



# E-PARCC

## COLLABORATIVE GOVERNANCE INITIATIVE

Syracuse University

Maxwell School of Citizenship and Public Affairs

Program for the Advancement of Research on Conflict and Collaboration

## **Corruption in the Republic of Atlantikk**

### **SIMULATION**

#### **Background**

In 2000, after more than 3 decades of civil war and instability, the Republic of Atlantikk emerged as a fledgling democracy. Although many have worked hard to develop its institutions and economy to bring stability and prosperity to its growing population, public organizations at all levels of government are weak and plagued by systemic institutional corruption. This rampant corruption has made the Atlantikk government incapable of addressing the extreme poverty, environmental degradation, and insecurity that afflicts its population. As a result, the general public perceives public administration in Atlantikk to be ineffective and wasteful.

Corruption, which is generally defined as the abuse of entrusted power for private gain, can take many forms. Throughout the years, government insiders and members of the public have reported corruption at all levels of government in Atlantikk. However, domestic and international attention have focused primarily on the national level, where there are numerous reported cases of bribery, embezzlement, trading in influence, extortion, money laundering, nepotism, judicial fraud, cronyism, and other integrity violations involving officials in the Cabinet of the Prime Minister, parliament, administrative agencies, the National Police Force, the judiciary, and just about every other governmental body. Few of the reported cases have been investigated with any rigor, and only a handful of relatively low-level public servants have been prosecuted. Consequently, the international and domestic press have dubbed Atlantikk “the nation of impunity.”

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The people of the Republic of Atlantikk have suffered the negative effects of corruption in areas such as health care, education, infrastructure, and the environment. For example, administrators in charge of procuring medicines and medical supplies for public hospitals and clinics have falsified documents to embezzle public funds. This has led to severe shortages of medicine, affecting people facing not only in life or death emergencies, but also those needing basic, preventative care. Similarly, the public education system has suffered under cases of trading in influence and money laundering. For many years, the Ministry of Education has tried to bring schools to remote areas where access to education has prevented its citizens from reaching their full potential and improving their quality of life. However, there have been several cases where funds allocated for the building of schools never reached the intended communities, and instead were used to construct luxury homes abroad for public officials. Finally, the lack of enforcement against the unlawful and environmentally destructive clearing of precious forests and the extraction of natural resources such as petroleum in remote areas of the Republic of Atlantikk have provided shocking evidence of bribery and extortion, often involving the police and forest service officials. This is a big cause of concern for citizens who understand the importance of maintaining ecosystems for clean water and productive soils. Moreover, tourism, which is a major driver of economic development in many areas of the country, has been affected by the illegal clearing of forests and pollution.

These cases, which are just the tip of the iceberg, shed light on the direct and indirect impacts that corruption has on the citizens of the Republic of Atlantikk. Many administrations have vowed to tackle corruption; however, this has largely been lip service, and in many cases, national leaders have made corruption an even worse of a problem for every day citizens. In large part, corruption has been perpetuated due to the lack of accountability and transparency measures at many levels of public administration. There is widespread agreement (among citizens and some leaders) that the only way to address the lack of transparency and accountability is through new leadership that addresses these issues in a collaborative manner.

In early 2014, newly-elected Prime Minister (PM) Melgar took office after a tumultuous, and sometimes dangerous, campaign, which was frequently affected by threats and disruptions from the opposition. His campaign platform, which centered on the need for anti-corruption, integrity promotion, and sustainable development, was widely popular among the people, and particularly among the poor. However, he had far less support from the elite and from the business sector because their power might be diminished by reforms. Moreover, his platform greatly upset those who benefited from the current corruption, as the PM's proposed reforms threatened the arrangements that generated their prosperity. Nevertheless, he is committed to a path that moves the nation toward transparent, honest, and ethical public administration.

Shortly after taking office, PM Melgar created an Advisory Committee, composed of diverse Cabinet members and international academics and experts. The Advisory Committee was tasked with collaborating to assess the challenges of and opportunities for combating corruption in Atlantikk,

develop ideas for anti-corruption reforms based on international innovations and best practices, and devise an independent process for selecting among the reforms. After a six-month investigation, the Advisory Committee produced a lengthy report that discusses the challenges of addressing corruption in Atlantikk, the opportunities for fighting corruption (including the UN Convention Against Corruption, the UN Sustainable Development Goals, and the recent Transparency International Agreement), and three ideas for anti-corruption reforms (including the creation of a UN International Commission against Impunity and Corruption, the creation of a Board of Transparency and Public Ethics, and privatization of public companies in several sectors). A summary of the *Advisory Committee Report on Corruption in Atlantikk* is in the next section.

