

Region of Respondent	Respondent Name	Type of Respondent	1. Engagement Strategy: What should the Bank do in countries where weak governance and severe corruption block development and the government leadership is not interested in tackling these problems? Under what circumstances should the Bank restrict or stop lending? How can the Bank ensure consistent treatment across countries?	2. A Multistakeholder Approach: While government is the key counterpart of the Bank, how can the World Bank Group better engage non-governmental stakeholders, including civil society, media, and the private sector?	3. Mitigating Fiduciary Risk: How can the Bank ensure that its grant and loan proceeds are used for their intended purposes, while helping countries build their own systems and capacity?	4. Global Collective Action: Should donors have a more common approach? How can mixed signals by donors be avoided? How can the role of multinationals from industrialized countries in corruption be addressed?	5. Tracking Change: How should progress be monitored?	6. Other Comments?
AFR		2	actually it is hard to deal with topic of weak governance and corruption without blaming governments; specially in Africa. world bank is trying to help reduce poverty but the concern are not reached, simply because all the funding only get to few hands of those who are keen of fulfilling their needs and the non-governmental organisation and the civil society are kept out of the system; you need to start funding from the grassroot!	I think world bank through government, should first identify competent organisation that use their funding for their intended task before funding	By establishing competent check and balance sources. This means that the Bank use its own agencies to run projects. It can request the government to engage in the diagnosis of problematic while it engages in the execution process. The Bank can also empower reliable sources such as trained World Bank officers or beneficiaries of World Bank Scholarships and learning grants to serve as channels through which its resources are directed toward their intended purpose	First by harnessing their efforts towards a singular objective and by operating on similar clauses; restrictions and formulas for financing and eligibility. Secondly by diversifying their interest to avoid wasteful repetition and loopholes. This will bring in competence and specialisation in interest and fields. Making hem part of the development process can help. No institution may want to destroy its investment; They should be made to contribute part of the development quota and reporting/monitoring agencies.	Indicators have to be applied on a bottom top, and top bottom approach, to render them more effective: some things wrong data/measures are being given and used. From bottom then to the top. The excellency of government is proven and manifest in the ability of a leader to implement decisions and resolutions and projects without the possible use of force or application of fraud. Neither democracy nor diplomacy have ensured this. We need a new focus... which to me is a model of leadership that leads by example. This is the model of leadership that can unite and harmonise. Leading the nations by example and not by dictating values which you yourself have not assimilated. To bring corrupt leaders to book we have to appeal to conscience and morality. U can only pamper iron with oil.	
AFR		2	Individuals manage institutions not institutions managing individuals; therefore if governance is allowed to be weak it means the powers that be are reluctant in applying their political will to strengthen governance such countries should be forced to decentralize so as to ensure leadership proximity; participation; consensus; transparency and popular involvement in matters of state; the judicial arm plays a crucial role in effecting good governance through its application of constitutionalism and the rule of law; The World Bank can remain engaged in tackling poverty by working with community groups and agencies that have feasible poverty reduction and grass-root empowerment projects in countries where government leadership is not consistent in tackling these problems. Get other stakeholders like youths and women involve in the process of project diagnosis and evaluation, and also in the legislative processes. It is difficult for the Bank to stop lending; what it can do is to put in place strong monitor mechanism to evaluate and report on the usage of such loans. In cases	By calling on them to partner with the Bank via the submission of poverty alleviation projects and proposals. To make them part of the consultative and implementation process in the PRSP is not enough. They should be treated as separate stakeholders and partners with the Bank who not withstanding are consultative members in government development projects. By making available enough human and capital resource to deepen and widen their efforts.	By establishing competent check and balance sources. This means that the Bank use its own agencies to run projects. It can request the government to engage in the diagnosis of problematic while it engages in the execution process. The Bank can also empower reliable sources such as trained World Bank officers or beneficiaries of World Bank Scholarships and learning grants to serve as channels through which its resources are directed toward their intended purpose	First by harnessing their efforts towards a singular objective and by operating on similar clauses; restrictions and formulas for financing and eligibility. Secondly by diversifying their interest to avoid wasteful repetition and loopholes. This will bring in competence and specialisation in interest and fields. Making hem part of the development process can help. No institution may want to destroy its investment; They should be made to contribute part of the development quota and reporting/monitoring agencies.	Indicators have to be applied on a bottom top, and top bottom approach, to render them more effective: some things wrong data/measures are being given and used. From bottom then to the top. The excellency of government is proven and manifest in the ability of a leader to implement decisions and resolutions and projects without the possible use of force or application of fraud. Neither democracy nor diplomacy have ensured this. We need a new focus... which to me is a model of leadership that leads by example. This is the model of leadership that can unite and harmonise. Leading the nations by example and not by dictating values which you yourself have not assimilated. To bring corrupt leaders to book we have to appeal to conscience and morality. U can only pamper iron with oil.	

AFR		3	In my opinion I think that the world bank must have very hard monitoring system and evaluation , and giving some punishments to those countries which are not using the money to given affairs.	In my opinion I think that the world bank has to review the system of selection of the institutions which has to be given the donor, because in many countries because of corruption some ONGS, or civil society, are extremely conected to the government, and they witness that they are serious while they are not.	The bank will better engage the non-governmental stakeholders etc, through invitation or getting involved with them. It is more or less partnering with them to execute projects because, going into partnership with them will help the bank to how truthful and reliable they are. It is easy getting them closer to the banks activities. Call for their services, get good number of them especially the rural/community based NGOs they will be there to give you the best.	The bank can ensure that its grants and loan proceeds are used for their intended purposes, by working together with the countries the bank gave grants. this will help to make sure that the money is used for what it is suppose to do with. This is another place where the monitoring team would be needed so much because, it is only the team that will have all it takes, to fight corruption in all the bank countries. With the team, the bank will not find it easy diverting the money into their private personal needs.	First the corruption must be combated to de local representative of world bank, in those countries and then asking for frequent report of our the money as been used.	
AFR		3	Use their staff to train the people or staff working within the countries with weak governance to severe corruption. I call this the training of the trainers. The selected staff or qualified staff should be empowered and sent to those countries with weak governance to train the people to the bank's taste and standard. In other words, the bank should set out a standard for every staff of the bank in all the 184 countries where the bank operates. The bank should remain engaged to reduce poverty by supporting those poorest countries through tested and trusted organizations such as Community Based Organization, Non-profit, Non-governmental Organizations that are really dedicated to their work. The should also know that, most government contracts end up not achieving their major aims because, the top leaders in the government who don't even have any regard for the poor masses some times do use the money which they are suppose to use for the people on themselves or for personal uses having in mind that after-all, no one queries them, it is the government's money. T	The bank will better engage the non-governmental stakeholders etc, through invitation or getting involved with them. It is more or less partnering with them to execute projects because, going into partnership with them will help the bank to how truthful and reliable they are. It is easy getting them closer to the banks activities. Call for their services, get good number of them especially the rural/community based NGOs they will be there to give you the best.	The bank can ensure that its grants and loan proceeds are used for their intended purposes, by working together with the countries the bank gave grants. this will help to make sure that the money is used for what it is suppose to do with. This is another place where the monitoring team would be needed so much because, it is only the team that will have all it takes, to fight corruption in all the bank countries. With the team, the bank will not find it easy diverting the money into their private personal needs.	The donors should have a more common approach in the sense that, they need to derive a more mature means of working with the country people where they support. Donors should know the in and out of any project they want to finance before going into it. The multinationals should be made to take up a leadership roles in fighting corruption in their countries through training them.	The bank can ensure that its grants and loan proceeds are used for their intended purposes, by working together with the countries the bank gave grants. this will help to make sure that the money is used for what it is suppose to do with. This is another place where the monitoring team would be needed so much because, it is only the team that will have all it takes, to fight corruption in all the bank countries. With the team, the bank will not find it easy diverting the money into their private personal needs.	
AFR		3	"I'm sorry, I'd like to feedback in french" Je pense que la banque doit travailler au meme moment avec le bureau d'anticorruption pour la realisation des projets. Plusieurs membres du gouvernement font parti des corrupteurs c'est pourquoi ils prennent au serieux le probleme. Pour reduir la pauvrete la banque doit financer d'abord l'education. La banque doit stopper d'envoyer les fond sans suivre pour la realisation des programmes.	Il faut qu'il ait intercommunication entre les organisations non-gouvernementales et le gouvernement la societe civil, les media et le secteur prive qui est le plus promoteur de l'emploi. IL faut que tous soit au courant de tous projet a elaborer dans le pays.	La banque peut emmettre ces projets de construction qu'elle voit meilleurs pour le pays.	Souvent ces dons sont des "dons empoisonnes" ce qui n'avantage le pays, il faut plutot aider a produire non a manger.	Le progres ne peut venir que par toi ,par moi si nous avons la volonte de changer notre environnement avec la contribution d'idee des autres qui nous ont devancee. Soutenir l'education surtout des filles est tres important pour le developpement. Inserrer les programmes d'anticorruption depuis le bas age a l'ecole primaire. En plus de cela soutenir le secteur sanitaire car l'education et la sante vont de paire.	

AFR	3	<p>First and foremost, talking from an African perspective, i think the bank should inquiry on whether or not the country concerned has ratified the African convention on combatting corruption and measures this country has concretely undertaken to implement this convention. further, i think that the bank lead other government is in place in African countries international financial institutions to impose start imposing on new government the publication of asset of all government members beginning with the president of these countries. Assets should include every single bank account government members my have inside and outside of their countries. Once the bank can rally a coalition of every bank in the world and all international or multinational corporations to abide by the new process, i believe that the moment a penny leaves an African country, the power of sanctions and a prosecution against people involved can be engaged.</p>	<p>In this case as far as Africa is concerned, i think there must be a reform of African civil society organizations in each country and in each region to screen those credible to work with. In order to support champions of reform, you must know that they, in fact have underook concrete measures towards this reforms. For instance choose the process i indicated in No. 1, to combat corruption, all stakeholders must be involved ranging from private sector to NGOs and media</p>	<p>i will suggest a debt management group or committee in each country consisting of UN family in the country, government members, members of civil society, bar association and experts in mamangement and accounting. The bank shall determine the number of people forming such group or committee.</p>	<p>if you combine what i suggested in 1,2,3, you will see am answer to this No. 4. As a matter of fact, what the bank need to advocate for (if it doesn't exist yet) is guiding principles that should be part of bank regulations and that must include; and i insist: the obligation for new government to publish the asset of all members ranging from number of their bank account and all tangible and non-tangible assets. This publication must be done prior to granting loans and other credit to that country, all multinational and industrial companies must be on boards. At the African level, you can use the channel of the African Union and Specifically the African Commission on Human and Peoples' Rights (where i am actually working) to go about this. Further, if you need focal point, and more elaborate document on my proposal, you can contact me here the Gambia</p>	<p>i believe Policy Analysis for Participatory Poverty Alleviation (PAPPA) could be useful on this. This method has been developed at Clark University at the International Development Studies department where i graduated. Please read carefully what i wrote and try your best to put it into practice if the issues of corruption are to be solved in Africa.</p>	
AFR	4	<p>The Bank should carry out a system analysis of its lending impacts and sustainability in the weak economies. Lending should not be stopped rather there should be an alternative fund managers a part from Governments.</p>	<p>NGOs and CSOs should be funded adequately with a corruption free monitoring and reporting process</p>	<p>The Bank should adopt Sectorial Intervention Index (SII) and see that projects or sectors are completed before re-engagements.</p>	<p>The concern for corporate social responsibility must taken serious and the EITI principles fully implemented.</p>	<p>Through stakeholder engagement forums Local community feedback mechanism should be designed because the CSOs are also transforming into agents of corruption by turning in uncompleted reports</p>	

AFR	4	<p>Strategic engagement should be country specific, because what works in one country may not work in another. Some countries need to reform tax laws and investment codes; eliminate price controls; reduce permits and licenses, and revising public procurement procedures; due process-constitutional and legal requirements for assets disclosure by political leaders and senior officials, are imperative for instance in Nigeria.</p> <p>The Bank should develop transparency unit office with the most globally localized United Nations agency like the UNDP. Empower the press and civil society in reporting cases of corruption.</p> <p>The Bank should by-pass the government and use civil society organizations-co-operatives, NGOs, reputable professionals, and agencies like UNDP in addressing poverty.</p> <p>Yes, the bank can stop lending when a country has chronic systemic corruption which can be observed when their level of corruption depreciates for three consecutive years.</p>	<p>Grants/Subvention should be given to some reputable non-governmental stakeholders and champions of reform inside and outside the executive branch of government.</p>	<p>This should be done with the assistance of UN and regional development agencies within a given locality.</p>	<p>World Bank should be the co-ordinator. All the governance reform support should be channelled through World Bank. This also can avoid mix signal.</p> <p>Multinationals should be fined 5 times the value or amount of corrupt practice involvement which their parent country should enforce and get publicized.</p>	<p>Through Government contract award procedure, Public Services cost-eg. electricity, telephone, Taxes and tax collection, How policies/laws/regulations through political party financing are influenced, How the content of new legislatures are influenced, Degree of the rule of law application, Degree of the principle of separation of powers application, Level of independent judiciary practice, Accountability and transparency are indispensable in the fight for governance and anticorruption. Corruption strives where institutions are weak, where the rule of law and formal rules are not rigorously observed, where political patronage is rife, where independence and professionalism of the public sector have been eroded, and where civil society lacks the means to generate public pressure. Corruption hinders economic performance, increases the cost of public investment, lowers the quality of public infrastructure, decreases government revenue, and makes it burdensome and costly for citizens-particularly the poor-to access public services. Negating the MDG goal of halving the world poor also undermines the legitimacy of governments of society.</p>	
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AFR	4	<p>The Bank has been inconsistent to the point of appearing hypocritical in addressing governance concerns. Bank should have a hands-on approach to project executions. Black-listed ministries should not be allowed to execute projects. If impropriety is reported no further funding should be extended until the government has brought the culprits to book and recovered the stolen funds and restituted the same to the project. For instance some \$ 200 million was extended to the government of Kenya to grow small and medium enterprises in 1994 vide Credit No.2596 KE. This project was cancelled mid-way due to governance concerns. This fact is contained in the Bank's own Implementation Completion Report No. 26230 Of June 2003. This matter is not pursued any further in spite of it being brought to the attention of the Bank's investigation department the I.N.T. by the undersigned and others, the bank goes on to lend to the Kenya government towards the same sector but coined slightly differently, with no questions asked. Where is your consistency? What about the stakeholders concerns</p>	<p>The Bank should insist that key sectoral Civil society organisations sit in the project steering committees as the peoples watch-dogs. Also, appraisal missions hold meetings with the said civil society organisations and in-corporate their concerns in their aid-memoires</p>	<p>Make civil society key in project executions and also build capacities of the active and identified civil society organisations to booster their capacities to execute their mandates and the Bank's oversight role will be immensely simplified.</p>	<p>Be consistent and true to your cause of fighting graft, no double standards or double faces. Formulate a co-ordinated approach thru donor co-ordination alliances.</p>	<p>Use the civil society as a monitoring and evaluation agent and hold regular country conferences with them.</p>
AFR	6	<p>The Bank should address political issues in these countries. This is because of the link between the nature of a regime and its ability to impulse and implement reforms even if they are economic one. Of course the bank cannot do it by itself. Countries should undertake at the time of the conclusion of the loans agreement political commitments, which will be monitor by an appropriate neutral institution</p>	<p>They can be involve at the time the Agreement is negotiated, and in the implementation stage, as well as the evaluation stage. In fact they should be one of the actor of the evaluation process.</p>	<p>I definitely agree that governance conditionality is welcome though i diverge with the Bank approach. Countries should designate their own conditions and submit them in the form of a memorandum of understanding by the time of the conclusion of the loan Agreement.</p>	<p>The Bank should concentrate on the economic aspect of the loans; political aspects which will nevertheless form part of the contract will be monitored by another institution (the UN); with regard to the evaluation of level of compliance, the UNDP should act as judge.</p>	<p>Absolutely yes. Presently, I writing a mini-thesis on World Bank Conditionality, Sovereignty and the effectiveness of loans investments. Case of the Chad pipeline Project. I would like to know whether Chad attitude would have been different if it has been the one who designated the policies that it will undertake? What do you think about Governance conditionality being monitored by a neutral Institution like the UNDP? Can it impact on th relationship between the Bank and the borrowing country?</p>
AFR	3	<p>It is important at this juncture for the World Bank to have what is called "Rules of Engagement" for developing and Third World countries. These regions are characterized with weak or failed governmental structures and institutions that is corruption ridden and failure prone. The World Bank must as a matter of policy impement all her poverty eradication projects in collaboration with local Non -Governmental Organizations(NGOs) and not with governmental organization.</p>	<p>The World Bank as Champion in poverty reduction should embark on the important project of collaborating and funding NGOs that is into skill acquisition and micro-credit scheme. NGOs should be empowered to develop women status, go agrarian and develop the educational sector.</p>	<p>World Bank must learn to set targets for all her implementing agencies. For each grant and disbursement, a project monitoring and evaluation team should closely avail themselves for scrutiny. Targets must be achieved with each grant released.</p>	<p>The World Bank alongside other donors can complement each other by having a basket fund for poor nations. Project should not duplicated.</p>	<p>Indicators should form an integral part of all development work. Revelation of indicator in one field or another will help us to project our targets. The World Bank should provide Volunteer services and holiday jobs at country level.</p>

AFR		<p>3, 7</p> <p>The Bank should allow countries to be independent and even if the place becomes "hell", the Bank should allow the policies of the countries to work and do their work as a bank. I would opine that the Bank in the case of corruption and weak governance should stop lending and try other alternatives, in the form of advisory and also implement some initiatives to help the people with the help of NGOs and the media.</p>	<p>That have been the bane of the Bank's development agenda and programmes as the real people feel to be used and worked with and also identified. Imagine! The Legislators, the Judiciary, the Media- democracy watchdogs, and NGOs are left to see and not worked with. I would like to see the Bank improve by working with these stakeholders in implementation and also execution and monitoring as you can do little job when you are not involved in the progress but the end-results.</p>	<p>The ability of the Bank to involve the Civil society in planning, implementation, grants and loans would reduce vulnerability of the funds considering the fact that the Civil societies impact have been felt around the world especially in Africa.</p>	<p>Collaboration is all it takes to make progress, and this progress is not the one that we strong collaboration between development institutions, agencies, the civil society and government to avoid the issue of mixed signals as sanctions should be tailored to countries that contradict the directives and action based approach adopted to address corruption and corrupt mechanisms through peer review and effective management.</p>	<p>Their should be an all encompassing strategy for goals of health, education, poverty reduction and shelter. It would be based what people do, what they get from what they do, and how they feel and not about how the money they get from GNP. The Worldbank should be up and doing in addressing it's wrong policies and address the problem of Africa from a dimension of Africa and not thinking that what works in USA would automatically work here in Nigeria.</p>	
AFR	6	<p>The Bank should obviously cease direct funding of projects but continue to address issues of governance and corruption through professional organisations like the local chapters of the Institute of Internal Auditors whose membership comprise a large proportion of government employees. Internal auditing in government in the region, even in South Africa is still at its infant stage of development. If effective, it could be a very important tool that could effectively address issues of governance and corruption. The Bank should therefore consider developing the internal auditing profession in the countries in Southern Africa and in other parts of the world where internal auditing is still weak. I am aware all countries in the region have or are in the process of establishing Chapters of the IIA INC. Why not take advantage of these to develop this important tool.</p>	<p>There are professional organisations in most countries whose work has a very strong bearing on matters of corruption and governance. In Botswana for example there is the Institute of Internal Auditors the majority of whose membership comes from Central and Local Government. Strengthening the ability of the Botswana Chapter of the Institute of Internal Auditor's ability to provide training and guidance to its membership so that they could provide a more effective service would go a long way in tackling issues of corruption in Government, particularly in Local Governments where it is rife.</p>				
AFR	5	<p>The Bank should fully embrace the principles of the Paris Declaration. The Bank is not at the forefront in terms of harmonization. It should encourage cooperative efforts between the partners and the state as regards political dialogue on the poverty reduction strategy (PRS). Failing this, the PRS will tend to be merely pro forma.</p>	<p>Successful reforms are predicated on good communications between the government, civil society, and the media. Capacity building of the stakeholders is needed in order to make steady progress and avoid incessant questioning of the approach adopted.</p>	<p>The Bank needs to reach agreement with the other partners on supporting a cohesive program for building the capacities of the various states. Developing a culture of appraisal, the systematic exercise of internal and external audits, and government accountability to the voters are sine qua non conditions for mitigating fiduciary risk.</p>	<p>Concerted approaches by the multilateral institutions and industrialized countries can prompt the authorities to move in the direction of good governance. This requires application of the principles of aid harmonization and effectiveness, while assuming the position as a partner of placing demands on states that fail to sanction misappropriations and other practices characteristic of poor governance. Without a synergistic approach by all donors, the results will always be limited.</p>	<p>To my way of thinking, the best way to monitor the situation is by means of the PRS implementation reports, along with messages to the technical and financial partners (and, in particular, PRS papers should never be stripped of their proper functions). The Bank is an important development partner, and it needs to communicate better with bilateral parties in order effectively to contribute to poverty reduction.</p>	

AFR	4	<p>In the event that the authorities fail to demonstrate the will to combat corruption and promote good governance, the Bank should suspend its operations in the countries concerned. It would be all right for some social programs to be continued under the auspices of nongovernmental organizations. The Bank should adopt the same requirements in respect of all countries of a given region (French-speaking Africa as well as English-speaking Africa, etc.). This is particularly necessary with respect to procurement, an area where Bank staff have not always set a sterling example. There is, for example, the case of a country like the Democratic Republic of Congo, where Bank staff appeared to be accommodating, if not to say complicit, in matters that proved to be disastrous.</p>	<p>In the program negotiation, preparation, and monitoring process, one could conceivably involve representatives of civil society—the real civil society, not the one kowtowing to the ministers—as well as national parliaments and the assemblies of local communities, taking their views and proposals into account. Such consultation procedures should be formalized by establishing these kinds of partnership structures in each country in the context of Bank-financed programs. Indeed, it would be innovative to consider such structures as part of the institutional mechanism, that is, to regard such structures as recognized interlocutors of the Bank.</p>	<p>Publicizing Bank operations is already, in and of itself, an aspect of transparency. The nongovernmental structures referred to in item 2 above will mobilize the population to organize permanent "oversight," pressure on the government and its agencies, in light of what is actually happening on the ground. The question here is how to promote local and national public opinion having the capacity to exert genuine pressure on the government. The churches, universities, labor unions, professional associations, and various other groups should, with Bank support and in the context of the institutional capacity building program, be assisted with and trained in the formation of genuine pressure and interest groups, each with its own agenda.</p>	<p>The Bank should continue and increase its efforts to assist state administrations in increasing their professional effectiveness and the ethical integrity of their leaders, both of which are essential in combating corruption. Acting collectively calls for a harmonization of views as to the essential actions to be taken, shared by the multilateral stakeholders and donor countries through their adherence to a code of good conduct agreed with the multilaterals. Multinationals should be invited to undertake to forswear any activity or behavior regarded as illegal or incompatible with the requirements of good governance that the Bank is endeavoring to promote. Such voluntary undertakings will be made public in order to encourage those who enter into them and to invite public opinion to monitor their activities. The Bank should consider introducing the monitoring of the activities of multinationals in the developing countries, with national teams made up of members of Parliament, university representatives, and other representatives of civil society.</p>	<p>The indicators should be made available to the public, in particular to the consultation structures referred to in item 2, in order to seek their views. In Africa, the instances in which indicators have been "weakened" are legion, sometimes with the complicity of Bank or International Monetary Fund staff. Universities are in a position to critically assess the official indicators and thereby contribute to the emergence of a culture of transparency, truth, and open debate. The Bank should step up the field activities of its Operations Evaluation Department, particularly in countries where the risks of corruption are considered high.</p>	
AFR	4	<p>2.1 - Make analysis by stakeholders a fundamental component of the project. Ensure that stakeholders are not only consulted but also involved as much as possible in the managerial process. This should be done both in the loan approval process and in monitoring and evaluation. 2.2 - The Bank could support champions of reform through capacity building, but also through the evaluation and validation of management methods</p>	<p>There should be in-depth work in respect of monitoring and evaluation. In particular, however, it is important to improve the system for informing institutions so as to identify project impacts.</p>	<p>4.1 - Strengthen cooperation and the exchange of information between institutions and states. Good governance reform entails related multidisciplinary efforts. 4.2 - Have the courage to penalize and identify failings. One of our instructors told us: "Listen, a World Bank project expert doesn't necessarily want the staff of a local project to tell him about misappropriations and ethical shortcomings. The expert gets evaluated on the basis of project success. What he wants to hear is that all is going well. He's not particularly keen on telling his superiors that the project has some screw-ups. For him, everything has to be perfect." If this assertion is even partly true, the Bank should also reward those of its staff who identify acts that constitute offenses or are indicative of poor management. 4.3 - The role of multinationals in corruption is more complicated. Of necessity, there must be not just the cooperation of the Western countries, but also the establishment of an international observatory on corruption that includes country representatives. These repres</p>	<p>First and foremost, the indicators should be well defined and relate fully to the activity under observation. Moreover, the Bank should develop countries' capacities in the statistical area. The Bank should involve experts from the South in capacity building of the statistical agencies in the South, in particular in the countries of Africa. The criteria for hiring consultants and consulting firms should take account of countries' level of development, without sacrificing quality. In particular, while it is possible to involve experts from the North and from the South, this should not be any distinction between "Northern pay" and "Southern pay," as this only keeps the Northerners rich and the Southerners poor.</p>		

AFR		2	<p>In these circumstances, the Bank should stop financing these countries and instead collaborate with credible NGOs through its local office in the country. To do so, unannounced field inspection visits should be carried out by the staff you have in place. My experience in the rural environment leads me personally to believe that there is a need to collaborate with NGOs of committed and patriotic youth, as they have yet to develop friendships within the governmental power structure (where most are corrupt) and have careers to promote.</p>	<p>My experience in the rural environment leads me personally to believe that there is a need to collaborate with NGOs of committed and patriotic youth, as they have yet to develop friendships within the governmental power structure (where most are corrupt) and have careers to promote.</p>	<p>Conduct unannounced field inspections by your staff in place, and have independent auditing personnel.</p>	<p>They should work synergistically and in concentration with one another. The role of the multinationals from industrial countries in corruption in a given country can be regulated only to the extent that corruption has definitively been eradicated in the country in question; multinationals function only in the context of usages and customs in the countries where they have interests and in which they have invested.</p>	<p>My more than three years of experience in the rural environment (PAPA/INRAB) lead me to observe that the actions financed by your institution and carried out in the villages further impoverish the rural population, in particular in the case of microcredit.</p>	
AFR		4	<p>I think the only solution for making corruption disappear is through education. There can be no tolerance for the flourishing of corruption within school institutions, as that is the first school of life: that is where children who will become future adults learn and acquire the most basic reflexes: respect for others, or lack of respect or corruption. There, before each child, are examples, especially the teacher, who is underpaid and has to deal with his relations with the hierarchy: the closer the teacher is to his director and inspector, the more he is appreciated. The more he works in silence and abnegation, the less recognition he receives. The main solution is education and ensuring that the school is the school of life, a place where the future civil servant or simple citizen will never endeavor psychologically to buy off someone to obtain what he wants, and will never allow himself to be tempted by corruption in any form. The World Bank's actions should be focused on educating the people; just teaching is not educating. There can be eminent scholars who educate. The WB will be able to ensure that it is providing</p>	<p>The WB should not direct its financing only to the public sector in these countries, because civil society and the private sector are also in a position to contribute with effective participation, since it is generally among the civil servants that the evil of corruption is festering, despite all the efforts of governments.</p>	<p>The funds should never be released directly to the project owners, but instead to suppliers on the basis of evidence that the works have been performed, or the supply or service delivered. This holds true as regards both the state and the other sectors.</p>	<p>Address the issue of education; prepare men and women who are psychologically incapable of corrupting others or being corrupted themselves. The initial target of the WB should be school, so that children grow up in an atmosphere of truth, not one of falsity and lies, so that they always act with honor and probity</p>		
AFR		4	<p>Allocate material, human, and financial resources directly to the people, so that they can have access to entrepreneurship, health, water, education, security, a healthy environment, housing, culture, sanitation, etc. The Bank should withhold its trust from politicians who use the people as a pretext for obtaining funds which are never used to the benefit of those in need.</p>	<p>This can be done by according priority to direct action benefiting the people concerned, so as to make them autonomous and oblige states to revise the functionality of the regulatory, parliamentary, and judicial apparatuses to enhance independence, democracy, and effectiveness. Special work allowances or attendance fees that are appropriate and reasonable can replace the emoluments paid to ministers and members of Parliament. The resources freed up by this step could, for example, be devoted to health programs, disposable family incomes, or universal maternity allowances, etc.</p>	<p>Once again, deal directly with and show confidence in the people who are stakeholders rather than redundant state apparatuses that consume budgets, or the colossal wage bills of politicians (for example, in Senegal there is the Office of the President of the Republic, and an over-stuffed government and parliament). Always incorporate opportunity costs, i.e., what point does it serve to have a hundred ministries if an incalculable number of women are dying in childbirth or if children fail to reach 5 years of age? Also, abolish sumptuary expenditure.</p>	<p>There are never corrupted people in the absence of corrupters. Provide on the global scale for dissuasive sanctions such as those applicable to the multinationals in their countries of origin. Educate the multinationals in the notion that "economical" cannot but rhyme with "ethical."</p>	<p>The indicator of choice has to be growth in individual disposable income, followed by universal access to healthcare, housing, water, sanitation, nutrition, and education. This kind of development is not necessarily driven by economic growth. The Bank should promote integration efforts, in particular in the countries of Africa, in order to achieve economies of scale. It should support the introduction of universal programs in vital areas: water, sanitation, housing, nutrition, education, and entrepreneurship, and to do so should absolutely insist upon the empowerment of the people.</p>	

AFR	5	<p>The Bank must more openly and officially involve beneficiaries' institutions and representatives in the monitoring of project implementation. Using the government's representative as the Bank's sole interlocutor must be avoided.</p>	<p>The Bank should condition its loans by clauses that enable it to involve other nongovernmental interlocutors that it deems necessary for the implementation of its projects.</p>	<p>Introduce more effective and more diversified control systems, whether at the Bank level or at that of the various interlocutors in the country concerned. Beneficiaries or their representatives must always be involved in information gathering and in verifying governmental data.</p>	<p>The various donors need first to unify their procedures and act as partners rather than competitors. The project execution agencies at the country level are at a loss because of the differences in the approaches taken by one donor as distinguished from another, etc.</p>	<p>It is the results obtained at the end of projects that testify to progress or slippage, and it is necessary to define indicators that can be verified during implementation and at the project's end in order to monitor changes in the situation and compare it constantly with the situation at the outset. Donors have a highly advantageous position in respect of project implementation, and can require particular work practices and rules from project execution agencies whereby it will be possible to ensure greater transparency and discipline in project management and thus limit the impact of corruption. To my way of thinking, the problem also arises at the level of donors which do not always have the requisite skills for objective project appraisal and supervision. This can exacerbate the situation, in that countries approaching donors for funding often need robust assistance tailored to the design and implementation of their development programs, and their needs are not limited in reality to money alone. For this reason, donors should first properly play their roles in development inste</p>	
AFR	4	<p>I think the Bank should have a "scale of values" in light of the degree of seriousness of the corrupt acts that is, depending on the amounts involved, and should systematically publish and document its decisions. Suspension of disbursements would be an extremely effective warning measure.</p>	<p>In the context of loan agreements and as part of the conditionality, there is nothing to prevent having a social examination mechanism if the governmental ethics of the state of the contract are in question. It is this silence on the part of the Bank that prompts social stakeholders to say that the Bank is in on any misfeasance in respect of public resources when there is a case of corruption that it is aware of and yet refrains from denouncing it by hiding behind state sovereignty!</p>	<p>The Bank's control and measurement system is complicated and doesn't leave any room for the direct beneficiaries to get a word in. The social reports should be accessible to beneficiaries; as information sharing is one control method.</p>	<p>Provide for clauses on information sharing with beneficiaries in loan and grant agreements, etc.</p>		

