

Enhancing Anti-corruption Performance in Arab Countries

Reinventing the Policies and Institutions

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The Anti-corruption Stride over the Last Decade and Half

- Joining/ratifying the UNCAC
- Legislative and constitutional reforms
- Establishing ACAs
- Other institutional initiatives
- Issuing anti-corruption strategies/plans
- Political declarations
- The rising role of the civil society organizations
- Corruption issues are brought under the lime light: **The rising role of the media**

Overall Assessment of Results and Successes of Anti-corruption Policies and Initiatives

- Corruption Perception Index (CPI)
 - Global Integrity Index
 - Control of Corruption
 - Illicit Financial Flows
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Corruption Perception Index (CPI) (Out of 10)

CPI
Score



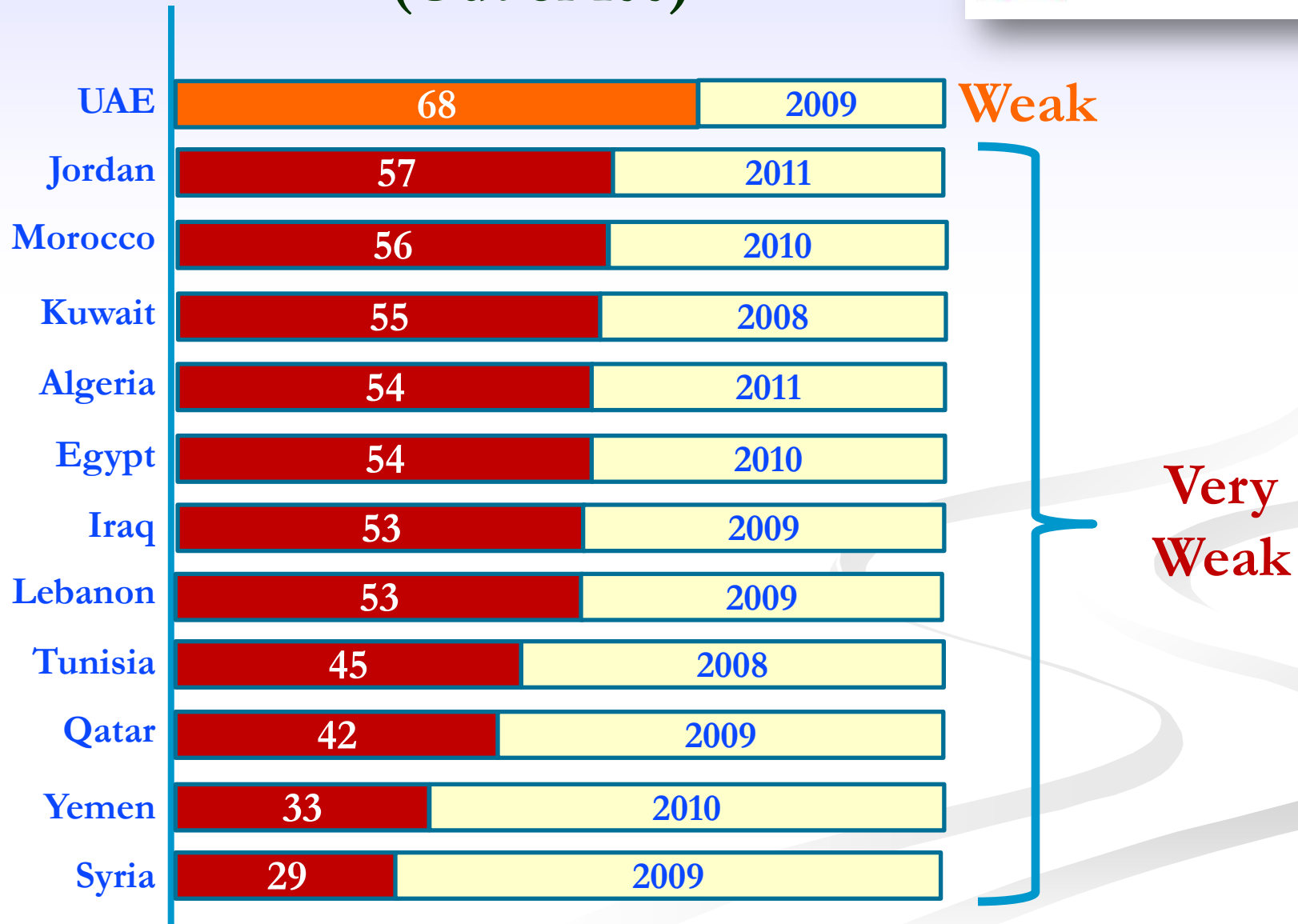
2003

2012

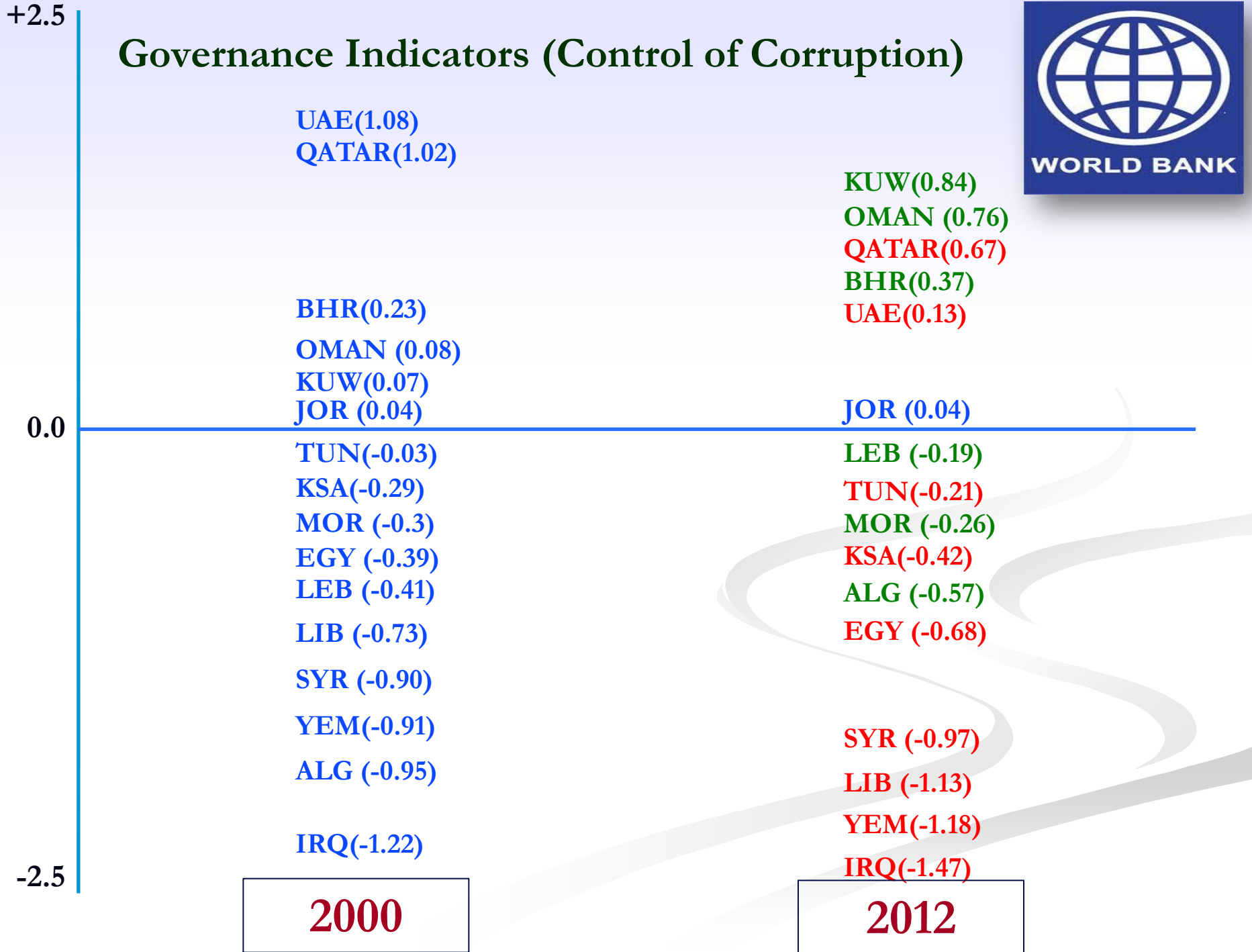
Global Integrity Index (Out of 100)



GLOBAL INTEGRITY
Independent Information on Governance & Corruption



Governance Indicators (Control of Corruption)

