

**STRENGTHENING WORLD BANK GROUP
ENGAGEMENT ON GOVERNANCE AND ANTICORRUPTION
CONSULTATION FEEDBACK**

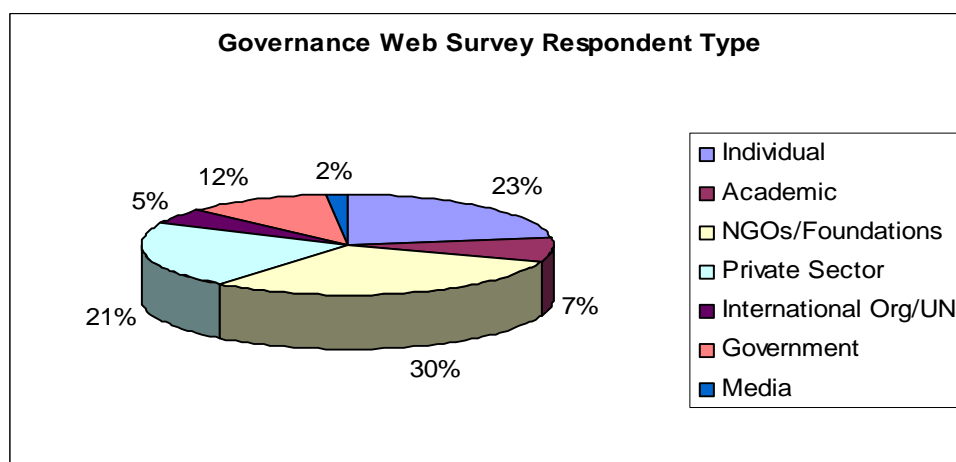


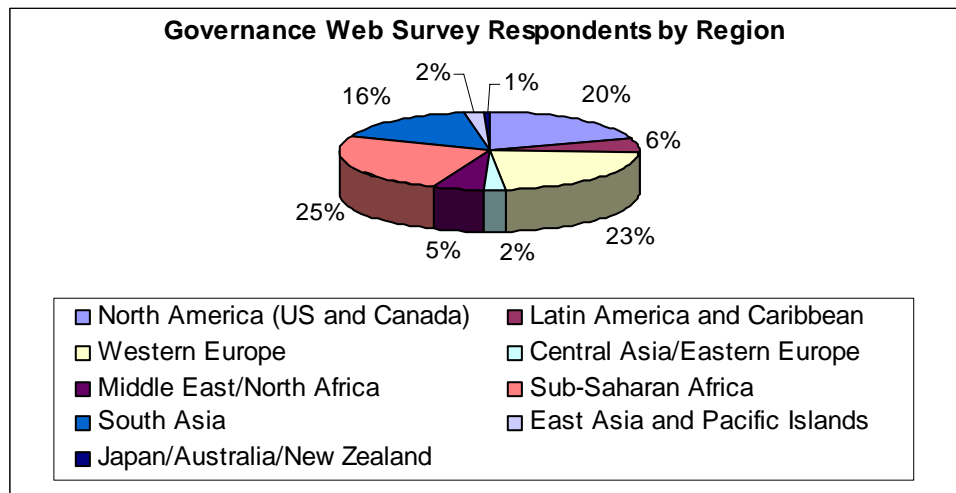
WEB FEEDBACK

(NOVEMBER 2006 – JANUARY 2007)

There were 180 responses that were submitted via the web questionnaire on the Governance website, including multilingual websites. **Detailed responses summarized here are available on the Excel file of web feedback posted on the Governance site at www.worldbank.org/governancefeedback website under “Reports on GAC consultations.”**

Responses were categorized by Respondent Type and Region. See the charts below for details. NGOs/Foundations made up the largest group (31 percent) of all respondents, with the private sector and individuals tying for second place (at 22 percent). One item of note: the majority of respondents to the web questionnaire (57 percent) came from developing countries. Sub-Saharan Africa had the largest number of respondents, with 25 percent of all responses coming from the region. There was also strong response from Western Europe (22 percent), which was not surprising as this was also the default (based on email) when the respondent’s region was not known. South Asia and North America were also well represented, illustrating perhaps interest in the issue. It should be noted here too that North America was also a default region (based on email) when the respondent’s region was not clear. Response was low from Latin America and the Caribbean, East Asia, Eastern Europe and Central Asia, and Japan/New Zealand/Australia.