AFR	4	<p>I am currently preparing a study on suppressing offenses to the public interest and am currently addressing the issue of corruption and related violations: unlawful possession of official documents, misappropriation, embezzlement of public funds, influence trafficking, harmful nonfeasance by civil servants, etc. It came as no surprise to me to learn that the DRC, my home country, has the "distinction" of being ranked among the six most corrupt countries in the world. To my mind, there is one approach that has never been explored, namely the improvement of institutional communications. The state's lack of transparent management makes illicit criminal practices in public services possible. In other words, it is when there is no information circulating between the government apparatus and the people that such practices have a tendency to spread. It seems to me that the time has come to demand that African public authorities, especially those of the Congo, establish information mechanisms, such as call centers, that can be accessed by any concerned person by telephone or e-mail to ob</p>	<p>Nowadays, the development of means of democratization makes it possible to Bank. My core argument, of course, concerns the information shortfall. The more individuals are well informed, the more they consider themselves concerned and involved. For this to come about, the World Bank can call upon networks of volunteers acting as ambassadors. It is not always necessary for these ambassadors to be prominent individuals. Ordinary people can also accomplish great things; they need only be given the opportunity to do so.</p>	<p>This requires setting up a transparent control mechanism: - State obligation to make resource levels public; - State obligation to present a budget to this end; - Account audits of the beneficiary NGOs; and - Feedback through the study of indicators prior to and after project execution.</p>	<p>Upstream, make the electoral process credible. This long-term effort will make it possible properly to select political and institutional stakeholders. Downstream, request that states provide information on the crime statistics with respect to corruption and related violations. - Introduce a performance obligation as regards the use of funds. The latter two issues appear to be irresolvable inasmuch as management by the World Bank is subject to the political process and the developing countries have illusions about the role played by multinationals in the use of their local resources.</p>	<p>No opinion. Do not the limits on World Bank action with respect to poverty reduction and corruption reduction stem from what I might call a "palliative care" strategy?</p>	
AFR	5	<p>The Bank should not agree to financing managed directly by the state or any of its components (ministries, units in the president's office, etc.) or managed indirectly by a program unit that is linked to or subordinate to a ministry, because under such an approach the program will simply become a funding source controlled by the state to fulfill any old political or electoral promise without regard to suitable priorities, to the real needs of the people, or to the objectives already set forth in the loan document. Program implementation should instead be up to a body that is autonomous and independent from state agencies. One such example is the Development Intervention Fund (FID) in Madagascar during FID 1, FID 2, and FID 3. Furthermore, support for poverty reduction should also entail the establishment of a body that will provide financial and technical support to young promoters of investment projects (original projects) in countries with critical poverty levels. This is because in these countries, despite initiatives on the part of young promoters, they still run up against conif</p>	<p>Owing to its position of strength, the Bank, as the privileged and unavoidable donor in the poor countries (yes, this position must be acknowledged), can draw in more of the various stakeholders, especially in the project appraisal stage prior to approval and in the monitoring/evaluation of implementation.</p>	<p>The Bank must always have the right to directly examine the management and allocation of funds. This being so, the Bank must therefore have multidisciplinary teams (or introduce a system of collaboration with national experts) to conduct midterm assessments or flash inspections of the programs under way.</p>		<p>First, the indicators must be logical and must suitably reflect actual conditions in the country concerned. They should not be OVs that are simply made up or copied from some program that worked before, because conditions are specific to each country and, indeed, characterize poverty in each. In order for World Bank assistance to have palpable results and a direct impact on the poorest, it should be focused on any form of capacity building and direct financial support for local and private initiatives.</p>	

AFR	4	<p>Limit the use of Baule, as François Mitterrand said (neither more nor less democracy). It led to tribalism, pillage, and corruption, rewarding mediocrity rather than competence. The solutions are to restore the authority of human resource managers, limit travel by unscrupulous managers and their families, with accounts and assets under seal, plus replacing political and administrative staffs, calling on the skills available in the diaspora, limiting the terms of office of appropriation managers, and refraining from further business with the passive and passé, who are a hundred years out of date. They are engaged only in politics and bad policy, not in anything that might benefit the history of their country. There should be regular turnover of senior staff in all activity sectors.</p>	<p>Call upon civil society, which will clearly have expertise in some sectors and for specific government positions. Our advanced schools pump out some highly skilled graduates, but (also) some really poorly trained duds with no vision of the future. Opportunistic political and administrative leaders spawn opportunistic economic agents, resulting in poor governance, corruption, and so on. Patriotic entrepreneurship includes steering clear of Western aid officials who lack any understanding of the actual conditions or mentalities prevailing in beneficiary countries, explaining the multiple slippages.</p>	<p>Avoid having administrative and political leaders that are omnipresent and all powerful, forcing it over multiple lucrative structures financed by the World Bank (AIDS, tuberculosis, malaria), where they give their buddies, cohorts, and relatives the key jobs, proliferate dummy corporations, and spend more on financing the plethora of charitable associations and NGOs favored by the ladies of those in power. Administrative staff should only have limited terms of service with the World Bank.</p>	<p>Thinking in the Third World has given way to hunger, to the gut. Emphasis should be placed on competence, on meritocracy. There needs to be an appeal to the national values of the diaspora (those living abroad have training and international experience) [to provide] international training of nationals, improve their working conditions (by means of bonuses and benefits, etc.), and involve project beneficiaries in project execution, barring those multinationals that have been found to have engaged in corruption from large projects and competitive bidding exercises.</p>	<p>By means of project completion rates, growth indicators, enrollment ratios, drops in mortality and the incidence of disease, increased schooling, the country's debt level, per capita income, penalizing incompetent managers, basically a whole country under construction, improvement in the living conditions of citizens, rankings by NGOs such as Transparency International, job creation, and the effort to greatly increase the empowerment of women, who have a sense for what is in the general interest. Greater emphasis on education, health, social issues, patriotism, the creation of a legal framework conducive to domestic and foreign investment, and easy access to financing for small structures. All these mean lower unemployment and more jobs. The World Bank needs to be a bit more of a cop, to bring the carrot and stick into play somewhat more.</p>	
AFR	6	<p>Corruption is extremely widespread in the DRC. The government itself organizes and orchestrates it. What's more, all high officials are corrupt. When it's a question of procurement, the deals begin at the very top, with high officials following. They conceal figures and practice what you call a policy of closing one eye and looking the other way. The solution would be to revamp structures, set different performance criteria, institute a meritocracy, put capable people in strategic positions and, if after five years the World Bank still sees that management is murky, we also propose that funding be monitored by consultants. Or you need to come and manage your money yourself. Come and finance our projects and manage them along with us.</p>	<p>The World Bank needs to design policies and means apart from government targets, i.e., the Bank needs to take charge of public and private projects, install itself in the country and co-manage with the local partner, instead of waiting for annual reports that are often biased</p>	<p>Initiate monthly audit missions with national and international consultants, instead of waiting for annual reports containing inaccurate information.</p>	<p>There should also be an international economic tribunal for passing judgment on economic crimes. Did you know that the richest men in the LDCs come from impoverished backgrounds? How do they amass the money? They live from institutionalized corruption. We are awaiting the establishment of an international economic tribunal.</p>	<p>Audit missions should be instituted, with precise objectives and a monthly activity report. This will cause a positive trend in public finance, but there is a problem there, too, since I knew a World Bank consultant who came here and succumbed to corruption. He supposedly even acquired a Congolese wife to launder his ill-gotten money. I am currently working on a module related to this that may enable the Bank to properly manage the world economy [sic]. I will let you know the results soon. The Bank must not stop financing development, but it must stop financing the men in power. It hurts to see that Africa has remained unarmed and unchanged after more than fifty years of independence.</p>	
AFR	3	<p>When there is clear proof of misappropriation and collusion between public authorities and certain unethical actors, the Bank must take immediate measures to suspend activities, and must implement a plan to restore order to the situation.</p>	<p>It can ensure greater transparency by making public the results of its discussions with authorities. It can provide the broadest possible information to other stakeholders (e.g., in civil society) on new policy orientations and future activities to be undertaken.</p>	<p>It can carry out regular audit missions and disseminate the conclusions and results. It can impose the appropriate sanctions in the event of proven misappropriation and ensure that skill gaps are addressed through the required training. It can be alert to the risk of collusion between managing authorities and auditors (since some auditors are in complicity with the misuse of funds.)</p>	<p>One can make the results of audits transparent. It will be easier for the developed countries, in cooperation with the Bank and other donors, to take coercive measures against the multinationals.</p>	<p>There should be an observatory of both good and bad practices. Simple and easily accessible indicators should be developed for understanding what has been accomplished. One should find independent observers to ensure the objectivity of the data used to develop the indicators used. Good governance and anti-corruption efforts are essential if we are to pull millions of the poor out of the poverty trap and reduce tension-inducing inequalities.</p>	

AFR	1	<p>I think that in Africa the main actors involved in corruption are government authorities. That being so, and in the interest of poverty reduction, I would prefer to see World Bank funds channeled through private actors, or actors trained by the Bank, rather than straight to the government, so that these funds would reach the poor directly.</p>	<p>In order to get the various stakeholders involved, I would propose that the Bank dispatch to each country emissaries who would monitor projects implemented by civil society or the private sector that are not supported by government policy. In my neighborhood, for example, and friend and I had the idea of creating a cost-free consultative workshop. I think that this type of project should be handled by the Bank, rather than by the Government, which only politicizes projects.</p>	<p>As I said earlier, the Bank must get away from government-level intermediation, working instead through its own actors who go into the field to finance local projects and then implement monitoring policies.</p>	<p>I think that we are lucky nowadays to have excellent communications media, which are a marvel of human ingenuity. Expanding this tool in the developing countries will be enormously helpful to the populations of these countries and the rest of the world in terms of getting a clearer view of social governance.</p>	<p>There should be a monitoring committee in each country that prepares 'snapshot' reports throughout the entire project process. If this suggestion were accepted in my country, I would like to be a part of this committee, and I thank you in advance. In my country – Gabon – a lot of money is devoted to combating various scourges, but these funds are often not used for the intended purpose. At the international level, we have roadmaps for combating hunger and poverty, including: - the Millennium Development Goals (MDGs); and - the World Program of Action for Francophone Youth (WPAY). These two programs can help us eliminate the ills suffered by people living on less than a dollar a day. At the national level, we didn't even have a national policy on young people. How can we be viewed as sacred [special?] in the eyes of our governments? Youth is sacred. Young people who are aware of what is going on believe that it's simple [words incorrectly transcribed?].</p>	
AFR	3	<p>I would first like to thank you for giving us this opportunity. As the national coordinator of an NGO called SchoolNET-Gabon, I think that limiting funding or suspending Bank activities is not the best way to ensure progress for the poor in our geographic area. I think that a policy of transparency between the World Bank, governments and NGOs would be welcome. The Bank must require active participation by NGOs in terms of keeping an eye on what is going on with the country's development, so that everything can be published on the Internet to reduce or eliminate corruption.</p>	<p>One can do this by extending invitations to these groups, while at the same time asking governments to allow these groups to participate fully in projects from beginning to end, including the monitoring aspects. In other words, one can do a baseline status assessment of Bank-financed projects.</p>	<p>This can be ensured by involving the World Bank's resident representatives in these various countries. We have noticed that there is certain complicity between governments and World Bank resident representatives, i.e. that they come to an understanding that facilitates the diversion of funds for other purposes</p>	<p>I think that we are lucky nowadays to have excellent communications media, which are a marvel of human ingenuity. Expanding this tool in the developing countries will be enormously helpful to the populations of these countries and the rest of the world in terms of getting a clearer view of social governance.</p>	<p>There should be a monitoring committee in each country that prepares 'snapshot' reports throughout the entire project process. If this suggestion were accepted in my country, I would like to be a part of this committee, and I thank you in advance. In my country – Gabon – a lot of money is devoted to combating various scourges, but these funds are often not used for the intended purpose. At the international level, we have roadmaps for combating hunger and poverty, including: - the Millennium Development Goals (MDGs); and - the World Program of Action for Francophone Youth (WPAY). These two programs can help us eliminate the ills suffered by people living on less than a dollar a day. At the national level, we didn't even have a national policy on young people. How can we be viewed as sacred [special?] in the eyes of our governments? Youth is sacred. Young people who are aware of what is going on believe that it's simple [words incorrectly transcribed?].</p>	

AFR	2	<p>I think the problem is more complicated than it looks. We need to define the boundaries between gratuities, bribes and corruption. I say that because, in actual practice, tips lead to bribes, which in turn foster corruption. So, is corruption a question of degree? If so, what is the threshold amount above which a government must show a willingness to address these problems?</p> <p>Personally, I think that if the World Bank wants to combat corruption, it must ensure that property declarations are a basic principle accepted and enforced in all countries in which the Bank is involved. Also, whenever an official assumes a post, its salary and indemnities should be made public.</p> <p>In African countries, this is the main source of poor or fraudulent management of public affairs.</p> <p>When corruption is obvious in a country, the World Bank must get the beneficiaries of the funds involved in overseeing program management and implementation. Within a single country, the Bank should also compare the management of various programs so as to reveal, for the programs being compared, unprofitable ones.</p> <p>The World Bank should decline to finance programs in which such comparisons can be expanded.</p>	<p>I personally think that this must be done by first taking into account the 'white books' of the regions in question. These white books are the result of a consensus by the relevant civil society, which has identified needs and established a hierarchy of priorities.</p>	<p>I think that if the first two steps are accepted and followed, controls can diminish fiduciary risk.</p>	<p>It would be utopian to believe that there can be universal agreement on anti-corruption measures. It would be better to try to meet the needs expressed by the target populations themselves. Thus, they would ensure that resources earmarked for them are used in accordance with pre-agreed provisions.</p>	<p>See above. One remark I can make is that it would be interesting to know whether, in the case of a program agreed upon with a country, for example, the amount announced on television and radio is really the amount that has been given.</p> <p>Aren't guarantee and solvency problems already the weak link in the use of loaned funds? Schemas for the operation and granting of loans must be reviewed.</p>	
AFR	3	<p>The Bank must undertake policy actions in the form of conditionalities in order to persuade these countries to address these problems, which are real obstacles to development for their populations, who are being victimized by all sorts of aberrant practices. The Bank's efforts in this area will encounter strong resistance, both from the authorities themselves and from traditional and political forces that are profiting from the situation. It should also be noted that the Bank has never been successful in its efforts to combat this phenomenon, nor has it been successful in other areas that directly touch the lives of citizens, who are the primary targets of the Bank's development policy. One might also point out the Bank's role in developing and spreading these problems, through the behavior of the consultants assigned by the Bank to monitor Bank-financed activities and to conduct studies used as a basis for the Bank's decision-making regarding its financing and development activities. These consultants are contaminated by the administrative systems of the host countries and if the Bank's interventions are strengthening th</p>	<p>Nowadays, there are many development actors, and they transcend the traditional notion of the State's role. Better organization of civil society would undoubtedly help to institute good governance and reduce corruption. The issue becomes more difficult when one considers that certain individuals who are very active in civil society are also heavily involved in maintaining and spreading corruption and mismanagement. This type of enterprise constitutes a disguise and the instrument of choice for justifying their gains. Before civil society can be effective against corruption, it must first immunize itself against the practice. This can only occur if a true civil society emerges that is capable of supplanting traditional assistance mechanisms such as the tribe, the region, the village, etc. The organizational and role-defining effort must be envisaged in close collaboration with the State, since any action undertaken outside of the State's authority remains weak, helps to dilute the Bank's impact, creates tension between the State and its citizens. The latter's level of education is an obstacle</p>	<p>To ensure that resources are used for their intended purpose, the Bank can, in addition to the countries' oversight systems, institute its own systems of monitoring and oversight by involving private oversight systems, i.e., by entrusting monitoring and control, when grant or loan agreements are made, to a third party enjoying a degree of autonomy vis-à-vis the beneficiary of the financing. In so doing, we give local consultants and members of civil society an opportunity to be true development partners in the fight against poverty and corruption.</p>	<p>Through concerted action, and by strengthening monitoring and control mechanisms, these various entities can make valid complementary contributions to governance reform by involving other actors such as civil society and the private sector. Improving the quality of studies used to make financing decisions will help avoid ambiguous signals and make it easier for the Bank to succeed. Only an international entity endowed with legal powers and human resources could take anti-corruption action against the multinationals.</p>	<p>There is a need for in-depth research, with local actors, to establish a system of indicators reflecting the reality of each country. The efficacy of the system then needs to be tested and modified as needed in order to ensure effective and ongoing monitoring.</p>	

AFR	4	<p>The Bank should continue to finance projects with social welfare impact and should avoid financing projects that directly benefit the powers-that-be. For social welfare projects, the Bank could demand full information about the financing circuit, or could even require that it manage the funds itself. The Bank should also ensure that proven instances of corruption come to the attention of the general public. It should even bring suit in international courts as a plaintiff.</p>	<p>The Bank should design an international agreement that would facilitate access to World Bank credit, and under the terms of which the Government of the signatory country would accept the fact that the Bank acknowledges, hosts and protects local independent NGOs in order to facilitate and support development projects.</p>	<p>My preceding suggestions address this question.</p>	<p>The World Bank could organize and support consultation among the NGOs in various countries in order to improve their level of information and strengthen their mutual efforts to combat corruption and improve governance.</p>	<p>Indicators of social progress and improved governance can be used to adjust the aid granted to governments and to modulate the level of public denunciation of government officials. A Bank-supported independent international agency could be charged with publicizing indicators in the media, in order to expose bad governance and promote good examples. Reliance on such an agency would enable the Bank to preserve its negotiating position vis-à-vis government officials.</p>	
AFR	4	<p>Put emphasis on public sector/private sector partnerships. It is necessary to introduce new mechanisms allowing those in charge to report on their actions by electronic mail.</p>	<p>Article 2 of the Cotonou Agreement recognizes the central role of dialogue in the ACP/EU partnership. By this means, strategic cooperation can involve nongovernmental stakeholders.</p>	<p>Solid information broadly disseminated in real time can help us mitigate fiduciary risk.</p>	<p>The basis of integrating LILDCs into the global economy is found in the approach referred to as the Integrated Framework for Trade-Related Technical Assistance). This is a common approach taken by six major international development organizations. Such integration is a solution aimed at coordinating actions. This can be broadened to other forms of integration.</p>	<p>Easily measurable indicators are available on the website and the structures with access to read them will monitor and report on them. What is to prevent governments from having a regularly updated site? -Are our governments really serving those governed? -What do you think of the approach on the www.wpsa-benin.new.fr site? -Can cooperation be envisaged in the context of the project to totally integrate the poultry sector in Benin?</p>	
AFR	3	<p>I am keenly interested in this topic and am following what the Bank does in this regard, but I have to say that the Bank should revisit how it assesses what it calls "the authorities' desire to address this problem." As it happens, in some countries, notwithstanding the fact that supervisory bodies or so-called anticorruption bodies are established, corruption is out of control because the institutions in question have no impact on the phenomenon. This is the case of some countries that are highly ranked by the Bank, such as Senegal, where even the most "remote" citizen knows that corruption is throttling the country to an unprecedented degree. This sometimes makes people question the Bank's impartiality, especially as regards "free market" regimes. It is indeed difficult for the Bank to interfere with management, but YES, I do believe that when scandals reach the surface (the corruption of judges, politicians, etc.) the Bank should suspend its support and demand at the least that the perpetrators be brought to light and punished severely.</p>	<p>To combat this phenomenon effectively, ad hoc structures comprising the government, civil society, the private sector, the media, and so forth, need to be created and supported by the Bank, with staffing, operating methods, and decision making that are autonomous and equitable. Furthermore, it should more and more be assumed that combating corruption is not and will never be an issue addressed by governments, but instead by a group of stakeholders in order to ensure that the most committed governments can ensure the Bank's support for such structures. This is at the outset an initial indicator of government's resolve, rather than themselves creating (control) bodies that are completely under their sway.</p>	<p>In the developing countries, citizen control is just not developed. Governments can misappropriate money however they want to. This is why the requirement that beneficiaries be organized and well informed about the outputs anticipated from the resources provided is crucial. This is why budgetary support in some countries needs to be reviewed, not just because of corruption, but because the finance ministries hold the whole system hostage and block any reforms in the procedures for public finance resource mobilization and spending.</p>	<p>The donor community most work to consolidate the country classification by level of corruption, using shared and consensually agreed criteria. In so doing, the donor community should redouble its efforts to rein in such countries, adjusting the level of transfers in light of the efforts made by governments and of the development of citizen control.</p>	<p>The indicators need to be validated at the national level and tracked by the ad hoc structure bringing together the relevant stakeholders. To my way of thinking, corruption is strongly supported by the chasm that exists between the industrial countries and our own. For all practical purposes, those who have influential or decision-making positions want to live as if they were in the industrial world. They send their children there to study, want to and do purchase personal property and real estate there, and so on. Is there a way to force them (at least those at a certain level of responsibility) to send their children to schools in this country? To get their medical care here? ...this just to increase investment in these areas. The leaders could set an example by having some of their own here "at home."</p>	

AFR	3	<p>The Bank should require good governance and opposition to corruption from the authorities where it is engaged in poverty reduction efforts. Should poor governance and corruption continue to persist, the Bank should work with civil society to combat poverty. The Bank should not limit or suspend its financing activities, but instead change strategies by increasing the number of its partners within a given country. In order to ensure consistent treatment across countries the Bank should compare the standard of living of the people. The Bank can provide the same amount of support to different countries, but treatment is consistent only if this support directly combats plaques such as corruption, poor governance, cronyism, etc.</p>	<p>MOST OF OUR LEADERS ARE JUST HOLDING SINECURES AND LINING THEIR POCKETS FROM THE STATE TREASURY. That is why the Bank should support civil society more rather than limiting itself to the government. the Bank should examine the range of NGOs that are officially recognized by States and identify those which are working in poverty reduction in order to support them. Since the Bank is represented in each State, it should designate officials to investigate the NGOs thus identified and determine whether they are genuinely engaged in reducing poverty or instead behave like the authorities of some countries, that is, they prepare handsome portfolios requesting financing, and then cash the funds and split them up among themselves.</p>	<p>To ensure that the resources provided are used for their intended purposes, the Bank should conduct periodic audits of the activities for which support is provided and perform assessments of them.</p>	<p>In order better to follow what is really happening at the national level, the Bank should have officers responsible for investigating in the field in order to get a better sense of what is happening in the State being supported. Just having meetings with the authorities and examining the figures they concoct makes it difficult for the Bank to determine whether or not progress is being made.</p>	<p>Donors are providing more and more support to the poor countries, but while some are developing, others are mired in total poverty through the fault of their poor leadership. In some countries the poor are getting power while the newly wealthy (some leaders and their protégés) buy up their housing and make them into buildings, so that a foreigner coming into the country's capital city has the impression that he or she is in a country that is developing.</p>	
AFR	1	<p>The Bank should, as a conditionality, tie its future interventions to implementation of a coherent and efficient governance framework. The design and implementation of this framework should be financed by the Bank, and it should provide technical assistance with the selection of the experts who will lead the process. In order to contribute to poverty reduction, the Bank should work with the following three entities: the State, the private sector, and civil society, with each being assigned responsibility based on an appropriate assessment conducted by the Bank. An effort should be made to get the poor to organize themselves into groups so that the intervention targets of Bank support can be better identified. To this end, the Bank should draw on local cooperative practices, according to zones of intervention and sectors of activity. The consistency of Bank support for all countries should not be measured in terms of funding provided, but rather in terms of results achieved during a specific period. When the Bank manages to increase the daily budget of Clearly, if the conditionalities stipulated by the</p>	<p>The first thing I would say is that the Bank should emphasize dialogue among the different actors, including among all stakeholders. This should be one of the basic conditions for cooperation between the countries concerned and the Bank. The reform champions should receive public recognition from the Bank so that they can serve as examples. Why doesn't the Bank arrange for a good governance prize to be given, by activity sector, in every country where corruption has taken root? When the Bank fails to "reward" good practices, it becomes an unwitting accomplice to bad practices. This puts it in an awkward position, given its own pronouncements.</p>	<p>Once the Bank is providing financial support for a program, it should not hesitate to get involved in the day-to-day execution of this program. For this reason, it should be represented on the follow-up committees for these programs. The Bank could choose its representatives from the local population, unless it has staff on-site, particularly at its resident missions. At the same time, emphasis should be placed on the establishment and execution of substantive training or retraining programs in order to build capacity. This capacity building should be programmed to take place over time, with specific objectives that facilitate gradual handover of functions to national systems.</p>	<p>All these matters should be examined at a meeting with these different actors. The Bank could initiate and sustain the framework for dialogue and exchange, which is essential for better coordination of on-site activities. The activities of multinationals should be monitored using appropriate statistics prepared within the framework for collaboration recommended above and local entities/offices of multilateral organizations (including the Bank) as well as bilateral organizations should help identify illicit conduct by multinationals and their accomplices. The relationship between these organizations will facilitate recommendation within the framework for dialogue and cooperation, of effective measures to combat bad practices.</p>	<p>The relevance of the indicators identified must first be ascertained. These indicators should take into account actual situations at the local level and the need to address those not in keeping with good practices. A timetable for progress should then be prepared, with identifiable and verifiable objectives. The Bank is encouraged to pursue resolutely its anti-corruption activities in those countries with which it does business. It should also strive to encourage and foster good governance by using the resources at its disposal, in particular communication. The present organization of governance and anti-corruption work is commendable. This work is participatory and likely to help secure more effectively the relevant analytical tools.</p>	

AFR	5	<p>When a country is rife with corruption and the authorities do not show any systematic desire to address the problem, the World Bank could suspend its assistance to the government and support mainly non-governmental organizations working in the areas of health, education, professional training, and rural interest groups (agriculture and livestock production).</p>	<p>The World Bank Group should travel the length and breadth of neighborhoods and prefectures (in the case of the Central African Republic, for example) in order to interview the various economic operator groups, with the aim of familiarizing itself with these groups and their problems. The World Bank Group could establish a microcredit system to assist them.</p>	<p>As with everything else, follow up is necessary.</p>	<p>Donors, the World Bank, and other multilateral organizations can take additional steps to reform governance by making proposals in this regard. The issue of corrupt multinationals from industrialized countries can only be addressed through awareness building by those authorities that allow themselves to be exploited. National interest should take priority over all else.</p>	<p>Progress at the national level can be monitored by surveying families in order to determine their standard of living. This can also be done through the results obtained by economic operators. The World Bank Group should work much more with civil society, the true catalyst for development. The issue of good governance also has to do with integrity. The World Bank Group should combat lax practices, tribalism, and mismanagement by establishing measures to eradicate them. Thank you.</p>	
AFR	3	<p>What the Bank should do is to involve Civil Society Organisations (CSO) and other stakeholders in their dealings with government leadership. When CSO and the stakeholders are fully aware of the monies lend out to their governments, they will be in a better position to demand answers on how the money is disburse as well as monitoring the usage of the resources. Alternatively, the Bank should deal more directly with CSOs, NGOs, and other institutions that are actively involved in project implementation. Those at the grassroots level or the 'foot soldiers' who are practically and tirelessly involved in social work and other forms of humanitarianism should be assisted directly by the Bank to reduce significantly if not completely government involvement.</p>	<p>The Bank should peruse the activities of some selected non-governmental stakeholders, CSOs, media as well as the private sector to find out the respective strength, vision, mission statement etc of each institution. In so doing, the Bank will be in a better position to know which institution to contact and engage with as and when any project or event arises. Global Youth Action Network (GYAN)-Ghana, the largest youth network organization in Ghana has about 150 member organizations. It networks projects both locally and internationally. In October 2006, GYAN-Ghana officially launched its Youth in Action project with seed fund from World Bank. The Ghana country team of the Global Youth Action Network organized a three-day regional workshop for Western Africa, from 17th to 19th October, 2006 in Accra. The workshop forms part of a World Bank sponsored Youth in Action Project which seeks to empower young people to take active part in national processes towards achieving the Millennium Development Goals (MDGs) by the year 2015. It brought together partners in a platform, that is, Trade, Aids and Debt, Part of Transparency and Good Governance Through</p>	<p>The Bank should set up structures that will specifically monitor and evaluate projects or programs to which the grants or loans are meant for. Officials from the Bank should be able to visit project sites or offices unannounced but a true reflection of work-in-progress or finished work. Moreover, grants or loans should be given in batches. Work done should be presented or reported in stages to justify subsequent release of funds. Furthermore, the Bank should direct countries to maximise available but unutilised resources at their disposal for development. This can best be achieved through the youth (coincidentally, future leaders) who are endowed with enormous capabilities which are yet to be maximised.</p>	<p>Bilateral donors, World Bank and other multilateral organisations should complement each other by designing standard criteria or mechanism for measuring, monitoring and evaluating activities of governments. They must always express the truth about government performance without fear or favour and not merely commend government for political aggrandisement.</p>	<p>Current rates of incidence in all sectors should serve as baseline. For instance, rate of inflation, malaria incidence, HIV-Aids, cholera, child trafficking, poverty etc should all be captured. Then governments and developed partners (World Bank) should plan and design workable and/or realistic measures over a stipulated period of time to reduce these indicators significantly if not totally. Both parties must ensure to adhere and achieve their respective commitments. As much as possible, the Bank must deal with institutions on non-partisan basis. Though hard to admit, multi-partisan politics seem to have contributed to the slow and seemingly stagnated nature of developments in under-developed countries. Whiles the youth are encouraged to exercise their civic duties by getting involve in politics through the casting of votes, they must be empowered not only to leave their destinies in the hands of governments but to identify and maximise their respective talents, potential or abilities effectively and efficiently. Corruption is usually associated with politicians or political parties beca</p>	

AFR	3	<p>By strengthen the Civil Society and other indigenous press groups, the church and public institutions like Anti-corruption Commissions and the Auditor generals office. Also work to strength the role of MPs in public accounts monitoring. World Bank should never use conditionalities which hurt the poor most. The world Bank should never stop lending but involve the people in their engagement with government.</p>	<p>The world bank should strengthen its own Civil Society offices. At the moment these offices are closed. Civil Society don't even appreciate the role of the Civil society in the country. As for Zambia, the presence of the office is non-existence. So once the office is strengthened then working with civil society, the world Bank, CSO offices can strategise on how to strengthen the engagement in the Bank-government negotiations. The world Bank should also work to institutionalise civil society engagement in policy formulation and debt management.</p>	<p>if all falls on how the people are involved in monitoring of these funds. People can effectively own the funds. At the moment the world bank funds are seen as a foreign from the people hence the don't pay extra attention. Civil society should pay more attention in enhancing the capacity of the people especially in the rural areas to monitor and track budgets or expenditure in areas where the capacity is there the Bank should utilise this capacity and not just working with government officials but establish monitoring teams comprising all stakeholders like MPs, headman/woman, church groups and position leaders etc.</p>	<p>all bilateral and multilateral donors should switch to Budget support mode of funding and not programme based because the will make monitoring easy. Donors should agree on benchmarks on agreed issues in one forum, like a joint Assistance strategy framework. Other donors should not be seen influencing the role of government.</p>	<p>Only agreed upon indicator by the local people should be used to assess progress. Hence the local people should be involved in setting these indicators. The world bank should adopted an open door policy in the countries the are working in. Most of the research works done lok and sound forign because the locals are not involved directly.</p>	
AFR	6	<p>It would important to work with networks especially in countries where implementation is too centralised like in cameroon. Such a situation brings in a lot of budget leakages especially in the education sector where the Public Investment Budget is not controlled by the education boss at the grassroots but the representative of the Head of State in the Division who is the Senior divisional Officer. Some of the projects are executed only on paper and some cases not the felt need. A case could be cited in one of the High schools in Mezam division where a Pit latrine is constructed for well above Five Million Francs CFA.</p>	<p>Civil societies should be according to their thematic groups. a better function there must. I say must be an alliance between NGOs, Trade Unions and the Media who will in course of informing serve as whistle blowers.</p>	<p>There should be a participatory follow up mechanism put in place, at the head of which should be a local organisation checking action</p>	<p>A charter should be drawn spelling out operations without polemics. Role play should be clear. Transparency can only be effective when frequent meetings are held.</p>	<p>Periodic reporting and each phase of execution is necessary before further disbursement. Each project should have budget lines and disbursements for each project should be at least three times. each disbursement should be qualified by proper justification of the previous installments.</p>	
EAP	4	<p>The Bank should have proper coordination and with honest survey as were reported by the employees and directors in charge in which the validity and legality of assurance that they were handled well as reach to the needy recipient, the technology could assist the proper handling of reports especially, commonly the hacks of reports abuses were known. The Banks rule cant end the lenders who wishes to have assistance, but the rule sovereignty were the banks owners who would cover the whole system to implement the right way of assurance that the abuses would be eliminated, and check in order that the people has the confidence that they way the came for aid well in balance perspective.</p>	<p>Thru correct survey, by their own eyes, not by what they hear. To make sure its isnt hearsay.</p>	<p>To give the assistance by installments basis, not the full amount of money, so this was the basis that somehow it could be caught if the assistance was mis use, the reports and the growth, partially to see how it goes along. Close supervision of reports and penalty to be declare increase they did... Penalty should be written, handed and announce.</p>	<p>Corruption could not be erased by one job, its really a double job to accomplished. Education and implementations of good relationship build and created. Greed of money was a cancer of the community, if the values of education were given the highest priority, to pay well for this purposes, to educate the people, that every country were important, the donors were one. The dignity of working together, whatsoever, colors of men were one for one purpose just, for the progress, and the respect of one's culture to teach the correct ideals of life of unity and love.</p>	<p>Constant visitation of different directors simultaneously, different figures of men who has the capacity to do. Debts was the biggest issues not paid, but this was really the ways that would happens as a lender.</p>	