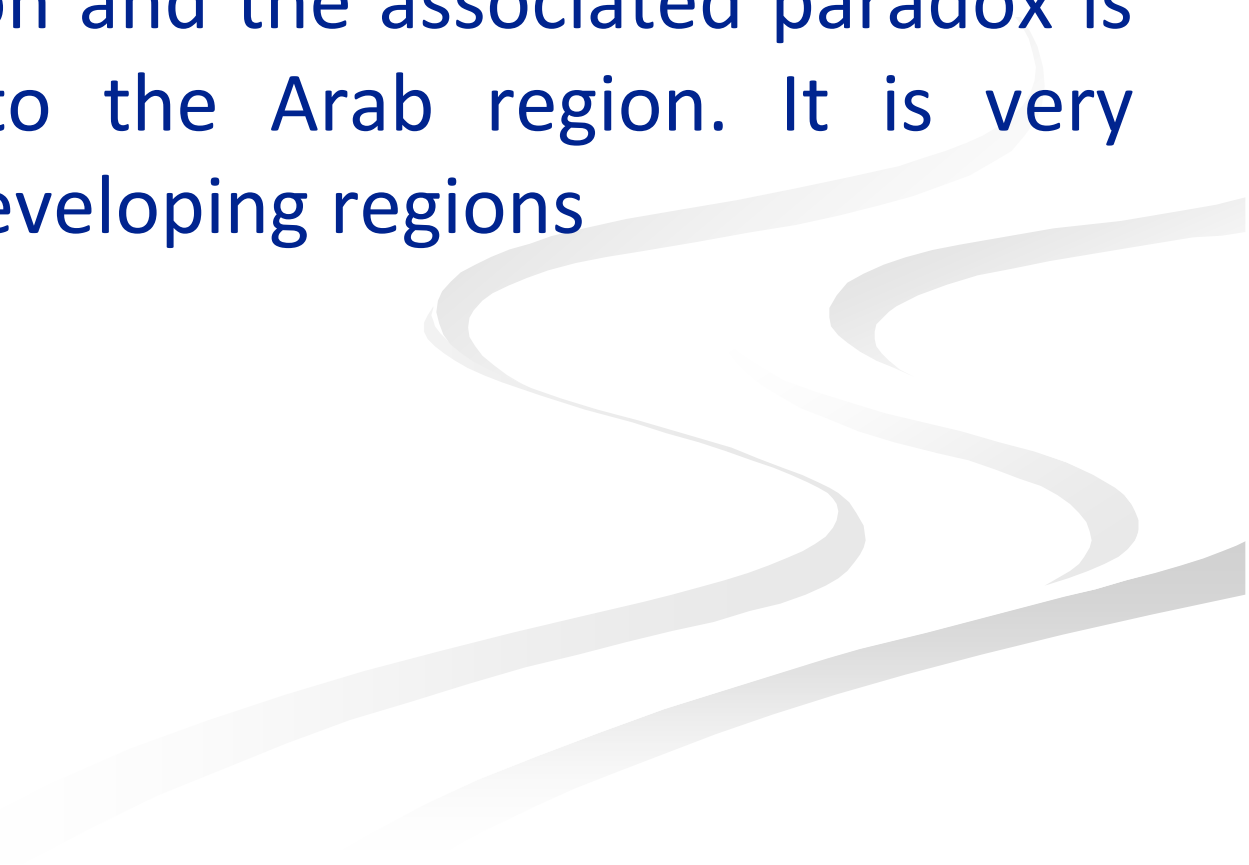


Illicit Financial Flows (2000 – 2008)



Country	Total Flows (in Billion \$)	Rank	Country	Total Flows (in Billion \$)	Rank
KSA	301,509	4	Bahrain	9,684	55
UAE	275,895	5	Tunisia	8,739	57
Kuwait	242,163	7	Algeria	4,644	71
Qatar	137,682	9	Jordan	3,429	79
Egypt	57,213	21	Morocco	3,429	79
Syria	30,348	31	Yemen	1,071	98
Oman	18,990	40	Iraq	117	122
Lebanon	11,097	53			
No. of Countries				125	

The Conclusion

- **No** significant achievement is realized in the anti-corruption arena
 - This conclusion and the associated paradox is not unique to the Arab region. It is very common in developing regions
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The Great Paradox