Based on their research, the Advisory Committee recognized that anti-corruption efforts will be controversial and will need broad support to be successful. Therefore, the Advisory Committee suggested that PM Melgar create a collaborative platform for relevant stakeholders to deliberate and make recommendations about the best way forward. PM Melgar has agreed to this approach. He is eager to take action to address the concerns of the international community, and to promote and implement anti-corruption reforms and policies in Atlantikk.

To that end, PM Melgar has called for an Anti-Corruption Task Force (ACTF) composed of representatives from several government ministries and civil society and international organizations to collaborate and deliberate on the ideas in the Advisory Committee Report, and put forward a proposal to address corruption in the Republic of Atlantikk. The PM is open to (and encourages) additional, new ideas that have not yet been proposed. The ACTF will use a competitive Request for Proposals (RFP) to increase the creativity and likely success of anti-corruption reforms. Eight organizations were selected to participate in the RFP process: (1) the Atlantikk Ministry of Justice, (2) the Atlantikk Ministry of Foreign Affairs, (3) the Atlantikk Ministry of Sustainable Development, (4) the United Nations, (5) the United States Agency for International Development, (6) the World Bank, (7) Transparency International, and (8) People United Against Corruption, an Atlantikk NGO.

The PM and the Advisory Committee understand that having a politically-appointed stakeholder group collaborate and deliberate on the best approaches to anti-corruption reform could raise issues about the legitimacy of their efforts, particularly if the only actors were national ministries and highly influential (and well-resourced) international organizations such as the United States Agency for International Development (USAID) and the World Bank. For this reason, they decided to include other civil society organizations such as the United Nations, Transparency International, and People United Against Corruption, as the missions of these organizations might help to balance the influence of the ministries, USAID, and the World Bank.

While the representatives of all of these organizations are expected to collaborate in good faith for the advancement of transparency and anti-corruption efforts in the Republic of Atlantikk, the PM and the Advisory Committee recognize that collaboration will be difficult and will generate some tensions.

However, they also hope that this effort will produce the best reform proposals for the country. Moreover, they realize that this collaboration is just the beginning of a longer term effort; ultimately, these (and potentially other) organizations may be called upon to maintain their collaborative efforts while the anti-corruption reforms are implemented.

Top-ranking officials in each of the eight organizations selected representatives to participate in the RFP process. The representatives were selected based on a variety of criteria, such as expertise, organizational loyalty, collaborative capacity, and other knowledge, skills, and abilities. Each administrator was assigned to an ACTF Team. Each ACTF Team will collaborate to develop a proposal for addressing corruption in Atlantikk. The Advisory Committee will conduct a hearing during which the ACTF Teams present their proposals. The Advisory Committee will then evaluate the proposals for their creativity and feasibility in both the short- and long-term, and determine which proposal is most likely to be a success. All members of the winning ACTF Teams will be offered a prestigious position in further designing and implementing the reforms. Given this unique and creative approach to addressing the corruption problem, it is likely that the winning team members will receive international press attention and significant prestige.

**Your task is to work collaboratively with your ACTF Team to identify and make recommendations about the best way to address corruption in the Republic of Atlantikk. Your ACTF team will present its proposal to the Advisory Committee, and is competing against the other ACTF Teams in the RFP process.**

### **Abbreviations and Acronyms:**

<b>ACTF</b>	Anti-Corruption Task Force
<b>BTPE</b>	Board of Transparency and Public Ethics
<b>CPI</b>	Corruption Perceptions Index
<b>MOFA</b>	Ministry of Foreign Affairs
<b>MOJ</b>	Ministry of Justice
<b>MOSD</b>	Ministry of Sustainable Development
<b>PM</b>	Prime Minister
<b>PPPs</b>	Public Private Partnerships
<b>PUAC</b>	People United Against Corruption
<b>RFP</b>	Request for Proposals