EAP	4	<p>The bank should play a major role from allocation to making the money available , through preferably , directly to NGO's and maintain tight financial controls in all stages of the project. Task managers should be experts in the field of the project subject matters and if possible assign financial experts to the project, reporting directly to the WB Country managers.</p>	<p>The respective Governments together with WB representatives should be acting as the project steering committee, monitoring the progress of the projects , being executed by WB approved/ appointed NGO's/consultants. The WB will design a tight financial control system and appoint the project financial controller who reports directly to the WB Country Director.</p>	<p>The Bank should avoid the possibilities of collusion between private parties (consultants) and the Governments Execution Agencies during tender procedures, which means that the bank should be responsible for appointing consultants, while government project officials are assigned for capacity building purposes on the job.</p>	<p>In most cases Multinationals are benefiting from weak Governance Systems in Developing countries, and instead of being directly involved in corrupt practices , hire " agents " proposed by corrupt Government Officials. These agents involving the Multinationals "for mostly unspecified services rendered" after receiving the money, the agents are paying off the corrupt government officials. The WB should not allow the use of finance is involved. Most donors are facing the same problems and coordination between donors should be a priority in combating corruption world wide.</p>	<p>Indicators are useless in the fight against corruption , only country research executed by the donors themselves are useful to estimate the scale of corruption in the countries concerned. Most donors are too lenient towards corrupt governments and are punishing the contractors / consultants, where in most cases the corrupt government officials are walking free. The choice should be , Follow the Systems of the Donors or no grants or soft loans are being made available</p>	
EAP	4	<p>first of all wb should change its policy setting body as public private partnership body to show its commitment and new approach to new strategy to ensure that member countries really committed to governance and anticorruption strategy of wb ,bank has to show good example first by setting this ppp approach inside the structure of policy setting body. 2, the first thing what wb should do in these countries is to see how a given country evaluated and ranked by different indexes, issued by wb and the other institutions ; doing business index investment climate index, economic freedom index, human development index etc, as the main root cause of bad governance and corruption lays down in these indexes indicators , and to see the readiness and commitment based stakeholders approach exist or not in these countries to deal with these issues, how seriously considered these rankings by the governments etc. 3.at the headquarter of wb many important decisions might be taken however how they are reached country offices with the concrete instructions and guidance to take actions? I remember that two</p>	<p>I give to your country offices very strongly committed instructions and guidance on engaging especially private sector rep. body like chamber of commerce as chamber of commerce is by nature its functions is directly and very keen in bettering business environment,making better governance,less regulations less bureaucracy more job places more growth more entrepreneurship development.one case:recently your country office has invited me to attend wb country office and government organized conference on private sector development investment climate etc as an observer. in reply to this invitation I expressed politely that I am not an observer, I am direct stakeholder of development process as representative body of private sector and has refused to attend. wb and its country offices always should remember that country ownership does not mean at all government ownership although governments are the key counterparts.country ownership is, if we follow how strategy and new approach to implement it, stakeholders ownership. I remember the another case that two years ago we as chamber, after in-itiating</p>	<p>in case of Mongolia, we as chamber suggested to government to include representative of private sector into so-called multiministrial council dealing with the foreign loans and grants, however no answer so far,so this the answer to your question.</p>	<p>each donor and wb and other organizations have their information on whatever projects they are implementing however there is no roadmap coordinated and integrated among them usually in given beneficiary country as for supporting governance reform there is not at all direct link to endusers of governance reform,private sector civil society media etc therefore an approach and mechanism are needed to effectively complement with each other in close cooperation with private sector even they can jointly establish coordinating committee including endusers or beneficiaries of governance reform.</p>	<p>first jointly with stakeholders develop indicators as I said before then monitor it jointly with stakeholders especially with direct stakeholders I devoted some of my precious time to inform wb how it should manage at country level changes as it is to direct interest of my organization's profile and functions.</p>	

EAP	1	In the case of the Philippines, it should include the audit from the private sector, preferably from the NGO or religious sector which report directly to the loan WB officer. Specific areas of audit should be in program costing (for infrastructure) and materials inspection. These are the areas where padding is most frequent and use inferior/sub-standard respectively. "Lender's Audit" should be made felt by implementing RP agencies.	In the case of the Philippines, NGOs, private sector organizations should be assisted by the WB in terms of partly supporting their operations in order to continuously monitor WB funded projects. The private/NGO sector support funds could be tucked in the loan but directly given by WB to the assigned NGO/PO. Accreditation from the World Bank and public announcement of their accreditation would enhance their credibility and position in the communities where WB projects are undertaken.	Since all WB projects pass through the government system, these are subjected to corruption in various degrees- from project programming, bidding, awarding, implementation and payments. The systems and capacity are in place. It is the value system that is really the problem. Dishonesty, graft, corruption and political interventions are the root causes of the problems	The key to ensure that foreign funds coming in whether in the forms of grants or loans are used efficiently and effectively and solve misuse is to plug every "possible holes" in all the project processes. There are many ways that I know but could not elaborate here. There are too many. The role of the multinationals in a country could be in the forms of supporting media, youth sector, NGOs, POs and other interested organizations in advocacy and active audit.	Indicators should be benchmarked and publicly or even internationally disseminated. These will put pressures on government to be more efficient and effective. It would work as positive or negative measures. It can even be a basis for future fund assistance that could be tied up to interest payment bonus or penalties. We appreciate WB's funding assistance to the Philippines, however, as it is where corruption is highly prevalent. WB should put more concern on the utilization of funds. A significant portion of the borrowed funds are wasted and the people are suffering - High prices, poor people, high unemployment (including myself) and high criminality.	
ECA	1	Te jete prezente me konsultime te perparuar te cilat do te ndihmojne qeverine shqiptare te luftoje korrupsionin. Te jete me kerkuese ne donacionet e dhena	Shoqeria civile dhe vecanerisht media duhet te formojne kapacitetet e tyre me specialiste ne fushen e kunder korrupsionit. Ketu Banka boterore duhet te ndajme me bursa per specialiste te medias ne fushen antikorupsion	Te persose sistemin e monitorimit te zbatimit te projekteve	Kordinimi i punes mes donatoreve qe se jelli prej tyre te jete prezent ne fusha te ndryshme	PËr mirësimet duhet të jenë të dukshme dhe të prekshme për popullsinë e cilat duhet anketuar për impaktet e projekteve në Shqipëri	
EUR	3	The Bank can stop lending directly to government but rather engage the private sector companies in channelling funds.	By granting them more access to funds and grants. Setting up media development fund to help sustain activities of the media since a vibrant media is key to consolidation of democracy and also a guarantee for the protection of individual freedom.	By granting the services or resources requested directly. For instance, you give a tractor menat for farming rather than giving the government the money to purchase the tractor.	By signing to the new Global Compact and defining a strict punitive measures against those multinationals who are found wanting in promoting corruption.	By informing the citizens the amounts granted to their governments. The bank should help strengthen the revenue mobilization organizations in the various countries and help give them adequate training for better work.	
EUR	3	1. The Bank should announce its problems to the people of the country by taking out a public interest advertisement in major local newspapers to say that it is not possible to continue funding the government for such and such reasons, and clarify what past money has not been properly accounted for. 2. It should then look at the possibilities of channelling funds which are not able to be challenged through the govt through indigenous local CSOs and NGOs 3. It should also publish a description of how corruption is taking place in the country in the manner of Nick Mannings document about Indonesia which the Bank never put its name to, it is important the realities of corruption are clearly revealed to the people, in order to encourage a grassroots of honest people in the country to put a stop to it.	The Bank can (a) fund CSOs and the media to research the practice of corruption and the publication of the findings (b) fund CSOs or Universities to research the psychology and sociology of corruption in that country (c) fund the media to publicize the egregious examples of corruption which hopefully will fire up the people to object to what is happening. The purpose of the Bank's work of this nature would be to inform the people of the country what is the influence on their lives, and on the future of the country of such corrupt practices and to do it not in academic language but popular language. The people have got to object, and the Bank can be ready to support reform minded groups as they occur.	One way of doing this is to announce very publicly what money is being given to whom a la Indonesia's KDP. But this can be done to a much higher and much larger extent. A second way is to inform the public what moneys are meant to go to what institutions from central treasury and seek the peoples help in tracking this - similar to UDN's work with school budgets in Uganda. In respect of building local capacity, the Bank can hold serious workshops which outline the passage of funds, point out the chokepoints or softpoints of corrupt diversion, and invite scholars and committed individuals in the country to suggest how it could be managed better, then present such ideas to government.	Donors who have had experience of corruption should freely inform other donors what has happened, and try to get a common black list of people and departments. They should also closely document the practice of corruption so people know where are the soft points. Without doubt corrupt donors and multinationals need to be exposed and blacklisted with maximum publicity to show that it is not only the southern country which is at fault.	Elicit the help of the public in tracking grants and loans. It will require substantial educational classes by the Bank in how budgets and expenditure systems work, but then it must try and get outsiders access to the workings of ministries and departments so that they can look over peoples shoulders or access the websites. If it is possible to get the political commitment to put so much on the web as Seoul in South Korea municipality has done, so much the better, but in many corrupt countries there will not be the political will to do that. The whole strategy is to develop citizen indignation so that they will take action for reform themselves.	

EUR	3	<p>The Bank in those cases should heavily involve the civil society by financing demand driven projects monitored and supervised also by international NGOs. Restrict or stop lending should be the final action of a process that with early warning instruments would monitor funds allocation and disbursement and officially notify to recipient governments were and how money is off track. In any case the Bank should inform donor countries of the action that will be taken and use also the bilateral negotiation power of those countries which see the weak government as a priority.</p>	<p>The Bank should empower the Civil society in countries with weak governance in order to make governments accountable for their actions. Not all NGOs can recognize corruption and are well equipped to take any action. It is therefore suggested that local NGOs will be involved in training programs in anticorruption of the World Bank Institute. It is also suggested that International NGOs such as Transparency International would coize with other NGOs such as the Global Forum to provide specific training programs for Local Authorities and local community. Media would disseminate information about the training courses undertaken in a specific country and worldwide</p>	<p>In past programs such as the "Youth New Voices" youth were allowed to be in contact with Country teams and review Banks portfolio. Usually youth are more free and not afraid to express their opinions towards the Bank and Governments. Country teams should have an ongoing dialogue and include in the project implementation unit of each project a representative from the civil society. More and more funds should be directly channelled to local authorities which are closer to citizens therefore more accountable.</p>	<p>The creation of a global coalition should be envisaged. Champions in anticorruption measures from the private sector should take the lead. Benefits from the International donors community should be given to those companies which have showed greatest transparency in doing business with the National Governments and the World bank. It is also important that the funds confiscated to Private sector companies guilty of corruption practices would return to the country of origin in the form of direct assistance to the poor, through NGOs, CBOs, ect.</p>	<p>Each Country Assistance Strategy developed by the Bank should include a defined set of indicators on Governance and Anticorruption. Once the progress reports of the CAS will be evaluated those standard indicators should be taken into account. Every PAD should also have a particular section on the indicators used for avoiding corruption and improve governance. We welcome the great effort of the Bank for Good Governance and Anticorruption. As a NGOs which works primarily with local authorities we are experiencing a reduction of corruption when the development aid is channelled directly to local authorities and civil society. Moreover we are also engaged in e-procurement for municipalities, while moving the procurement processes online there is more control of the transactions which allows a greater result.</p>	
EUR	3	<p>It is important to strategise a new policy of involving young people in the policy making as their are the future for everything and the future decisionmakers. This could be implemented by supporting youth initiatives.</p>	<p>The Bank could strengthen a pararel mixed corp of civile society and other independent institutions to keep an eye open on the mitigating fiduciary risk.</p>			<p>This could be successfully be done by the public and the private media</p>	

EUR	3	<p>What should the Bank do? The Bank should set up a identification card that allows it to identify countries with poor governance and severe corruption using as indicators : use of "social dialogue" in institution, willingness of the governments to invest in his people in project or programmes financed by the Bank, analysing of publics finances the effort of the government to improve the income of revenue and its use is a key). If institutions in a country do not use "social dialogue" (this is not limited to work conditions, the concept is broader meaning consultation of the people concerned by the proposal of the government submitted to the bank), the Bank should promote prioritisation of the strengthening of institutions that make a serious effort in organising its own public finances, promotes the building of social capital and social protection of children. If it is a loan, the Bank must get the guarantee that the public finances are managed in a way that the country can secure the reimbursement that means seeking the engagement not only of the government but of workers and National employers organisation</p>	<p>The Bank should look further in the independence of group that represent tax payers (workers and employers) and answer the following critical question: does the project contribute to improve the conditions of business in a country (economic and social relations and management)? How to identify individuals that really cares for the people well being (promotion of freedom of association)</p>	<p>one of the best way is to inform through national media - radio-newspapers- seminars with concerned people (one of the mission of world bank office in countries). The question is to garantit that the right people(those who can use that information) are involved. One of the ways to choose the right people is to consult the workers and employers group in a country, NGOs church etc.....</p>	<p>investing in the education of children and adult, transparency in management of institutions and associations (activities reports, promoting freedom of association in all field not only in economic but in also in social and cultural field (association of women, association of parents) such group are certainly going to formulate adequately their needs and look after the interest of a larger group than an irresponsible government. The multinationals should improved drastically the conditions of working and educate theirs workers and their families. they should set up health care systems for their personnel and their families since the governments in poor countries fail often to organize such services. This is one of the ways for multinationals to contribute to the sustainability of the market in a country. They should denounce the lack of transparency in economic and finances rules. the should withdraw their investments in countries where governments do not invest in people (schools and healthcare systems). When a country has a problem of corruption a</p>	<p>improvement of social and economic dialogue - transparency and clear business rules - non discrimination of treatment among external and national investors (protection of social, cultural and economic rights) When a government is really responsible and care about its people, the reduction of poverty and the guaranty that the reimbursement of the Bank loans should be secured South corea, Singapore, now Rwanda.... the case of Rwanda need to be analysed (efforts in publics finances management, call after expertise and investment, respect for people by the army, When a government is clearly willing to invest in people, improving their wellbeing with the availability of social and economic services, the reduction of poverty is therel.... These are just suggestions made on the basis of my experience of living in poor country with poor governance (Burundi, Congo)and working in social development for more than 15 years. I appreciated very much this exercise and hope that the Bank will find and use what it need to improve its mission of reducing</p>	
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Some have criticised this paper for bringing nothing new, only reinforcing the old with a "well this time we are serious" added in. I tend to think is a good paper summing up what we already know and hopefully already do. There is a case for putting more effort and funds onto all the small ideas and projects that is mentioned in the paper, but more importantly is a rethink is needed in the way development agencies deliver grants and loans and its implications for governance and corruption. Small changes can go a long way, here are my thoughts:

Time for a new development regime?

First we should be turning around the conditionality debate; instead of providing aid to encourage reform, it should be given to countries that have already demonstrated a desire to implement key reforms. In the language of the principal-agent problem, donors should spend less time trying to write contracts that force an alignment of incentives and instead give more aid to countries that on their own demonstrate similar motivations and objectives.

In this section I will explore and elaborate on

EUR	4	<p>Where government leadership is not consistent in tackling corruption, the Bank needs to identify and appoint key personnel in positions of authority, in law enforcement agencies and in the lawmaking bodies to 'shadow' key indigenous players, on an open, agreed, and short term basis to help formulate and announce anti-corruption policies through all available media, with incentive schemes for supporting anti-corruption drive. Then the Bank should put in institutional changes to implement some of the announced policy during the period of the proposed loan. The bank should restrict or stop lending when it becomes clear beyond all doubt that government officials are colluding in corrupt practices to divert loan funds into private pockets. Consistent treatment can mean lack of flexibility - disclosure and openness in all practices, and continued open consultation is the most transparent way forward.</p>	<p>The bank's criteria for selecting who should be stakeholders should be made public in the country independently of the government, and before any loan can be drawn down. Media and the private sector in the country should be approached with caution, as influence with the Bank will be a 'trade-off' factor with the government, in corrupt regimes. To support champions of reform it is important to give the individuals the tools which would be used to implement change. Education abroad, or experience in the private sector, in exchange for an undertaking to remain in the public sector in the country of origin might be a route. Help with building appropriate institutional structures, (multi-national teams to advise, including a number from within the country) and training projects to enable local government officials to work within them may work. This could then form the basis for implementing a reformed public sector, in due course.</p>	<p>Locally employed staff, with local knowledge and allegiance to the Bank will inevitably be needed to ensure that loan proceeds are used for the intended purposes - if the Bank is serious about this point.</p>	<p>Having extra structures and appointments could only lead to increased bureaucracy - media and communications could be orchestrated through donor country embassies - which could form an informal group during the period of loan or grant, and nominate a single source for all announcements. There are few ways to influence multinationals other than to identify key players and let them come and work at the Bank on secondment for a time. Unless they appreciate what the Bank is trying to achieve there is likely to be no result from attempts to change their behaviour.</p>	<p>Indicators which are actually in place are understood by donor countries and recipients. However, in order to give people a real idea about progress, there should be proper feedback from the end users of the loan. This needs local language coverage by local press, using local and independent personnel, preferably from another recipient country, whose understanding of what was intended is consistent with the Bank's goals. It is interesting to see the consultation process being opened up - this may be a good method to see who will participate in eradicating corruption - an open forum in the recipient country, with the ability for all who are educated, to give opinions at all levels, but anonymously. Perhaps internet cafes are a pre-requisite !</p>	
EUR	6	<p>I would argue strongly that any measure that will increase domestic accountability, either through formal government procedures, through political arrangements or through direct provider-client relations will be of crucial importance to help reduce corruption. The worst type of dealing with corruption would be for any donor organisation, multilateral or bilateral, to follow a strategy of minimising the risk of its own intervention through excessive and exhaustive reporting and accountability requirements that will - given limited capacity - deplete resources of domestic accountability. As a leading principle, this must applied throughout the Bank's portfolio with the utmost discipline. In the end, the assessment whether investing in a country is worthwhile given restrictions on effectiveness of which corruption is just one, rests with the Bank itself. A clear lack of domestic accountability which would facilitate exclusive capture by an elite of resources supplied for broader purposes must spark off decisions not to engage with that country through the existing e</p>	<p>The more the Bank will be able to link its natural bias towards national institutes as counterparts to sector institutes or even local institutes, the more the role of other stakeholders than just the public ones will become visible. In most of the poor countries, non-public actors at national level are weak, lack credibility and legitimacy in the eyes of many of the intended beneficiaries. That is a strong message that must be taken at heart. The more operational Bank's involvement will become, the easier the legitimacy of partners outside public sector framework can be assessed. Weak capacity is often worse at the higher ends of a chain: implementation can be adapted to local circumstances and in this way capacity for implementation can grow and gain strength. Moving upwards, planning, priority setting and monitoring become more and more important. These tasks are seen as public sector tasks, with less involvement of private organisations.</p>	<p>See above</p>			

EUR	4	<p>Subject: Fighting Corruption in Development Aid. According to our Company's 25 year experience in supply tenders in developing countries, the problem of transitional corruption in Development Aid can only be solved through a strong cooperation between donors and beneficiaries "on the spot", i.e. in the aid recipient developing countries. However it must be taken into consideration that, according to the experts of international economic transactions, the Diplomatic Representations of the industrialized donor countries in the developing countries do not usually have strong intentions to fight corruption because they are mainly engaged to "introduce" and "recommend" the Companies of their countries of origin for obtaining contracts from the local Administrations, particularly when "political" pressures are employed for distorting competition. With this common strategy, even if unconsciously, instead of contrasting, these Diplomatic Representations generally favour corrupt practices. It is therefore necessary to change the situation and create anti-corruption</p>	See paragraph 1.	See paragraph 1.	See paragraph 1.	See paragraph 1.	
EUR	2	<p>I believe there is little room in terms of restricting or stopping engagements with countries. In as much as there exists a two-way causation between governance and economic performance it is more a question of identifying the right tools, possibly geared to each country's specific conditions. When the political will to fight corruption or introduce better governance in general is loose (particularly among fragile states), it is imperative to prepare interventions that minimise the loss function for different sections of society. For instance, consider the case of Ethiopia before and after the May 2005 elections. The country has suffered a major setback in terms of political stability as well as good governance. Western governments and multilateral institutions relied on the promises and perceived pedigree of the Prime Minister. No one preferred to look beyond and see if there in fact institutions that peacefully aggregate political preferences of society are put in place. My point is that it is very important to focus on building credible institutions that with</p>	<p>Research in political economy of reforms indicates that reforms get implemented when those who wield political power enjoy net gains from the changes or are able to compensate losers and still achieve positive payoffs. If the Bank's strategy considers participation of a broad section of players as an end by itself then its success could be very limited. Being champions of reform both within and outside the executive branch of government could very well be a politically very risky undertaking for agents. Let the Bank work on increasing at grassroots level thereby rendering the lives of the poor less and less vulnerable to what is happening in elite politics.</p>	<p>The World Bank should seriously consider having its interventions to impact evaluation exercises. If what is meant by fiduciary risk only audit-type errors and embezzlements then improving accounting systems may go a long way. However, the question of reaching the poor includes the way poverty is measured and poverty map (not necessarily geographic) is drawn. Introducing rigorous benefit incidence analysis and impact evaluations will definitely help in as much as using macroeconomic models to project spending effects.</p>	<p>Arguably, this is the most serious problem. Recently, two of the highly acclaimed African leaders (Ethiopia and Uganda) looked to have reneged on their promises to transparent political reforms. The response from the donors were despicably mixed. Some like Britain preferred to withhold aid while others including the likes of the United States turned a blind eye. Notwithstanding the fact that the U.S. has its MCA to channel aid based on good governance, it otherwise puts much weight on political geography. There are at least two mechanisms to address the problem: better coordination among donors to avoid mixed signals and concentrate on building institutions that are, to a certain extent, insulated from adverse spillovers of political markets in developing countries.</p>	<p>Neither in inputs such as the number of traces built and trees planted nor share of budgetary allocations to poverty-reducing sectors do suffice to monitor progress. What is more costly in terms of corruption is not a low ranked, low paid clerk taking money to accomplish a given task. Rather, it is what is happening at the highest echelons of political power that matters most. Establish objectively measurable instruments to test if a given country sets institutions that encourage citizens engage in creating wealth, whether there exists adequate competition both in politics and economics to diffuse rents, would governments focus on providing public goods or redistributive expenditure, etc. I see a clear need for World Bank country offices explain their mandates to all stakeholders in developing countries. This is because the more they are viewed as only augmenting the functions of government the less their work gets sustained following political transitions. For instance, corruption in a way serves as a tool by rational governments officials in divided societies to forming a winning coalition</p>	

EUR			4	<p>In my opinion, in the standard agreements to be signed with states, the World Bank should provide for co-signing by groups actually active in the field, and not base things strictly on papers and reports. Moreover, it should look into the behavior of its country representatives. They sometimes appear to have their minds made up, and consequently are already taking sides in their reports. A third set of eyes would be of great utility in such instances.</p>	<p>The third set of eyes I proposed above is important here as well. This will enable the World Bank to have information from nonofficial sources as to the reality on the ground.</p>	<p>A round table of all donors by country is essential for coordinating their areas of intervention and their activities.</p>	
EUR			6	<p>In countries where corruption is flourishing, the Bank should operate through:</p> <ol style="list-style-type: none"> 1. Project execution agencies such as the BCoCo in the DRC, characterized by - Staff who are not state employees and the hiring of which, from the senior manager to clerks, is in compliance with MPC requirements (cf. World Bank guidelines); - Appointment of the director by the President of the Republic following non-objection by the Bank after recruitment as described above; - The agency should be compensated for its work. 2. A fixed obligation for the resident mission to verify the use of funds and draw up a status report on the execution of each project financed at the end of each standard disbursement period. 3. Suspension in the event of flagrant violation, limited only in the case of budgetary support. Formal accounting reports may be of assistance in this regard. 	<p>To ensure the proper use of resources, the Bank should require:</p> <ol style="list-style-type: none"> 1. half-yearly external audits 2. half-yearly expenditure reports 3. oversight missions 4. sanctions 	<p>By means of transparency. For example, publication of the "integrity" report. By means of communication. For example, keep the people informed of the World Bank's activities.</p>	<p>For projects with visible and immediate impacts, this can be done through performance indicators and oversight missions. Where appropriate, compare the baseline situation with the present situation and assess the sustainability mechanism. Make the "integrity" report public, clarifying the concepts of fraud, corruption, and good governance. What interest does the Bank have in a state's tax revenues? What is the real role of the resident mission?</p>

EUR	1	<p>In countries where governance is poor, the Bank should ensure, in all major sectors in which governance indicators are tangible and measurable, that the basic principles of governance are being respected.</p>	<p>The Bank should simply circulate the appropriate information by means of its resident missions. With the resources allocated to them, these resident missions should be able to reach all non-governmental stakeholders, and particularly civil society and the private sector. There will be an ongoing need for extensive use of the World Bank's in-country missions and resident offices and for continuous communication with those who promote reform within and outside of the executive branch of government.</p>	<p>It will be necessary to make greater use of central banks, and to expand their tasks and mandates. It will also be necessary to make primary banks aware of regulations emerging from the Basel I and II Committees.</p>	<p>The United Nations in New York is planning to create, within its Economic and Social Council, a bicameral chamber to address these issues and the role played by the multinational corporations of industrialized countries in economic intelligence.</p>	<p>Study reports can be submitted to the parliaments of each country, and working documents based on them to each government, along with measures of convergence for central banks and enterprise owners' groups. The spring meetings of the World Bank and IMF are forums that henceforth need to address not only issues of international finance or governance, but also the social and human aspects of the economy, the expansion of international relations, and international cooperation through the strengthening of diplomatic, financial and economic relations.</p>	
EUR	3	<p>The Bank should stop giving money to corrupt governments, and instead finance modest local projects in order to rebuild the social fabric on site. Only education and jobs can generate democracy (the right to exercise one's rights). Too many billions have gone up in smoke in tax havens or been spent on luxury goods!</p>	<p>A stop should be put to spreading the notion that organizing elections is the path toward democracy; that's "putting the cart before the horse." The path to democracy is a long one (in Western countries we have had multiple revolutions). The developing countries have not reached the same level of political maturity. The Bank will be able to succeed only by promoting educated, independent, and upright individuals (and there are some: one need only ask among the people). One way of supporting such persons might involve working through the NGOs, which represent the best of civil society, but subject to the condition that these associations are independent from power and the networks of corruption.</p>	<p>By financing serious NGOs that are quite familiar with questions on the ground, and by promoting multinational enterprises that have a genuine sustainable development policy and profit and development objectives. States are the instruments of power struggles, and have not demonstrated solidarity (tied aid). The State must be bypassed.</p>	<p>The reform of governance cannot come from above (the elites enjoying their privileges) but instead from the bottom (the people at the local level). It is necessary to practice a policy of "spreading", cultivating microcompanies which develop in a spirit of sharing and gather together to build a nation. These days companies (the creators of wealth) have a major role to play. We see that fair trade enterprises and ethical funds are expanding well. Multinationals talk about the topic of sustainable development. They have rating organizations that keep them honest, while all governments cheat. A freely competitive market must also be encouraged by eliminating trickle down savings and restoring the free circulation of goods (the absence of subsidies and protection in the rich countries and maintaining these instruments in the developing economies).</p>	<p>The rating companies internationally recognized for their independence from States, the multinationals, and the development NGOs must work with the same indicators: the HDI at several levels and degrees of refinement in keeping with local conditions. Yes, bring an end to the hypocrisy. Educate the U.S. leaders who abuse their leadership position. Eliminate tax havens which permit all kinds of trafficking, arms sales, and corruption. Give priority to work with capital. Favor job-creating investments; promote the good NGOs.</p>	
EUR	5	<p>The Bank can continue to mobilize for reducing poverty through the Bank staff and NGOs or local associations. Yes, it should limit its financing activities in order to compel the State to combat the corruption of its system. So long as corruption has not been eradicated in the corrupt countries, it will be difficult to combat poverty. I can cite the case of Chad, for example. While the PRSP has been finalized since 2003, it has never been implemented. To ensure that the Bank provides consistent support to all countries, it would be necessary for it to establish a mechanism for the comparative monitoring of one country with another.</p>	<p>COFERT in this connection. Of course, the government is the Bank's primary interlocutor, but it has to count on an emerging civil society, with associations able to address development problems on the regional, national, and international levels. Nor should it rule out nascent consultant firms in Africa that are dynamic and have an interest in performing well if they are to spread to other markets. It is necessary to use them as well.</p>	<p>In order to challenge governments, it is in the Bank's interest to collaborate more with NGOs and consulting firms which, in Africa, are working at cross purposes with the corrupt government. African consulting firms perform it rather well in the area of capacity building. If they lack the requisite skills, they can call upon other foreign firms.</p>	<p>I have worked as a consultant for a number of years for the World Bank, the ADB, the UNDP, UNICEF, the WHO, and the GTZ. But I have noticed that to the present day, there has not been any sincere coordination at the donor level. This being so, the government plays one donor against another. What purpose was served by PARIS21? The corruption of the multinationals is an extremely difficult issue. After all, it is people who are both the authors and actors of corruption. What I propose is that all contracts of a substantial size be handled at the level of the donors and the government. The donors must verify all the ratings of the country independently before awarding the contract. The civil servants in charge of awarding the contract might then be apprehensive about the mechanism.</p>	<p>Indicators can be tracked through participatory surveys (qualitative) and statistics (quantitative). That is, both qualitative and quantitative indicators need to be taken into account. There has to be genuine coordination among donors and a harmonization of financing procedures.</p>	