Overall responses to each question are summarized below along with supporting quotes from the feedback received. The quotations are identified by respondent type and region.

QUESTION ONE

In the case of Question 1, which asked what the Bank should do in countries, where weak governance and severe corruption block development and there is lack of leadership, the majority of respondents thought the Bank should be more aggressive in using the media to spur the governments to reforms and also should work directly with grassroots organizations. Several respondents also thought the Bank should be more directly involved in project implementation. However, several did express caution about suspending money entirely, in cases of weak governance. They also mentioned the role of the private sector in corruption and suggested action at the global level to address this.

“...the local newspapers have more information on corruption than they dare publish for fear of severe repercussion. Then there should be 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...”
[Respondent type: Individual; Region: North America]

“...all the funding gets to hands of those who are keen of fulfilling their needs and the non-governmental organizations and the civil society are kept out of the system; you need to start funding from the grassroots!...”
[Respondent type: Academic; Region: Sub-Saharan Africa]

“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. It should then look at the possibilities of channeling funds which are not able to be challenged through the government through indigenous local CSOs and NGOs. 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 groundswell of honest people in the country to put a stop to it.” [Respondent type: NGO/Foundation; Region: Western Europe]

“Ignore the governments!! 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 government!), pay the channel (which is worth it, compared to the millions that are swindled through corruption), so that the borrowers can watch the channel on different aspects of the progress made. The channel need not 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 willful defaulters [Respondent type: Private Sector; Region: Middle East and North Africa]

“...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.” [Respondent type: International Organization/UN; Region: North America]

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... At least, in Latin America and Caribbean countries the demographic structures 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 [reputable] NGOs that work with young people or youth organizations. Stop lending is not a solution.” [Respondent type: Government; Region: Latin America and the Caribbean]

“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).” [Respondent type: Media; Region: South Asia]

“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...” [Respondent type: Individual; Region: Western Europe]

“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.” [Respondent type: Individual; Region: Sub-Saharan Africa]

“The Bank should not, under any circumstances, suspend financing completely, since this would punish innocent people. The judicious use of local expertise should help the Bank better manage the situation on the ground.” [Respondent type: Individual; Region: Sub-Saharan Africa]

“Stopping lending would be counter productive and an evasive step on the part of the Bank. That is no solution...” [Respondent type: Government; Region: South Asia]

“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.” [Respondent type: Academic; Region: South Asia]

“I believe there is little room in terms of restricting or stopping engagements with countries...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.” [Respondent type: Academic; Region: Western Europe]

“I suggest that the Bank should continue 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.” [Respondent type: NGO/Foundation; Region: North America]

“The World Bank, who is greatly engaged in fighting corruption in Development Aid, could propose the creation of the a.m. anti-corruption Committees to the “OECD-DAC” and the European Commission, who are also very sensitive to the problem.” [Respondent type: Private Sector; Region: Western Europe]

“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 ... even require that it manage the funds itself.” [Respondent type: Private Sector; Region: Sub-Saharan Africa]

“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.” [Respondent type: International Organization/ UN; Region: Western Europe]

“In these countries, the Bank should stop granting loans to be managed directly by these government officials. These loans should be granted on condition that they be ‘co-managed’ in all areas, if there is to be any hope of poverty reduction. The Bank must absolutely not suspend financing, since only the population would suffer.” [Respondent type: Government; Region: Western Europe]

“The Bank should allow countries to be independent and even if the place becomes ‘hell’... 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.” [Respondent type: Media; Region: Sub-Saharan Africa]

QUESTION TWO

Question 2 was about the Multi-stakeholder Approach, in particular, asking respondents how they thought the World Bank could engage with non-governmental stakeholders, given that the Bank’s main counterpart was governments. Although supportive, respondents expressed caution about the strength of the non-governmental partners and suggested that the legal systems in many countries needed adjustment to make dialogue with non-governmental stakeholders realistic. For example, having laws to protect whistleblowers and also ensuring freedom of information for citizens. Dialogue with legislatures was also raised as an example of dialogue that is not happening but could be useful. Respondents also suggested that non-governmental actors needed to be carefully screened and trained to be more effective and to become strong partners. And concern was expressed that corruption was also present among these actors.