- The achievement and performance of this anti-corruption stride is **weak**



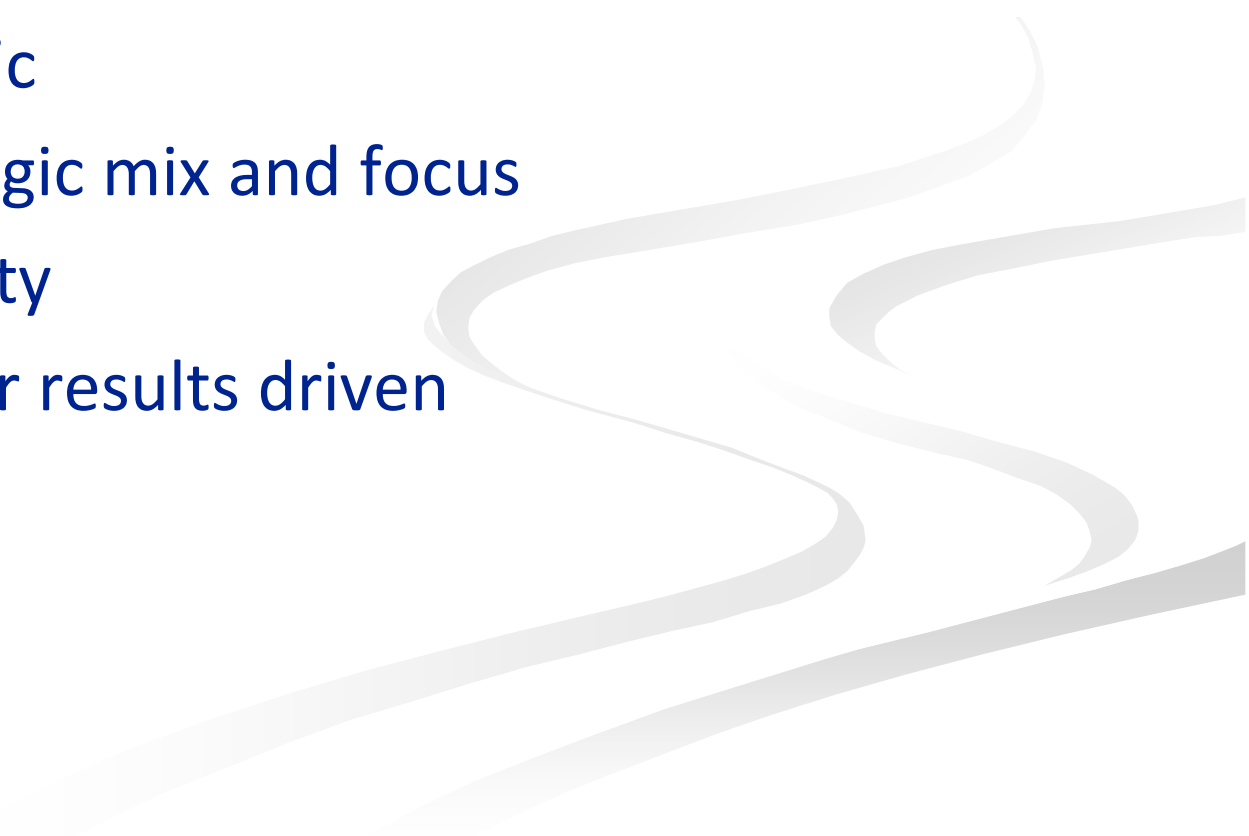
Clarifying the Paradox: An Unconventional Diagnosis

1. The anti-corruption framework has been flawed:

- Aggregation and **mischaracterization** of corruption
- Wrong diagnosis of the roots of the problem
- Lack of understanding of the problem
- Wrong concept
- Lack of research on the deeper factors causing corruption and on the ineffectiveness of the anti-corruption policies/institutions/initiatives

Clarifying the Paradox: An Unconventional Diagnosis (Contd.)

2. Generic and Faulty Anti-corruption Strategy:

- Faulty basis
 - Overly generic
 - Wrong strategic mix and focus
 - Lack of priority
 - Not impact or results driven
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Clarifying the Paradox: An Unconventional Diagnosis (Contd.)

3. *Over-focus on Legislative and Institutional Solution:*

- The serious **gap** between the legal framework and its implementation
- The anti-corruption and oversight institutions work in **isolated islands**
- The legal and institutional approach represents a **vicious circle** when corruption is rampant and widespread

Clarifying the Paradox: An Unconventional Diagnosis (Contd.)

4. *Over burdening the ACA:*

- Most Arab and developing countries and their corruption problems are different than the ACAs of Hong Kong and Singapore
- Contradictions in the role and context of the ACAs
- They mostly work in isolation from the other anti-corruption and oversight organizations
- Lack of resources and expertise
- They are part of the bureaucratic framework

Clarifying the Paradox: An Unconventional Diagnosis (Contd.)