EUR	3	<p>The Bank should identify, evaluate, and encourage grassroots and citizen dynamics in combating the corruption emerging in each country. It should organize systematic support for these dynamics and engage in the regular monitoring and evaluation of the support and the indicators of the rate of corruption. This is a participatory approach to combating corruption. Furthermore, the Bank should devise minimum good governance criteria that must be met in order for a country to have access to financing. A rating system for a country to obtain financing is a good strategy. To ensure that the Bank is providing consistent support to each country, the Bank should establish a system for close, local monitoring and evaluation in which civil society is heavily involved in examining government action in the event the government is receiving support from the Bank. In addition, the Bank needs to create a simple information system through which the citizens of any country receiving Bank support can obtain information on the support that the Bank is extending to their country, the anticipated out-</p>	<p>The Bank will have to initiate the establishment of a tripartite "Government, Civil Society, Private Economic Agents" commission in each country for the management, oversight, monitoring, and evaluation of the support it grants.</p>	<p>The tripartite commission referred to above should have all necessary resources, and guaranteeing a balanced power relationship among the three components is a good idea.</p>	<p>There is a need for a consultative council of international organizations and donors in each country for purposes of coordinating support activities.</p>	<p>There should be a flow chart for monitoring/evaluation of indicators that is adapted to conditions on the ground in each country. World Bank actions must be highly transparent. This is possible with the involvement of civil society, and hence the introduction of the tripartite commission mentioned above.</p>	
EUR	1	<p>In this kind of situation the Bank should no longer entrust money to governments, but instead to structures that it establishes in the countries concerned. These structures will work and collaborate directly with the people, enabling them genuinely to be the primary beneficiaries of the Bank's financial assistance. Yes, the Bank should limit if not suspend its financing activities if governments oppose the establishment on their territory of the structures referred to above. Because these structures will work directly with the beneficiary populations, they will report directly to the Bank on the progress with their efforts in the field and the impact they are having.</p>	<p>The structures referred to above will be directed by the various stakeholders you mention: a management/decision-making body made up of members of civil society and the private sector, etc., a newspaper or radio or television broadcast responsible for keeping the people informed, [and] a body for selecting/identifying champions of reform in accordance with criteria defined by the Bank.</p>	<p>It will be up to the structures referred to above to inform the Bank on a regular basis of the progress made with the work entrusted to them.</p>	<p>The Bank should organize meetings with the other donors and the beneficiary population groups directly in the field (among the people) for purposes of drawing up a strategic action program aimed at defining the areas of intervention and the requirements of each, and at determining whether there are areas that correspond or are divergent. In the event they correspond, the effort should be to build on the correspondences to enhance effectiveness. In the event of divergences, a strategic execution timeline will have to be drawn up to reflect what has already been done.</p>	<p>The status of an indicator makes it possible to draw a number of conclusions in light of certain criteria. From the Bank's perspective, the aim is to see from these indicators what conclusions it should draw as to the progress countries are making.</p>	

EUR	3	<p>The Bank should collaborate with international and national civil society organizations to denounce the evasive stances taken by countries as regards systematically combating corruption (organizations such as Transparency International, in cooperation with local NGOs whose capacities have been built up, can be used to good end in this regard). The Bank should continue to implement the HIPC initiative, with monitoring programs involving synergy among the state, civil society, grassroots communities, and donors. A partnership enabling civil society directly to monitor and evaluate the implementation of poverty reduction programs. Suspending or limiting activities would be appropriate whenever the various stakeholders involved identify the persistence of dishonest governance, corruption, or the lack of transparency in the implementation of social or community programs. A good and comprehensive monitoring and evaluation system that enables the Bank to assess the various outcomes would surely address the Bank's concerns about the support provided equitably, accountably, and consistently to all countries. Successes achieved in some countries could be</p>	<p>By emphasizing decentralized cooperation in the implementation of development programs. In my humble opinion, the Bank should emphasize projects that emphasize the involvement of efficient partnerships involving the State, decentralized governments, and civil society. The ironing out of the conflicting timelines for program implementation will have the advantage of ensuring consistency, the synergy of capacities and skills, and perhaps inhibiting the corruption and inefficiency often observed in public settings in Africa.</p>	<p>By guaranteeing the existence of internal and external monitoring and evaluation programs, with rigorous reporting that is known and disseminated to the general public. To this end, building the capacities of public organizations and NGOs is an essential requirement for success.</p>	<p>It is important for the Bank to note that it is difficult in Africa to expect the citizens, whether in the government or not, to be paragons of virtue in circumstances where they are in a severe state of need. Social programs involving the grassroots population are of great value in this regard. Support for the reform of governance should be accompanied by capacity building programs, even for the grassroots populations. It is important to consider private firms as partners in combating corruption.</p>	<p>It would be necessary to create bodies with expertise in project monitoring and evaluation at the national level.</p>	
EUR	1	<p>Act only in the proper direction. Promote the transposition of the best rules and international practices in the States concerned and ensure the consistency of implementation by using international databases and administrative intelligence systems.</p>	<p>Act only with stakeholders. Entrust the transposition of these rules and practices to Project Implementation Groups (GIPs) formed by sector of activity and made up of representatives of the government agencies concerned and civilian NGOs.</p>	<p>Finance annually only the objectives audited by the GIPs. Provide in each State for a Project Management Group responsible for allocating projects and for managing and auditing the GIPs.</p>	<p>Intervene only in sectors governed by the above system or soon to be so governed.</p>	<p>The indicators are the objectives set by the GIPs for implementation of the aforementioned projects. We are at your service for providing additional information on the methods and instruments for such a policy.</p>	
EUR	1	<p>I think that the World Bank should establish links with national or even regional associations working on the ground to combat insecurity and to foster integration. Indeed, a number of these associations have acquired experience and a comprehensive vision of the way in which funds can be put to good use. The major problem faced by the World Bank is that countries in general have not made much headway with decentralization. The more steps involved in a process, the greater the temptation to embezzle funds. This task is certainly not easy; however the national and regional media, websites, and blogs have given visibility to a large number of these associations. I also think it imperative for the World Bank to get involved on the ground with these associations, by working with them until poverty reduction projects are actually put in place.</p>	<p>I think that the World Bank should establish links with national or even regional associations working on the ground to combat insecurity and to foster integration. Indeed, a number of these associations have acquired experience and a comprehensive vision of the way in which funds can be put to good use. The major problem faced by the World Bank is that countries in general have not made much headway with decentralization. The more steps involved in a process, the greater the temptation to embezzle funds. This task is certainly not easy; however the national and regional media, websites, and blogs have given visibility to a large number of these associations. I also think it imperative for the World Bank to get involved on the ground with these associations, by working with them until poverty reduction projects are actually put in place.</p>	<p>See 2. Bring together the various stakeholders.</p>	<p>I think that indicators can be used in several ways. First, it is essential that the World Bank have the capacity to train persons who are members of these elected "associations" or "organizations" mentioned above, in order to put these indicators in place at the regional level. As is the case in Europe with elected officials, a report should first be provided to the World Bank on progress made, with the latter in turn providing a report to the national government. A significant number of these governments, I imagine, have sometimes submitted results to the World Bank that bear little relation to reality. I apologize – I don't have much time now. I hope I can provide you with more information another time. Goodbye.</p>		

EUR	4	<p>The World Bank should continue to work with poor countries by providing them with aid. It should be noted that 80 percent of aid goes toward the purchase of four-wheel drive vehicles, leaving only 20 percent for the poor. The strategy should therefore be changed by assisting the poor directly so that donor aid can have a direct impact on them. I suggest that the Bank provide assistance to EIGs, Farmers' Associations, etc..</p>	<p>I very much like the Development Marketplace. This is one way that the Bank can touch the lives of the poor. The World Bank should also decentralize its activities by moving into the regions instead of concentrating all its activities in capitals.</p>	<p>In my opinion, there must be monitoring/evaluation of the use of loans and grants by independent persons. This will help provide an overall picture and will allow impact to be measured. We are seeing people go to great lengths to show that aid is being properly used by resorting to media blitzes while all the money is merely being used to create a class of nouveaux riches.</p>	<p>All parties must get together within a kind of exchange forum at the beginning of each year in order to capitalize on the experiences of others and also to take action in a way that is complementary.</p>	<p>Indicators should always be taken with a grain of salt, given that a number of them do not always reflect actual situations. Let us use them, but let us do so in a manner that is rational and objective. Steps must be taken to ensure that the poor benefit from World Bank assistance by organizing competitions that are open only to the poor. I also support this method because it will permit the Bank to obtain feedback from others. I wish you continued success with your work.</p>	
EUR	3	<p>The Bank should dispatch senior officials to those countries where this problem is rife. These persons should oversee matters at all times. If possible, it should limit or suspend those activities that violate contractual provisions or exercise oversight. It should monitor closely trends in this area in all countries.</p>	<p>Pass a domestic law authorizing associations or NGOs to negotiate directly with the Bank, with governments receiving information from the Bank or stakeholders only. It should support reform champions by granting them many favors in areas that do not currently exist.</p>	<p>The Bank can ask the interested parties directly whether a grant or loan was received or can even audit grant recipient entities. It can ascertain whether the grant was properly used through a joint Bank/government audit.</p>	<p>They should intervene armed with information regarding what the other partners have had to do. If possible, donors from all countries should communicate by forming a special committee in order to avoid the duplication of work.</p>	<p>The system should first be assessed, after which indicators should be adapted at the national level and trends in the situation tracked at the end of each year. Often, we are not privy to financial information in our countries and we are unaware of many situations. To this end, we suggest that you obtain information on all situations, by country, and give us the opportunity to obtain information from you quickly in order to get a clear picture.</p>	
EUR	4	<p>In order to ensure the effectiveness of its work in the areas of poverty reduction and combating corruption, the Bank should pay more attention to what the people have to say and then conduct a thorough and objective analysis of sectoral and professional policies.</p>	<p>The State should ensure public order in the social and economic spheres by playing the role of police and intervening in areas outside the scope of its activities, thus removing all bottlenecks.</p>	<p>In order to combat political patronage and nepotism effectively, the Bank should ensure that the distribution of its resources is monitored upstream and downstream, and in particular, determine where priorities have been identified and whether the loan or grant has been channeled toward these priorities.</p>	<p>This Bank initiative is ongoing. Support and research through surveys of target groups is an effective way to identify expertise that is wasted because of inadequate resources to perform their work properly.</p>	<p>Indicators should be used efficiently from a micro and macroeconomic standpoint. New telecommunications technologies can be useful for monitoring the poverty reduction and anti-corruption work of the Bank. The Bank should either fulfill or abandon its historical responsibility. A sustained and probing mindset is needed in order to work for your institution. At the same time, loyalty and a serious approach to service are important. A word to the wise....</p>	
EUR	1	<p>The Bank should put in place streamlined local entities in order to manage the regular and effective use of the funding it provides. See above.</p>	<p>Opinions must be expressed freely. If the governments and administrations of some countries are corrupt and embezzle funds, they must be publicly exposed; forced to face their misdeeds in order to explain and document actions so that trust is never placed in them again.</p>	<p>By establishing offices in each state responsible for reviewing those projects for which funds are needed and verifying their proper use with auditors who release funds as projects are executed.</p>	<p>This is where things become complicated. Multinationals, particularly U.S. multinationals, have always been unscrupulous and have not one shred of respect for people and human life. A good number of these multinationals set up corrupt governments to do their bidding (particularly dictatorships, as happens in South America), so that their financial interests can be protected, often in cahoots with Western politicians who are equally corrupt and apt to engage in wrongful conduct. Their one and only credo is profit by any means possible. The problem should be corrected by Western governments, which should control their multinational companies by imposing stiff sanctions, if necessary. However, it is clear that this requires that Western politicians have no ties with these multinationals and stay clear of their wrongdoing. That's another problem.</p>	<p>Corruption, regardless of whether this scourge is associated with the poor or the rich (the latter are not spared this scourge, especially in FRANCE), is first and foremost a question of mindset. An individual either has a corrupt mind or doesn't...!!!</p>	

EUR	1	The Bank should make it very clear that it will not lend to countries that have not embraced democracy, identified anti-corruption measures, and do not have a neutral and effective public administration in place.	The Bank should not meddle in the domestic affairs of a country.	It should require that countries have an independent general audit office. The Bank could do a lot of good by offering to finance this kind of office fully (staff and equipment) for a minimum ten years. Ideally, the Auditor General in a country should be a member of the legislative assembly.	Having neutral and effective governments is the best way to guarantee that loans and grants are used more effectively, whether the latter are granted on a multilateral or bilateral basis, by countries or international organizations. All actions should first target attainment of this objective. A commitment by all donors to withhold lending until a country restores respect for democracy and puts plans in place for a neutral and effective government, with appropriate mechanisms for competitive bidding and general auditing that is completely free of political pressure, would represent a step in the right direction. Multinationals must ensure that corruption is no longer profitable by implementing tighter tax controls. This will require greater collaboration with the public administrations of all countries.	do not have the required knowledge to respond to such a question. The Bank should abandon this horrid notion of "governance" and call things what they really are: democracy and neutral and effective public administrations. I know that efforts are being made to enhance the effectiveness of government officials; however, more remains to be done. Private enterprises cannot thrive in the long term in countries where the State is weak. This is not a case of one or the other, but rather of one and the other.	
EUR	1	Countries can be ranked by degree of corruption (an official list therefore needs to be prepared along with rankings) - the more corrupt a country, the less authority it will have over the execution of a project.	See above.	It should require, prior to providing financing or a grant, that the country in question provide an evaluation grid indicating the "return" of the project. A post-project assessment of this evaluation grid should be done by someone with no ties to the country.	Appoint persons to lead the project with no ties to the country.	Through an evaluation grid designed by the country itself. If the evaluation is poor, the amount of the grant or loan should be deducted from the next operation.	
EUR	1	Stopping poverty reduction efforts would be the biggest catastrophe not only for the poor, but also corrupt individuals involved with "development" work because they feed off these projects, without them they cannot deduct their commissions). Development banks should not only continue to provide financing, but should also increase it while adopting a resourceful approach to alleviating corruption by stepping up the number of project audits by independent foreign experts (to avoid endangering the lives of national experts), instead of having audits done by local judges and parties. Expanding the on-site presence of sector experts from the Bank and paying unannounced visits are recommended (even if this means a change in protocol). Appraisal reports and governance profiles should be posted on the web, in order to provide a true picture of these corrupt individuals. Success and consistency with respect to assistance are often dependent on the performance of borrowers and also on other donors (whose strategies are sometimes divergent). Ties among donors should therefore	Because they are not able to get to know the main persons involved with projects, i.e. the people, donors have encouraged the involvement of other actors, namely NGOs. The reality shows that NGOs are popping up everywhere in some countries, and that most of them are not non-governmental in nature (we have found cases of up to 20,000 NGOs in a single country). This concept has morphed into a real business, with the melding of financial interests (generally a four-wheel drive vehicle and honoraria) and political interests (political patronage and links to political parties). Development institutions should conduct a screening exercise in order to prepare a roster of independent NGOs or crosscheck NGOs on a regional basis (and make them work in places other than their own countries, given that the problems are often the same, particularly in sub-Saharan Africa), in order to guarantee their neutrality. The people are often included in activities in many countries (at least those in the social sector, although this is not the case in the very technical sectors, given the low level of education	By using existing control and auditing instruments. Audits should be increased, procurement codes should be strengthened and made transparent, and lastly, mid-term and closing project audits should be done by independent experts from other countries. With regard to fiduciary risk, in the case of loans, the donor is covered by the State. The problem arises with grants.	By strengthening the coordination of their activities and trying to supplement them, rather than competing and going in different directions. One area still requiring improvement is the exchange of documentation and the large number of crisscrossing of supervision missions (improvement in this area would make it possible to reduce the costs associated with project monitoring and to harmonize the methods and procedures of donors). However, in the case of governance, a number of political factors can complicate candid cooperation among donors. At times, bilateral strategies can be at odds with or diverge from multilateral strategies. In the case of multinationals and their role in corruption (in addition to the timely preparation of accounting balance sheets), only appropriate financial audit methods and second opinions on the equipment and materials used for projects can shed light on questionable areas of expenditure. In the case of local operators, it would be helpful to explore whether the donor could report their revenue to the tax authorities, in order to avoid	Donors would have to impose a quantifiable objective (to be determined) as a conditionality for gaining access to other financing, which reflects a governance and human development threshold (the two are closely linked). This will offer a way to establish an aggregate governance and human development (GHD) index, which should figure prominently among the performance evaluation criteria for donor assistance. This criterion is not currently among the evaluation criteria, unless it is introduced by the borrower. In addition, it would be good for donors to weight various criteria associated with these evaluations (by assigning the appropriate coefficient to the GHD mentioned above) and discontinue ratings that consist of obtaining the arithmetical average of ratings by criteria. This procedure will, in my opinion, ensure that governance is not examined separately, but rather is incorporated into evaluations. The World Bank has produced excellent studies establishing the correlation between the environment and invisible GDP losses; it could conduct similar studies on what corruption repres	

EUR	1	<p>If and when the Bank stops or restricts lending the impact is felt by the poor in countries with weak governance. This is because weak governance means little or no accountability of those in power and arbitrary leadership. Thus, focus should be on how to maintain the level of lending and influence policies on good governance. I sincerely believe it cannot be achieved without entreating countries to sacrifice part of their sovereignty. That should be the price any country willing to receive loans from the Bank should be prepared to pay. As such, the Bank should itself appoint independent members of the society to watch and direct good governance programmes and report directly to the Bank. These individuals should be insulated from corruption with good incomes and the Bank must hearken to their reports.</p>	<p>The Bank should first of all encourage effective privatization of state-owned enterprises to citizens (not connected to the government) of the country, especially in transition economies. This will ensure that locals (not government) are involved in the management of a stronger private sector. Countries seeking loans from the Bank should also promise to allocate part of the loan to subsidizing civil society organisations, small enterprises and the private media. The benefit from these organisations and the private media that will funds should those designated by the Bank and not the government. The Bank will designate them after a study carried out by an appointed independent representative.</p>	<p>The Bank should enter into an agreement with borrowing countries whereby they are assessed every two or three months in order for the Bank to be sure that the loan proceeds have been put to good use. The monitoring process of each funded activity should be intense and part of the loan/grant should be allocated to paying independent audit firms to carry out audits on such projects periodically. The audit firms should be designated by the Bank.</p>	<p>The Bank should have an inventory of loans and grants given to each borrowing country in each year and for which projects. This will ensure that duplicity is avoided and the same projects are not funded by different organisations. Also, the governments should demonstrate how all loans and grants of the previous years were utilised and a designated person of the Bank should ensure that they were properly used, if not the Bank should suspend the lending and ask other bilateral donors to do the same.</p>	<p>Indicators are good but must be corroborated by attestations of progress by designated independent persons and the private media. Thus, indicators reporting on progress should be used together with reports sent to the Bank by designated persons and the private media. The private media should volunteer to provide such information. The Bank strictly observes forms and institutions in many developing countries to the detriment of the populations. Issues such as sovereignty and government authority must be overlooked especially where the welfare of the people is at stake. Thus, it may be necessary for the Bank to demand an inventory of projects from governments seeking loans and grants and then the Bank designating certain independent persons to list the projects in order of importance to the country in question, and finally, the Bank issuing tenders for the projects and awarding contracts to companies that put in the best bids for the projects. Thus, the governments should be limited to providing an inventory of important projects and also overseeing the work carried out</p>	
EUR	2	<p>In some African countries the Christian missions, only with permanent local bases, can be involved directly in development projects including adult education, health, home economics and agricultural. To support them it is necessary to involve research institutions.</p>	<p>For some African countries WB could subscribe general agreement with the main branches located in Europe and North America</p>	<p>The WB could give the money to the local institutions directly connected with missions.</p>	<p>The first success of the projects at local level could be useful to find the best solution.</p>	<p>In some PVS countries it is better not to involved officially local public and/or private institutions. The foreign personnel (doctors, agronomists, teachers , other) of necessity involved at local level could be only selected if voluntary.</p>	

EUR	1	<p>The common and permanent mistake that the bank does is to think that in all the countries weak governance and severe corruption have the same causes. I personally think that the governance and the corruption take its form from the country's culture or environment. Therefore, The bank should first of all, try to find out the principal causes of the weak governance and the severe corruption adapted to each country and focus its efforts to fight them in order to solve the problem. The Bank should invite the population to be involved in this war and stop dealing only with politicians. In such circumstances, how the Bank remains engaged to help reduce poverty? In countries where, projects are executed through bank's procedures, the bank should:- Make involved the population in the identification of the problem when designing the project. The big mistake is to think that the population sees the poverty the way it is seen by the World Bank officials. Eg: it is good to fight malaria by giving mosquito nets to the population. But what the bank does not know is that one most of these mosquito nets would</p>	<p>The best way to engage non governmental stakeholders is to make them involved in the projects from the designing of the project</p>	<p>I also think that the bank should put more action on monitoring and evaluation of the projects. The same way, the bank put pressure on the financial and procurement management of the projects, the same way it should conduct the monitoring and evaluation</p>	<p>The bank and other multilateral organizations should ask governments to have in it a technical direction that would be a "focus point" which will coordinate the actions of all donors including the bank. This will also help to avoid mixed signals by donors. How can the role of multinationals from industrialized countries in corruption be addressed? How it can be addressed. I do not know. But I think to stop or reduce its importance, industrialized countries should make a law that says that when found guilty of corruption to any politician of a poor country, the multinational firm would be asked to pay at least, twice of the amount paid as a corruption to the poor country. This fund will be used by the Bank to finance a social project in the country</p>	<p>Instead of using the "taux de croissance" I think, the bank should consider the country progress by evaluating the progress made by the country by answering to questions like: how many people are not going to bed hungry? How were they last time?; How many members of the family have a job; How were they last time?; And so and so.</p>	
EUR	4	<p>Ensure that all donor funds received for a purpose are used for the subject given, most of the time it is used for fees and to cover shortfall in countries economy such as Ghana and Nigeria are always losing monie through bad control of projects and disbursement by DFD never worry where the money goes whilst (the children of Africa suffer more and mor</p>	<p>overseeing and auditing of Projects and that all money given is used to improve the life in Africa many people are still starving and mortality rate increases due to water and sanitation</p>	<p>Oversee the companies given projects by insuring performance bonds in place and ensure that Africa honours its Contracts when help is given as Nigeria specifically owes millions of dollars to contracts standing since 2000 year and nothing is done by anyone to enforce African Countries to honour their word</p>	<p>When donor funds are given it disappears into black hole why not set up equalisation accounts with a bank such as Bank of England and set up a body such as ours o audit, control overseas and check out distribution, we offered an idea to Ghana in 2004 to use our Financial Programme guaranteeing use of their own indigenous assets and money raised to projects by a rollover of constant funding and ratio of cover by a controlled ratio to cover all projects covered they took our programme and failed to appoint us to cover audits and use the BE to cover transparency corruption as our programme ensure that all monies would be audited and controlled preventing any loss of monies, Ghana has purposefully avoided any reply to our requests for payment of the use of our programme whilst using it to raise loans all over the world, if this is transparency where is integrity lie.</p>	<p>BY Collateral accounts in a Bank which has prime triple a rating such as Bank of England with auditing controls presently monies are paid and control is lost from day 1 sometimes resulting in loss of all or some of the monies Use of Indigenous assets by Collateralisation of Monise to ensure monies are used correctly to improve the world</p>	

LAC	1	<p>El primer cuestionamiento es facilitar este tipo de sondeos de opinión en varios idiomas, a efecto de posibilitar que las personas interesadas en participar, puedan expresar sus opiniones en su idioma materno. El Banco, en los países que adolecen de una débil gobernabilidad y una severa corrupción, donde el liderazgo del gobierno no es consistente en atacar estos problemas, el banco no debe olvidar que sería un error vincular su compromiso con la ayuda a la reducción de la pobreza, pues el impacto penalizante recaería en la población pobre y no en los gobiernos Corruptos. La restricción o la suspensión del endeudamiento debería sustituirse por la utilización de canales alternativos de cooperación hacia otros sectores comprometidos legítimamente con la reducción de la pobreza, ahí, sí, penalizando al gobierno corrupto y facilitando canales alternativos que beneficien efectivamente a la población pobre. Si es posible que el banco pueda asegurar un tratamiento consistente a través de los países, bajo estrategias de condicionalidad más efectivas que la sola pena</p>	<p>El Grupo del Banco Mundial puede mejorar sus compromisos con actores clave no gubernamentales, tales como sociedad civil, medios de comunicación y sector privado, a través del acercamiento de sus programas y facilitando mejor acceso a ellos. Deberían constituirse mecanismos que garanticen esta facilitación. Actualmente, el Banco sigue estando muy lejano, particularmente de organizaciones de la sociedad civil no lucrativa.</p>	<p>El aseguramiento de que los procedimientos de las comisiones y préstamos son utilizados para sus propósitos, mientras se ayuda a los países a construir sus propios sistemas y capacidad, debe partir de una efectiva intencionalidad de los gobiernos a cumplir no solamente con las condiciones directas y específicas de los contratos, sino también mediante el cumplimiento de condicionamientos referidos al acceso a la información; la aplicación de programas efectivos de transparencia, una adecuada rendición de cuentas; y la facilitación de la participación ciudadana en todo el proceso de relacionamiento entre el banco y los gobiernos, desde el diseño de los programas, hasta la evaluación y retroalimentación de los mismos.</p>	<p>En primer lugar, realizando mayores y mejores esfuerzos de coordinación ya sea a escala global como regional y nacional, a efecto de no lanzar señales dispersas y hasta contradictorias. En segundo lugar, propiciando de una manera más incisiva el que se asuman los propios estándares y códigos de transparencia, rendición de cuentas; acceso a la información, participación ciudadana, etc., ue ya se aplican en las instituciones de Bretton Woods y en los Bancos Multilaterales de Desarrollo, pero también haciendo vinculantes los informes de evaluación de cada institución que hacen referencia a las debilidades observadas en cada uno de los países. Un ejemplo contundente al respecto, lo constituye el caso de la evaluación del Programa País para Guatemala 1994 - 2004 que es una demostración de una gran cantidad de problemas y debilidades en la ejecución del programa país del Banco Interamericano de Desarrollo en el caso de Guatemala y cómo propiciar cambios efectivos para que estos problemas no sucedan y faciliten una efectiva, eficaz y eficiente auditoría social.</p>	<p>Un primer elemento sería, facilitar procesos de participación de los actores, estratégicos en el diseño de los indicadores, incluyendo principalmente a los grupos beneficiarios, pero también a la sociedad civil no lucrativa y otros. Asimismo, establecer hitos estratégicos ideales para monitorear el progreso a escala nacional, pero también considerar la posibilidad de realizar ejercicios de monitoreo que impliquen la observación a escala regional. Para el caso Centroamericano que se encuentre en un proceso creciente de integración, este elemento resulta crucial. Es vital tener una más efectiva vinculación con sectores e instituciones estratégicas, tales como los poderes del estado, las entidades autónomas y descentralizadas, particularmente el sistema de banca central; la producción de bienes y servicios públicos a cargo del sector privado; y otras instituciones estratégicas con el crecimiento económico; y el desarrollo económico, social y político. Para ello, es fundamental facilitar procesos de participación de sociedad civil a través de un efectivo empoderamiento, pero a su vez, que los</p>	
LAC	1	<p>The most effective, and efficient, solution to solve corruption and poverty problems in developing countries is to promote and "achieve" quality improvements in education. I INCLUDE A BIG NOTE OF CAUTION! Although the World Bank has been promoting "education quality" since the 1990's, until now the WB's quality improvement investment has not met expected success. The main shortcoming is that the WB has actually reinforced traditional (and now detrimentally obsolete) quality concepts, instead of the worldwide recognized quality principles and practices of the 21st Century (which are based on effective leadership for quality and continuous evaluation to support unequivocal evidence of continuous improvement). This shortcoming has generated significant waste of resources in developing nations ... in spite of the good intentions of the World Bank. The problem with corruption in developing countries is generated mainly by: 1) Governments with too much power and a citizenship unquestionably accepting government's regulations and power structure. 2) Citizens do not have the necessary knowledge, and capacity to claim quality serv</p>			<p>I think the Bank is doing what it has to be done by you people. There is only one item that bothers a little when speaking of the Bank's contracting procedure. The procedures aren't exactly public. In Colombia, the procedures established by the law 80 of 1993 are more transparent because of the publishing item. The proponents under law 80 get to know about the results of the other firms, while under the bank's "law" this is impossible. So one recommendation is to make public this item in your procedures of Short lists and so. The other thing where the Bank can work helping in anticorruption matters, is if you invest more in the judicial system. But not only in instructing judges. Because against bad faith there is not enough instruction. The investment must be in enlarging the judicial system. Helping in create more judges in all levels. Not only paying studies with consultants. But for example the real corruption in Colombia,relays in the judicial system. It has been like this for over 60 years or more. When you don't have a make justice by their own hands, and that's wise crazy. That is why in Colombia first we had guer and now they both joined the drugs. That includ</p>		

LAC	2	<p>It is well known that in countries not only with weak governance but with certain strong governance areas, corruption and lack of transparency is wide and deep rooted. Sometimes because of poor programmes, but also because there a lack of mechanisms to punish corruption and real transparency. The role of World Bank is more important in those cases, because poverty is the weakest line of resistance for public and private corruption. World Bank has been active in guiding the transparent use of resources but national responses are diverse and even can change as institutions and people adjusts to them. Sometimes a diminishing returns is observed in the obligation of transparency towards society or the procedures and practices are perverted giving only the idea of such transparency while in fact the corruption is adapted to the new "conditions".</p> <p>The list is also very well known: since government purchase and contracting, to charging citizens some "voluntary" tips for municipal services. Perhaps there is a room for classifying and identifying of corruption and lack of transparency over the resources of the Bank can be better applied. Give the opportunity to new actors in the dynamic society of every country; and most important of all, give the chance to youth professionals/consultants. Investigation in every country is really important; so a difficult, but good action, would be search for works (thesis maybe) in corruption, clientelism, machine politics, etc.</p>	<p>Where corruption is widespread and society highly disappointed by the lack of law enforcement, the tasks to combat corrupt practices, both at public and private level, will take several years of sustained efforts. The academy is one of the many solutions, reinforcing the training and facilities for the teaching of Corporate Ethics, Corporate Social Responsibility. Elementary education is another sector to be covered, within this long term policies. Multinational companies can play an important role imposing pressures over their private and public suppliers in developing countries that do not comply with transparent practices, as it is happening in the case of environment. Society in general is a large area of attention outside the executive branch. They are users and buyers of municipal services as well as consumers of goods and services from the private sector. Consumer groups, Quality Awards, Outstanding workers and employees, and many other examples can guide the identification of those champions. Institutions, organizations and enterprises the Bank can introduce a seminary with a topic (corruption, human development, etc) where all this actors can participate and together create a document or "guide" for reform in different aspects of the political treatment.</p>	<p>In line with the comments to the previous comments, it could be feasible to establish within the Approval Committees already existing in the institutions (Developing Banks) they need to add the responsibility to be accountable for the reduction or absolute elimination of corrupt practices and transparency in the application of the resources and efficient performance</p>	<p>See comments to question 2. In countries where corruption is eroding the social cohesion, as your rightly mentioned, the poorer of the poor are the most affected. But also those large middle class sections are affected and those damages are critical for economic and social development. This mean that donors, multilateral financial organizations and other fora like Global Compact, must add to their agendas, the coordination of those global policies. Corruption and lack of transparency, besides the criminal action, is a violation of a the Right to Development enshrined in one of the many UN Resolutions, since every citizen is a taxpayer or a consumer.</p>	<p>There are already indicators of transparency but they must be widely published to show societies that in certain cases, the lack of transparency, accountability and corrupt practices are the real limitation to welfare and development success. Many citizens are extremely disappointed and discouraged by the corrupt practices in their countries. Politicians are not offering short or long term solutions. However society too is ready to participate in anti corruption practices, if they show results and the punishment of those anti-social elements.</p>	
LAC	3		<p>Only the control mechanisms of the Bank, and the compromise of the responsibilities (I mean with this create the political culture in each country by the guidance of ethics and legal procedures) and the critic role of civil society.</p>	<p>Established rules based in opportunities and capabilities of every country; is important that multilateral organizations and the Bank ensure the guidance of this fellowship because in every country there are groups waiting for a little chance to achieve personal goals; that's why the transparency in every actor must be proved.</p>	<p>This is the base of investigation; so this means that countries have to test new methodologies to compare results and take decisions based in this results. Is very important that all the results of the investigations only work as a "possible result", is incorred took results as a "definitied truth"</p>		

