 Annual Conference of the International Association of Schools and Institutes of Administration (IASIA) which was held in Beijing is organized in three main parts. Part 1 includes the two speeches given at the Opening Ceremony, respectively by Mr Zhongyu Wang (China), State Councillor, Secretary General of State Council and President of China’s National School of Administration, and Dr Mohan Kaul, President of IASIA and the three keynote addresses: ‘Globalization and Training’ by Ms Hélène Gadriot-Renard; ‘Improving Accountability, Efficiency and Responsiveness in Government through Reform and Training: The Role of the Malaysian National Institute of Public Administration’ by Dr Bin Jaji Awang Zulkurnain; and ‘The Public Servant in a Changing World: Some Perspectives by Way of the United States’ by Mr Walter D. Broadnax. Part 2 comprises the reports of the six IASIA Working Groups and Part 3 provides a summary report on ‘Accountable and Responsive Governance: A Challenge for a New Millennium’ by Dr Allan Rosenbaum.
- 147 Reference Type: Book
Author: Ross, Jeffrey Ian
Year: 2002
Title: Dynamics of political crime
Publisher: Sage
ISBN: 0803970447
Keywords: Political crimes and offenses; Political corruption; Political persecution
Abstract: Jeffrey Ian Ross provides the most comprehensive and contemporary discussion of the phenomenon of political crime -- crimes committed both *by* and *against* the state -- in the United States, Canada, and the United Kingdom during the past three decades. Ross discusses both violent and nonviolent oppositional crimes, as well as state crimes such political corruption, illegal domestic surveillance, and human rights violations. Written by a recognized critical criminologist, this volume develops a new theory of political crime and thoroughly reviews definitional and conceptual issues, causes of political crimes, and ways to control it, and effects of different types of political crime.
- 148 Reference Type: Journal Article
Author: Rowley, Charles K.
Year: 2000
Title: Political culture and economic performance in sub-Saharan Africa

Journal: European Journal of Political Economy 16 (1): 133-158
Keywords: Africa; Political culture; Rent seeking; Rent extraction; Kleptocracy
Abstract: This paper argues that the dismal economic performance of much of sub-Saharan Africa since independence can be explained only in part, if at all, by such conventional arguments as adverse geography and inadequate levels of foreign aid. The paper introduces the concepts of the stationary and the roving bandit to provide a political economic foundation for exploring why many such countries perform now less well than was the case under colonial governance. The paper modifies the public choice models of spatial voting, rent seeking and rent extraction to take account of political institutions in sub-Saharan Africa. On this basis, it explains why many such countries rapidly collapsed into one party states and how the "Big Men" of Africa pillage their countries in pursuit of private gain. Case studies of Ghana, Nigeria, Kenya and the Democratic Republic of Congo provide detailed institutional insights into the nature of this rapid post-colonial descent into kleptocracy.

149 Reference Type: Journal Article
Author: Rubienska, Annie
Year: 2001
Title: Education and training in public administration and development: what does the customer really want and are we prepared to provide it?
Journal: Public Administration and Development 21 (4): 343-358
Abstract: This article examines some of the difficulties arising from the introduction of market forces into the field of higher education. In particular it notes how the changing demands of sponsors and other key players, coupled with recent trends in teaching and learning methods, have caused providers of education and training in development to review core products and modify the style of service delivery to accommodate the changing expectations of customers.