“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.” [Respondent type: International Organization/ UN; Region: North America]

“Make freedom of expression and access to public information a condition to further lending from the Bank.” [Respondent type: NGO/Foundation; Region: North America]

“Setting up a media development fund to help sustain activities of the media, since a vibrant media is key to consolidation of democracy and also guarantee for the protection of individual freedom.” [Respondent type: NGO/Foundation; Region: Western Europe]

“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.” [Respondent type: Government; Region: Western Europe]

“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.” [Respondent type: Government; Region: South Asia]

“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’s chances of succeeding would be greatly enhanced by engaging them.” [Respondent type: International Organization/UN; Region: North America]

“Intensive training for NGO focal points and deepening their involvement in the legislative process, with special support to free working environment for NGOs.” [Respondent type: Private Sector; Region: Middle East and North Africa]

“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...” [Respondent type: Government; Region: South Asia]

“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.” [Respondent type: Government; Region: Middle East and North Africa]

“There are professional organisations... whose work has a very strong bearing on matters of corruption and governance. In Botswana there is the Institute of Internal Auditors. Strengthening the ability of the Institute to provide training and guidance to its membership ... would go a long way in tackling issues of corruption in Government, particularly in Local governments where it is rife.” [Respondent type: Government; Region: Sub-Saharan Africa]

“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.” [Respondent type: International Organization/UN; Region: Sub-Saharan Africa]

“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...” [Respondent type: NGO/Foundation; Region: Sub-Saharan Africa]

“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.” [Respondent type: NGO/Foundation; Region: Western Europe]

“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.” [Respondent type: NGO/Foundation; Region: Sub-Saharan Africa]

QUESTION THREE

Question 3 asked about mitigating fiduciary risk and what respondents thought the Bank should do to ensure that its grant and loan proceeds are used properly, while building capacity in countries. Respondents thought both the Bank’s monitoring and evaluation systems and instruments could be improved and that the monitoring in countries could be done by sharing information more widely with partners—mostly civil society. They also mentioned better coordination among donors. Several respondents also mentioned the Bank should help create or strengthen national audit offices or functions independent from the national governments and conduct independent evaluations.

“Make sure that bank's systems are efficient and do not hinder processes. But more importantly and at first, ensure harmonization of systems across multilateral and bilateral agencies in accordance with the Paris agenda on harmonization.” [Respondent type: Individual; Region: North America]

“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 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 soft points 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.” [Respondent type: NGO/Foundation; Region: Western Europe]

“By sharing the records with stakeholders through newspapers and inviting observations from civil society organizations/ others.” [Respondent type: NGO/Foundation; Region: South Asia]

“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 management and accounting. The bank shall determine the number of people forming such group or committee.” [Respondent type: NGO/Foundation; Region: Sub-Saharan Africa]

“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 population itself (NOT a fancy rating agency from anywhere).” [Respondent type: Private Sector; Region: Middle East and North Africa]

“...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...” [Respondent type: Government; Region: South Asia]

“It should thoroughly check all the accounts of expenses as well as hold public opinion polls 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.” [Respondent type: Media; Region: South Asia]

“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.” [Respondent type: Individual; Region: Western Europe]

“The effective use of independent chartered accountants is most desirable. The existing set up of governmental auditors is a miserable failure due to incompetence.” [Respondent type: Individual; Region: North America]

“If what is meant by fiduciary risk [is] 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 ...is drawn. Introducing rigorous benefit incidence analysis and impact evaluations will definitely help in as much as using macroeconomic models to project spending effects.” [Respondent type: Academic; Region: Western Europe]

“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.” [Respondent type: NGO/Foundation; Region: Sub-Saharan Africa]

“By means of inspection commissions.” [Respondent type: Private Sector; Region: Middle East and North Africa]

