



Public Corruption Turnarounds

17 – 19 May 2023

Blavatnik School of Government
University of Oxford

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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, <i>"The Leadership and Psychology of Turnarounds," HBR</i>	11:00 – 12:30 Group Presentations and Commentary
	12:30 – 13:30 Lunch & Group Photo	12:30 – 13:30 Lunch	12:30 – 13:30 Lunch
	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
18:00 Registration & Drinks	15:00 – 15:15 Coffee break	15:00 – 15:15 Coffee break	15:00 Closing ceremony
18:30 Opening Dinner: Confronting Corruption Case Reading: <i>Sign Here</i>	15:15 – 16:30 Scale of Corruption (cont.)	15:15 – 16:30 Turnaround Tactics: Summary	
St Hilda's College	18:30 Dinner	18:30 Dinner	

FACULTY



Chris Stone

Professor of Practice of Public Integrity, Blavatnik School of Government

Chris Stone is Professor of Practice of Public Integrity. Chris has blended theory and practice throughout a career dedicated to justice sector reform, good governance and innovation in the public interest, working with governments and civil society organisations in dozens of countries worldwide. He has served as president of the Open Society Foundations (2012–2017), as Guggenheim Professor of the Practice of Criminal Justice at Harvard's Kennedy School of Government (2004–2012), as faculty director of the Hauser Center for Nonprofit Organizations at Harvard University (2007–2012), and as president and director of the Vera Institute of Justice (1994–2004). He is a graduate of Harvard College, the Institute of Criminology at the University of Cambridge, and the Yale Law School. At the Blavatnik School, Chris's work focuses on public corruption turnarounds: the leadership challenge of transforming cultures of corruption into cultures of integrity in government organisations, large and small. As an affiliate of the Bonavero Institute of Human Rights within the University's Faculty of Law, Chris serves as the principal moderator for the Symposium on Strength and Solidarity for Human Rights.



Izabela Corrêa

Member of the Chandler Sessions on Corruption and Integrity and Managing Editor for its Paper Series

Izabela has been dedicated to the themes of integrity and anti-corruption academically and as a practitioner for over fifteen years. She is currently serving as the Secretary for Public Integrity at the Brazilian Office of the Comptroller General. Prior to that, she was the Postdoctoral Research Associate for the Chandler Sessions on Integrity and Corruption. She has also served in the Brazilian Central Bank (2017–2021), and in the Brazilian Office of the Comptroller General (2007–2012), where she led a team of public officials that oversaw the development and implementation of high-impact transparency and integrity policies, and the Brazilian Central Bank. Izabela holds a PhD in Government from the London School of Economics and Political Science (2017) and a master's degree in political science from the Federal University of Minas Gerais (UFMG) in Brazil. She is a member of the Chandler Sessions and the managing editor of its paper series (2021–2024).

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.

ARRIVAL GUIDE AND PRACTICALITIES

Accommodation - Cotswold Lodge Hotel

Accommodation is reserved for you at the Cotswold Lodge Hotel, which is less than one mile from the Blavatnik School of Government, a 12-minute walk. Hotel address and contact:
66A Banbury Road, Oxford OX2 6JP, + 44 (0)1865 512121

- Check-in time: Tuesday 16 May from 16:00
- Check-out: Friday 19 May before 11:00



Please note that all pre-arranged additional night's accommodation and incidentals must be settled with the hotel upon check out. If you need to extend the dates of your reservation, please contact Cotswold Lodge Hotel directly, and they will be pleased to assist you: please contact **Adrian** at enquiries@cotswoldlodgehotel.co.uk.

The Blavatnik School of Government

All lectures will take place in Tun Razak Lecture Theatre, at the Blavatnik School of Government, which is located on 120 Walton Street, Oxford OX2 6GG.

Designed to support the School's mission of inspiring and promoting better government around the world, the Blavatnik School of Government's award-winning building provides a purpose-built home for a vibrant academic community. It was developed by internationally renowned architects Herzog & de Meuron.



The building has been hailed as a stunning addition to Oxford's historic skyline, and most of all through its design represents the values of openness, collaboration and transparency that are key to the School's overall mission of improving public policy.