150 Reference Type: Book
Author: Salkin, Patricia E.
Year: 1999
Title: Ethical standards in the public sector: a guide for government lawyers, clients, and public officials
Publisher: American Bar Association, Section of State and Local Government Law
ISBN: 1570736634
Keywords: Government ethics; Legal ethics

151 Reference Type: Journal Article
Author: Saner, Raymond
Year: 2001
Title: Globalisation and its impact on leadership qualification in public administration
Journal: International review of Administrative Sciences 67 (4): 649-661

152 Reference Type: Journal Article
Authors: Sharma, Alok; Agnihotri, Vivek K.
Year: 2001
Title: The Citizen's charter: the Indian experience

- Journal: International review of Administrative Sciences 67 (4): 733-739
- 153 Reference Type: Book
Authors: Shleifer, Andrei; Vishny, Robert, W.
Year: 1998
Title: The grabbing hand: government pathologies and their cures
Publisher: Cambridge, MA. : Harvard University Press
ISBN: 0-674-35887-2
Abstract: The authors of this collection of essays describe many of the pathologies of a grabbinghand government, namely heavy and arbitrary taxes which slow down investment, regulations that enrich corrupt bureaucrats and state firms that consume national wealth. The essays share a common viewpoint that political control of economic life is central to the many government failures observed. The authors then suggest the cures, including the best strategies for fighting corruption, privatization of state firms and institutional building in the former socialist economics. Depoliticization of economic life emerges as the crucial theme of necessary reforms. The book describes the experiences with the grabbing-hand government and its reform in medieval Europe, developing countries, and transitional economies, as well as today's United States.
- 154 Reference Type: Edited Book
Editor: Siddharth, Pradeep K.
Year: 2000
Title: Anti-corruption agencies of Government of India : their mandate and charter of duties
Series Title: Anti-corruption source book, vol. 1
Publisher: New Delhi : Bureau of Police Research & Development
Keywords: Law enforcement; Criminal investigation; Political corruption; India; Prevention
- 155 Reference Type: Journal Article
Author: Siddiquee, N. A.
Year: 2003
Title: Human resource management in Bangladesh civil service: constraints and contradictions
Journal: International Journal of Public Administration 26 (1): 35-60
- 156 Reference Type: Journal Article
Author: Snellen, Ignatius
Year: 2002
Title: Electronic governance: implications for citizens, politicians and public servants
Journal: International review of Administrative Sciences 68 (2): 183-198
Abstract: In the introduction to this article the question was raised as to who are the winners and who the losers from this concurrence of network developments and ict developments. The answer to this question cannot yet be straightforward. The relationships between politicians, public servants and citizens are not necessarily a zero-sum game.

- 157 Reference Type: Book
Authors: Soares, Rodrigo Reis; Lederman, Daniel; Loayza, Norman
Year: 2001
Title: Accountability and corruption: political institutions matter
Series Title: Working Papers, vol. 2708
Publisher: Washington, D.C. : World Bank
Keywords: Governance. Corruption, legal reform
Abstract: This study draws the attention to accountability mechanisms to curb corruption. A cross-national panel is used to examine the determinants of corruption, while particular attention is paid to political institutions. The authors' main hypothesis, derived from a thorough literature review, is that these institutions affect corruption through two channels: a) political accountability; and b) the structure of public goods provision. The results, obtained through a multiple OLS-regression analysis controlling for several cultural, policy (e.g. public wages, economic openness) and development variables, reveal that political institutions are indeed likely to be extremely important in determining the prevalence of corruption. The political macro-structure (related to the political system, balance of powers and electoral competitiveness) determines the incentives for those in office to be honest. The authors even conclude that after political institutions are controlled for, policy variables lose virtually all their (highly estimated) relevance. Moreover, different types of decentralisation may have different effects on corruption, rather than a simple one-directional effect (see also Fisman and Gatti (2000), on decentralisation)
URL: <http://wbln0018.worldbank.org/research/workpapers.nsf/>
- 158 Reference Type: Edited Book
Editors: Stapenhurst, Rick; Kpundeh, Sahr J.
Year: 1999
Title: Curbing corruption : toward a model for building national integrity
Series Title: EDI development studies
Publisher: Washington, D.C. : The World Bank
ISBN: 0821342576
Abstract: Much of the how-to literature on curbing corruption is concentrated in Transparency International and the World Bank Institute (WBI) (the former Economic Development Institute, EDI). This book compiles experiences from various countries and authors, culminating in the vision of a 'national integrity system', i.e. that a successful anti-corruption strategy consists of eight reform pillars, embedded in appropriate economic reforms. These pillars encompass both administrative reforms and the strengthening of political will, as well as external checks and balances, such as civil society-, media- and parliamentary strengthening. The theoretical content of the book is limited; most of its recommendations are based upon best practices from all over the world and some cross-national empirical findings (by Kaufmann in chapter 2). The critical, realistic analysis of reform obstacles, such as entrenched benefits and the lack of political will at the outset is certainly commendable. It however remains highly uncertain whether the 'ideal' national integrity system is attainable under such strong tendencies towards the status-quo. The comparative study of several national anti-