“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.” [Respondent type: International Organization; Region: Sub-Saharan Africa]

“Initiate monthly audit missions with national and international consultants, instead of waiting for annual reports containing inaccurate information.” [Respondent type: Government; Region: Sub-Saharan Africa]

“The ability of the Bank to involve the Civil society in planning, implementation, management and execution and monitoring its 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.” [Respondent type: Media; Region: Sub-Saharan Africa]

QUESTION FOUR

Question 4 asked about Global Collective Action and what respondents thought about coordination with donors and how mixed signals could be avoided. This question also asked respondents how to address the role of multinationals in developed countries in corruption. Respondents had varying views on donor coordination—some thought that donors (multilateral and bilateral) should hammer out their differences ahead of time; others proposed a coordinating role for the Bank to solve this issue. Many agreed that donors needed to work together for governance to improve. Several respondents thought that the Bank and the other donors needed to use the same criteria for country performance and share their reports among themselves and with countries. One local ministry in South Asia suggested a common basket of donor funds as a way to coordinate.

With respect to the multinationals, many respondents saw them as agents of corruption; others thought that multinationals were not the sole source of corruption. Several respondents proposed independent monitoring of multinationals, and some thought they should be brought to international courts for misdeeds. One interesting comment was that published research on corruption should use a common framework so that one report’s findings could be scientifically compared with another’s and specific actions decided on by various development actors. The same respondent also noted that publishing widely on corruption, without such a framework, has led to fatigue among stakeholders on the issue and confusion about the best approach.

“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.” [Respondent type: Individual; Region: North America]

“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 tsunami disaster, could be a model) that links all of the donors together.” [Respondent type: Individual; Region: North America]

“By signing to the new Global Compact and defining a strict punitive measures against those multinationals who are found wanting in promoting corruption.” [Respondent type: NGO/Foundation; Region: Western Europe]

“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 the soft points are. 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.” [Respondent type: NGO/Foundation; Western Europe]

“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, etc.” [Respondent type: NGO/Foundation; Region: Western Europe]

“Many people think, erroneously, that it is enough to rouse public indignation through the production of reports. This is incorrect, first because the large number of such reports renders the topic commonplace....Such reports should be prepared according to an unimpeachable scientific and legal methodology, should adhere to a defined format, and should be subject to annual updating that is not a simple addendum but rather a fresh assessment of the situation based on the same methodology and format. They should also be less subject to debate than they are now. These reports... should also contain practical recommendations and opinions enabling the socio-economic actors, including the multinational enterprises, to understand field-level realities and adapt their investment or development strategies accordingly...” [Respondent type: Private Sector; Region: Western Europe]

“The concern for corporate social responsibility must [be] taken seriously and the EITI principles fully implemented.” [Respondent type: Private Sector; Region: Sub-Saharan Africa]

“Coordinating agency is important here. The World Bank should be the coordinator. All the governance reform support should be channeled through World Bank. This also can avoid mix signal. Multinationals should be fined 5 times the value or amount of corrupt practice involvement which their parent country should enforce and get publicized.” [Respondent type: Private Sector; Region: Sub-Saharan Africa]

“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 takes precedence. Bank must, play a lead role in this area and coordinate with others in focusing on good governance as part of their assistance.” [Respondent type: Government; Region: South Asia]

“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). 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.” [Respondent type: Government; Region: South Asia]

“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.” [Respondent type: Government; Region: Middle East and North Africa]

“I have worked as a consultant for a number of years for the World Bank, the AfDB, 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 PARIS 21?” [Respondent type: International Organization/UN; Region: Western Europe]

“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.” [Respondent type: International Organization/UN; Region: Sub-Saharan Africa]

“The basis of integrating LLDCs 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.” [Respondent type: Private Sector; Region: Sub-Saharan Africa]

“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.” [Respondent type: Private Sector; Region: Sub-Saharan Africa]

“Only an international entity endowed with legal powers and human resources could take anti-corruption action against the multinationals.” [Respondent type: NGO/Foundation; Region: Sub-Saharan Africa]

“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.” [Respondent type: Individual; Region: Western Europe]

QUESTION FIVE

Question 5 was on Tracking Change and how should progress be monitored. Many respondents thought that funds should be disbursed in tranches, projects fully accounted for, and any projects fully published, so citizens would know of corruption in their countries. Some respondents also thought that governance indicators or other indicators should be included in projects and explained to donors and recipients. They also thought that the general public should be made aware of the indicators being used to track change. One private-sector person from North America said it would have to be long-term measurement to avoid short-term macro variances, which would be complicated to track.