The Inamori Forum, at the heart of the building, represents the values of openness, communication and transparency and the building's circular shape is akin to government buildings around the world and at the same time resonates with some of Oxford's most iconic buildings, such as the Radcliffe Camera and the Sheldonian Theatre.

After becoming operational at the end of 2015, the building was officially opened by HRH The Duke of Cambridge in May 2016.

USEFUL INFORMATION

Dress-code

The Blavatnik School of Government has no particular requirements relating to day-to-day wear. Many of our students, programme participants, and staff alike often dress in 'smart casual' or 'business casual' clothing

Spring in Oxford

Although UK weather is unpredictable, it is rarely extreme. In May, the average temperature is usually between 10-14 degrees Celsius. The lows at night are around 3-5 degrees Celsius. There may be some rainy days, but hopefully some brighter ones too.

Welcome dinner, Tuesday 16 May

On Tuesday 16 May, there will be a drinks reception at 18:00 at the St Hilda's College, followed by a welcome dinner at 18:30. College address: **St Hilda's College, Cowley Place, Oxford, OX4 1DY**

Meals

All meals during the programme are included:

- Breakfast: a continental and full breakfast buffet available at the hotel from 7am to 10am from Monday to Friday, and from 8am to 10.30am on Saturday and Sunday.
- Lunch: served daily at scheduled times at the Blavatnik School. This will be a hot and cold buffet.
- Dinner: served at the scheduled times and locations.

Fire safety and evacuation

Make yourself familiar with the re evacuation routes around the building. These are marked by green directional signage and are indicated on the map in the health and safety information. The fire alarm sounders are tested at 8:30 on Friday mornings. No action is needed unless the sounders continue for a prolonged period. If the fire alarm sounds at any other time please evacuate the building form the nearest route and make your way to the assembly point towards Somerville College (map in the health and safety information provided).

Smoking

Smoking and vaping are not permitted inside the building or on the terrace. There is a designated smoking area outside, behind the building on the left side.

Food and drink

You may only take water in a secure valve-top bottle into the Lecture Theatres and teaching rooms: no food or hot drinks are allowed. You will enjoy your tea and coffee breaks as well as lunch in other areas of the School.

Medical care and emergencies

If you need urgent medical care with a situation that is very serious or life threatening call 999 and either request an ambulance or make your way to “Accident and Emergency” at the John Radcliffe Hospital.

For less urgent medical situations you can call 111 for advice, or call a general practice listed below and make an appointment. Many doctors will reserve appointments each day for emergencies. Do call early in the morning to book a same-day appointment.

For minor problems, make your way to a local chemist or pharmacy. Many pharmacists are happy to offer advice

Hospital

John Radcliffe Hospital

Telephone: 01865 741166

Address: Headley Way, Headington, Oxford, Oxfordshire, OX3 9DU

Website: <http://www.ouh.nhs.uk/hospitals/jr/default.aspx>

Doctors

Dr K E Kearley And Partners - Jericho Health Centre

Telephone: 01865 429993

Address: New Radcliffe House, Walton Street, Oxford, Walton Street, Oxford, Oxfordshire, OX2 6NW

Website: <http://www.gpjerichotwo.co.uk/>

Pharmacy

Boots Pharmacy Oxford

Address: 8-10 Cornmarket Street, Oxford, Oxfordshire, OX1 3HL

Telephone: 01865 247461

Dental

33 Beaumont Street Dental Practice

Address: 33 Beaumont Street, Oxford, OX1 2NP Telephone: 01865 557 933

Website: <http://www.33beaumontdtreet.com/general-dentistry>.

USEFUL CONTACTS

Here are some of the key phone numbers and email addresses you might need during your time on the programme. If in doubt, you can always approach one of the Executive Programmes team who will be accompanying you throughout the programme, or speak to the reception team at the front desk.

- **Blavatnik School of Government Reception:** +44(0)1865 614343
- **Fiona Kam**, Programme Administrator: fiona.kam@bsg.ox.ac.uk; +44(0)1865 614307
- **Executive Programmes team:** pctp@bsg.ox.ac.uk
- **Chris Stone**, Programme Director: christopher.stone@bsg.ox.ac.uk