LAC	6	<p>If the government leadership is not consistent some other ways could be implemented. The civil participation is an excellent opportunity to foster the relations between the civil society and the governments. As you know a key actor is youth. Well oriented and educated young people could play an important role to lead processes against corruption and poverty. At least, in Latin America and Caribbean countries the demographic structure tell us that young people are important now for future political and social stability. Restrictions could be implemented considering a higher share percentage of lending activities to reputed NGOs that works with young people or youth organizations. Stop lending is not a solution.</p>	<p>As I explained young people is the key. You have to check some important initiatives such as Young New Voices (Jovenes Voces Nuevas); the work of the Young Entrepreneurs Associations and AIDB Youth. The WB could support young people through scholarships in high level universities. To have a high impact in the media the WB must train young professionals (journalists, economists, lawyers) that works in the public service or media firms.</p>	<p>Audit is necessary. You have to include social entrepreneurs (ASHOKA, Endeavor), people with motivation but with executive education.</p>	<p>This is a local work for each country. I think multilateral organizations must focus their efforts on education and young people. I propose the following hypothesis: "these generations are already corrupted, let's support the new generations". Corruption is not a micro problem but structural in most of countries in Latin America, at private and public sector.</p>	<p>Indicators must be used in all the cycle life of the project according to the Millennium Development Goals.</p>
IMNA	4	<p>Ignore the gov'ts!! However, since that is not possible, make a pretense of involving them, but get to the people through an absolute transparent mechanism, involve the media (if it is free from the gov't), pay the channel (which is worth it, compared to the millions that are swindled through corruption), so that the borrowers can watch teh channel on different aspects of the progress made. The channel neednot be an exclusive one but the most popular channel, in which the World Bank can seek some prime time slot, telecast the names and pictures of the honest and disciplined (Credit) borrowers and also publish the names and pictures of dishonest and wilful defaulters.</p>	<p>Those good champs inside the gov't, invite them over for a short stint at WB to enable them better understand the monumental work of the WB. For those outside the executive branch of government, publicise their work more and more, which is more motivating than any kind of reward.</p>	<p>Through a public rating mechanism. Rating of the honest dealers and suppliers of goods and services, through whom the end utilization can be ensured. Also a black list, also to be maintained and published by the populatin itself (NOT a fancy rating agency from anywhere)</p>	<p>A difficult task indeed! Mixdd signals can be avoided, if donations are accepted from people with no strings attached or if conditions apply to the donations, then it should be subject to vetting and acceptance BY the beneficiary groups/population through ballot casting. MNCs role in corruption can be addressed, if the MNCs are again subjected to a moral-ethical-auditing by the people of the country.</p>	<p>1) Health indicators like mortality, nutrition, etc 2) Education indicators like literacy 3) Crime Indicators like Low levels of rape,loot,murders 4) Happiness and satisfaction indicators 5) Employment indicators In every region, location, there are people who are committed, honest, harworking and want to change or transform the lot of the poor. Such people need to be identified through independent agencies and they be encouraged to further strengthen their roles as catalysts.</p>

MNA	4	<p>countries with weak governance mostly means weak civil society involvement in monitoring governmental expenditure, in my opinion empowering CS groups in monitoring and writing shadow reports is the first step and it is a very important step.</p>	<p>Intensive training for NGO focal points and deepening their involvement in the legislative process, with special support to free working environment for NGOs</p>	<p>By integrated programs and initiatives and working with both government and CSOs representatives in every step, with special focus on transparency in all governmental institutions</p>	<p>indicate progress in governmental strategies, because deterioration in human development indicates high rate of corruption Most least developed countries lack the real involvement of NGOs in monitoring governmental expenditure. Of course the main reason is the lack of knowledge in monitoring and evaluating governmental budget and expenditures. Deeper involvement of NGOs in the legislative process will strengthen their role in overseeing the executives</p>	
MNA	2	<p>In this country, the Bank will support projects of direct benefit to the people: for example, scholarships for the brightest students who excel, support for private enterprises seeking to become more competitive, and so on, support for the financing of projects that conserve resources (drip irrigation equipment for farmers). As regards poverty reduction, there is a need to build schools in the most disadvantaged areas (while ensuring oversight of the financing). The way I see it, nothing would justify the suspension of the Bank's financing activities, as such a suspension would further contribute to robbing the poor in these countries.</p>	<p>The Bank should engage in multiple types of development projects and ensure that (not only) the government, but civil society and the private sector, are eligible for such projects. Given that the indicators of good governance are known, the Bank should encourage stakeholders to work in accordance with these standards and reward the best of them (governmental, NGO, and private agencies).</p>	<p>There are two sides to the corruption problem, and both are complicit: those who are paying off and those receiving payment. This being so, transparent mechanisms governing international competitive bidding are needed. I propose that there be greater coordination between the World Bank and the other multinational organizations by cofinancing projects in particular countries whereby they can cut the ancillary costs and reduce the room for maneuver that some governments have.</p>	<p>All stakeholders must assume ownership of the indicators and reach agreement on the steps to be taken. As regards monitoring, I propose that it be provided by joint committees made up of all parties concerned, and that each party have the material and human resources needed for providing monitoring. The World Bank needs to encourage large projects that involve all stakeholders (government, private sector, civil society) with budgeting allocated to these stakeholders in proportion to their share of project execution. This will generate competition among the stakeholders and thereby yield better results.</p>	
MNA	6	<p>The Bank should endeavor to establish, at the local level, structures that can identify the causal link between the failure to execute projects and the corruption of systems. Once such a link has been established, the Bank should so inform the governments concerned and take such information into account in respect of its future activities in those countries, weighing it in terms of the efforts made by local authorities to combat corruption, especially in Bank-financed projects.</p>	<p>It is by no means sure that the media or the private sector can provide a better solution. Generally, these sectors are controlled by the powers that be. It is through local structures set up by the Bank itself, working in association with independent consulting firms, preferably international ones, that such matters should be addressed.</p>	<p>Indeed, it is by jointly developing common structures and involving all these well-meaning entities that things can move forward. Such common structures could disseminate their reports multilaterally to all parties concerned.</p>	<p>The indicators should be used jointly, not just by sector of activity. The assessment should be a global one, and it is on its basis that opinions should be reached. There always is an effort to find fault within countries. Is it not conceivable that fault can also be found within the Bank itself? The Bank's reports are sometimes quite favorable to countries that are not doing much. There is perhaps a need to inquire whether the Bank itself might benefit from some improvement in its own methods and procedures!!!</p>	
MNA	4	<p>The Bank should bolster its in-country presence in those countries and implement its recommendations and development plans without regard to the nature of the governance system.</p>	<p>By cooperating with civil society and private stakeholders, the Bank can go far.</p>	<p>By means of inspection commissions.</p>		

MNA	4	<p>The Bank is also called upon to broaden the adherence to good governance practices in problem countries, as well as disciplinary standards regarding the management of public affairs. To this end, it should rank the countries where corruption is flourishing in terms of the magnitude and risks of siphage observed and witnessed on the ground. In light of this ranking, the Bank could introduce corrective actions to be taken within the range of such countries, through the validation of country support materials, depending on the progress made in combating corruption. It could at any time suspend any aid to countries which continue to be beset by this pestilence. These corrective adjustments could perhaps take the form of reductions in Bank activities in problem countries, counterbalanced by an increase in aid to countries regarded as disciplined in keeping with the ranking standards, while remaining within the ceiling of the support programs initially approved.</p>	<p>The World Bank Group can engage other stakeholders depending on their dynamic involvement in social and economic life. This dynamic engagement can be reflected, in the case of civil society, in its independence from any sphere that can be influenced, in the case of the media in the efforts made to understand development issues, and finally, in the case of the private sector, in the formulation of a global society-wide project. The Bank should support champions strengthening multifaceted partnerships.</p>	<p>The Bank could consider the possibility of introducing a rigorous monitoring system based on the systematic evaluation of the use of grants and loans during service periods.</p>	<p>The best way is to bring together the efforts of all stakeholders in accordance with predefined rules, and to avoid multiple interventions in one and the same sector. The multinationals have a role to play in the clarification of relations with their partners.</p>	<p>The indicators should be used to enlighten policy makers with a view to framing economic policies aimed at addressing development needs in the short, medium, and long terms. They can also serve to provide better data to economic transactors in respect of proper project implementation.</p>	
MNA	1	<p>The Bank should dispatch consultants to help administrations implement proven anti-corruption techniques. Still, it seems to me that this task is essentially incumbent upon governments themselves. Political will and courage are the things lacking!</p>	<p>I don't think that this avenue will yield results, since it is the State that has the monopoly over 'legitimate constraint'. Without sanctions, I think the measures would be inoperative. The fight against corruption requires radical measures, such as a real campaign to hunt down wrongdoers.</p>	<p>By demanding concrete results based on precise indices, measures, and indicators, i.e., based on quantitative objectives. In Morocco, for example, this can be achieved by asking the Regional Auditors' Offices to provide accurate reports on their actions: e.g., number of dossiers handled, number of instances of irregularities identified and punished, etc. For your information, though, these Auditors' Offices unfortunately have no power to impose criminal sanctions, but instead only monetary ones, which are not at all a deterrent!</p>	<p>Once again, let me emphasize that intervention on the part of international organizations is secondary to the actions of public authorities. In my opinion, we must start by addressing the cultural causes of corruption. What is dangerous is when individuals rationalize corruption for one reason or another on the grounds that it is the rule rather than the exception. We therefore need to get at the root of it, which is education. This is fundamental. As far as the multinational companies and the bribes they may hand out are concerned, this is both a manifestation and a consequence of the problem. We need to get at the causes.</p>	<p>They [i.e., the indicators?] must be known to all. As you know, a United Nations Convention against Corruption was adopted in December 2003, so one can hope that the indicators have been widely disseminated, but governments must first ratify the Convention. Progress can be made as is done in the case of the UNDP's Human Development Indicators. I think that corruption, or the temptation to do wrong or to sin, is rooted in humankind. That said, fighting corruption requires moral rigor. I don't want to indulge in any 'religious' subjectivism, but the Muslim religion, to which I am proud to belong, ruthlessly condemns the entire chain of corruption. Unfortunately, however, it doesn't go further than the holy books! Let me come back to what I was saying: we first need to attack the roots of corruption, and especially its "psychological motor", i.e., this nefarious urge that drives people to corrupt others and tolerate corruption in themselves. Without a moral conscience, the approach based on law or institutions will have a limited impact.</p>	

MNA	3	Talk to people in the streets – after all, poverty reduction targets the people!	should simply require civil society representation in its consultations with government institutions – introduce a kind of quota system!	It should call for results-based management for the projects it funds. A sort of scorecard – at the end of the process, a concrete and tangible picture will therefore emerge...	By simply harmonizing their objectives and thus speaking the same language...	I will summarize my comments by touching on the basic elements. Indicators should reflect the plain and simple reality; they have always been mere estimates. The World Bank, after all, is global in nature. Therefore its role, if not its image, should be changed in developing countries, particularly African countries, which have for a long time been the victims of capitalism's misdeeds...	
MNA	3	through the need assessment of the community	by implementing workshop for reducing corruption	after monitoring and evaluation after each activity	by depending on civil society/local ngo	expected output	
MNA	3	eradicating poverty by empowerment of women and youth in country in economic level by rehabilitation and employment .	encourage p.p.p (public private participation)with transparency.	enforce monitoring system	situatim analysis on scientific base.	reporting of process, field visit program, access to information and data through media mass system .	
NAM	1	For Tanzania, they are having a power crisis for so long and the World Bank can intervene to ensure higher accountability and transparency. Economic growth of this poor country heavily rely on anti corruption and governance measures taken seriously. The ruling party CCM leaders run everything and corrupt everyone in the system. Reforms should take place immediately to ensure conducive environment, how could they ask for help from Richmond (fake company) or Samsung to fix energy crisis, no one is serious, if funding will come from the World Bank measures should taken to ensure accountability and transparency.	Collect opinions and conduct research, sponsor debates and entrepreneurs to work with you.	It is a complex thing to focus on helping countries, help institutions or individuals in those countries, that will probably require change in even the structure of the World bank itself. Some think fiduciary risk start from the World bank itself, what do you think about that? helping poor countries is good but the approach is not feasible. Use special financial instrument, create special purpose financial instrument, e.g anticorruption financial instrument for developing country, easy!	Create new criterias for qualifications not of countries but individuals and institutions.	Audit operations and expenditure quarterly, finance projects as they proceed. For example if water project need \$ 200 million over 4 years, give \$25 million every quarter in terms of some sort of financial instrument that can be converted into cash after some time. That will reduce misappropriation of funds because the World Bank group will be the only one to cash that financial instrument. There has to be some mechanism to monitor progress more efficiently Follow up Follow up	
NAM	1	The bank should support efforts of sovereign states to deal with corruption, by exemplary behaviour themselves, support to law enforcement and justice systems in line with what country wants, respect for cultural perspectives and sovereignty	The bank should take a cautious role in this because its engagement could be interpreted as undermining efforts of sovereign states and its citizens.	Firstly, not everyone is corrupt. Build trust with people, have robust systems that fit into the sovereign states and identity capacity needs of people who have to deal with the systems Make sure that bank's systems are efficient and do not hinder processes. But more importantly and at first, ensure harmonisation of systems across multilateral and bilateral agencies in accordance with the Paris agenda on harmonisation	Stick to the international agreements and conduct quarrels outside of the developing countries. It's not just the multinationals that are corrupt it is some people in some high positions as well like Italy's former president who was also the president of the EU.	Ask the people in the country to tell you - through country media organised by themselves.	

NAM	1	<p>Representatives of the bank should consult the private sector, e.g. those who are in businesses: large or small; the trade unions (investigate the trade unions as well); The local newspapers have more information on corruption than they dare publish for fear of severe repercussions. Then there should be an independent auditors to inspect and verify the government accounting on expenditure. Deeply investigate the source of wealth of government officials who have multiple properties all over the world while there is severe poverty and diseases in their countries. Publish these findings. Embarrassment is one of the most important weapons for reform. Do not allow your investigators to be corrupted by the government officials to change the figures on the books. Give money in installments and do not give the next installment until proof of expenditures of the last installment has been satisfactorily accounted for. The curses of corruption in all countries are the same. The most important are greed, selfishness and lack of respect for human lives and the citizen of the country. Some of them believe that it is their divine right to rule and</p>	<p>The most serious dilemma is that the bank has to work with the government of the country. This is because I assume its at the pleasure of the government that you can operate in that country. Each evil country hides behind the sovereignty of the country to disallow the bank and sometimes non-profit agencies to serve e.g. Darfur - now in Iraq. The problems for the most part are at the level of bureaucrats at each ministry and at all levels of government. The head of state nor the ministers are ineffective to promote anticorruption because the family ties are so strong and greed is so great that lives of government officials are threatened if they do not take or give bribes from family and friends. This scares away honest people and people of integrity and the country is left with crooks in the government. The bank has to search out people of integrity and courage who are willing to challenge these government officials. These people are available in all forei gn countries. During apathetic, the best fighter and planners were outside the country and were most effective. model. The media knows who and where these</p>	<p>By severe and serious accountability. The grants and loan should be for specific purposes with well laid out and realistic plans that uses past experiences and with an achievable time table. The projects should be in phases and the time table should be used to implement the grants and loans in such a way that document reconciliations, coupled with photographic and video and interview and document accounts from the local people should be used to ensure that the phase has been completed before more money is given out for the next phase. These auditors and investigators should be well compensated so that they are not tempted by bribes from the government officials</p>	<p>There should be a coordinating body e.g. a special arm of the UN (e.g. the coordination of donors and implementation of project at the Sumani disaster, could be a model)that links all of the donors together. The representative of the body should have an exhaustive list, with priorities, of all potential projects. Comprehensive cost analysis of each project, manpower (both local and foreign)infrastructure needs at the local level, e.g. electricity - it makes more sense to electrify small areas for use for specific project than trying to electrify the whole nation where it goes back to that beaucratic dilemma mentioned above. The body should also have a special enforcement branch that has a special method of ferreting out corrupt multinationals from industrialized countries who have their own agenda. Again, publication, publication, published in prominent newspaper and use multinational news media e.g. CNN and Fox news to bring this in a balanced form, to the attention of the world!</p>	<p>As mentioned above the monitoring should be detailed, transparent and above reproach. All project funding should be in phases and verifications, satellite photography, onsite video and photographs and any other modern technology even video phones, should be used to document, date stamped and fully related to the projects and the funds for the phase. Again publish. I believe that the problem of the bank is that you have depended on the executive branch for PC (political correctness) and goodwill. Members and representatives attend high faluting conferences and glossy publications and the proof of the pudding is that poverty continues to rise, corruption at all level and in all countries (including the industrial nations) continue to rise, the gap between the rich and poor continue to rise, children- millions of them die everyday due to dozens of reasons not the least are poverty, starvation, child pornography and slavery, children forced into military duties before the age of twelve, bigotry with each nation, indifference of the West if there is a West, insanity of war and the reasons or lack th</p>	
NAM	1	<p>A follow up to report on the utilisation of funds for various projects should be made by consulting the last person required to receive such assistance. 2. The bank should send its personnel to supervise the projects/aid it provides to eliminate poverty. 3. Yes! In circumstances such that the top leaders receiving the funds shows some dubious symptoms of being stopped until they provide a satisfactory report of funds allocations. The only way to ensure a consistent treatment of the funds, the bank should have an irregular(without information to leaders) follow up of the adherence to agreement.</p>	<p>1. Through employing some members who shall have the responsibility to observe the treatment of funds. They should work independently to government or organization receiving the subsidies from the world bank but the should have authority to stop the utility where there is doubt.</p>	<p>The intended community or society should be provided with information of the grants rather than keeping confidential to top leaders.</p>	<p>Through conducting a research or receiving information from need society/community and distribute the responsibility among them considering the area where the party concerned is aware of. By educating people the objectives and defining to them what is corruption and what are their rights.</p>	<p>They should be used after receiving the report of internal party(the donors' members). Ranking of the performance based on these indicators should be used in decision for allocating other grants. The reality is that the leaders are selfish and jealous. The grants informations should be open to the intended group before the granting. To my side, I think it is not worth to use government organs to provide grants, rather they should be involved in the implementation of the desired projects.</p>	

NAM	1	<p>Countries with weak governance and severe corruption should begin setting an e-governance, a strong and complete juridical system. The bank should be near to the young citizens rather than government of that country.</p> <p>The bank should lend at the same areas which are prior also for the government. The bank should lend: 1. more on the areas which will make the levels of government more coordinated and 2. in accordance with the country resources.</p>	<p>World Bank should increase the contacts with the civil society, private sector by inviting them at different meetings, conferences or debates.</p> <p>Bank should support champions of reform by supporting the young civil servant which most of the time by being champions of reforms quit their positions.</p>	<p>The bank should ensure by evaluating not the results of the projects but their outcomes. The bank should evaluate the effects of the projects rather than outputs. The most important part in the developing countries becomes the area of coordinating the pieces.</p>	<p>To support governance reform all the organizations should plan before a considerable long time of the reform and ensuring that they are supporting the government in different areas each.</p> <p>Donors and government should set an institution in order to create a network for all the donors and the project that should be financed in order to support the reforms by some logical steps.</p>	<p>Not clear enough</p>
NAM	1	<p>The only way is be extremely hard. Bring the culprits to justice in an international court.</p> <p>Poverty is primarily induced by corruption of Governmental staff, Legal System and do not forget NGO's as well as many in eg the WB.</p> <p>They are extremely clever in protecting each other.</p>	<p>Only via direct help - not via NGO's as all I have seen are corrupt ones with their own agenda to more glory and income for themselves.</p> <p>In any case no money up front. All projects are to be reimbursed on merits and delivery. There is no such thing as "community based" this is all invented by NGO Staff.</p>	<p>See above. Only reimburse on actual delivered goods. Not on services as these are too difficult to control.</p> <p>Further, spend at least 10 % on audits with a permanently rotating team of auditors and check the auditors on a 10 % basis.</p>	<p>Governance is in the first instance eradication of corruption. With corruption all goes to hell. Start with the legal system and sample the verdicts from prosecutors and judges via an extra legal ROTATING team.</p> <p>This should be for at least 5 years the top priority of WB.</p> <p>If there is no rotation - just forget about it.</p>	<p>Poverty alleviation indicators only.</p> <p>It is very simple. Billions are available for poverty reduction. There are by your own count 200 M poor families. There is at least a few thousand available for poverty alleviation*** per family and the poverty increases significantly.</p> <p>*** That is assisting in projects, do not give money. The main issue is that there is no one to trust of any educated NGO Staff as far as I have seen over the last 8 years.</p> <p>People that are fully trustworthy are Natives and they are too poor to be able to do anything. No schooling, no clothing, no house with rain proof roof and often no food. Yet hindered to be developed by NGO's</p>
NAM	2	<p>adapting and implementing my "COMMON SENSE ECONOMIC AND MARKET STRUCTURE MODEL FOR DEVELOPING COUNTRIES, along with the GODWIN'S LEADERSHIP MODEL FOR DEVELOPING COUNTRIES. These models are tailored to developing countries, and were primary concepts in my dissertation. Using these models will enhance the leadership and economy of the developing countries.</p>	<p>This can be done by having expert in developing countries serve as middlemen. When they are consulted to work with these developing countries by the bank, they will serve as representatives of the Bank and report to all the above branches. Experts will not come from the same country that have received grant or loan.</p>	<p>Use my number 5 answer (Tracking change) as collateral to issuing grants and loans.</p>	<p>Donors should not have a more common approach because of the cultural differences between the developed and developing countries. By educating donors on the culture, ethnicity, religion, traditional beliefs, and letting them know that the people of these developing countries think differently and approach things differently due to their culture.</p>	<p>Have independent expert(s) in developing countries work with these countries as a condition for issuing grants and loans. These experts will serve as the "third eye" for the Bank, and at the same time help direct and put the projects/programs in place. This method will eradicate corruption by the leaders and top officials.</p>

NAM	3	<p>The bank should provide lending and assistance in terms of good governance and not otherwise. Countries should be urged to develop strategies and actions against corruption and the bank should ensure that a country take action against corrupt officials. Taking legal actions against corrupt officials or number of cases prosecuted should now be included as one of the indicators of good governance and a condition to funding from the Bank. The Bank should stop lending when proved cases of corruption have been known or continued abuse of power by the government machinery.</p> <p>All major business contracts between governments and business companies should be made open to the public. this should also be a conditionality to further lending from the Bank.</p> <p>Strengthen the capacity and role of the parliament to participate, question and make follow-up on poverty reduction strategies and programmes in sectoral ministries. You might want to consider providing technical assistance at the sub-national level. The TA can be an economic/legal advisor at the governor level or at the district level.</p>	<p>Country level consultations with civil society organisations.</p> <p>Provide funding and other support to Civil society organisations to undertake Public expenditure tracking to uncover issues of corruption, reporting and organising mass action.</p> <p>Enable the media to engage in investigative journalism to uncover issues of corruption and inform the public.</p> <p>Make freedom of Expression and Access to public information a condition to further lending from the Bank</p>	<p>The Bank should be looking for different alternatives, e.g. Bank's funds and the recipient institution needs provide greater detail on loans and projects, this information needs to be shared with civil society groups via press releases, radio announcements, etc. Civil groups, communities should be invited to participate in monitoring Bank's loans. In this process it is essential municipal offices get engaged and monitor investments in their geographical areas while sharing this information with its populations on a regular basis as project are implemented.</p>	<p>Later and multilateral organization need to have a share point office for all to share what is going on, to share prospective loans or actions in a given country and region. Private multinational organizations are a challenge to the world, even more to developing countries. The UN private sector council needs to be strengthened, the Bank needs to work in a closer relation with it counterparts in the UN system, this is a challenge.</p>	<p>Independent monitoring groups of citizens; government and development partners and the bank should monitor on regular basis through consultation meetings, actual monitoring of progress of poverty reduction plans and in the end undertake evaluation projects. Communities should be encouraged to come up with evidence of poverty reduction efforts in their constituents.</p>	
NAM	3	<p>A best reply when there is inconsistency on the side of governments is for the Bank to be consistent. The Bank needs to be consistent over long periods of time. For this I suggest the Bank needs to define a set of basic principles, e.g. rule of law, equity, people's participation, decentralization / subsidiary, etc. An area the Banks needs to place emphasis (and I do not see it to often when I read your documents) is on people's participation, essential to strengthen democratic processes and democracy overall, but how to do this? It is quite complex and we need to find new approaches to encourage peoples participation, some ideas: Technical and financial (small) support to political parties, local ngo's, civil society groups, volunteers groups, etc. Support government decentralization and subsidiary approaches. Participation should be emphasized at municipal levels with local governments. The examples of participative budgets in Recife Brazil and Medellin Colombia are encouraging. Yes, there are circumstances where the Bank should restrict lending. A set of indicators sum of these reaches a set limit –high temper citizens' participation. Consistency across co-</p>	<p>Governments need to control some aspects of civil society groups, ngo's, etc. For instance tax authorities need to monitor and control accounting books of ngo's. In all developing countries I have worked ngo's are not controlled by the government when fictitious ngo's are created by unscrupulous politicians as cover ups to laundry official funds. There are major solid ngo's and international ngo's that can support the Bank in this process, the Bank through them would be able to reach civil society groups. More autonomy should be given by WB's country offices.</p>	<p>The Bank should be looking for different alternatives, e.g. Bank's funds and the recipient institution needs provide greater detail on loans and projects, this information needs to be shared with civil society groups via press releases, radio announcements, etc. Civil groups, communities should be invited to participate in monitoring Bank's loans. In this process it is essential municipal offices get engaged and monitor investments in their geographical areas while sharing this information with its populations on a regular basis as project are implemented.</p>	<p>Later and multilateral organization need to have a share point office for all to share what is going on, to share prospective loans or actions in a given country and region. Private multinational organizations are a challenge to the world, even more to developing countries. The UN private sector council needs to be strengthened, the Bank needs to work in a closer relation with it counterparts in the UN system, this is a challenge.</p>	<p>Via civil society participation, monitoring, more cost accounting to be shared with civil society, develop in country monitoring and audit systems</p>	

NAM	3	<p>Stop giving money to governments. Stay engaged and held the poor through micro lending and encourage private banks to lend to private individuals with good credit rating. When the money does not get to the poor, don't lend, because the government has destroyed your mission. There should not be consistent treatment, because the countries are different and any consistency should reflect those differences</p>	<p>While government is the key counterpart, ... - Discourage the number of private news papers, radio and TV stations. Encourage markets for legislatures like PoliticalSheepdog.com, which support net dynamic savings for consumers. Encourage transparent banking.</p>	<p>How can the Bank ensure ... - Encourage entrepreneurship with the poor through micro lending through non-government, non-profit organizations, because poorer people, who need loans, will husband their resources better and because people with resources will have more power and be able to resist the power that results in corruption. This point was made by Fredrick Heyek, ho in the Road to Serfdom noted that democracy depends on markets.</p>	<p>Stop the trade in powerful weapons like machine guns and assault rifles, which give corrupt governments their power.</p>	<p>Tracking Change – Track missing and killed journalists. Track the number of private independent news papers, radio stations, and television stations. Track infant mortality rate and average life expectancy, because the less corrupt government will provide a better standard of living for its people. Track the share of GDP in private hands, because bigger government will result in more corruption. 6. a. Good government requires accountability and tolerance. Accountability requires transparency. Tolerance is necessary to promote critical thinking, science, and a thus a strong economy. As a result, to stop corruption, the bank must encourage the transparency to reveal corruption and the tolerance to criticize it. b. Fighting corruption is a non-exclusive good, which allows free-riders. As a result, there will be a market failure and government or the Bank must pay to fight corruption. Government, however, has three problems fighting corruption. First, it must define corruption. PoliticalSheepdog.com uses anything that causes net dynamic (long term) costs for co</p>
NAM	3	<p>the bank must concentrate in providing anti corruption training to the now established anti corruption organizations in many developing countries.</p>	<p>the need for training and awareness creation is vital to alleviate the problem.</p>	<p>think this was very difficult but a system of check and balance is needed.</p>		
NAM	3	<p>In terms of governance, the Bank should encourage the correct governance and allow Bank oversight of its funds by using electronic systems to control the flow of project funds and to see where the contract awards at various tiers (i.e. sub-contractors) and payments are being made where these are being handled locally. Following local training and communications, electronic Procurement systems can be used to advertise contracts openly on the internet, record the evaluation criteria, scoring and evaluation for second/third tier award, and to record any deviations to the payments agreed post award. The bank will also be able to convert aid into trade by the training of local officials and local businesses into modern practices (at local wage rates) with the help of local development agencies to develop more sustainable businesses with the opportunity to employ disadvantaged groups. Where the bank cannot work with local governments, other organisations like Regional development agencies, NGOs and civil society organisations such as Transparency Internatio</p>	<p>Whenever possible, the bank should engage a person within the country with knowledge of local business practices and language as its representative. This person will then be accessible for communications with key stakeholders. The bank should use the measures suggested in the OECD report to be published on anti-corruption. The use of Integrity Pacts for each Bank project may be useful to set a good example.</p>	<p>Please see answer to question 1.</p>	<p>If you are interested in pursuing the comments about the use of systems to ease assurance and oversight in government procurement, trade and aid flows, please contact me for details of the work that I have done with the UK Government and the Commonwealth, please contact me on</p>	

NAM	3	<p>To involve non-government organizations, such as the prestigious National Centers for Quality, that manage the National Quality Award Programs in developed and developing nations is the most secure option. The ethical standards of these organizations are well known and respected worldwide.</p>	<p>Quality standards of the 21st Century are based on continuous assessment of outcome and surveys of "client satisfaction" (clients refers to all the people interested, and affected, by the outcome). The WB should increase opportunities for communication with "people". But in the short run it should make every effort possible to strengthen non-government organization as an instrument to balance and compensate the significant amount of power accumulated by governments in developing countries. Quality education and small, but highly effective governments are crucial to foster economic and social development in developing countries.</p>	<p>Quality management and leadership for quality are the common denominator in the most successful "people centered" multinationals in the world. The World Bank should contact these business organizations, affiliate to their ethical principles, and implement their quality and equality practices.</p>	<p>Require evidence of quality (that is: continuous evaluation showing continuous improvement) as a necessary condition for monetary support and reward excellence at country level. Show examples of national excellence to other countries, which then will have examples of quality to imitate. I would be pleased to discuss quality further and present a quality assessment model for education, if the Bank is interested on the subject.</p>
NAM	3	<p>The Bank should direct assistance to the NGOs who are providing those services like but not limited to micro-credit, health, education, women's empowerment, etc.</p>	<p>As mentioned above, the funds must be directed to the NGOs who are providing the basic support to the population.</p>	<p>The industrialized countries must see to it that the products they are purchasing from 3rd world countries must be of legitimate origin. Say, in logs and timbers they must see to it that the Producers/Exporters are properly licensed.</p>	<p>All stakeholders must be asked to submit a quarterly report on their performance subject to due diligence. There's too much corruption here in the Solomon Islands not only in the public sector but also in the private sector. Our Organization is willing to be a watchdog if enough funds are provided for us to establish a monitoring agency.</p>
NAM	3	<p>In cases where the governments are bent on being corrupt, the Bank should help the civil society there to fight for greater accountability on the part of the government. Also, the Bank may engage in Direct investments geared towards ensuring greater public involvement in development</p>	<p>The bank should have a multifactorial Monitoring & Evaluation Strategy which will ensure checks and balances in economic crimes 'watchdogging'. Governments should sign a memorandum allowing for severe international action like trade sanctions & military intervention should grants & loans be misused</p>	<p>Multinationals should place the fight against corruption as a prerequisite for investing in a country. All the Bilateral Donors should be guided by an international charter mitigating against 'mixed signals' & duplication of projects</p>	<p>All the verifiable indicators of performance should be those that conform to the basic yardsticks. The indicators should be identified by all the stakeholders and all the stakeholders should be involved in using & employing the indicators. There should be internationally set & accepted standards for monitoring & evaluation of development.</p>
NAM	4	<p>In the first place the bank should embark on consolidation and economic emancipation by encouraging farmers to invest in agriculture through direct low credit loans to farmers. Secondly, small scale and medium scale business should also benefit from this micro-credit initiative.</p>	<p>This can be done through setting up of international monitoring group agencies and stakeholders in the banking industry.</p>	<p>As a matter of fact, its a collective responsibility for both sides through great efforts and commitment.</p>	<p>Effective monitoring and great efforts.</p>