5. *Weak Driving Forces*

- Weak political and societal will
- Cultural tolerance toward corruption
- Weak accountability of the anti-corruption framework
- Lack of synergy with other reforms:
 - Administrative reform
 - HR systems
 - Service delivery
 - Budgeting

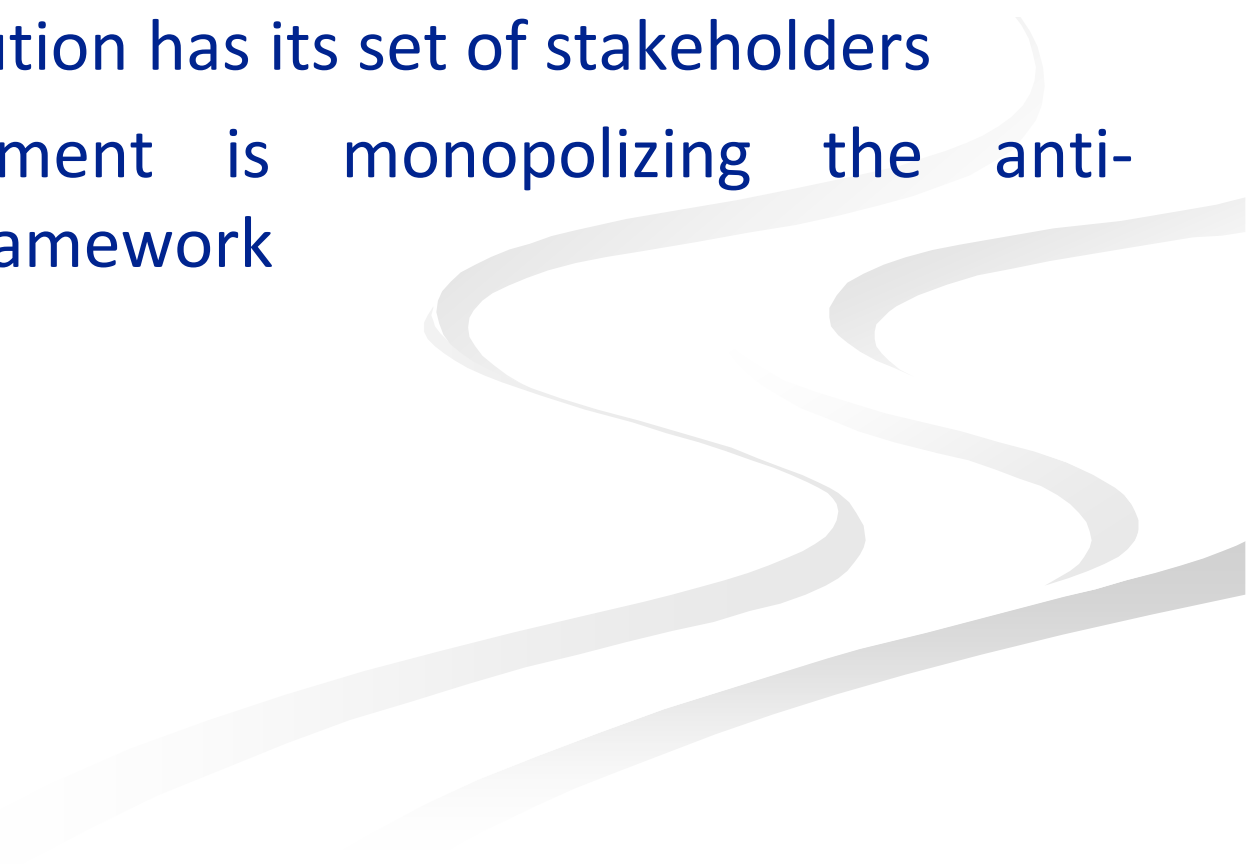
Clarifying the Paradox: An Unconventional Diagnosis (Contd.)