“All projects should be in phases and funding should be in phases. All means of 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...” [Respondent type: Individual; Region: North America]

“Audit operations and expenditures quarterly, finance projects as they proceed.” [Respondent type: Individual; Region: North America]

“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 publicizing 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...” [Respondent type: Individual; Region: Latin America and the Caribbean]

“There are already indicators of transparency but there 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.” [Respondent type: Academic; Region: Latin America and the Caribbean]

“By informing the citizens the amounts granted to their governments.” [Respondent type: NGO/Foundation; Region: Western Europe]

“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.” [Respondent type: NGO/Foundation; Region: Western Europe]

“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 is not well aware of such

indicators. Hence constant updating of such people is needed on top priority.” [Respondent type: NGO/Foundation; Region: South Asia]

“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.” [Respondent type: Government; Region: Western Europe]

“Non-government, central banks or chambers of commerce be involved in producing macro economic indicators than relying totally on government figures and stats.” [Respondent type: Private Sector; Region: North America]

“Indicators related to human development will indicate progress in governmental strategies, because deterioration in human development indicates high rate of corruption...” [Respondent type: Private Sector; Region: Middle East and North Africa]

“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 toward 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.” [Respondent type: International Organization/UN; Region: North America]

“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.” [Respondent type: Individual; Region: Middle East and North Africa]

“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 “tweaked” are legion, sometimes with the complicity of Bank or International Monetary Fund staff. Universities are in a position to critically assess the official indicators...” [Respondent type: Private Sector; Region: Sub-Saharan Africa]

“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 [project enterprise monitoring] 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 endeavor.” [Respondent type: Private Sector; Region: North America]

OTHER ISSUES

There were very few other comments that did not relate to the questionnaire. However, there were a few suggestions made, which are summarized in this section.

Improving Civil Service in Developing Countries

Several respondents suggested actions that the Bank and other donors could take to improve the civil service (and by extension service delivery) in developing countries. These included incentive systems and professionalization and capacity building of civil services.

“Corruption thrives 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...” [Respondent type: Private Sector; Region: Sub-Saharan Africa]

“Alternatively, the Bank can devise incentive systems for target groups, such as particular sections of the civil service, 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.” [Respondent type: Private Sector; Region: South Asia]

“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...” [Respondent type: Government; Region: South Asia]

“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.” [Respondent type: Private Sector; Region: Sub-Saharan Africa]

“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.” [Respondent type: Government; Region: Sub-Saharan Africa]

“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.” [Respondent type: Private Sector; Region: Western Europe]

“...Salaries throughout the civil service must be decent and must be paid...” [Respondent type: Government; Region: Western Europe]

Transparency of Governmental Officials

Some respondents thought that there should be absolute transparency and public accountability of government officials, where they should publish their assets and holdings.

“...once a new government is in place in African countries the [World] Bank leads other international financial institutions to impose ... on new government the publication of assets of all government members beginning with the president of these countries. Assets should include every single bank account government members may have inside and outside of their countries...” [Respondent type: NGO/Foundation; Region: Sub-Saharan Africa]

“...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.” [Respondent type: NGO/Foundation; Region: Sub-Saharan Africa]

Financial Accountability of Multinationals vis-à-vis Developing Countries

Some thought multinationals should be fined for corruption and any funds be used for development purposes.

“Multinationals should be fined 5 times the value or amount of corrupt practice involvement which their parent country should enforce and get publicized...” [Respondent type: NGO/Foundation; Region: Sub-Saharan Africa]

“How can the role of multinationals from industrialized countries in corruption be addressed? 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.” [Respondent type: Individual; Region: Western Europe]