NAM	4	<p>1. Monitoring and post-project evaluation;</p> <p>2. Involvement of non-government, non-aligned educated persons;</p> <p>3. Examine poverty-corruption linkage and targeted goal;</p> <p>4. Lending should continue, (study point 1, above)</p> <p>5. performance-based treatment across countries.</p>	<p>1. non-political and non-partisan persons be engaged;</p> <p>2. audit of the project/ngo be made mandatory;</p> <p>3. reform agenda should not be alone from the government but cross</p> <p>section of society input be regarded must.</p>	<p>1. involve local elements; non-political, and outside auditors/monitors;</p>	<p>1. making pool of the lending agencies on a given project, through the involvement of federal/provincial or local self government representatives be included. Anti corruption groups may be</p> <p>2,3 persons be engaged on a regular basis for individual projects.</p>	<p>1. non-government, central banks or chambers be involved in producing macro economic indicators than relying totally on government figures and stats. 1. the donors funded projects be evaluated by non-partisan, impartial and professional chartered accountants, industrial accountants for audit alongwith local government finance department officials. in a third world country there are still many professionals who believe in integrity and honesty to work and monitor foreign, local funded projects.</p>	
NAM	4	<p>Bank should focus on only training the people and not providing loans</p>	<p>with establishing some centers worldwide in order to gather individuals from member countries bringing to them new applied knowledge including the foreign language and let them make the change gradually based on their thinkings</p>	<p>establishing some indicators to see if a particular project is on the right track with the acceptable speed, as soon as a deviation on the objectives or losing the speed is observed there should be mechanism to stop the disbursement automatically</p>	<p>following the similar approach to deal with the similar cases would do a lot, but someone should take the lead and the rest should observe the decisions</p>	<p>what progress? of good governance? of combating the corruption? just know that a corrupt entity would not stand against itself and indicators should be prepared by independent organizations while corruption is the most important source of poverty in developing countries, there is no awareness among people there, and as long as they speak different language how can they understand about you unless you teach them the language first. language is the light at the darkness, you give them the light and let them see themselves and then after they would feel you what they want</p>	
NAM	5	<p>Investment projects invariably face inefficiencies that erode potential benefits. Halting assistance guarantees no benefits at all - surely a lose-lose outcome. Why not include 'leakage' into the economic and financial analysis at appraisal? Also evaluate the cost of delays caused by prolonged procurement processes and slow implementation. Let the numbers make the decision.</p>	<p>Without facts such dialogue is meaningless and can be mischievous, especially with single-issue groups. Encouraging whistle blowers with guarantees of security could be useful.</p>	<p>(a) Increased involvement of experienced technical specialists in WB's project implementation would help evaluate value received on the ground, and (b) greater engagement in construction sector development. It is quite remarkable how little WB knows about the construction sector despite the majority of its funds flowing through this sector worldwide.</p>	<p>Diversity is a valuable characteristic of aid since institutional policy, common or otherwise, is rarely infallible or durable. A simple common development framework and regular dialogue is as far as harmonization can realistically go in practice. In reality so much depends on the personalities in the front line. Increased regulation of the private sector is inherently undesirable and may bring greater inefficiencies.</p>	<p>Greater emphasis on disbursement ratios and rapid implementation performance will help maximize benefits on the ground and reduce opportunity for negotiation, delay and leakage. Such benefits cannot be sustainable without adequate operation and maintenance. local institutional development must not overlook this key factor</p>	

NAM	5	<p>In such country contexts, working with civil society actors can be an effective way to provide a counterbalance to an ineffective government and to build pressure for enhance governance, transparency and accountability. Examples where this has been done include for example Ecuador, where the Bank has maintained a continuous dialogue with civil society despite constant rotations of governments, ministers and technical counterpart staff. The Bank not only actively consulted with civil society for its CAS, but also included activities with civil society in several DPLs (requiring the government to regularly consult with civil society on its social reform program, and to permit user feedback on the evaluation of social services, to help reduce opportunities for corruption and enhance direct accountability between users and public programs). The Bank also has a large Trust Fund portfolio in Ecuador which seeks to help the capacity of civil society to effectively participate in governance-enhancing activities, such as evaluating public services, analyzing public budgets, demand it eventually</p> <p>The Bank should stay engaged and be alert to identify possible niches to start better governance practices. Engagement should be through a low lending scenario focused on low-risk conventional projects (non complex high-impact) with strong supervision and enforcement of Bank procurement and financial management controls. The Bank should make it explicit in the CAS the reasons for the low lending scenario and should support projects that promote public awareness (through formal education and public campaigns as a long term change of the culture of corruption) that good governance pays and that foster demand for good governance.</p>	<p>Although the government is the key counterpart of the Bank, it has in the past years increasingly engaged with civil society actors and other stakeholders both through its lending portfolio, analytical work, technical assistance and trust funded activities. There are a number of ways in which the Bank can engage with civil society stakeholders through its lending portfolio. The Bank recently approved a loan to Ethiopia to help build civil society capacity for service delivery. Although such direct support to civil society through Bank-financed loans may not always be feasible (not many governments are willing to take loans to build civil society capacity), the Bank can support reforms that facilitate the engagement of civil society in governance issues and improve the enabling environment for civil society engagement. This can include for example: i) reforms to facilitate citizen access to information; ii) enhance budget transparency and literacy; iii) enhance procurement transparency; iv) legal frameworks and institutionalization of processes to enhance citizen participation (building civil society capacity for budget literacy in addition to loans and trust funds, the Bank in Mongolia, Ghana, Sierra Leone and Ecuador, society (including the media) plays in different ways to be useful to draw from for future governance</p> <p>One area that remains unexploited by the Bank is educational programs for and dialogue with legislators. I have found that when conducting diagnostics or discussing governance reforms (particularly in procurement, financial management and controls), legislators play a key role but often are not well informed about the nature, scope and objectives of the work needed. The Bank chances of succeeding would be greatly enhanced by engaging them. The Bank could through this dialogue eventually identify likely champions to support change (the executive is unlikely to oppose these contacts). The Bank could also sponsor educational events and fora (through the WBI or through the IFC) on the subject of good governance in general and corporate governance in particular to promote demand for them.</p>	<p>The Bank needs to include more governance improvement projects in the CAS to support willing governments. Meanwhile there is a need to enforce rigorously the rules set out by the Bank for procurement and financial management but gradually relaying more on country systems as they meet high international standards of good practice. Transparency and control that are objective, well established by authoritative bodies and accepted universally. There is no well established uniform and universally accepted international standard for procurement at present.</p>	<p>Given the broad scope of activities to be carried out and the nature of the problem, the Bank should propose a Governance and Transparency Compact with the relevant international organizations to work on this initiative. The purposes are to come up with a division of labor according to comparative advantages of each institution and to ensure sustainability and continuity of this Initiative. That would make more difficult for governments to disengage. Key members of the Compact should meet say every two years at an Anticorruption Forum to review progress and agree of the way forward. The Bank could be the Secretariat.</p>	<p>Many indicators have been developed recently. It is a matter of agreeing on an internationally accepted set of them. In any event it is better and less controversial to measure progress in each country towards an accepted international set of positive indicators than establishing leagues or ranks between countries with different cultures, approaches and political organizations that may create defensiveness and not be very meaningful anyway. The Bank for example is not following up systematically on the findings and actions proposed and agreed in the CPARs. The strategy could include the creation programs to improve corporate governance for private firms in Part II countries. These are often important contributors to the culture of corruption as a way of life. The Multilateral Banks could promote a corporate governance certification (similar to ISO) and provide financing (credit lines for firms to establish such programs). The establishment of the program and the certification could be used to give reference to these firms in competing for government contracts.</p>	
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NAM		3	<p>I suggest that the Bank should continue her good work with countries irrespective of their corrupt level. But the Bank should mobilize CSOs who are credible after all assessments to select the best ones and institute them to monitor and evaluate Bank projects and other corrupt practices in their country. But the CSOs must be the ones with interest to fighting corruption, especially the grassroots level ones that has initiative but lack funding and contact</p>	<p>The Bank can better engage NGOs and others by involving them in monitoring and evaluation, also starting from the time the project is still at the discussion stage before the disbursement. With the institution of a body devoid of interest or commitments I believe an innovative strategies will be comming out to handle issues.</p>	<p>With the institution of coalition of NGOs, CSOs and others in the that country.</p>	<p>By opening the membership of the body instituted to all credible organisations, there will be forum to discuss projects and funding organisations</p>	<p>The body to be set up has to be in the field to monitor, through their committees. The bank has to carryout a survey through the National, State, and Local level, even the communities to identify the exciting development groups and make good use of them.</p>	
NAM		1	<p>The Bank should take care carefully the process of project implementation instead of too much attention on the process of approval. Because most of corruption (in recipient side) take place in implementing process. Like PMU 18 of Vietnam. Huge of money corrupted by several high-ranking officials of Transportation Ministry of VietNam. While the people must work hard to pay debt. Therefore, Some argue that the Loan from WB foster corruption unintentionally and bring more debt for the poor than reduce poverty.</p>	<p>The World Bank should let NGOs engage as a an independent inspector and should require the recipient government announce the Loan for its people know, check and feed back directly with the World Bank (the feedback must be confidential).</p>	<p>As I mentioned above, the bank must know how to manage the process of implementation of the helping countries. The corruption mostly take place in that process. To ensure that, the Bank need master its institutions and financial system.</p>			
NAM		4	<p>Over 5 years of visiting Bulgaria on a regular basis, I've had Bulgarian friends voluntarily demonstrate to me how they circumvent various simple day-to-day costs. These things range from unspoken mutual collaboration to share a single bus ticket, to a common practise of cutting real estate agents out of rental tenancy agreements, or paying doctors to provide bogus validation for paid time off work. The people showing me these things give two very definite opinions: that they're proud and think they're clever; and that they strongly sense a dog-eat-dog regulatory environment (that is, that their social/legal/economic environment is largely unregulated) wherein one might as well engage in these minor acts of fraud and corruption because it's highly likely that one will suffer on the receiving end of a similar scheme in the immediate future. In this sense public expenditure is seen as a game where one is perpetually behind on the scorecard, always striving to catch up, to make financial amends for having suffered so long at the hands of an indeterminate overlord (some poor</p>			<p>The mobile phone seems to have become a worldwide phenomenon, and perhaps something of a social addition (testimony to how important social activity is to our mental wellbeing, perhaps). I haven't yet seen mobile phone statistics (expenditure, new contracts, phones per capita etc.) used to indicate progress. However, their abundance even among low income earners suggests that they might be a sensitive indicator. Further, the discrepancy between phone use and more traditional indicators could be revealing.</p>		
NAM		1	<p>Peace Corps and NGO's to share responsibility.</p>	<p>Engage NGOs in monitoring and evaluation. Allow media representatives to be embedded in the front line (like the militaries do).</p>	<p>Distribute fractional payments and monitor closely results achieved after each step. Assume direct payment responsibility of vendors upon delivered results. Insist on having females in charge since they typically are more risk averting.</p>	<p>By having media expose corruption and "black stamp" companies that are proven faulted. Demand to have corruption emergency numbers, and compensate reporters if proven right, as well as provide protection!</p>	<p>With objectivity and caution, and realization of the margin of error! I think World Bank is doing a magnificent job!</p>	

NAM	1	The idea would be to go over the heads of the authorities and help the people directly by financing projects through the NGOs, for example. Quite obviously, this requires very close monitoring of developments in respect of the projects financed.	By showing more confidence in them and providing them with considerably more assistance, primarily financial.	By introducing a decentralized monitoring system that involves all parties concerned at the source.	Through a public awareness campaign and by imposing sanctions, if this does not come about, in the hope that the sanctions will trigger greater awareness on the part of the authorities.	By involving grassroots populations, explaining to them the objective of the aid granted, and making them accountable. The Bank must be clear in its negotiations with the authorities, setting for the latter various macroeconomic objectives or fiscal objectives to be achieved, with timetables where possible. Should this fail to occur, try to help the people directly.	
NAM	3	Involve other stakeholders -such as reputed media persons, univ. professors, union leaders etc.-from such countries. Not just govt ministers and bureaucrats. But that is your second question! If governance is weak then don't spend money on other projects --but focus on improving governance--or atleast make it a priority.	First is by establishing a line of communication with these reformers. The WB officials should not be seen as stooges of the govt but as independent people ready to mingle and talk with all. They should participate in social events and mingle with local NGOs, farmers, union workers and students etc. I can tell you - if you mingle with the public most bureaucrats will not like it!	Impact assessment/evaluation started by WB is a step. Ongoing project evaluation is a must.	Stop competing with each other (donors I mean). MNCs engaging in corruption in developing countries is merely a survival tactic -just as they bribe senators etc with free vacations etc in DC etc. Reforming the developing countries' governance is the key. Transparency in financial transactions of MNCs might help.	For corruption Transparency International seems to have a viable indicator system. Public opinion is an indicator. For construction projects -- on ground construction and ongoing project assessment is the key. Hiring of consultants at WB is highly subjective - thus many deserving candidates (incl. me) never even get a chance - while those with connections/networking get the job -belonging to high class (ministers/ambassadors' etc children, relatives) but not necessarily highly qualified (unlike me - I am from India now in DC - a Harvard graduate '05 with master's in international education policy)	
NAM	1	Less government is the best government,finance, foreign affairs and defence should be the only areas under government control.Poverty can be reduced through female education,lowering of tariff barriers to enhance cross boarder trade and elimination of word smuggling from dictionary.	The bank must deal with democratic governments only to the extent of defence,finance and foreign affairs in all other areas of economic activity.NGO,Private sector and civil society are the real stake holders for engagement .The bank should invite expression of interest from private sector.	The effective use of independent chartered accountants is most desirable.The existing set up of governmental auditors is a miserable failure due to incompetence.The use of information technology is another effective tool for ensuring that grant and loans proceeds are used for intended purposes.	The judicial systems be based on mediation,arbitration and effective judiciary through management information systems.The world bank and multilateral donors should focus on development of communications,energy resources,production and education through involvement of civil society.	Lowering of cross border tensions,reduction in armed forces, cut in defence budget should be the first indicator beside health,education production and the lowest crime rate. Reduction in interstate and intrastate conflict should be achieved through enhanced free trade between states through shortest possible routes in shortest possible time.All wars ever fought have been economic wars which could be avoided through fair trade without tariff barriers.	

NAM	4	<p>The answer is actually very simple. The problem is that the Bank representatives are not serious about governance or stopping corruption. Country representatives make nice speeches but the last thing they want is to discover any corruption as it embarrasses their position in country. The Bank just has to get real.</p>	<p>The Bank is too distant. The reality and I have worked on aid projects in 60 countries of 1241 have visited that the Bank likes to push its own agenda and really does not have time for the lesser minions of civil society. It just pays lip service to these. Try and talk to anyone in the Bank and you will find out the truth of this quickly enough. Same with the media. It is all sanitised press briefings but little that is real.</p>	<p>Again, the Bank is not serious about finding corruption. It does not want to know. In many countries it insists that local consultants are involved even if not necessary. These consultants are just there to handle the "envelopes". The Bank uses PhDs who have little operational experience and usually have a good time in country and leave having hardly touched the surface.</p>	<p>Donors all say they want to coordinate but that is a fabrication. In every country there is a "favour of the month" and every donor wants to get onto that line. In 1999 in Vietnam it was "SOE Equitization", then it was "Poverty reduction". Currently it is "SME support".</p>	<p>They should be made more real and not just in GDP terms. 1. The whole aid process has become rife with up front costs in tendering. It is now so expensive and complicated, the aid process has been taken over by body shops who add no other value. 2. The Bank and other agencies are not serious about stopping corruption. It is an embarrassment to country offices. Also it is impossible to report any corruption because no one takes any notice, a report is a trigger to sweep under the table and anyone reporting is simply black balled from future work. 3. As an example of how governance could be improved and corruption reduced overnight, get governments to ensure that ALL financial transactions go through the banking system. 4. Auditors in developing countries are basically useless and just act as a smoke screen as they audit transactions and the paper trail. As long as the paperwork is there, what is behind the transactions does not matter.</p>	
SAR	2	<p>The donor has to approve specific project with the condition of 20% for administrative and 80% specific purpose. In each country there are NGOs (Non governmental organisations social work groups) they should be involved with adequate power to monitor and evolve the progress. The world bank should come out with a feedback survey conducted by social work groups and the data copy should be sent to bank for evaluation simultaneously with these groups which will serve as a second opinion. Experts can train people with needbase skills than general types. If you give fish I can have fish today but if you teach how to fish I can have fish every day' that should be the methodology</p>	<p>The donor has to approve specific project with the condition of 20% for administrative and 80% specific purpose. In each country there are NGOs (Non governmental organisations social work groups) they should be involved with adequate power to monitor and evolve the progress. The world bank should come out with a feedback survey conducted by social work groups and the data copy should be sent to bank for evaluation simultaneously with these groups which will serve as a second opinion. Experts can train people with needbase skills than general types. If you give fish I can have fish today but if you teach how to fish I can have fish every day' that should be the methodology</p>	<p>How can Steeve Waugh (cricket) land in India and help orphans and deprived. In fact we have 52 words developed for each one to teach one. One word one week and 20 minutes one day by any social service student second week the last word used by the respondent to develop the new word. It can remove illiteracy if all students given minor incentive to do this and can eliminate illiteracy in couple of years if the learner also take initiative and will work in multiplier effect. So organisations can win confidence of the people if identity is not over emphasised. In India NSS (national social service scheme) is nonpolitical and essential for students and this can function well if funds can be sanctioned to them on specific projects with random monitoring provisions by the bank</p>	<p>The consumer should be a literate to the extent of rising the issues individually and collectively consumer courts are powerful - quick and every one should be educated at the rural level how to demand and question the authorities. This can fight corruptions.</p>	<p>The population census contains questions at welfare base. This should be the base and a picture before the commencement and the next round survey usually come with a gap of five to ten years. This can give the significant difference as additional questions can be incorporated. Randomly selected persons weight, health, economic status, social status, child mortality, absenteeism, productivity differences can be analysed before and after the projects if possible continuous assessment - individuals - village sample - district - state - and derive national index. The research project can be advertised in all professional journals and circulated through the professional associations like economic associations, universities and colleges and if their ideas are acceptable they will act as the banks surrogate to monitor the progress of the projects. Each country have the central bank and an economics division and can be involved with a training provided by the world bank as a short course</p>	

SAR	3	Bank should insist on quantitative and qualitative benchmarks against each sanction reducing discretionary uses to the minimum. The claims of the recipient towards attaining the benchmarks should be assessed objectively through a local agency of impeccable integrity and professional competency. A penalty clause may be attached and observed strictly for violations of contract terms.	The Bank should not get overwhelmed by the outward appearance and formal claims by parties. Many potential partners have a tendency to magnify records to get a favour. The country office of the bank can take a lead in screening offers for partnership. The award should be publicised and local stakeholders both primary and secondary should find representation in monitoring and evaluation.	By sharing the records with stakeholders through newspapers and inviting observations from civil society organizations/ others.	This can be done through institutionalized coordination meetings at different sub levels and area of interventions.	It can be based done by impact assessment studies using secondary and primary information of a reasonable set of representative samples. Instead of ceremonial air visits and exchange of pleasantries in formal interface meetings, the bank should be more business like and demanding on clients for performance standards and targets. It should strictly monitor the chain of subletting assignments by first contact because that affects quality and final outcome.
SAR	3	What is required is the participation of people at grassroots level in underdeveloped countries there is lack of education and communication. Whatever Govt. and its bureaucracy does at top very often is not known to the people. Bank should insist on informing the benefits of its scheme to the people. Unless this is done and confirmed by bank's evaluation no money should be allowed to flow. In short people should be well informed of the schemes and benefits. A local reliable evaluation team should take up evaluation instead of bank sending its team from abroad.	Information dissemination is the key to the success. More people are informed more they can question the Govt. Role of private sector should not be overstressed as they have their own interests. Media generally favours the good of the people. The reforms has to come from within and not from without.	The local independent evaluation team who conducts periodic exercise is the answer to this question. Very often more finance is sanctioned than the Govt can manage. This also needs to be looked into before sanctioning the projects. Proper way would be to sanction funds every six months after getting report of evaluation of six monthly performance.	In case of multi lateral donors best way would be to follow one norm after finalizing the same amongst the donors. Only one donor should take up the responsibility of evaluating and monitoring the project.	Instead of Economic indicators which are not area specific where the project is implemented, monitoring by local agency in specific area of operation should be depended on. Having worked in various aspects of Forestry, tribal development and watershed development in river valley projects, its my conviction that unless people are involved at all stages of development, the success is not achieved. Village level training programmes for generating employment at their village followed by establishing small village level poverty. Philosophy of Mahatma Gamdhi and E. F. Schumacher needs to be imbibed when thinking of development of undeveloped countries. These are my personal views. Larger industries need not enter such undeveloped areas. Employment to largest number of people at smallest investment should be the key to progress.
SAR	3	The increasing corruption and terrorism activities throughout the globe are one of the worst element or other wise enemy working against development. The infrastructures which are being build by the world bank are destroyed due to terrorist activities and corruption is a very-very dangerous desies even stronger than HIV-AID. Monitoring and cross monitoring would reduce the corruption and enhance the development.	The Govt. is always slow and impactas are bad in distribution system and effective monitoring is lacking as people have taken it granted and the link is from top to bottom hence by cross monitoring and periodical evaluations by NGOs and its report can be very-very useful for eradication corruptions.	The effective monitoring by NGOs and evaluations of projects can be useful for ensuring the proper utilization of funds provided by World Bank.	The addressing of corruption would be possible by providing more and more participation of NGOs and general public and mass awareness in to ongoing systems will be very-very helpful in eradicating corruption.	The Confidential monitoring groups engaged by world bank through NGOs may be very useful in the said matter. The Corruption development. The fund provided by World bank is not being fully utilised for the object as issued and allotted is causing more

SAR	3	<p>The world bank should constantly enlarge the scope of civil society organisations' participation and cooperation in controlling corruption and increasing the effectiveness of good governance. Where there is a stint of failure in governance, the civil society organisations should be allowed to interact with bureaucracy with a view to combating the problems of corruption. Even in India, it has been found that there is a possibility of corruption reaching all sectors of government activities. This has happened due to the simple reasons that hitherto CSOs have not been able to participate and interact with bureaucracy in a larger scale than the present nominal level. This needs to be immediately corrected by allowing CSOs to interfere with the bureaucratic apathy and closedness. Though there is a Right to Information Act in the country it has been found that more information is covered than making them public by the vested bureaucracy. With the result this Act is becoming non-effective and not meeting the exact needs of reducing the level of corruptions. Hence, new ways and</p>	<p>The world bank should constantly update the general public with the complete details of funding provided to Governments for undertaking various projects in different countries. The world bank should also involve CSO representatives in such discussions taking place between the Govt. and the WB. Such kind of openness would definitely pass a fear-streak among and through the set up of bureaucracy. Vested Governments and agents of bureaucracy will be strongly opposing such stand of the world Bank, but to make a change in the thinking of such minds it is necessary that strong dictating points are made a part of the discussions, meetings and final draw of contract. This way we feel that progressive changes can be made in reducing the levels of corruption in each country.</p>	<p>As explained above, WB should always involve the CSOs general public in the issue of disbursement of funds so that the public is aware of the quantum of money involved in each project. This would empower the public/CSOs to see whether the money is spent on the intended purposes and that the result becomes very effective. This way we feel fast progress can be achieved by many countries in the developing world.</p>	<p>Before finalising the funding issues, respective bilateral agencies, WB and other multilateral organisations should see that there is no duplicate funding for a single issue. This can be done by donor agencies becoming more open and transparent in their dealing with Governments, Bureaucracy and CSOs. Since various MNCs have been involved in corruptions in various countries and projects, we see no room for them to play a role in the issues of corruption. Distinguishing un-corrupt organisations from corrupt organisation is a great and demanding task, it might involve longer time, energy and money consumption. Hence this issue should be left to be handled by CSOs and the representatives of public.</p>	<p>Various indicators of progress should be made known to countries on war-footing as soon as such indicators are adopted as indicators of progress. In India, even today, top level of bureaucracy are not well aware of such indicators. Hence constant updating of such people is needed on top priority. Complete dissemination of such indicators are a prime need to address this issue. For example, some of the world Bank's own indicators and criteria are not applied by India in measuring poverty and related issues. What needed is a courageous leadership, which looks at various angles of an issue rather than looking at country, region or zone; Good work should be propagated and copied out to other areas; More and more emphasis should be given in controlling issues of corruption; Legitimate needs of country/region should be recognised and met in quick time, in stead of waiting for circuitous action.</p>	
SAR	4				<p>This is to inform you that few months before Under load Act has been implied in all over India. But still in Gujarat (Reliance Jamnagan) and Maharashtra (PNP JETTY DHARAMTAR RAIGAD MAHARASTRA) Overload trucks is still going on without any fear of court Justice, RTO government tax losses. This is to inform you that but still in PNP JETTY Dharamtar Port Dist Raigad Maharashtra towards thane,vasi,dombivli, bhiwandi, pune kurkumbh, Specially Loni Kal Bhor, bigwan coal and bulk chemicals transporting is still not going in and as with new Under Load Rules of Honorable Supreme Court Of India. This irregularities caused to Heavy Accidents and bad conditions of Mumbai-goa gujarat Road and highways. Heavy vehicles not allowed in panvel city but because of irregular officers Heavy Vehicles Enter in the Panvel City at any time and after 10 pm to morning 8 am truck owners are entering panvel city which is Toll loss to government and causing accidents and traffic problems. From Haji Bunder Mumbai coal transporting to Bhiwandi, dombivli etc. going with overload, in t democracy country India. For supporting country</p>		

SAR	4	<p>First tackle the issue of governance and funding should be linked to the improvement of governance. Develop country specific and sector specific performance indicators and link it with funding.</p>	<p>The efforts of well meaning NGO stakeholders, civil society, media and the private sector needs to be recognised and strengthened. However, the government should also be taken into consideration while deciding issues with other stakeholders. At times it may be conflicting but there is no shortcut to this and it may be frustrating to deal with the governments at times.</p>	<p>Effective monitoring is the key. Mere reliance on the information furnished by the beneficiary governments may at times be faulty and hence an independent check is necessary. Every instalment of the loan has to be linked to the satisfactory performance as enunciated in the project report save exceptions beyond ones control. Therefore, project preparation should take more time and consider all relevant aspects before it is sanctioned.</p>	<p>It is necessary to be in touch with other donors and verify their track record. It is necessary to impress upon the other donors and mncs about the governance reform. It is easier said than done but there is no way out. Constant persuasion and continuous vigil is required.</p>	<p>Fair and accurate reporting should be stressed upon. Change management should be attempted at all levels of the government. It is not sufficient that the top levels of administration is targeted. The strength of the chain is measured at its weakest link that is at the cutting edge level. Mid time correction be made if necessary in vein of unexpected changes in the environment due to severe natural disasters. It is no use to try to eliminate corruption completely in third world countries as it is linked to so many other factors beyond the control of the Bank. Therefore these factors should be factored in to the project in some way or other. It is not to suggest that the bank should turn a blind eye to the corruption and governance issues. The woods should not be lost sight of for the trees. The project success should also be kept in mind without jeopardising the moral issues to an extreme extent.</p>	
SAR	4	<p>In such countries, the Bank should first identify the root causes which historically gave rise to weak governance (which in turn engendered corruption) which may be factors such as pervading illiteracy, overpopulation (leading to a scramble to get facilities such as health, welfare and jobs) and then chalk out programs and projects to eliminate these factors. Alternatively, the Bank can devise incentive systems for target groups, such as particular sections of the civil services, for proper delivery of their services to the people. Incentive systems always work; you just have to research and innovate, and come up with the ones which will work. This goes for poverty reduction as well. The Bank can ensure consistent treatment across countries by independent evaluation of its activities.</p>	<p>The Bank should engage with non-governmental stakeholders with caution. Civil society, media and the private sector in overwhelmingly populated and jobless societies like Bangladesh generally try to exploit the above weaknesses for their own advantage, and often end up in giving wrong signals to those concerned with governance. The Bank should support champions of reform by involving them in the Bank's country-specific projects, or in initiatives such as Community Driven Development.</p>	<p>Independent evaluations by local consulting firms (they need not necessarily be the big ones) should serve the purpose.</p>	<p>It is difficult to get donors to compliment each other because more than one donor agency could be eyeing the same slice of the cake. Donors interest in big infrastructure projects is a vivid example. One way out could be for donors including the World Bank and multilateral organizations to sit together, look up their individual score cards in respect of success stories, and indulge in those areas (such as financial sector/fiscal sector reform, civil service reform, infrastructure or health reform) in which their respective scores are the highest. For example, financial sector reform may be left with the World Bank because of its high scores in that field. Mixed signals are tricky. However, leading to sustainable development could be used as a yardstick for the signals.</p>	<p>Most countries have their own selected economic indicators. Changes in these indicators between time periods (quarterly or six-monthly) may be analysed to monitor progress. My article "Good Governance: Does it Start Midway" whose weblink was put up by Development Gateway recently may be seen for some insights as to how poor governance creeps in across low-income developing countries. Also my article "Changing Role of World Bank as a development Financing Institution" which was also floated on Dg may be seen for proposed roles for the Bank.</p>	

