



## Elements of an integrity strategy<sup>1</sup>

*Prepared by Katalin Pallai on the basis of Robert Klitgaard: Anti-Corruption after the Scandals, June 2007*

“Some administrative systems are more susceptible to corruption than others. A metaphorical equation applies: corruption equals monopoly plus discretion minus accountability. If an official has monopoly power over a good or service, the discretion to decide how much a particular client receives, and is not accountable, then there will be a tendency toward extortion or bribery.”

Elements of an anti-corruption strategy:

1. Transformation of institutional culture:
  - a. “fry a big fish (or two).” – this can be a symbolic message.
  - b. “change the institutional culture by “picking low-hanging fruit.” - These may be sufficient to put an end to pessimism and to change the expectations.
  - c. “bring in new blood”: committed young people who can work together with veteran managers and bring a fresh approach.
2. Mobilisation and coordination: the coordinated activity of several participants is necessary, and all knowledge possessed by those players needs to be pooled.
  - a. Paradox: it is necessary to have a strong leader; not an autocratic one but rather someone who have capabilities for mobilisation and coordination.
  - b. It is important to mobilise associates and involve external players in monitoring (even international analysts and civilians may help).

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3. System reforms
  - a. A new system, which is more than a set of rules.
  - b. Reduction of monopoly and discretionary decisions, improvement of transparency.
    - i. Reduction of monopoly by means of competition.
    - ii. Reduction of discretionary power by ensuring that the rules are known and understood by everyone; even simplification, if possible.
    - iii. Strengthening of accountability: complaint management, external audit and monitoring, the news media as a partner.
  - c. Changing of the risk-benefit ratio of corruption. If possible, it is recommended to modify the whole basis of the corruption calculation.
    - i. It would be favourable if salaries in the public sector reached at least 80% of those in private enterprises.
  - d. Setting an example of ethics, ethical initiatives.
4. Subverting corruption: corruption may become a system similar to organised crime: with a recruitment procedure, a hierarchy, bonuses and penalties, procedures for signing contracts and compliance with them. However, this parallel system may also have some weaknesses:
  - a. Necessity of secrecy/confidentiality.
  - b. Question: how can it be destabilised? – through mobilisation to analyse, document, publicize to subvert organized corruption.