<b>SDGs</b>	Sustainable Development Goals
<b>TIA</b>	Transparency International Agreement
<b>TI</b>	Transparency International
<b>UNCAC</b>	United Nations Convention Against Corruption
<b>UN</b>	United Nations
<b>USAID</b>	United States Agency for International Development

## **Summary of the Advisory Committee Report on Corruption in Atlantikk**

### **The Challenges of Fighting Corruption in Atlantikk**

The Advisory Committee concluded that potential anti-corruption reforms in Atlantikk are beset by a paradox. On one hand, the lack of funding is a major challenge to combating corruption in Atlantikk. Given rampant poverty, ineffective taxation systems, wasteful government programming, and corruption, Atlantikk simply does not have the internal revenue needed to implement significant anti-corruption reforms. On the other, the problems of corruption impede the ability of the government to generate international aid and funding to support change efforts in these and other areas.

International organizations such as the United States Agency for International Development (USAID) and the World Bank are increasingly withholding funding to countries with high rates of corruption. Behind these decisions is both a logic and a fear that funding will not reach its intended beneficiaries and be used for societal development, but rather will be funneled to maintain the luxurious lifestyles of government officials and elites, who, in many cases, have direct influence over development project contracts.

To determine the levels of corruption in nations and to encourage nations to implement anti-corruption initiatives, the World Bank and USAID jointly conduct corruption risk assessments. The latest Atlantikk risk assessment was not good. The report identified several issues that affect the ability of the Republic of Atlantikk to effectively address corruption in government. The nation does not possess the system of checks and balances required to advance transparency and accountability. It lacks laws and regulations to prevent and address systemic institutional corruption, which in turn undermines and paralyzes the authority of the justice system. The nation has a struggling economy, which means that public servants are overworked and underpaid, making them susceptible to bribery, embezzlement, and other integrity violations. The report also noted that the stronghold of corruption in the nation is so formidable that there are ministries where auditors have not been able to access files for years. Moreover, organized

criminals have a hold on the police (allowing them to evade investigation and prosecution) and the customs authority (resulting in the failure to collect tariffs on imported and exported items).

The assessment report concluded: “The reality is that corruption is found everywhere in Atlantikk, and the government is plagued by inaction. Unless a meaningful effort is made to combat corruption, the World Bank and USAID will revoke the nation’s eligibility for funding and other support.”

### **The Opportunities for Fighting Corruption in Atlantikk**

In its review, the Advisory Committee identified numerous existing opportunities for combating corruption, but highlighted three as being particularly significant, largely because of their associated prospects for funding: (1) the UN Convention Against Corruption; (2) the UN Global Sustainable Development Goals; and (3) a recent Transparency International Agreement. Each of these opportunities is discussed briefly below.

#### ***The UN Convention Against Corruption***

The corruption problems affecting developing countries such as the Republic of Atlantikk are not a secret to the international community, and many international organizations have repeatedly warned that development will continue to be slow and ineffective if governments do not implement reforms. With this in mind, the international community has come together over the last few decades through diverse treaties and initiatives to address the systemic institutional corruption that affects many governments around the world.

The UN has served as a particularly important forum for discussion and action on the issue of corruption. In 2005, UN discussions on corruption culminated in the development of the UN Convention Against Corruption (UNCAC; see <https://www.unodc.org/unodc/en/treaties/CAC/>), the first globally binding anti-corruption treaty. Among the more interesting features of UNCAC are its progress review and resource allocation mechanisms. Specifically, parties to UNCAC meet every couple of years to review the progress of countries in implementing anti-corruption efforts. Based on these progress reviews, the parties can allocate resources to nations to help facilitate and implement the goals of the treaty. These resources are mostly composed of technical advice in judicial matters that covers the prevention and criminalization of corruption; international cooperation aimed at strengthening international law; legal assistance to fight against corruption; and asset recovery, considered a fundamental principle of the UNCAC, which provides a legal pathway to recover public funds that have been embezzled and transferred to other countries.

Although the Republic of Atlantikk immediately ratified the UNCAC, it has never implemented any of the reforms necessary for achieving the intended goals of the treaty; thus, Atlantikk is currently ineligible for any of these important resources. Were Atlantikk to take steps toward implementing anti-corruption reforms, these resources could become available.