SAR	6	<p>In such countries, Bank's assistance must focus on good governance practices, including strengthening civil service reforms (training, professionalisation, adequate compensation, accountability measures) with special emphasis on financial management. INTOSA, for instance, must include verification / evaluation on corrupt practices as a part of its audit guidelines. Competent CSOs must be encouraged to participate actively in fighting against corruption. Bank's assistance must be made conditional to the government implementing anti-corruption strategy and measures, and where the assistance fails to reach the intended beneficiaries in any quantifiable measures due to corruption, bank should suspend / cancel the assistance, until the government concerned play by the rules book. Appointing "Controllers" from neutral countries, with experience in vigilance, and anti-corruption strategy, as independent evaluators for major projects, even from the beginning of the projects, might help.</p>	<p>Governments themselves must be encouraged to enact "Right to Information Acts", as recently done in India. This has enabled CSOs and individuals to bring out corrupt practices and to fight against corruption, though in a small way, as yet. It is also necessary to persuade academicians to include good governance and anti-corruption in the curriculum of schools to create awareness among students. Bank must also support workshops and seminars involving different stakeholders on these topics.</p>	<p>As mentioned earlier, there should be a system of monitoring of the assistance to guard against corruption, from the start of the projects. Independent evaluations by societies and agencies known for their integrity and public-spirit must be woven into the project agreements. The audit of Bank-assisted projects by the SAI must not be confined to accounts verification, but must include evaluations, with focus on vigilance. Civil service reforms are indeed a major area of priority.</p>	<p>This is a matter of coordination. Even now, the donors' forum must be discussing these issues. However, bilateral assistance would be often tied, and the commercial interest of the respective agencies take precedence. Bank must, therefore, play a lead role in this area and coordinate with others in focusing on good governance as part of their assistance. Country programs, based on MDG, must be discussed freely between them and attempt must be to arrive at a consensus approach.</p>	<p>Annual grading by the Bank, of each assisted country, in an acceptable format would help. There is no doubt that corruption eats into the core of development, and cannot be stopped in a short term. In many societies, corruption is accepted as "speed money", and is not necessarily looked down upon. In order to create awareness against the evil practice, it is essential to educate people, most importantly children. Spreading the message among students through civic less</p>	<p>A major form of corruption is the political corruption, and this needs to be tackled by a basket of measures, which perhaps is beyond the scope of this discussion.</p>
SAR	6	<p>The Government has to be the prime stakeholder. Appoint one major NGO for each program who should opionate independently and report to Bank Project Director. Media help must be taken extensively as engagement strategy. Let people know what the Bank is doing? Let me give one example: Despite the fact that India has been the largest contributor to Nepalese financial support, the Nepalese always praised China because all Chinese help was going straight to the people. The people knew what that country was doing for them in the first person; they were oblivious to the major support that was going from government to government, corruption not withstanding.</p>	<p>As suggested appoint an NGO of domestic or international origin as independent observer to report to Bank's Program Director. The Bank's existing accounting and auditing procedures are quite sound but with a lakuna that auditing is far behind. Let there be concurrent system of auditing of expenditure. Here the Bank may even lessen the number of programs if there were fund constraint but priority be given to the strengthening of the accountability system.</p>	<p>My experience of working with IMF in Georgia and Malawi has been very disappointing in this regard. There are far too many coordination groups/committees and the recipient country only keeps running after them. There are far too many reports and the ultimate objective is buried below the burden o the reports. The development appraisal should be program specific. Let there be sector specific leaders among the donors. There may be intra-exchange of information without burdeing the target country with excessive reporting. The bureaucrats may be trained for meeting the sectoral challenges and the capacity building efforts should be channelized by the lead donor. It will give the managers more time to work in filed rather than on concocting the figures, which I found was the common practice.</p>	<p>As explained above leave this to independent NGOs. And let there be only one master for a program. I found if funny that when the Bank initiated HIPIIC reporting in Malawi (1998-99), there were too many cooks, too many ring masters. If Bank wants the recipient country to be specific, let it itself become specific in asking the reports. Trust the local government. Most of the time I found Bank and Fund mission members caustic in meetings and contemptuous in inhouse discussions. They carry a wall along with them dividing the donors and the beneficiaries. There lacks mutual trust confidence. I have no hesitation in the Bank organizing specific orientation programs before placing its staff on country placements.</p>		

SAR		<p>7</p> <p>The Bank should stop lending in the condition of inconsistent government, government which is not supporting people or the government which is against the will of people (like captured state/nations).</p>		<p>It should thoroughly check all the accounts of expenses as well as held public opinion poll after completion of related projects. Also it should ensure that more than majority of people have been informed about the grant and loan and their usage.</p>			
SAR		<p>3</p> <p>World Bank must give a time frame and the implementation strategies to the respective countries with clear results. The work must reach to needy at the grass root level. In case government fails, WB must call back its funding 10% interest on lending or even 200% pay back if corruption is exposed.</p>	<p>NGOs and private bodies with clean record and media with clean practices must focus on the time frame, on deadlines and on jobs to be done. This will keep the eye on the pace of the project implementation. It will also keep it clean.</p>	<p>Besides record keeping be done on WB website or provided computers connected directly with WB authorities; there must be machinery or a special purpose vehicle worth a million dollars, to keep watch on the multi-billion dollar project implementations. Recruiting honest personnel can solve this problem.</p>	<p>Solidarity and One Voice should be with prior multilateral discussions. Remember it is for the development of the world at large. It is not for only one nation or on one project. There will be no mixed signals when these unidirectional efforts will be implemented.</p>	<p>A special purpose vehicle consisting Project Management Experts and domain experts can monitor the progress of any project at WB level. They will be on job and putting their comments on special WB project website. Hence, constant watch and timely monitoring can make the implementations happen and make it worth of investment. In fact the project must be divided in several sub-time frames, sub-theme, and in sub-events and sub-phases levels. Thus, WB experts will keep a constant vigil and get the job done. The change is observed instantly on completion of any event, phase within stipulated time frame. A fine of 10% per month or alike, can disallow the misbehaviour/mishappening from any side. WB need to infuse honesty at multiple levels around the world for its project implications. There are reasons I have put this comment. The major reason being, it is because of corruptions only all the entities including our earth, all the religions, all the nations are under threat of losing their existence. If humanity has to survive it must imbibe honesty in everyone. Or</p>	

SAR	3	<p>Where is the poverty there is the corruption! (Chulam Nabi Nizamani) Bank may not restrict or stop lending. Bank may involve more parties and focus on capacity building. What observed that Bank depended on Governments only and asked Governments to include other stakeholders through such practice Corrupt people in Governments tried to include those people who supported them in corruption. As Bank has overseas consultants communication held by those corrupt government people and voices not reached to World Bank. Let me share two examples from Pakistan. One is Farmers Organizations (FOs) in National Drainage Program second is Citizens Community Boards (CCBs). In FOs, members of FOs don't know how they became members of FOs? What are their responsibilities? and What are their rights? Same situation is lying with CCBs. So there is a need of hiring of local consultants through training. Peoples' active engagement through capacity building. Providing support to people who indicates corruption in Government and other ranks. Such people and organizations may be supported on very grass root level.</p>	<p>In developing countries it found that Human Development is very low. When Bank tries to engage Non-governmental stakeholders, Bank focuses on organizations and due to low human development Bank fails. It is observed that in many bigger organizations only single person is handling all issues and co-workers act like puppets. When Bank mobilizes resources through engagement of an organization it means Bank is working with single person in this way failure comes. Bank must try to find potential individuals in bigger or smaller organizations then engage them in this way Bank resources will be shared in broader way in some results can be achieved.</p>	<p>Only single and very brief reply that Bank must support those people who indicate corrupt elements in the system.</p>	<p>Difficult question! World Bank may develop a forum of donors. Bank, other bilateral and multilateral organizations sit together first to assess situation then include Government and local Non-governmental organizations together for solution. But it is sorry to say that many multinational companies are involved in corruption for enhancing their business. First they stop encouraging corruption then highlight corruption activities happening on local level. In this way people will be awared and corruption practices will be reduced.</p>	<p>Some indicators are: -Inflation rate -living standards -Education and Health Facilities -Development of infra-structure -Trade deficit World Bank always works with governments so its headquarters are usually situated in capitals. Areas away from capitals always neglected. Some developing countries have specific geographical and ethnic problems such problems must be identified by Bank while supporting a country. In this way Bank must reach to unreacheds.</p>	
SAR	4	<p>Total Computerization of all land records and biometric attendance systems for all Central/state government employees/ministers bureaucrats municipal/gram panchayat staff including the commissioner. All receipts to be computer generated and citizens charter to be displayed in English and Local language.</p>	<p>Monthly meeting on a 2nd Saturday between all wards members and the Municipal staff headed by Commr:Minutes and developmental activities to be circulated wide newsletter to all the taxpayers in the municipal/assembly/parliament jurisdiction.</p>	<p>Mandatory to keep out by law - people cannot contest elections in municipal or gram panchayat level who have more than 2 kids- apply this law seriously. Any person with criminal backgrounds and FIR pending in any police station cannot contest any election.</p>	<p>Salaries of the Municipal/State/Central government staff to be displayed on the notice board and contract/workers to be given regular appraisal /month end. Do not employ anyone on govt recruitment but employ all on outsourcing basis in order to avoid unnecessary strikes.</p>	<p>1. Every quarterly balance sheet of funds and yearly audit to be sent to all taxpayers. All states in a country like India have to be given a progress report and their positives and negatives need to be discussed without distortion and giving equal amount of time to the ruling and the opposition parties to put forward their view and let the judgement be done live through SMS very VERY CRITICAL FOR ACCOUNTABLE FUTURE INDIA - All the presidents/secy's of their respective colonies to form a federation under their Municipal name and support the municipal staff in keeping the works under check, rooting out corruption, managing funds properly, keeping out outlaws, most importantly federation should be non religious and non political body and this should be accountable in every pie spent and avoid nepotism from every angle. An Indian parliament costs Rs17000/second, 545 MP's sitting in parliament for 5 years costs the INDIAN TAX PAYER - Rs855 crores. Every M.P. is allotted Rs1.25 crores under M.P. Lads scheme .Now my dear friend , don't you think accountability starts from every house, every cold</p>	

SAR	3	To select two members These persons are belongs to different states to over see the projects.	When you support the NGOs in a selected programme. They will be get certificate from Any Government official. 2. NGO's works perfectly to serve the people. 3. Only INDIAN government sector fill with corruption(Just see the TV9, ETV2 T.V channels.	1. To select the NGO's who are working for self employment training. 2. To select the NGO's to who has working in the field of Agriculture farmers Training to prevent crop desesses.	1. To send the monthly reports on WB works in Various countries 2. To print Magazine with reports and photos and contact project coordinators address. and send to every donor. It takes more confidence to the donors	It is advise to give the possible impact/outcome in statistical measurable indicators One is advised to clearly indicate the monitoring authority,the monitoring system and the follow up plans. And last but not least,the criteria for self evaluation should be specified. Have you done 1. Right identification of the problem and need of the targeted arear people 2. Correct assessment of the needs and demands addressing the problem 3. The action plans and strategies to be effective and meaningful keeping in view the aims and objectives of the problem 4. The justified evaluation of the time bound phasing, and final monitoring system. 5. The budget estimate to be actual and pertaining to the problem need.	
SAR	6		Partly, poor governance is a feature endogenous to low-income economies. As economies develop, the incentives for corruption might get reduced, as low-income households get more and more empowered. What an institution like the Bank could do is (i) to concentrate on schemes aimed at empowerment (education, health etc.) & (ii) promote leadership through awareness of success stories and recognition. Restricting lending would be counter-productive.	Instead of the Bank trying to function parallel to local governmental institutions, it should take the government into confidence and through it, promote participative institutions (e.g. genuine public hearings & consultation), decentralisation in governance etc. Social responsiveness of the private sector should be encouraged through consensus and self-imposed codes of conduct.	Social audit of the Bank schemes, community oversight and transparency are the key requirements for this.	At present, the stakeholders activities are ill-coordinated. They lack focus. Sometimes, they are self-conflicting. Governance reform cannot be achieved through loan conditionalities. They should be promoted through leadership within the executive wing of the government and empowerment of the people. In many developing countries, the Bank itself is perceived to represent the ideologies and the interests of the developed countries and their MNCs. There is lack of transparency in many lateral financial institutions is in question and their credibility in doubt, as there is no transparency in the selection of their CEOs! How can these institutions preach good governance to others? Charity should start at home! Governance reform of these institutions is the first step towards reforming the governance of the rest of the world. Such reforms cannot be expected to come out of the bureaucracy of these institutions as they have a vested interest in the status quo.	

SAR	4	A representative office of the world bank may be open at all places to closely monitor the projects, the Representative should be provided with powers to decide upon the complains and suggestions immediately and issue directions to the effects to the implementing agencies, the poor and weaker section of the society should have access to the representative office easily need without interfere from the local Government or Nodal Agencies, the decisions of suggestions and complains should be made more on humanitarian and social ground.	Engaging NGO is the most important aspects but such NGO should be identified at their grassroot level because NGO working at grassroot level have very little approach with the world bank because they do not have required means, posh offices, high technology etc, poverty alleviation is to be done from underprivileges, and underprivileges and unorganised sectors are poor who are unable to approach world bank.	A independent survey of the projects from those who have been achieved or effected or victims of the projects will ensure that it is properly used for the purpose, we have issues where the funds and loan of world bank has increased the poverty of the poor, their self employment are destroy and nobody has care for it.	This is what we have to study in details and speak.	The independent survey will give the exact idea. Persons. [Informar] should be appointed to get the feedback of the projects, identity of the the Informar should be kept secret and Representative office should deal with the Government on the base of information given by Informar, this will clean the system and the implementations of purposes will be achieve.
SAR	3	through your prestigious organization tie up with government and local self community motivated youth collaborate and will make a policy for sustainable development initiate	they are well known responsibility and accountability	some restriction should be there	through analysing	same as above but in short you will be do?
SAR	2		Need for better identification and selection of the stakeholders	A major share of the Bank's grant and loan proceeds are often used to pay exorbitant consultant fees or meet administrative cost of the a pampered bureaucracy, as seen in countries like India. The Bank can see that such expenses are reduced and the proceeds used for the intended purposes.	Developing better network, and coordination at the donor level to avoid a flooding of funds and duplication of activities supporting country level governance reforms.	Through regular performance evaluation The massive flow of development support grants to the developing countries has increased all round corruption in the countries -- in the administration, in the civil society, and also in very ideas of development which are often geared to meet the donor criteria or philosophy. There is need to develop strategies at the donor level for more judicious donor funding
SAR	2	Stopping lending is risky, rather WB can think of incentives if corruption index level is lower than prescribe limit. Means more lending if low corruption.	Root of Corruption lies in human mind. Teaching from very child age, will give result in long run. Educating people of all age/all level is key in combating corruption. Take help of schools, colleges, religious places where people have more faith.	By activating local people where the project is in operation, will help tracking corruption. There may be linkages of number of project or lending vis-a-vis how local people are active and supportive.		
SAR	1	it is observed that all funds are handed over to government and no governmental organizations (NGOs) to reduce the poverty. however, it is fact that 35% of funds are even not utilized in proper project, world bank should appoint voluntary monitoring bodies to check and balance the funding utilization process of government and non governmental organizations, these voluntary bodies must be non-interested parties having no relations to political parties, and authorities to whom funds are transferred, i think, these monitoring bodys must be from other county, actually there must be international community to appoint in different countries to reduce corruption and misappropriation.	majority of corruption is done by government authorities, however, the possibility of corruption by non governmental authorities can not be denied, world bank should specify particular goals, by achieving goals, a body should check the desired work done, means must be accountability process, for example if any NGO utilizes funds in particular location to reduce poverty, monitoring bodies should visit to those people without taking that NGO with a separate and surprise visit to such locality must be there at least once in a year.	after raising funds from donor agencies, country can exhibit wrong figure in their economic reports that poverty has been reduced, however, poverty is same, for example funds are delivered to pakistan to reduce the poverty since many years but problem of poverty is still their, in each department a neutral agency should be formed to ensure proper utilization of resources, agency should be enforced to submit report after six months atleast, funds should transfer in instalments, after confirmation that previous funds are utilized in proper way, new funds should release by authorities.	all the bilateral donor should make one manifesto or rules and regulation for working as a one agency, for this purpose funds must be released under one name rather than using two different names, countries in which funds are given must ensure to work for proper cause to eliminate corruption, in case of any detection of corruption, all funds must be forfeited by the agency, multinationals are encouraged to participate in social welfare in particular community as they have some social responsibility to conduct business at there.	there must be proper network of neutral voluntary bodies to check and balance the utilization process, each and every citizen given authorization to report about misconduct of authorities, regional and district headquarters should establish to submit complaint by every citizen regarding misconduct and misappropriation of funds email id, mail addresses, contact numbers or particular complaint number must be declared to each citizen for quick access to submit complaints.

SAR	2	<p>Train the teachers/NGOs/media/individuals, government officials, governing personnel in education (with impactful teaching of wisdom of life). Support these trained teachers and NGOs to provide and Strengthen education.</p>	<p>Train them in developing an Impersal Vision, in making use of Wisdom of Life, innovative thinking, in making them know themselves.</p> <p>Once that seeding takes place, in due course both systems and compacity building will happen automatically.</p>	<p>If WB Group has the intention to do something for them, then first WB has to take the initiative to seed the civil society, NGOs, people, government by training them in using the wisdom of life, in developing the impersonal vision for themselves.</p> <p>Once that seeding takes place, in due course both systems and compacity building will happen automatically.</p>	<p>Governments, NGOs, multinationals, others are all run by the people. Their quality is as good as the people running them. If the quality of people improves, the governance will improve.</p> <p>Multinationals will improve. Laws and punishments are not the real solutions. Prevention is the long term sustainable solution. People need to be programmed well in their early life to be better citizens with impersonal vision, sense of service, built-in self-regulation, wisdom of life.</p>	<p>WB trained people will help WB to monitor the progress. The actual method will evolve. But first thing is first. Let us train the people in wisdom of life... Give them the opportunity to know themselves and the principles of life. All Systems and Organizations are run by people and therefore, these systems and organisations are as good as the people running them.</p> <p>Improve the quality of people, all will improve and work efficiently. Quality of people will improve by giving them an opportunity to learn the wisdom of life/principles of life. Situation can improve with more rules, regulations but for a long term preventive and sustainable solution, quality of people is the key.</p>	
SAR	6	<p>In countries with weak government and corruption, the Bank can foster growth of a Civil Society forum like the National Social Control Mechanism of Bolivia, in which representatives from professional associations and NGOs participate to oversee public administration. Under situations of corruption, the Bank can help reduce poverty by fostering initiatives like Community Driven Development (CDD) as in the Philippines. Consistent treatment across countries is difficult because cross-country circumstances vary, but comparing impact on growth across countries after aid disbursement may be one approach.</p>	<p>The Bank will be wise NOT TO ENGAGE non-government stakeholders in its development program. The media and private sector have vested interests of their own ("scoops" for the media and "money-making" for the private sector), and this will hamper aid effectiveness to a great deal. The champions of reforms (I advocated financial sector reforms while working at the Central Bank in Bangladesh) have to be identified first through their participation in award-winning essay competitions (sponsored by the Bank), then an appropriate incentive system may be used to lure them into decision-making seats of the administration.</p>	<p>The Bank can ensure more effective use of grants and loans by promising the officials involved monetary rewards (as deemed appropriate by the Bank) if loan utilization reaches levels desired by the Bank. The process, by itself, will lead to capacity building.</p> <p>Mixed signals by donors cannot be avoided, but can be significantly reduced if donors agree to a common approach to country-diagnosis and aid eligibility.</p>	<p>Bilateral donors, World Bank and other multilateral organisations can complement each by looking up their respective score cards for achievements in sectoral reforms, and those with the highest scores in a sector may undertake work in that sector (e.g. World Bank/IMF in financial and fiscal sector reform, ADB in irrigation project, DFID in poverty reduction).</p>	<p>Development indicators relating to the beneficial effects of a project as well as selected economic indicators may be monitored on a quarterly basis. In a changing world due to globalisation and rapid technological and ICT developments, World Bank thinking on growth has to change. It can evolve around the theme that "small is beautiful", meaning that initiatives such as CDD (community driven development) have to be expanded across countries. At the same time, the belief that development takes place in big chunks cannot be given up. That is the challenge of development assistance for the donors like World Bank</p>	
SAR	3					<p>The government of India is totally failure to prevent child labour. I have proof of child labour. I'm a photographer and taken photos from govt. construction site.</p>	

EUR	1	<p>The only way for the Bank to successfully fight corruption and promote responsible, competence-based governance is to be a touchstone for the restoration of rigor. All international communities must speak with one voice in sanctioning governments that violate anti-corruption rules. What is now happening is very distressing, because the Bank and other communities, instead of serving as points of reference for reining in unprofessional practices in public governance, are acquiescing to them. This complicity manifests itself in their total silence in the face of the poor management of development aid and development projects. Governments swap out project employees who are unwilling to play along with the Minister or new nominee, and donors stand passively by.</p>		<p>A results-based policy should be instituted as a basis for justifying management (i.e., personnel) changes.</p>	<p>Pressure must absolutely be exerted upon governments that fail to maintain an anti-corruption environment. Donors should cooperate with constructive oppositions in order to learn where there is room for improvement in the governance of the regime in place.</p>	<p>The activities of each ministry should be assessed independently. This assessment must be able to recommend, and exert pressure to bring about, the removal of poorly performing officials. Otherwise, aid should be suspended.</p>	
AFR	3	<p>For the time being, the World Bank should not plan to stop mobilizing funds for growth and poverty reduction. Poverty is currently one of the greatest obstacles to the development of countries and communities. It is important to view corruption and poor governance as indicators of poverty in countries and communities. Corruption and poor governance pose a considerable barrier to community development, sometimes to the advantage of a very small segment of this very community. Community actors who are enriching themselves at the expense of the great majority must be identified and re-oriented. In this regard, the authorities are not the only target. They should be clearly identified through transparency in terms of salaries and incomes. In this way, the World Bank would be able to make its aid contingent upon clear policies regarding salaries and income taxation. In any case, communities need to be strengthened so that they do not suffer the effects of poverty twice over. To this end, the World Bank can envisage mechanisms for joint cooperation with civil society, which we will</p>	<p>Civil society, the media and the private sector are conscious victims of corruption and poor governance by public institutions. They are therefore important partners in the establishment and evaluation of corruption and governance indicators. For example, civil society and the private sector can help develop, both upstream and downstream, policies on salaries and income assessment (for tax purposes). Civil society and the media can be supported and strengthened so that they can assume greater responsibility for oversight and assessment of public and private resources.</p>	<p>The lack of linkages between macro- and micro-economic solutions is the cause of broad social rifts and the absence of development. It is important to: -Harmonize macro- and micro-economic solutions;-Bring decision-making structures closer to beneficiaries;- Give the relevant governmental and non-governmental actors more responsibility for the results of interventions and for handling available resources.</p>	<p>It is possible to carry out joint or complementary interventions. This is strongly linked to the existence of a clear development program.</p>	<p>In writing from the DRC. The most pressing governance problems in the DRC are: 1. Political, economic and social instability; 2. The absence of a single, clear development plan; 3. The lack of assessment of interventions; 4. Corruption and fraud; 5. Absence of oversight and sanctions; 6. Impunity and unfairness; 7. Absence of agreed-upon standards and rules; 8. Failure to manage conflicts of interest; 9. Lack of statistics; 10. The need, on the part of political and social leaders, for a culture of democracy; and 11. The need for responsible and participatory citizenship on the part of the populace. The main anchoring points for reforms aimed at improving governance are: -Elections at all levels, and the development of laws for the management of the country and of decentralized administrative entities. This would be a starting point for improved governance in the political, administrative, legal and economic arenas. -Increased incomes and job promotion (especially for young people), with a view to improving living standards and restarting economic activity. -Improved education and popular participation, by -The World Bank should plan to support: -Implementation and operationalization of the policy -The organization of municipal, urban and local e</p>	

EUR	4	<p>Systematically refusing or reducing aid as soon as the World Bank is faced with a country with weak governance and/or severe corruption is never a good approach, for the population, civil society, local industries, or the multinationals that are active in the country. If the World Bank is confronted with a country where governance is weak, it should support actions by the legal authorities to enable them, through the appropriate national institutions, to strengthen their governance and power of intervention. This means that, when a country has weak governance, its government structures must be assisted, particularly within the framework of close cooperation and collaboration enabling normal structures (i.e., government departments) to operate. (In Congo, for example, aid and assistance could be given to the Customs and Excise Office (Office des Douanes et Accises, OFIDA) to enable it to play both its import/export oversight role and its duty-collection role. Cooperation and collaboration involve various measures, from ensuring that government officials are paid to providing training for those 4) Substantial support to local enterprises, which</p>	<p>How can the World Bank Group better engage non-governmental stakeholders? If the World Bank Group is seeking primarily to reduce poverty, it must first support the economic activities of the formal private sector. One way to achieve this was already explained above, i.e., that the World Bank should play a more proactive role in providing direct aid to local or foreign investors with solid projects. The solidity of the project depends on various factors, such as number of jobs created, creation of local added value, ongoing training, technology transfer, etc. Civil society involvement entails support to social welfare activities, which must be apolitical. Aid to health and education must be aimed at all without distinction. This aid must be based on cooperation and collaboration, which eventually lead to autonomy rather than to aid-dependency. In this connection, it is essential that the Bank make a clear distinction between NGOs that are pursuing real cooperation and training goals, and those whose strategy is in fact to cultivate aid-dependency. Collaboration How should the Bank support reformers within</p>	<p>The World Bank must not put national instruments first. It must focus primarily on developing the formal private sector. The reader is referred to the preceding discussion of the type of aid to be provided. Regarding national systems in themselves, only cooperation and collaboration, couched within a coherent monitoring system, can ensure that the funds provided are used for the intended purpose.</p>	<p>It is regrettable that there is so little field-level coordination among the various actors (i.e., donors, World Bank and other multilateral organizations). A joint strategy, as well as consolidated decision-making at the country level, would alleviate the disharmony, the scattering of resources, and the lack of coherence in the support provided. Reform of governance means that existing local government structures must be supported even if they are weak. These structures must be assisted and supported by advisers provided by the Bank, donors and multilateral organizations. It is essential that such advisers receive prior training in the socio-economic realities of the country, and that their activities be monitored very consistently. As for the issue of addressing the role of multinationals from industrialized countries in corruption, one must first gauge the extent of the situation and determine whether or not it exists. First, one should remember that corruption is not an inherent attribute of commercial companies, whether multinational or not. Corruption is also</p>		
AFR	3	<p>We suggest more information, training and outreach regarding best practices. There should be public inquiries into misbehavior, and the results should be published.</p>	<p>In reality, corruption is practiced through private enterprises, associations and NGOs that serve as 'fronts', and that are not overseen by the tax authorities. The World Bank should involve all of the country's economic actors in the development of a national strategy.</p>	<p>The Bank should enhance its technical oversight mechanisms. There should be an actual field-level presence, even if by delegation. (It could choose associations apart from the usual overseers who provide monitoring reports on projects.) The World Bank could merge/compare the two reports.</p>			

AFR	5	<p>Personally, I think that the responsibility is shared: 1- Regarding the national authorities of the country. To the extent that they fail to demonstrate a desire to tackle the problems of weak governance and corruption, this is a clear sign that those in power are benefiting from these ills. If this is the case, the World Bank can do nothing to help reduce poverty, because all agreements are being made with these authorities. This will happen unless the World Bank creates decentralized structures to supervise poverty reduction activities in these countries, which I very much doubt since the same sons of the country will carry out the activities. What I have observed is that CORRUPTION ALWAYS SETS IN WHEN A REGIME HAS BEEN IN POWER TOO LONG. If the World Bank could begin by refusing further aid to countries in which the same people have been in power too long, that would be a start, because whatever the aid is, it doesn't reach or benefit the true beneficiaries, i.e., the truly ill or the truly indigent. In these countries, it's the men in power who are corrupt, since they are the ones</p>	<p>That's a very interesting question. I think that that Bank can redeem itself by formulating medium- and long-term action plans. As for what the Bank should do: 1- It should organize, at the level of each Regional Economic Community (REC), a workshop aimed exclusively at institutions involved in field-level poverty reduction, and it should gather their ideas. 2- The World Bank, on the basis of activity assessments by certain private or parapublic institutions, or certain consultants, or, even better, certain resource persons of integrity, could sign contracts with these third parties to experiment with the desired objective in accordance with very specific terms of reference. This exercise could be interesting, especially since there could be a competitive aspect to it. However, the only obstacle that might present itself is the population's absorptive capacity, given the very low level of education. This is why I mention people of integrity, who could do the work for the Bank.</p>	<p>This question is related to the previous one. If the problem of unbridled corruption and weak governance is successfully resolved, then the grants or loans provided by the Bank will be used for their intended purposes. The greatest handicap is also the fact that the government is the World Bank's main interlocutor and that more attention is not paid to stakeholders – civil society, the media, the private sector, etc. – that are not in the governmental sphere. That's why I said, in response to Question N°1, that the Bank must become interested in private structures and enter into contracts with individuals or corporate entities on the basis of their moral integrity.</p>	<p>This question seems simple, but is actually much more complex. In my opinion, corruption and weak governance in business go hand in hand. Corruption is relative and becomes a societal matter. These problems do not have 36 different solutions; things must be prioritized, and my priorities would be the following: 1- Education and training in all areas must be a priority. If possible, some levels of instruction should be rendered cost-free so that everyone has equal opportunity. 2- Agriculture and food security should come next. 3- Health care. Also, the wealthy countries must help poor countries, not by sending money but instead by helping people who love liberty, peace and free expression to institute true democracy in places where basic human rights are being denied. Steps should be taken to ensure that a President of the Republic does not serve more than two terms. If the wealthy countries want this to happen, then it can be done, since this would only have to be submitted to the [UN] Security Council. However, there can be no democracy if people don't go to school.</p>	<p>Indicators must be used in a statistical manner to monitor progress at the national level. It is time for the World Bank to stop contributing to the suffering of the poor. The Bank's management should show more compassion for the poor and more political will in its decision-making. The World Bank must understand that aid and subsidies never go toward actual needs. People are diverting funds for their own purposes and perhaps with the complicity of certain unethical World Bank officials.</p>	
LAC	6	<p>A more constant on site presence of the Bank with goals according to technical criteria will help measure effective progress and gradual short and medium-term benefits.</p>	<p>A key issue is establishing proactive dialogue through two channels: a) through the Internet, either interactive conferences or draft documents to Bank members specifically appointed to this end; or b) coordinating meetings with locally based Bank supervisors after scheduling the dissemination of dynamic schedules.</p>	<p>The locally-based expert supervisors can hire additional specialists...to independently assess progress vs. achievements (measured in monetary terms.)</p>	<p>With an interdisciplinary approach addressing the issues raised by different sectors in member countries, but with criteria linked to a single aim: population wellbeing and poverty reduction.</p>	<p>I think that the top index expected benefit % in the area = donor disbursement % applied qualitatively + civil society satisfaction %</p>	
LAC	1	<p>I think that, in these cases, the Bank shouldn't allocate resources directly to the government, but rather appoint a regulatory committee. This committee will allocate resources and ensure that they are used suitably. Similarly, this group of people will be supervised by the local government, which would identify the most urgent needs – hopefully not war – and, once this need has been specified, the Bank may discuss it to determine if these requests are reasonable and necessary considering health, education, and housing as basic premises.</p>	<p>I think that a nation's power lies in its people rather than its leaders. Therefore, the boldest way to draw in civil society is to make them understand that the World Bank, despite being run by a bureaucratic group, can help them ensure that local governments don't mispend money on completely anomalous things like war, spending funds on education and culture instead.</p>	<p>In countries like ours, it's difficult to prevent politicians from taking a share of the grants or loans, in other words, from stealing money that's been loaned or, even worse, given to us. The best alternative, therefore, is to skip this step in a very diplomatic way and NOT directly give them these resources. You should be the ones controlling the disbursement of these funds, handing them over in a form that cannot be exchanged for local or foreign currency. Perhaps an agreement with the providers could be reached and these companies could provide the government directly with services or goods, not money, in hopes that they would not be stolen, since unfortunately our fellow countrymen are taking food out of our mouth.</p>	<p>Corruption is more a matter of content than form because it's also present in industrialized countries. I believe, and I repeat, that the only way corruption can be avoided is by having bilateral and multinational organizations, the World Bank, etc., come up with a way to allocate resources in kind, but NOT money. Perhaps it could be a special non-exchangeable currency that only retains its value at the World Bank organization. In other words, that these organizations themselves purchase goods and services directly from the providers.</p>	<p>With all due respect, I would say that growth indicators are complete nonsense, while industrialized and developed nations maintain their voracious and merciless economic structure, how can we grow with loans and donations? What sense does it make to see growth indicators when we live in a country with black money equal to or greater than France's domestic product? The problem is still about content, not form.</p>	