corruption experiences, including less successful ones, partly makes up for this lack of realism.

- 159 Reference Type: Journal Article
Author: Struyk, Raymond J.
Year: 2002
Title: Nonprofit organizations as contracted local social service providers in eastern Europe and the Commonwealth of Independent States
Journal: Public Administration and Development 22 (5): 429-437
Abstract: Today nonprofit organizations (NPOs) are an important provider of social services in some countries in the eastern Europe-CIS region. Based on field reports from seven countries in the region, we find that the pattern is highly variable, however; and only in central Europe and Croatia are local governments contracting with NPOs to deliver services. More commonly, local governments give grants to NPOs for this purpose. But in some countries local governments provide essentially no support to NPOs for social service delivery. This article outlines the case for NPOs being contracted as service providers, and inventories the current situation in the region with respect to local governments. It concludes with a discussion of the possible reasons for the low incidence of contracting by local governments with NPOs as service providers.
- 160 Reference Type: Journal Article
Authors: Swamy, Anand; Knack, Stephen; Lee, Young,; Azfar, Omar
Year: 2000
Title: Gender and corruption
Journal: Journal of Development Economics 64 (1): 25-55
Keywords: Corruption; Gender; Public policy
Abstract: Using several independent data sets, we investigate the relationship between gender and corruption. We show using micro-data that women are less involved in bribery, and are less likely to condone bribe-taking. Cross-country data show that corruption is less severe where women hold a larger share of parliamentary seats and senior positions in the government bureaucracy, and comprise a larger share of the labor force.
- 161 Reference Type: Book
Author: Tanzi, Vito
Year: 2000
Title: Policies, institutions and the dark side of economics
Publisher: Cheltenham (UK) : Edward Elgar
ISBN: 1-85898-729-6
Abstract: As the Director of the Fiscal Affairs Department of the International Monetary Fund, Vito Tanzi's work on institutions and the influence of the behaviour of government officials and economic agents on economic decision-making is both interesting and authoritative. He points out that there is a gap between the economics found in economic textbooks and the one discussed at policy-makers' meetings. The former is usually formal and normative and largely ignores practical issues and issues of implementation. The latter concentrates on implementation and on political-institutional limitations. This book focuses on policies, on institutions and what the author calls the 'dark side' of economics. The

book is organized broadly in three parts. The first five chapters essentially look at different ways of looking at the role of government and at the instruments that it uses. The following seven chapters deal with the dark side of economics, namely corruption, tax evasion, money laundering and the underground economy and examine how these phenomena distort economic policy. The last few chapters comprise the third part and provide examples of the role that institutions play in economic policy.