6. Absence of Evaluation of Results and Performance Indicators

- Serious problems
- Is due to lack of results orientation of the anti-corruption policies
- A common problem world-wide

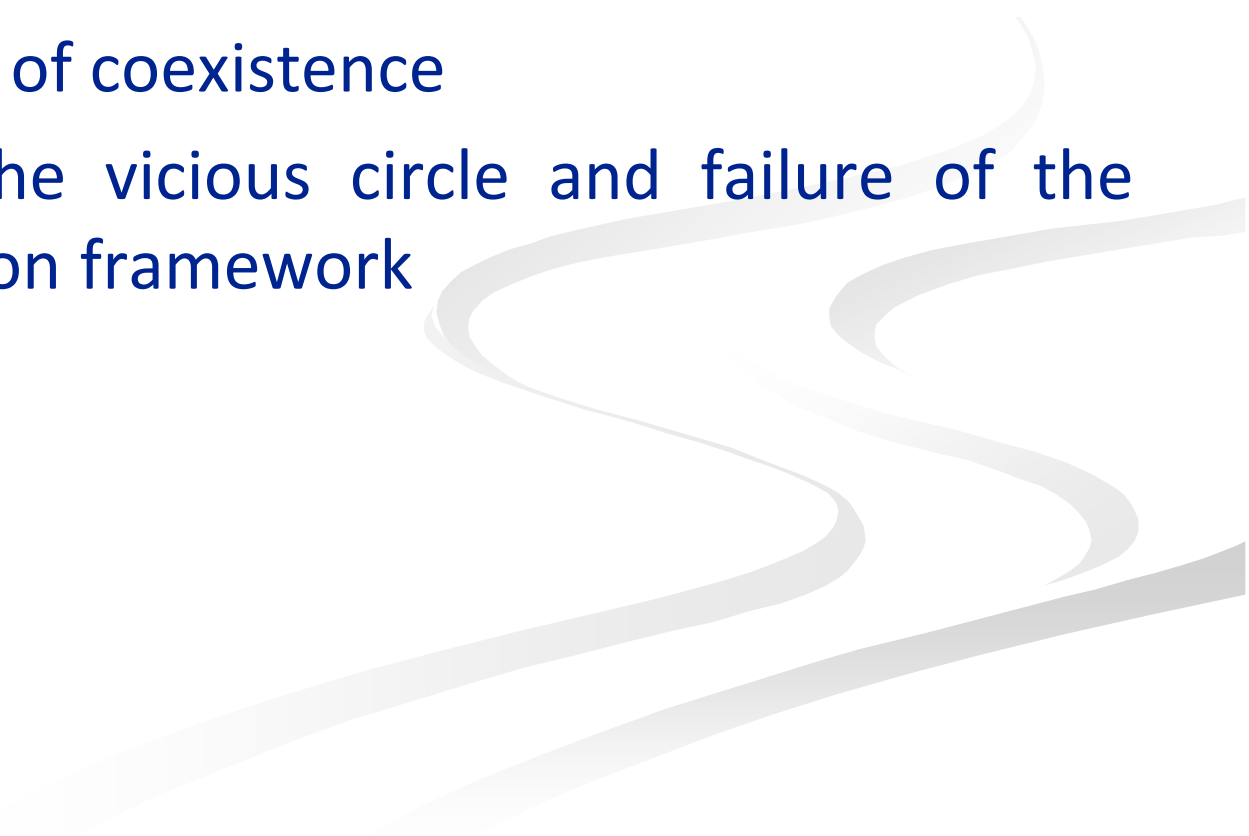
Clarifying the Paradox: An Unconventional Diagnosis (Contd.)

7. *Weak Engagement of the Key Stakeholders*

- Each type of corruption and each sector/institution has its set of stakeholders
 - The government is monopolizing the anti-corruption framework
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Clarifying the Paradox: An Unconventional Diagnosis (Contd.)

8. In the Corruption Hierarchy: Each Layer Tends to Reinforce the Other Layers

- The principle of coexistence
 - Deepening the vicious circle and failure of the anti-corruption framework
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Clarifying the Paradox: An Unconventional Diagnosis (Contd.)

9. *Lack of Innovation*

- Rigid and formalistic rules due to over reliant on the legalistic approach
- Ineffectiveness in catching up with the changes and innovation in the corruption practices/schemes

Clarifying the Paradox: An Unconventional Diagnosis (Contd.)

10. Lack of Transformational and Change Management Perspective

- No use of transformational strategies/approaches focused on a particular type or institution
- Limited use of behavioral and managerial sciences in tackling change

Lessons Learnt from International Experiences

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Reinventing the Anti-corruption Framework in Arab Countries

- Changing the tenants and building on stronger foundations
- Dealing with the multiplicity and various types of corruption
- Strategic focus on crucial areas and end results
- Proper mixing of prevention and law enforcement/combating
- Using flexible and home-grown innovative approaches
- Rethinking the institutional framework
- Strengthening implementation
- Empowering and engaging key stakeholders
- Monitoring results and rebuilding the accountability framework of the anti-corruption programs and institutions; and gaining credibility through achieving successes