

AGENDA

PUBLIC CORRUPTION TURNAROUNDS

Tuesday 16 May	Wednesday 17 May	Thursday 18 May	Friday 19 May
	08:30 – 09:00 Registration and coffee	08:30 – 09:00 Arrival and coffee	08:30 – 09:00 Arrival and coffee
	09:00 – 11:00 Understanding corruption Reading: Achebe, <i>A Man of the People</i>	09:00 – 10:30 Turnaround Strategies: Overview Case Reading: <i>Confronting Corruption in Paraguay's Housing Ministry</i>	09:00 – 10:30 Group Work
		10:30 – 11:00 Coffee break	10:30 – 11:00 Coffee break
	11:00 – 11:30 Coffee break		
	11:30 – 12:30 Understanding Anti-Corruption Reading: Krastev, <i>The Politics of Anti-Corruption</i>	11:00 – 12:30 Turnaround Tactics: Internal Reform Reading: Kanter, "The Leadership and Psychology of Turnarounds," <i>HBR</i>	11:00 – 12:30 Group Presentations and Commentary
	12:30 – 13:30 Lunch & Group Photo Level 5	12:30 – 13:30 Lunch G/F Cafe	12:30 – 13:30 Lunch G/F Cafe
	13:30 – 15:00 Scale of Corruption Preparation: CPI Analysis of One Country	13:30 – 15:00 Turnaround Tactics: External Scrutiny	13:30 – 15:00 Group Presentations and Commentary
	15:00 – 15:15 Coffee break	15:00 – 15:15 Coffee break	15:00 – 16:00 Closing ceremony
	15:15 – 16:30 Scale of Corruption (cont.)	15:15 – 16:30 Turnaround Tactics: Summary	
Opening Dinner: Confronting Corruption Lady Brodie Room, St Hilda's College 18:00 Drinks, 18:45 Dinner	18:30 Dinner The Anchor	Dinner Lower Boathouse, Cherwell Boathouse Restaurant 18:00 Drinks, 18:30 Dinner	

CURRICULUM

This three-day, intensive programme provides practical strategies and tools for leading the transformation of a public-sector institution: replacing a legacy of corruption with a new culture of integrity. The programme is for officials leading or planning such a turnaround; for those encouraging or enforcing turnarounds as prosecutors, investigators, commissioners, auditors, or overseers; and for those in civil society and the private sector supporting such turnarounds or unsure how to do so.

Understanding Corruption

Although there are competing definitions of corruption in law and scholarship, it is easy enough to define public corruption for our purposes in this programme. Public corruption is the exploitation of public assets and public authority for private gain. But there are very few completely selfless people in the world. Most of us in the public sector look for ways to serve the public good while also attending to our own needs and desires. How do these mixed motives play out in proximity to state power? What is expected of public servants in this regard? How does our understanding of power and of human psychology shape our expectations of integrity in public life? How do issues of identity—family, community, gender, nationality—influence our understandings of integrity and corruption? We will draw on the experience of programme participants as well as the advance reading to trace the varieties of public corruption today, and some of the strategies widely employed to uproot the most entrenched cultures of corruption.

The Scale of Corruption

How extensive is the problem of public corruption? How can we possibly answer that question? For a couple of decades, Transparency International and others have been trying to quantify the extent of public corruption worldwide, country by country. Is this a useful unit of analysis? Using the latest Corruption Perception Index and the experience of programme participants, we will explore the scale and distribution of corruption at national and institutional levels, identifying methods to assess the scale of corruption at the level of management responsibility.

Turnaround Tactics

How does a new minister, director-general, or chief executive arriving at a notoriously corrupt public institution deal with the problem of entrenched corruption? Drawing on a particular case set in a Latin American country, we will examine the several tactics that one particular minister deployed when arriving in such an institution. We will then compare the approach taken in that case with experiences of the programme participants in other contexts and from lessons learned about culture change in the commercial sector. We next examine the tactics used by those outside turnaround target-institution--investigators, prosecutors, auditors, overseers, and stakeholders in other sectors--to encourage or reinforce a turnaround.

Participant Presentations

Throughout the programme, all participants will be constructing a turnaround strategy for the new leader of a real or fictional public-sector institution. In this session, participants will present their strategies to each other.

Practical Lessons

In the final session, we will pull together the practical lessons that participants can apply in their own contexts. We will review the materials and conclusions from the previous five sessions and debate their limitations and their promise.

ADVANCE READING

Advance Reading and Preparation

The following must be read in advance. There will be supplementary readings and resources available at the end of the programme for those who wish to read further. The programme is intense and there will not be time to do the advance reading in the course of these days.

1. Chinua Achebe, *A Man of the People* (1966)
2. Ivan Krastev, *Shifting Obsessions: Three Essays on the Politics of Anticorruption* (2004), “Preface” and “When ‘Should’ Does Not Imply ‘Can.’ The Making of the Washington Consensus on Corruption.”
3. Rosebeth Moss Kanter, “The Leadership and Psychology of Turnarounds” in *Harvard Business Review*, June 2003.
4. ‘Sign here’: politics and integrity in public administration (A), 4 April 2023
5. Confronting corruption in Paraguay’s housing ministry, 13 October 2021

In addition, each participant must prepare for the Scale of Corruption session by (1) reviewing the CPI data for a single country of their choice and (2) answering three questions based on the data and their own experience of that country. The CPI data and the three questions are distributed electronically to all participants in advance of the programme.