- 162 Reference Type: Journal Article
Author: Tavares, José
Year: 2003
Title: Does foreign aid corrupt?
Journal: Economics Letters 79 (1): 99-106
Keywords: International aid; Corruption; Instrumental variables
Abstract: We estimate the impact of foreign aid on corruption using geographical and cultural distance to the donor countries as instrumental variables to assess causality. Aid decreases corruption. Our results are statistically and economically significant and robust to different controls.
- 163 Reference Type: Journal Article
Author: Taylor, Harry
Year: 1999
Title: Training of local councillors in Tanzania: learning good governance
Journal: Public Administration and Development 19 (1): 77-91
Abstract: This article reports on an attempt by DfID to support wider political reform in Tanzania by supporting a pilot programme of training for locally elected councillors in an urban local authority, Dodoma. As well as hoping to deliver specific skills development for these councillors, it was also intended to influence attitudes in an emergent multiparty democracy and develop a political culture appropriate to liberal democracy rather than one-party rule. The programme was designed locally with the assistance of consultancy support from IDPM, University of Manchester. The design of the programme was derived from an analysis of the changing role of councillors in Tanzania. The evaluation of the programme revealed a positive impact at both the learning and job impact levels, although some of the results may have to be treated with caution. The basic curriculum developed in this pilot programme is believed to be appropriate for replication on a national basis, but there remain a number of logistical, financial and political issues that need to be resolved before upscaling to a national level can be attempted with confidence.
- Notes: (Special Issue: Development Training . Issue Edited by Colin Kirkpatrick, Pete Mann.)
- 164 Reference Type: Book
Author: Thomashausen, André
Year: 2000
Title: Anti-corruption measures : a comparative survey of selected national and international programmes

- Series Title: Occasional paper series (Konrad-Adenauer-Stiftung (South Africa), vol. Sept. 2000)
- Publisher: Johannesburg : Konrad-Adenauer-Stiftung (South Africa)
- ISBN: 0620271183 (pbk.)
- Keywords: Political corruption; Misconduct in office; Bribery
- 165 Reference Type: Conference Proceedings
- Author: Transparency International
- Year of Conference: 1999
- Title: Global Integrity: 2000 and Beyond -- Developing Anti-Corruption Strategies in a Changing World
- Conference Name: The 9th International Anti-Corruption Conference. - Durban, South Africa
- Publisher: Transparency International
- TOC: Workshop 1: Fighting Corruption in Africa: Lessons Learned from the Region
Workshop 2: Eastern and Central Europe and CIS - Fighting Corruption in Transition Economics;
Workshop 3: Latin America and the Caribbean - Building on the OAS Convention
Workshop 4: Asia-Pacific - Enhancing accountability through the media
Workshop 5: Middle East and Northern Africa
- URL: http://www.transparency.org/iacc/9th_iacc/papers.html#opening
- 166 Reference Type: Book
- Author: Transparency International
- Year: 2001
- Title: Prohibiting Bribe Payments to Foreign Political Parties
- Publisher: Transparency International
- Abstract: Papers from the La Pietra Meeting organised by Transparency International in Italy in October 2000 which included 28 individuals from nine countries from the private sector, public institutions and civil society. The purpose of the meeting was to review issues relating to corruption and political party financing, particularly in the context of the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions. The publication comprises papers on the current situation in France, Germany, Italy, Japan, South Korea and the United States.
- 167 Reference Type: Journal Article
- Author: Treisman, Daniel
- Year: 2000
- Title: The causes of corruption: a cross-national study
- Journal: Journal of Public Economics 76 (3): 399-457
- Keywords: Corruption; Bribery; Government; Federalism; Democracy
- Abstract: Why is corruption — the misuse of public office for private gain — perceived to be more widespread in some countries than others? Different theories associate this with particular historical and cultural traditions, levels of economic development, political institutions, and government policies. This article analyzes several indexes of 'perceived corruption' compiled from business risk surveys for the 1980s and 1990s.

Six arguments find support. Countries with Protestant traditions, histories of British rule, more developed economies, and (probably) higher imports were less `corrupt'. Federal states were more `corrupt'. While the current degree of democracy was not significant, long exposure to democracy predicted lower corruption.