LAC	1	<p>It would be enough if the Bank insisted that its own personnel commit to NOT BEING ACCOMPLICES IN AND NOT COVERING UP the poor use of resources by the borrower, as well as allowed true ACCOUNTABILITY, leaving the national controllers to monitor the accounts. I know from first-hand experience how government agencies in Guatemala use and misuse resources from financial institutions like the IBRD and IADB at their own discretion. Therefore, I can extrapolate that this happens in all Latin American countries. I don't believe the Bank should restrict or suspend lending; it should let the Parliaments, Controllers, civil society, and the media uncover these misuses of resources and punish governments, implementing organization, and employees. Similarly, the Bank should severely punish its well-paid employees who pretend no to notice poor spending practices and frequent fraud.</p>	<p>It's easy: offer to show –and follow through with the offer– absolutely ALL OF THE DOCUMENTS in detail about how funding is used. Because if they just want organizations to attend meetings, without knowing the specifics of how their money is used, these organizations will feel used, mocked, and useless. There's nothing like knowing about what money from loans is being spent on now, and in the future, we will be paying back with great sacrifice through our taxes.</p>	<p>With ACCOUNTABILITY, You promote this principle, so why are you afraid of actually putting it into practice? My point of view is that without a doubt, the blame for the poor use of funding is frequently shared by many of your employees. They don't want to run the risk of being co-audited by stakeholders because they are always authorizing expenditures through the UNDP or other executing agencies that do exactly what the governments want (just consider that ALL THE "OPPOSITION" CONTESTS FOR INDIVIDUAL CONSULTING SERVICES ARE A SHAM, NO EXCEPTIONS). On the other hand, you should be EXTREMELY DISTRUSTFUL of the EXTERNAL AUDITS hired; they are available only to the Bank and the UNDP and, at least in Guatemala, no one knows whether or not they have important findings; nor are the findings made known to PUBLIC or to the truly important auditors: the CIVIL SOCIETY.</p>	<p>Let's start with a universal truth: corruption is inherent to human nature. To fight against it and only to fight, Civil Services should rely on an undeletable database listing all employees involved in corrupt acts. It's amazing how many of them go back to working with the government after a certain time! They become rent seekers. The correct selection of human resources is essential to fight corruption; having these types of records is extremely useful. Regarding the role of multinational companies in corruption, I think this is a problem without solution in undeveloped countries because these companies have more than enough means to overcome any opposition and they are born winners.</p>	<p>consider this question to be very general and the answer to be obvious. I'm sorry, but I can't figure out what the question is trying to ask).</p>	
EUR	6	<p><input type="checkbox"/> The WB should put corruption on the agenda in a systematic way. It should match action with words on corruption. This is also relevant in regard to emerging post conflict countries where corruption is a major obstacle in sectors such as the military, the judiciary and industry.</p> <p><input type="checkbox"/> The World Bank should actively promote international standards regarding corruption such as the UN Convention Against Corruption (UNCAC), and demand binding agreements with governmental and private partners. Where governments are clearly in breach of international human rights agreements, where serious human rights abuses can be identified by an independent arbitrator, the Bank should cease lending altogether. However, any such decision should be reached in an open and transparent manner and in line with Bank policy.</p>	<p><input type="checkbox"/> The private sector can be a key partner in the fight against corruption, especially executive-linked corruption. The privatisation of previously state-owned firms may lead to a fall in corruption and in cutting back bureaucracy and red tape but could potentially increase the risk of corruption. This can be seen where governments lack expertise and have a weak legal framework that create loopholes for private-sector firms to exploit. The end result is greater corruption, reduced transparency and accountability as well as massive capital flight whereby the majority of gains go to a minority with little interest in re-investing locally. The mining and extractive industries sectors in developing countries are particularly vulnerable to this and there's a big role for the Bank here in helping to draw up and adapt policies to counter such risks. The Extractives Industry Transparency Initiative (EITI) is an example of a great idea that needs to be strengthened; the Bank could lead on this by acting on the recommendations of the recent Extractive Industry Review (EIR). Also</p>	<p>The Bank needs to strengthen local actors especially parliamentarians who have legitimacy and the political mandate from those they represent. Parliamentarians in many developing countries even with the best will have limited experience to allow them to perform an effective oversight role over the executive. Capacity-building programmes for legislators and their staff would have the most impact on effective governance. If this type of reform is to be respected it will have to come from deep within the social fabric where the distortions are. It is a huge challenge to expect external actors to influence such profound change. However the Bank does have areas of core competence where it has comparative advantage for example in public financial management. It can help to ensure adequate financing and staffing of control mechanisms that may play an important part in enhancing transparency and accountability. These include parliaments, the judiciary, auditing organs, as well as customs and tax regimes. Such public investments may have significant returns including greater power to leverage tax</p>	<p><input type="checkbox"/> The Bank could coordinate a fund designed to promote independent research aimed at stimulating and supporting home-grown responses to governance challenges. Organisations would be a useful resource to, for example, parliamentarians, in improving their oversight over the executive. This would also empower civil society by providing independent and alternative analysis to monitor their government's undertakings.</p>	<p>Criteria and programmes regarding restitution or compensation possibilities might be created regarding post conflict countries or emerging democracies that have suffered collapse or bankruptcy also due to irresponsible lending by donors and corruption by previous regimes. The World Bank should support research in to such assets and pursue transparency in its own policies regarding such regimes. It should also assist legitimate governments in their claims for specific assets. It should also support the repatriation of stolen assets and use the anti-corruption drive as also an opportunity to look at the mistakes from yesterday, to open up the books on past debts and the issue of creditor co-responsibility.</p>	

SAR	G.M Indus Associated Consultants	4	Usually the Bank Resident Staff hired from the same country is also involved in corruption. Bank may continue lending but stop hiring staff especially the project implementation officers from the same country and instead place staff from another country.	Community based organizations should be involved and encouraged to participate more in the Project planning and implementation.	The engineering consultants who plan ,design and supervise the Projects should be encouraged to play key role in the Project implementation. The Bank Staff should hold separate (without the Government) meetings to know about the malpractices of the Government. Moreover, the Consultant's payments should be monitored and verified by the Bank and not by the Government Agency.	Bilateral donors and multilateral organizations should have better coordination between them. The Bank should issue "cost index" of all engineering materials and equipment manufactured in the industrialized countries so that over invoicing can be checked and eliminated.	PPMS and PBME,s should be an essential part of all the Projects.	
SAR	Engineering Management Consultant	4	1. We have already suggested a special purpose vehicle to keep a watch on every penny spent. It is hard earned money and it must reach at its destiny. 2. Can develop a special program to keep a watch on every phase and event in the project. 3. Charge 200% to the party involved, if corruption is proved. 4. Delays would charge 10% per month on the side delaying the project.				Many of my learned youth do not know about WB and IFC. If allowed I can work for WB and IFC to propagate the right message to promising youths who believe in values and who could be later involved in major projects of WB and IFC. In fact, WB and IFC need to explode on the communication front.	
NAM	Anti-Corruption Commission	3	There are two critical questions that I feel need to be to addressed along with the ones that have been posed: these being how can the World Bank continue to be seen to support governments that are transparent and bent on the principles of good governance without necessarily being seen to be sponsoring partisan politics within a given state? Second and perhaps more importantly how can the World Bank transmit the ideology of accountability in the absence of active engagement in issues of governance within individual states? The bank has a huge mountain to climb in the fight against corruption. There is need to be systematic in how it gives up lending to the corrupt countries lest it is perceived to have succumbed to the vice if at all the option is considered. Hence the need to be firm and yet continue the battle against this vice. There are several other means through which the Bank can sanction countries. I firmly believe that the best lesson the Bank can teach is that corruption in its various ugly forms does not pay. In this regard I propose that there should be bench marks set					

AFR	Statistician	1	<p>In most of african countries, the problem of corruption is because of the circulation of cash money and the deficit of control. That's main that most of transaction are made in cash. So in this way the quantity of money that maybe send into the government account went to some people pockets. To solve the problem of corruption, we must reduce the cash money transactions and insaure that will punish people convicted of corruption. But how? In my opinion to reduce the cash money transactions is easy. All government have to make the effort to provide the way to use personnel check, money order for transactions of certain amount. For example if i import a car in my country, i have to pay the custom fee. But what happen? The current system is that you pay cash money directly to the agent who give a receipt. But the problem no body control the authenticity of the receipt. And more nobody track the transaction. Sometimes, people make arrangement with the agent and for example instead of paying 1000 for the right transaction, you pay 400 \$ and give 200 \$ to the agent. In that case you pay government. In that way is easy to track any t</p>					
NAM	Ethiconsult	3	<p>reduce lending to such countries a minima, provide directly food to the poorest or equipement to identified NGO, distribute the available funding to government implementing ethical behaviour.</p>	<p>refuse to deal with administration recognised as corrupted, influence media so that they discourage corruption, & encourage honesty world bank and all other multilateral donors ,distribute list of shame to all governments and press.</p>	<p>Increase audit staff, and deduct from future funding all funds that have been willfully misused</p>	<p>Increase penalties for companies, executives and administrators having been involved in corruption, tax deductibility for bribes and outrageous gifts should be enforced, Situation of JV and subcontractor should be audited.</p>	<p>press should be informed in receiving countries and in donors countries, status of agents and lobbyists should be known, compensation paid in the country where funded works are completed, recruitment and paymentof such agents should be in accordance with local and all other applicable laws ;</p>	
SAR	Study Point Samiti	3	<p>The World Bank Should Start "Anti Corruption Programme " in coordination with RTI -Act. In Present, objectives & approach of RTI is weak due to unavailability of " Grievance Redressal Cell". The General Public, specially vulnerable Persons are so much feared with the Government Department officials & they do not want to take "PANGA" with them. So the Special Drive of Capacity Building / Awareness Programme should organise. Since Govt of India & State Govt is doing all out efforts for eradicating the poverty, but due to corruption the results are not up to mark, it ought to be.</p>	<p>The World Bank should start "Anti Corruption Drive" Programme in coordination with RTI act and aware the people for their rights & strengthen the programme through policy advocacy, grievance redressal cell, Convergence & Dovelail with line departments. This action will certainly strengthen the poverty eradication programme & other developmental programme.</p>	<p>Above approach has already catther all the issues. The Micro Level Plans will certainly brought new era for integrated Development of all vulnerable sections of the society.</p>	<p>Non Governmental Organization of that focused area will prepare Micro Plan in consultation with vulnerable community based on RTI act and Policy advocacy & form Grievance Redressal Cell to ensure Anti Corruption through Convergence & Dovelail with line departments.</p>	<p>No of Cases resolved through Grievance Redressal Cell & Impact Assessment of Poverty Eridication & Development Programme As per our past experience the output of the Development Projects is 45% to 65%. This approach will certainly accelerate the output up to 90% to 95%</p>	

AFR	Transparency International Zimbabwe	3	<p>I think stopping lending would be clever but not a very wise thing to do in countries showing signs of poor governance. My view rests on the fact that it is the ordinary man in the street, the poorest, who feels the pinch more than those who are in leadership and are responsible for economic decadence misgovernance. Zimbabwe is a case in point. The political elite here are living in the comfort of their ill gotten power and wealth, their children are in schools abroad, they always get the much needed fuel at subsidised prices. The other extreme needs some guts to describe because its just terrible and depressing to think about: people are suffering. This has occurred since the EU & US passed 'smart sanctions' on the regime. I think the Bank should engage the democratic forces within civil society and the private sector players to pressure for reform in governance structures. Any government would not survive the pressure without backing from the business sector and the masses led and organised by Civil society. the Bank should therefore strengthen partnerships with CSOs if</p>	<p>the bank needs to improve its commitment in fighting corruption by engaging the actors in Civil Society in developing countries. It is unrealistic to imagine that a government like that of Zimbabwe would be a faithful partner in the fight against corruption since this would mean wiping out its own 'big fishes'. The minister of Anti corruption here is on record having said that" if we were to implement effective anti-corruption checks and prosecutions then no one would be left in the government and that would cause chaos". If the Babk is thus serious in its governance and anti-corruption agenda, it must engage CSOs who already in the struggle of fighting and exposing corruption in public and private sector alike. there are national chapters of Transparency International which I think would play a very useful role in curbing corruption.</p>	<p>he Bnaks projects should be implemented under a direct strict supervision by Babk personal but at the same time support capacity building for junior staff of government,etc institutions .</p>	<p>A Country coordination group should be in place starting from the planning stage and there should be agreement on policy issues.</p>	<p>Fits of all indicators should be known to the public especially the Media and Media personal should if neccesar trained on how to use indicators to monitor progress The way capacity building is provided need to be reviewed. The international institutions and agencies have to be transparent before they ask others to do so.This is specially the case with many UN Agencies in developing countries .</p>	
AFR	Sudan Vision Newspaper	7	<p>The Bank should request strict implementation of regulations that insure transparency and accountability. Projects should be targeting poor rural areas and implemented by NGOs and CBOs if possible. Stopping funding should be the last resort but the Bank should in this case expose corrupt governments to the public.</p>	<p>The Bank should have a kind of regular channel to communicate with the civil society, media and the private sector with aim of coming out with joint programmes to promote good governance and anticorruption efforts. The Bank support to reform advocates should be in a very transparent manner and in no case should personally profit them. This can be used by corrupt or government not interested in reforms to undermine their credibility.</p>	<p>the Bnaks projects should be implemented under a direct strict supervision by Babk personal but at the same time support capacity building for junior staff of government,etc institutions .</p>	<p>A Country coordination group should be in place starting from the planning stage and there should be agreement on policy issues.</p>	<p>Fits of all indicators should be known to the public especially the Media and Media personal should if neccesar trained on how to use indicators to monitor progress The way capacity building is provided need to be reviewed. The international institutions and agencies have to be transparent before they ask others to do so.This is specially the case with many UN Agencies in developing countries .</p>	

NAM	FreeBalance	4	<p>With weak governance, ensuring public expenditures are directed to pro-poor expenditures are essential. Monies directed or diverted to security and other non-poverty reducing initiatives will not reflect the vision and goal of the multi-lateral institutions.</p> <p>Suggested approaches would be for the Bank to sponsor a "control" environment within the ministry of finance, perhaps supplemented by income adjustment for those gov't officials to dissuade corruption.</p> <p>A public expenditure management system at a minimum, all donor funds should be managed by that system (assuming the bank believes that the core group can properly maintain fiduciary oversight).</p> <p>Else all lending should be directed at NGOs but that raises the risk and perception that the government cannot be trusted, which does not bode well for governments in general.</p>	<p>The bank can champion reform by supplementing salaries of specified government officials under an income supplement program (assuming the government agrees to this). Champions include both high as well as low level officials. I notice that low incomes are a significant contributor to government malaise and encourage targeted approaches to incent those who are in a position to "do" something.</p>	<p>Ensuring a proper Public Expenditure Management system is in place to track all donor funded expenditures mitigates risk significantly. Building capacity can be performed with training.</p> <p>As this will take time, perhaps requiring those who implement such systems to "own" the operation for a fixed period of time with mandated approaches for transitioning those responsibilities to the government over time as the government's capacity to maintain the system is built up.</p> <p>Requiring secure reports helps to monitor expenditures as well.</p>	<p>I believe there are a number of mechanisms in place already. The issue may be in authority. PEFA, the various accords and cross-functional meetings seem to have the knowledge sharing and focus in place - it may be that they lack the proper authority to actually implement them.</p>	<p>Not sure. Causality is a big issue. I would say it needs to be a long term track to avoid macro influences that may overwhelm short term results. For example, a recession may make people think "the PEM system is no good" but in fact, a PEM system might have reduced the possible detrimental effect of a recession. How does one measure that? Perhaps an interim approach such as ratio analysis of variance and control over things that one can control - such as the level of spending, the level of people trained, the number of immunizations given, the proportion of spending directed to health and infrastructure and education vs security (over time), etc. Great work. Hope there are actionable results or recommendations from this endeavour. Good luck!</p>	
SAR	Ministry of Local Govt. Nepal	6	<p>Stopping lending is fatal for the poor people. The bank should either go through local governments or through civil society organization. Bank should promote participatory development and participatory Planning.</p>	<p>There is no option for government. NGOs and civil society organisation are effective in software type development where as governments are more effective to carry out hardware type development.</p>	<p>Make it participatory. Participatory planning will also be useful. Monitoring through community has been proved effective in Nepal</p>	<p>Introduction of common basket fund and integrated project inventory will be more appropriate to avoid these concerns.</p>	<p>By capacity building of community. As a leading institute to development the bank should involve only in following sectors: Road infrastructure- Black-top road only Energy infrastructures- Big scale irrigation and drinking water project Rural electrification Rural telecommunications Bank should not involve in small scale development and software type development. Social services should be the responsibility of government. Bank should not hire external consultant.</p>	

EUR	6	<p>The Spanish Ministry of Economy and Finance wants to make clear is that it supports the Governance and anticorruption WB Strategy, since it identifies problems that determine the degree of effectiveness of the Bank's policies. However we want to insist, despite it being mentioned in the strategy paper and during the consultations carried out by the Bank, that while we believe that Management should be accountable for the implementation of the strategy, the Board should have a very active role, especially when key decisions have to be taken, including decisions to restrict financing or move to a lower case, as a way to ensure broad support and legitimacy across the international community. We also consider that the Board can have an important role in ensuring consistency and equal treatment between countries, avoiding the possibility that WB teams in different countries might provide different answers and jeopardize this principle of consistency of treatment between countries. Secondly, we believe some statements from the Governance and Anticorruption Strategy of the Bank and corruption must influence the Bank's overall effectiveness and success. Therefore, although we understand that corrup</p>	<p>We believe the principle of ownership should be respected as much as possible. Therefore, the Bank should carefully study the actions to take so as to avoid getting involved in areas of action that have not been appointed to the Bank. We believe it has to work within the framework of the governance and corruption fight plans the countries themselves have designed. Country ownership is a core principle underpinning development and is rightly at the centre of the Bank's mandate, strategies and work. Only in very extreme cases should the Bank not respect this principle and the decision of not respecting it should be justified and public, so as to allow third parties to understand it. By the same token Central Governments are the main partners for the Bank. An alignment with Central Governments should be sought regarding governance and anti corruption policies so as to increase the Central Governments receptivity towards the Bank's proposals. We agree that it is advisable to extend the Bank's collaboration towards non governmental institutions, however, these efforts</p>	<p>We believe that, despite the need for a strong global framework as said before, the Bank should implement its governance and anticorruption strategy focusing principally on the project level. It is the responsibility of the Bank to ensure that there is no corruption involved in the projects financed by the bank. To achieve this, it is necessary to reinforce all the possible control mechanisms in the countries with the most important signs of corruption. However we think there are important risks that should be taken into account in this regard, and that should be also addressed. First risk is that the stronger control to prevent corruption can cause delays and increases in the cost of the projects. The second risk is that the implementation of Anticorruption action plans, Anticorruption teams and Field based governance advisors, as foreseen in the Strategy, can be considered in the beneficiary countries as a kind of external, mandatory interference with their own control systems. Therefore, we want to transmit to the Bank that these risks should be minimised and that strengthening and reinforc</p>	<p>We welcome the objective, at the global level, to strengthen the Bank's bilateral and multilateral partnerships avoid the risk of institutional arbitrage by members. In the implementation of the strategy at the project level, we understand that the World Bank should seek coordination between its staff working in beneficiary countries and the staff from the relevant regional financial institutions working there. Coordination with bilateral donors should be sought through an enhanced communication in the framework of the OECD Anti-bribery Convention and the UN Convention against Corruption. This is essential so as to avoid countries turning to other sources of financing which could reduce the Bank's overall effectiveness and success.</p>	<p>We believe it seems very difficult, sometimes even impossible, to guarantee homogeneity in governance and corruption indicators since there is nothing like a generally accepted framework for political and sociological analyses. The Bank's staff can have difficulties in finding reliable indicators to show countries' best practices. There is the risk that Country Teams settled in different countries make a different diagnosis for similar realities in different countries and vice versa. Therefore, we insist once again in prudence as the main guide in the analysis of indicators given the actual danger of inconsistent treatment among countries. The Bank should follow a realistic approach by trying to identify traces of corruption at local or specific sectors level, especially when it is possible to identify those risks or traces with sector or locations in which the Bank is active. Given the doubts that can be raised regarding the indicators to be used we would be of the opinion that the Bank should move to lower cases or to restrict financing only when the number of indicat</p>	
JAUNZ	6		<p>(Although I had a chance to express my comments at the consultation meeting held in Tokyo on 26 January, I'd like to submit the written comments as follows to clarify my point.) When we talk about the role of NGOs/Civil Society Organizations (CSOs) and private sector to fight against corruption, I consider that the interaction between NGOs/CSOs and private sector should be much more emphasized. Recently, more and more multinational enterprises are getting committed "corporate social responsibility (CSR)" including anti-corruption. Therefore, in addition to the publication of "blacklist" of corruption, "positive list approach" may be also useful. When listing up the names of CSR oriented and anti-corruption-committed companies, a certain conditionality should be considered. First of all, these companies should establish a close relationship with some NGOs/CSOs (including at least one international NGOs/CSOs and one local NGOs/CSOs) which will play roles of supervisors/monitor over activities of private companies, and will secure and monitor the CS</p>				

NAM	Government	6		<p>Conduct more frequent audit and set up a system that would create more transparency, i.e. posting on an institution's website. Enter into some sort of a binding agreement with the highest level officials of an institution where they commit to certain duties and obligations.</p>		
NAM	IMAECSED (Interational Movement for Advancement of Education Culture Social & Economic Development)	3	<p>1. Where Weak Governance and severe corruption and Government Leadership is failure to tackle the situation--The Bank can engage Civil Society / NGO to cooperate the Bank to tackle such a situation and also staff may be engaged from the Civil Society/NGO to look after the regular activities of the Bank. 2. To reduce Poverty-- The Bank can help by small financing and so such financing will be given at a time. It should be given after proper verification of every phase of work. 3. If the Bank fails to tackle the situation even after engagement of the Civil Society / NGO, it can change the other NGO/Civil Society Leaders to tackle the situation. If not controlled the Bank can stop its working for the time being in such area where the situation is beyond control. 4. The Bank should investigate the situation in different Countries not only through Government, through the report of NGO / Civil Society or other investigation agencies. If the satisfactory report comes to the Bank, it can judge the consistency treatment in different countries.</p>	<p>The Bank can receive inspection report in different part. After receiving the satisfactory of the first part the next part allotment will be released. In this way the sanctioned amount should be released gradually and the final part will be given after completion of all the part satisfactorily. In this way Bank ensure that its Loan and Grants are properly used. The Bank also frame such guidelines to use its sanction amount.</p>	<p>1. All these Organisations should collect data from each other before giving any amount to the Govt. or Governance reform. 2. This way the mixed signals of donors also can be avoided. When one organisation issued any amount the other organisation should have its knowledge prior its sanction. 3. In industrialised countries the role of multinational should be to avoid double Loan from different organisations.</p>	<p>At the Country level the Bank can receive report from the Govt. Concerned where the progress work is going on. Before starting the process of the application the Bank should take report of the previous work on that particular sector the country or its State has done. So, one indicators should be the level of work done by the Country/State and the next indicator will be the State Government. Or Governments where the work is actually implemented. Though the above issue is very difficult to solve completely but it can be remedied at least 80-90%. The best way is to involve the Civil Society/NGO with the Bank activities with proper training and guidelines of the Bank. Each and every occasion the Bank should receive their reports of activities.</p>
ECA	APSA Agency	3	<p>Bulgarian Political system has been corrupted from the beginning by first condition - The ex-Communist Party's leadership still hold the Power by its sons and thankfully of the priority under key information of the statement. Privatization was doing simply from the positions into the authority. So they added and the economical Power by the political one. But what should WB do to aim its goals then? The Bank contacts especially the decision-makers and does not acceptations.</p>	<p>Corruption is one of the new doctrines for degradation and the well organised cheats in the world. The goals is dehumanization of the next generations. That and drug adictions firstly will get people to state of war - man against man, man against woman, children against parents, neighbour against neighbour, war on so many fronts. The rules will be crashed and the nation will come apart to tribes. Then the boundaries will be rearranges by ethnical principal as a domino game - the equill parcels will be connect each other across the boundaries and the state format that exist today. This the new order plan which is absolutely unacceptale off course.</p>	<p>By using public media space for every single project.</p>	<p>By volunteers - I have already done it above.</p>
			<p>So I suggest the WB Group could be contact oppositioned civil society non-standing so close to establishment. Practically they come through many difficulties to take a part in that civil space, mostly by the very main reason - missing money for that. BG local office never gives such volunteers money, nor accepts their project. Why? As I guess because they do they want, last year an officer has appropriated a sum of \$ 11 mln. from amount for an IFC project and made that money a his private shareholder PROCREDIT INVESTMENT in PROCREDIT BANK.</p>			

NAM	Georgia State U	1	<p>The fact that the Bank understands that corruption and bad governance is a problem is a first step. The Bank's interest in addressing this issue should also be applauded. In countries such as Ethiopia where the Bank has undertaken an initiative to engage civil societies and advocacy NGOs to monitor aid and Bank's fund is a good step. However, the Bank also needs to understand that unless some pressure is put on the government to give civil societies and advocacy NGOs some freedom, they are less likely to give an honest and transparent report. Moreover, the government can put its own people inside civil societies and advocacy NGOs to manipulate the aid. What the Bank needs to do is put precondition on the government that, there is a full protection for civil societies and Advocacy NGOs from the government if they produce a report which is not favorable to the government. Under such harsh abusive condition, no one is willing or will be able to provide the Bank an accurate assessment of activities funded by the Bank.</p>	<p>Once the Bank has secured protection for civil societies, these organizations can get involved through various ways and methods. While monitoring and evaluation is one, direct engagement in the activities is another one. In decentralized systems as Ethiopia where local government is weak, and federal monitoring virtually is inexistence, corruption and mismanagement is wide spread. Various reports that has been done on Ethiopia indicate that poor management and administrative skill at the local level is also a key factor. Civil societies and advocacy NGOs in addition can provide a specialized training to local government. Advocacy NGOs and civil societies also have better skilled manpower and commitment to the local, as they better represent the public. Unless local officials are democratically elected, they are less likely going to be accountable to the locals. Civil societies can represent the public in voicing concern and needs of the public. In Ethiopia, even though there isn't a strong civil society, Eder (community association) and farmers associations, trade unions & teachers union can</p>	<p>Unless there is a commitment both from the Bank and the host country government for the poor and the public, we are less likely going to see any change. The Bank has shown clear commitment for the poor; however, some countries appear to show commitment while they are pursuing another agenda. The Bank needs to have a holistic approach to development where locals can also voice their needs and concerns. The Bank has a strong leverage in pressuring host governments take this holistic approach and give societies and individuals the opportunity to pave their development direction. For example, in Ethiopia, the government is pushing the use of fertilizer among the farmers. Such a push has led many farmers into debt and further crisis. While the farmers prefer to use alternative method such as irrigation, the government preferred fertilizer for a rapid agricultural growth which it has not produced yet.</p>	<p>International and bilateral organization should work together to achieve a clear goal and have a maximum impact. Moreover, unless they have a coherent agenda, host countries can play the system against the aid organization. For example, while the Bank is pushing for transparency, anti corruption and good governance agenda and even punish or put restriction against government that are not following these, if other donor countries are freely giving aid, the anti corruption and good governance agenda might not work as the host country is getting aid from somewhere else. For example, in the post election crisis in Ethiopia, while some countries put restriction on the direct budget support others continue to provide aid, thus the impact that could have been achieved in Ethiopia on the good governance program was minimal.</p>	<p>Monitoring and evaluation is key to successful program. Performing such activity by the implementing agency itself won't produce the maximum result as it can be bias. International monitoring as well as local monitoring by independent organization is key. However, I can't emphasize the significance of having transparent and good governance in a country to have an objective tracking of aid. In a country where there is a gross human right abuse and violations against any individual who is not favorable to the government, it is unlikely to have any objective monitoring. In current Ethiopia, any government who makes negative statement on the government programs is changed for treason and considered anti government element. Such an environment is conducive to progress. I would like to thank the Bank for such an opportunity and I hope you will continue to listen to the public. Please contact me if you need further detailed information about the situation of civil society!</p> <p>As is done with businesses, management should be on a per-project basis, i.e., each project should have its own monitoring and outcomes indicators. I am preparing a thesis on internal controls and certification of bank statements, and would be very happy to receive copies of studies on the topic.</p>	
EUR		1	<p>Shouldn't the internal controls of public banks be strengthened by means of World Bank oversight?</p>	<p>It can do this through cooperation aimed at transferring skills in dealing with fraud and an annual report on the follow-up to recommendations.</p>	<p>It can do this through inspections and controls of the ultimate beneficiaries of the chain of solidarity (i.e., the complicity or collusion in fraud. Trans.)</p>	<p>The oversight environment is the cornerstone of good governance. Are there any business tribunal cases currently underway, particularly with regard to the banking affairs of BNDE, CIH and CNCA?</p>	<p>As is done with businesses, management should be on a per-project basis, i.e., each project should have its own monitoring and outcomes indicators. I am preparing a thesis on internal controls and certification of bank statements, and would be very happy to receive copies of studies on the topic.</p>	

AFR	African Civil Society of the Information Society (ACSIS)	3	It can, along with other international organizations, support private sector and civil society to a greater extent in the projects it finances in these countries, from the preparation phase to reception; Establish clear indicators of good governance; Disseminate good practices in the countries cited as examples.	It can participate in campaigns to denounce corruption in countries where governance and anti-corruption efforts are weak. Rankings of good and bad 'pupils' could be published, for example. - The government must not be the Bank's sole interlocutor in a country (i.e., it is the main interlocutor, but not the only one); - The Bank can, along with its partners, help strengthen the capacities of other actors, such as the media and human rights associations.	It can do this by publicizing the funding that it grants. The public should receive as much information as possible about the project process and the use of funds, as well as about the assessments of the World Bank and the main project beneficiaries.	They must develop shared indicators for assessing a country's governance. - They must lend coordinated support to projects that help improve governance, e.g., projects aimed at modernizing governance through information/communication technologies (ICT).	Cameroon deployed a software package to facilitate management of the civil servants' roster. A few years later, tens of thousands of fictitious civil servants showed up on the rolls. In response to various pressures, the government was obliged to initiate a campaign to clean up the payroll files. For 2006 alone, the government realized savings of CFAF 60 billion (€ 92 million.) Pressure can come from the media, and particularly from women's associations, unions, local elected officials or international organizations. Their capacity to address issues of good governance and corruption must be strengthened. In addition to the use of the media, outreach and information campaigns must resume through the electronic media, in both official and national languages. There should be more training for journalists (ongoing and on-line) in investigatory methods. We endorse the idea that, in a democratic context, it is very important to enhance accountability. There should be regular radio and television rebroadcasts of parliamentary debates, especially when they concern budgetary matters.
EUR	Student	1	The Bank can penalize corruption through certain measures, such as the suspension of international [borrowing] privileges.	The main measures should be suspension of funding and support to civil society.	The Bank should either have more representatives in the field or should strengthen civil society.	The Bank should set out development-promoting guidelines prior to any investment.	Progress should be monitored through the dispatching of supervisors or by involving civil society. These days, many countries fail to practice good governance, and the World Bank must have a coherent policy for addressing this situation, overseeing the actions of our governments, and listening to social grievances and the reasons for them.
LAC	community observatory of public policies (observatorio ciudadano de políticas públicas)	3	The World Bank should promote community watchdog projects and programs to fight corruption and promote transparency and accountability. It should encourage community participation—by supporting civil society organizations—in order to have a bearing on public policies.	I think engagement should be through civil society. Today, civil society should be more involved in promoting, monitoring and proposing social programs.	By promoting community controls, which should be trained by the World Bank itself. Today, citizens and media should play a leading role in reporting irregularities, corruption, and political clientelism.		
NAM		1	The Bank should have an office or branch in the country	The Bank should appoint a trustworthy Director, with authority to recruit the most highly trained personnel in that country.	The Bank must have trustworthy fiscal auditors who are continually supervising loan recipients.	With monetary donations or donations of medicine and food that must be made directly to competent organizations; nothing must be given to government institutions.	The level of corruption in the courts of law and trade unions.

<p>The indicators should be first developed through public consultation. Then, they could be monitored through community oversight.</p> <p>The major concern of the poor in the developing world is that most economic activities "displace" people physically, occupationally and through deprivation of rights. The indicators should capture this aspect. The credibility of the multi-lateral financial institutions in the developing nations is at present low and is on the decline. Most countries accept their assistance, not because they are interested in the reforms reached by those institutions, but because they need to fill in the gap in funding their populist schemes!</p> <p>The funds provided by these institutions are not very large compared to the overall development aid in countries like India.</p> <p>Unfortunately, these institutions have failed to leverage their fund flows to secure maximum social returns. They are looked upon as extensions of the larger developed economies, representing their commercial interests. Their bureaucracies are largely drawn from those larger economic assignments in the Ba</p>			

Is what we have to study in details and speak				