## **The UN Global Sustainable Development Goals**

In 2015, the United Nations (UN) presented the Global Sustainable Development Goals (SDGs; see <http://www.undp.org/content/undp/en/home/sustainable-development-goals.html>) to serve as a framework for all 193 Member States to sustainably address social and economic inequalities, environment problems such as climate change, and security issues. The SDGs, which have to be met by 2030, are expected to cost approximately \$3-5 trillion. The UN, the World Bank, and various international development agencies have agreed to provide support to Member States to develop their SDG plans.

Of the 17 SDGs, Goal 16 may be the most important for the Republic of Atlantikk (see <http://www.undp.org/content/undp/en/home/sustainable-development-goals/goal-16-peace-justice-and-strong-institutions.html>). Goal 16 focuses on promoting just, peaceful, and inclusive societies for sustainable development. It also includes specific anti-corruption targets and indicators aimed at substantially reducing corruption and bribery in all their forms; developing effective, accountable, and transparent institutions at all levels; and ensuring responsive, inclusive, participatory, and representative decision-making at all levels. The articulation of Goal 16 demonstrates the commitment of the international community to combatting corruption and improving institutional effectiveness. Many in the international community, including PM Melgar and his Advisory Committee, believe that Goal 16 is the keystone for all of the other SDGs. Simply put: sustainable development cannot be achieved if governmental corruption is the norm.

The PM's strong support for implementing sustainable development policies in the Republic of Atlantikk led him to create a Ministry of Sustainable Development (MOSD) as one of his first acts in power. MOSD has been tasked with developing a national plan for sustainable development that brings together social, economic, and environmental pillars. The mission of MOSD is based on the 1987 UN Brundtland Commission Report, *Our Common Future*, which coined the term 'sustainable development' and defined it as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

The Advisory Committee believes the SDGs are a great opportunity to secure development funding to improve the population's quality of life. However, international funding for the SDGs will only be given to countries that are proactive in addressing institutional corruption and willing to implement anti-corruption reforms to bring transparency and accountability to their governments.

## **The Transparency International Agreement**

Since its founding in 1993, the highly respected German-based NGO, Transparency International (TI), has helped to move the issue of corruption to the front and center of international and national discussions about governance and development. A major feature of TI's work is the publication of the Corruption Perceptions Index (CPI), an annual report that scores countries on how corrupt their public

sectors are seen to be by analysts, businesspeople, and experts around the world. Atlantikk is consistently ranked very low on the CPI compared to other developing countries.

Shortly after his election, PM Melgar signed a Transparency International Agreement (TIA) with TI. This landmark agreement is extraordinary for numerous reasons, not the least of which is its historic significance: TI has only signed agreements with local NGOs dedicated to anti-corruption and transparency in public institutions - this is the first agreement to be signed at the national level and could potentially serve as a model for others if it goes well.

The TIA is intended to promote transparency, combat corruption, and strengthen the justice system in Atlantikk. The TIA is also very ambitious - it aims to address corruption in six main sectors of the government: security, taxation, education, health care, public infrastructure, and environment. Although TI will draw on its network to provide expert support for efforts, responsibility for decision making and implementation rests squarely on the shoulders of the Atlantikk government.

About five years ago, an NGO called People United Against Corruption (PUAC) was established. Since then it has emerged as a very strong, anti-corruption advocacy organization. PUAC has been particularly savvy in its use of social media and has developed a strong following of supporters in Atlantikk. PUAC has also done a great job of raising public awareness about government corruption, and wants to ensure that the TIA is implemented through a transparent process.

Despite some skepticism and pushback, most of the public and many in the government support the TIA. Of course, everyone understands that the TIA is only a first step; it will be meaningless unless Atlantikk implements concrete and sustainable anti-corruption reforms and policies. Nevertheless, the Advisory Committee believes that the TIA can serve as an important signal to the public and the international community about the willingness of Atlantikk to combat corruption. The Committee also believes that the TIA can be leveraged to help secure international funding for anti-corruption efforts.

### **Ideas for Anti-Corruption Reforms**

Based on its research about international innovations and best practices in anti-corruption reforms, the Advisory Committee has put forward three ideas: (1) the creation of a UN International Commission against Impunity and Corruption, (2) the creation of an Atlantikk Board of Transparency and Public Ethics, and (3) Privatization of public companies in several sectors. Each of these proposals is discussed briefly below.