- 168 Reference Type: Book
Author: United States, Committee on Foreign Relations. Subcommittee on African Affairs
Year: 2001
Title: Anti-corruption efforts and African economic development : public meeting before the Subcommittee on African Affairs of the Committee on Foreign Relations, United States Senate, One Hundred Sixth Congress, second session, September 21, 2000
Series Title: United States. Congress. Senate. S. hrg: . vol. 106-873
Publisher: Washington : U.S. G.P.O. : [U.S. G.P.O., Supt. of Docs. Congressional Sales Office]
ISBN: 0160648602
Keywords: Political corruption, Prevention; Business enterprises, Corrupt practices, Prevention; Economic policy; United States Africa Relations
- 169 Reference Type: Journal Article
Author: Unom, Sam
Year: 2000
Title: Whose accountability? Participation and partnership in a disabling environment
Journal: Institute of Development Studies Bulletin 31: 78-87
Keywords: Accountability; Participation
Abstract: This article analyzes the development of community participation and accountability under the auspices of a donor-funded basic health services project in Nigeria. The work of htis project is presented from the standpoint that community involvement in health, and other sectors, is fundamentally compromised without an enabling environment. The article sums up a number of constraints faced by the project. These include an unstable and unsupportive policy regime; a bureaucratic system not given to devolution and decentralization; limited capacity of managers to support a process of accountability through participation; and the brakedown in relations between the people and the state.
- 170 Reference Type: Journal Article
Authors: Van Rijckeghem, Caroline; Beatrice Weder
Year: 2001
Title: Bureaucratic corruption and the rate of temptation: do wages in the civil service affect corruption, and by how much?
Journal: Journal of Development Economics 65 (2): 307-331
Keywords: Corruption; Government wage policy
Abstract: This paper presents what is to our knowledge the first empirical estimate of the effect of pay in the civil service on corruption. First, we show that theory is ambiguous on the relationship between civil-service pay and corruption. Then, we examine the issue using a new data set on wages for low-income countries. We find evidence of a statistically and

economically significant relationship between relative civil-service pay and corruption in regressions based on cross-country averages, where we control for a wide array of variables. The relationship implies that a rather large increase in wages is required to eradicate corruption solely by raising wages.

- 171 Reference Type: Journal Article
Authors: Wang, Yan; Collins, Charles; Tang, Shenglan; Martineau, Tim
Year: 2002
Title: Health systems decentralization and human resources management in low and middle income countries
Journal: Public Administration and Development 22 (5): 439-453
Abstract: The aim of this article is to explore the experiences of human resources management in the context of health sector decentralization. The initial review of health sector decentralization covers issues relating to the context, content, formulation/implementation and impact of decentralization. The review of the literature on human resources management (HRM) and decentralization has identified a number of key points that are organized around the following HRM functions: HR planning/ staff supply, personnel administration and employee relations, and performance management. The importance of the management of change is also highlighted. The article concludes by emphasizing the need to include human resources as a key issue in health systems change and emphasizes the areas of policy dialogue and research.
- 172 Reference Type: Book
Author: Wei, Shang-Jin
Year: 2000
Title: Natural Openness and Good Government
Series Title: Policy research working paper vol 2411/ NBER Working paper vol 7765
Publisher: Washington, D.C. : world Bank
Keywords: Governance; International Economics; Public Sector Management
Abstract: A "naturally more open economy"-as determined by its size and geography-devotes more resources to building good institutions and displays less corruption.
Wei offers a possibly new interpretation of the connection between openness and good governance, with a conceptual model and some empirical evidence.
Assuming that corruption and bad governance reduce international trade and investment more than domestic trade and investment, a "naturally more open economy"-as determined by its size and geography-would devote more resources to building good institutions and would display less corruption in equilibrium.
How is "natural openness" defined? By size, geography, and language. France would be more naturally open than Argentina because Argentina is more remote. Ability to speak English facilitates international trade. A country with a long coast tends to be more open than a landlocked country.
In the data, "naturally more open economies" do show less corruption even after their level of development is taken into account. "Residual openness"-which could include trade policies-is not important once

"natural openness" is accounted for. Moreover, "naturally more open economies" also tend to pay civil servants salaries that are more competitive with those of their private sector counterparts. One implication of this research is that globalization may affect governance: as globalization deepens, the "natural openness" of all countries increases. This raises the opportunity cost of tolerating a given level of corruption and could provide new impetus for countries to fight corruption. These patterns are consistent with the conceptual model.

