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Public Policy

**STRATEGIC CORRUPTION CONTROL AND ORGANIZATIONAL INTEGRITY
A COURSE IN STRATEGIC IMPLEMENTATION**

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*In co-operation with Tiri – A Pro-Integrity Policy Network and the Center for Policy Studies at Central European University,
Budapest*

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ABSTRACT

There have been three distinct phases in the global movement against corruption, starting from the end of the 1980s when mass mobilizations in countries as diverse as The Philippines, Bangladesh, China, Brazil and Venezuela demonstrated that many people throughout the world are no longer prepared to tolerate corrupt leaders.

First, there was a decade-long phase of awareness raising and of 'breaking the taboo'. By the end of the 1990s this phase had largely been completed. Development agencies, international governmental organizations and many governments were no longer in denial and most governments were now expected to address corruption, openly and systematically, in their funded programs.

The second phase was one of standard setting and convention making. Starting in the mid-1990s with the Inter-American Convention Against Corruption and the development of the OECD Convention Against Corruption, this stage culminated in the signing of the UN Convention Against Corruption in Mexico in December 2003. Comparatively few people were involved in the first two phases.

The third phase, much the most difficult and by far the most challenging, is that of implementation and enforcement of standards. Literally thousands of people and hundreds of organizations all around the globe, both in and out of government, will be needed to secure this objective.

A number of governments have embarked on this third phase and without exception they are finding the path an extremely difficult one. The answers are proving to be elusive. Reforms are being attempted in the face of myriad challenges. The situation in each country is to a greater or lesser degree unique, and 'off the shelf' solutions have yet to be developed. For most, there will be a very steep learning curve.

A critical ingredient to the success and sustainability of efforts in this third phase will be the integration of public and organizational integrity and anti-corruption courses into the curriculum of major universities and civil service training institutions. This course meets a need for critical and strategic approaches that straddle the exigencies of corruption control and organizational integrity.

Corruption control refers here in particular to external control variables (e.g. by the executive or on an institution and profession) and organizational integrity refers in large measure to internal processes of control and value-driven reform. The approach offered by the course is interdisciplinary, straddling law, economic, public administration, public sector ethics, as well as politics, statistical and ethnographic approaches.

The course will familiarize participants with core ingredients to a strategic and critical approach for effective and sustainable corruption control and organizational integrity. Among the issues addressed by the course are the following:

- Knowing when and how to focus on people, standards and values and when to focus on institutional systems, structures and incentives;
- A familiarity with the international legal instruments at the disposal of reformers by one of its main architects;
- Scoping the considerable potential and limitations of corruption measurements, surveys, indicators, etc.;
- Strategic public management and risk analysis;
- Understanding the specific circumstances liable to produce specific types of corruption;
- Sequencing, leadership, timing and sustainability of reform processes;
- The role of culture, social values and attitudes in a comparative perspective;
- The experience, scope and limitations of implementing business ethics over the past decade and beyond and its implications for public integrity reforms;
- Providing an in-depth understanding of the macro and microeconomics of corruption;
- Specific tools available to external reform agents and how internal reformers can apply them as well.

A variety of teaching methods will be used:

- Traditional lectures and seminars.
- Brief documentary.
- Training CD-ROM.
- Expert panel.
- Workshops.
- Discussion groups.
- Individual paper presentations by the participants

COURSE PREREQUISITES

The course is aimed at two main target audiences: First, practitioners. These should be principally drawn from three groups: operational line managers, internal control specialists (e.g. investigators, compliance officers, inspectors, etc.) and external monitors and change agents (e.g. media, NGOs, think tanks, etc.).

Second, the course will also include academics developing similar courses at their own universities, both within the region and beyond. The CEU is working in partnership with Tiri to develop the 'Public Integrity Education Network', which brings together a group of more than 30 leading universities from around the world. PIEN's aim is to develop joint curricula, syllabi, teaching materials and case studies in the areas of strategic corruption control and organizational integrity.

The SUN course will provide a unique opportunity for practitioners and established academics to meet, learn and share experiences in an in-depth and policy-oriented setting. Academics will benefit from the questions and

experiences brought to bear by the practitioners. The practitioners, in turn, will benefit from exposure to the critical thinking of academics. The course will also offer the opportunity for networking within and between the two groups, something that will be encouraged by forming both mixed and separate discussion groups over the 10-day period of the course.

The requirements of the policy practitioners will in all but exceptional cases is the possession of an advance degree (MA and above) as well as a minimum of five years' work experience in a relevant field. For the academics, the minimum requirement in all but exceptional cases will be the possession of a PhD as well as a faculty position in a curriculum that would enable the participant to develop and implement a policy-relevant course in the near future. In case of PIEN member universities, this requirement is met.

COURSE RESOURCES

The principal course director is Fredrik Galtung (Norway), co-director of Tiri (the governance-access-learning network). Together with Nick Duncan, Tiri programme manager, he will undertake a significant part of the teaching, and will have the main responsibility for convening the discussion groups as well as overseeing the papers written by the course participants.

The main counterpart at the Center for Policy Studies of CEU are Violetta Zentai (Hungary), who will be teaching on this course as well as overseeing how research and teaching is connected to the subject at CPS and the Masters in Public Policy (MPP) program, and Agnes Batory (Hungary), instructor of a course on Corruption and Corruption Control at CEU.

Resource persons for the course are internationally recognized experts, policy practitioners and researchers, coming through the networks of Tiri, Open Society Institute, Transparency International and PIEN member universities.

Course materials will be made available online to all participants well in advance. The participants will be expected to have read the required reading for each session of the course prior to their arrival in Budapest.

ASSESSMENT

Course participants will be expected to deliver a short policy or curriculum oriented research paper. The paper can be part of an ongoing degree of research effort. Participants will be expected to have an abstract of their proposed brief research paper (no more than 7-10 pages) ready within the third day of the course. They can contact the course director in advance of the course if they so wish to check the suitability of their topic. During the last day and half of the course, papers will be presented in a style of workshop panels, with sets of presentations followed by discussants. Depending on the size of the class, smaller groups might be formed.

The anticipated outcomes will be to utilize knowledge gained on the course and improved capacity to design documents that are tailored to the specific needs of academic, policy analyst and governmental audiences. Presentational skills will be enhanced. More generally, participants will have heightened comprehension of global and regional dynamics affecting policy making.

Information for fee-paying participants:

The fee for this course is 1000 EUR/ 10 days for those employed by organizations that are likely to provide a training budget, in particular government agencies and international organizations. The standard SUN fee of 500 EUR/ 10 days is for students, academics, researchers and those employed by NGOs/ the non-profit sector. However, those in the former fee category may also apply for reduced fees or fee waivers to the course director, stating their reasons for such request.

Non-discrimination policy statement

Central European University does not discriminate on the basis of - including, but not limited to - race, color, national and ethnic origin, religion, gender or sexual orientation in administering its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.