#### **UN International Commission against Impunity and Corruption**

One idea is to work with the UN to develop an International Commission against Impunity and Corruption (hereinafter 'Commission'). The logic behind this proposal is simple: the Atlantikk law enforcement and justice systems are rife with corruption and too weak to effectively investigate and prosecute cases; therefore, an independent and internationally staffed entity is needed to do this work.

There is precedent for such an entity - a similar approach to addressing impunity and corruption among public officials and organized crime was used in a neighboring country with great success (Hudson & Taylor 2010; Beltran 2016).

While the details would need to be worked out, the Advisory Committee believes that such a Commission should serve as an independent entity mostly staffed by international experts in investigative matters and anti-corruption policies. The purpose of the Commission would be to strengthen the Ministry of Justice; identify, investigate, and prosecute cases of corruption in government; and provide advice to the parliament on anti-corruption reforms and policies. Because the Commission would be backed by the UN, it would be eligible for funding through the voluntary contributions of UN Member States. It could also be eligible for funding under the UNCAC treaty and the UN SDGs, and could garner support from international organizations such as the World Bank and USAID. The continuity of funding, however, would depend on the country's success in implementing the reforms and polices recommended by the Commission.

Creating this Commission would not be an easy task. The parliament of the Republic of Atlantikk would have to agree to the establishment of such a Commission, and support may be difficult to find because of concerns about national sovereignty. Moreover, it would require a lot of negotiation between the Republic of Atlantikk and the UN, as well as backing from the broader international community. Nevertheless, the Commission is seen by many as a viable option for addressing the entrenched corruption in the government and combating the organized crime that has come to wield so much power in government organizations and entities.

### **Atlantikk Board of Transparency and Public Ethics**

A second idea calls for the establishment of a Atlantikk Board of Transparency and Public Ethics (BTPE), an independent entity whose purpose would be to track and prevent corruption in the bureaucracies of the Republic of Atlantikk. Such Boards have been used successfully in numerous nations around the world (Buquet & Pinerol 2014; Heilbrunn 2004). Based on an examination of international best practices, the Advisory Committee has proposed that the anti-corruption powers of the BTPE be at least three-fold.

First, the BTPE would serve in an advisory capacity. Specifically, it would develop and disseminate principles and standards for public ethics and integrity to be included in anti-corruption legislation; advise the government about public policies, regulations, and actions that foster and strengthen transparency in government administration; provide expert assistance on anti-corruption matters brought forward by the parliament and judiciary; and determine whether the country is meeting its obligations under relevant international commitments and conventions.

Second, BTPE would serve in an oversight role. Specifically, it would coordinate and monitor a newly created public official affidavit system, in which all public officials are obligated to report their assets and

income earnings each year. BTPE would collect and compare the affidavits to official salaries to determine whether officials are engaging in corrupt activities, such as embezzlement, bribery, or money laundering. BTPE would report on irregularities and make recommendations about investigations and prosecutions to the judiciary.

Finally, BTPE would play an educative role. Specifically, it would develop and implement a nation-wide training program that included ethical standards for public employees, best practices in transparency, and information about agency-specific anti-corruption efforts.

The parliament would have final authority to create the BTPE and determine the contours of its authority and power, and the degree of sophistication and influence endowed to the new entity would certainly affect its success. One widely acknowledged strength of this approach is that the BTPE would be an independent body that operated autonomously from all sectors of the government. However, without substantive prosecutorial or enforcement powers, many doubt both its viability and its ability to effect change. Moreover, many politicians and high-level bureaucrats are likely to oppose such an entity, and adding more powers to its repertoire would certainly reduce the likelihood of parliamentary action. Nevertheless, such an approach would maintain sovereignty and make Atlantikk eligible for international funding and aid. Thus, it could be a good first step in the nation's long-term anti-corruption efforts.

### **Privatization**

A third proposal calls for the privatization of public companies in several sectors, including: healthcare, energy, telecommunications, mining, water, and railroads. Privatization has been used in numerous developing countries to reduce corruption with varying degrees of success. Underlying this proposal is the belief that corruption in public enterprises stems from a lack of accountability and transparency, which prevents the effective and efficient management of resources (Rose-Ackerman 1996; Boycko et al. 1996).