URL: <http://econ.worldbank.org/docs/1166.pdf>

- 173 Reference Type: Edited Book
Editors: Williams, Robert; Theobald, Robin
Year: 2000
Title: Corruption in the developing world
Series Title: The politics of corruption vol. 2
Publisher: Cheltenham, UK [etc.] : Elgar
ISBN: 1840644907
Keywords: Political corruption; Developing countries
- 174 Reference Type: Book Section
Author: World Bank
Year: 2000
Title: Designing effective anticorruption strategies
Book Title: Anticorruption in transition : a contribution to the policy debate. - Washington, DC. - Publisher: World Bank. - Chapter 5
Abstract: Using a constructed heuristic typology devoted largely to transition, post-communist societies, this chapter suggests a number of potential anticorruption strategies that are tailored for particular socio-political conditions. The typology is based on the level of state capture and administrative corruption (medium to high) depending on the relative weakness of the institutional capacity of the state. Corruption still persists in all cases- even in conditions of operational pluralism, regulated competition and public service provision. A combination of political will, partnerships, knowledge transfers, transparency, and demonopolisation is needed to enhance anticorruption strategies. The chapter concludes that credible leadership, suitable entry points, detailed diagnosis, political culture assessments and entry point leverage provide a fertile, fair civil society that is maintained by broadly supported mutually reinforcing reforms and technical experience.
- 175 Reference Type: Book
Author: World Bank
Year: 2003
Title: Making services work for poor people
Series Title: World Development Report 2004
Publisher: Washington, D.C. : World Bank
Abstract: The World Development Report 2004 will investigate how countries can accelerate progress towards the Millennium Development Goals (MDGs) by making services work for poor people. Success in reaching the MDGs will depend not just on faster economic growth and the flow of sources, but on our ability to translate those resources into basic services,

especially in health, education, water, and sanitation. Too often, the delivery of services falls far short of what could be achieved, especially for the poor. The reasons include: weak incentives for performance, corruption, imperfect monitoring (if at all), and administrative logjams. Some countries have tried to address the problem, especially by involving poor people in service delivery. When this has happened, the results have been impressive. Giving parents voice over their children's education, patients a say over hospital management, making agency budgets transparent--all contribute to improving outcomes in human development.

Celebrating the successful innovations while taking a hard look at some of the failures, and learning from both, the Report will attempt to guide policymakers, donors, and citizens on improving the delivery of basic services. In this way we can also deepen our understanding of empowering and investing in poor people. Notes: e-Discussion Launches April 14th

URL: Draft report: <http://econ.worldbank.org/wdr/wdr2004/text-18786/>

176 Reference Type: Journal Article

Author: Yang, D. L.

Year: 2003

Title: China in 2002: leadership transition and the political economy of governance

Journal: Asian Survey 43 (1): 25-40

177 Reference Type: Book

Authors: Younis, Talib A.; Mostafa, Iqbal Md.

Year: 2000

Title: Accountability in public management and administration in Bangladesh

Publisher: Aldershot (UK) : Ashgate

ISBN: 0-7546-1272-4

Abstract: This book provides an analysis of aspects of accountability within the Bangladesh system of government, with particular reference to comparisons with the UK, India and Sri Lanka. The aim is to explain why accountable government is important if a developing country wishes to become a democracy; to examine the problems that have been encountered in Bangladesh; to analyse the problems other democratic countries have experienced; and to consider whether reforms from other country systems might be transferable to Bangladesh. The book is organized in five major parts: (1) a conceptual analysis of accountability and administrative reform; (2) the system of government in Bangladesh; (3) a study of the relationship between weak accountability and democracy; (4) comparative perspectives; and (5) applications.

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