Proponents assert that privatization of public sector enterprises would ameliorate these problems (Megginson & Netter 2001; Sheshinski & López-Calva 2003). Specifically, they point to economic theory to argue that because private companies seek to generate profits, the potential loss of profits serves as a big incentive to address corruption, mismanagement, and other malfeasances. Moreover, they believe that privatization will allow more companies to enter the market, which will increase competition and encourage a focus on efficiency, effectiveness, and profitability. The benefits of these activities will ultimately lead not only to the better and more equitable provision of services, but also higher employment and national economic growth.

Opponents do not necessarily disagree with this theory, but point to numerous cases in practice where privatization has not worked because of cronyism (the appointment of friends and associates to positions of authority, without proper regard to their qualifications). Specifically, they are concerned

that privatization will simply give control of public enterprises to insiders and elites, who will use their wealth and power to leverage special tax breaks and government subsidies and exploit the lack of regulations protecting employees and the environment. They believe that this will increase corruption, unemployment, environmental degradation, and the unequal distribution of resources, and ultimately will have regressive distributive economic effects that exacerbate existing inequalities and undermine social well-being (Birdsall & Nellis 2003; Mckenzie et al. 2003; Shleifer 1998; Stiglitz 2002).

Research suggests that the success or failure of privatization is dictated, in part, by the level of transparency and oversight involved in the mechanisms of implementation. In developing countries, one of the most common mechanisms for privatization involves putting a public enterprise up for auction to the best bidder. This mechanism, if done transparently, can help avoid situations in which highly connected wealthy individuals gain control of public enterprises (Boehm & Olaya 2006).

Another approach has been the use of public-private partnerships (PPPs), which have become popular in developing countries that want to improve public service delivery and transition to a more transparent and accountable system of governance (Jamali 2004; Mouraviev et al. 2016). PPPs can address some of the market failures that result from complete privatization by providing a platform for shared assets and responsibilities through a formal agreement between the public and the private sectors. Thus, PPPs can serve to simultaneously uproot government corruption, regulate the activities of the private sector, and improve the effectiveness and efficiency of service delivery to the general public. However, these benefits only materialize if PPP agreements are clear, complete, and fair, which can be a challenge in countries such as Atlantikk.

For privatization or PPPs to be successful in any country, governments need to have a strong public administration sector that regulates and monitors activities to prevent continuing corruption (Dharwadkar et al. 2000). Moreover, the parliament would have to agree on which (if any) sectors to privatize, and the relevant ministries would need to work to develop the plans and agreements. This is likely to prove challenging, as privatization has long been a dirty word in the Republic of Atlantikk, one that generates backlash and opposition from both the public and private sector employees.

## **Conclusion**

The *Advisory Committee Report on Corruption in Atlantikk* aimed to identify the challenges of and opportunities for addressing corruption in Atlantikk, as well as ideas for anti-corruption reforms. It recognized that transparency must be the driving force behind all government decision making and policy implementation and is of paramount importance for the short- and long-term sustainable development of the nation. The Advisory Committee put together the report with a great sense of duty and respect for public service, and hopes that the Republic of Atlantikk will be able to implement the necessary reforms to move the country toward a path of transparency and sustainable development.

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## **Role Play Instructions**

### **Note to Students**

This role play is designed to illuminate the challenges and complexities of public administration and corruption in an international setting characterized by significant ambiguity, expectations for collaboration, and divisive organizational politics. Your task is to collaborate with your Anti-Corruption Task Force Team to develop a proposal for addressing corruption in the Republic of Atlantikk. You are expected to be respectful and not draw caricatures of these organizations, their administrators, or their objectives during this role play.

Your instructor will assign you to represent one of eight organizations, and will provide you with confidential information about your organization. Your instructor will also assign you to an Anti-Corruption Task Force (ACTF) Team that has at least one representative from each of the organizations involved. The members of your ACTF Team will collaborate to develop a proposal for fighting corruption in the Republic of Atlantikk; however, your ACTF team is in competition with the other ACTF Teams. All ACTF Teams will present their proposal to the Advisory Committee, who will select the winner.

### **Scenario**

The Republic of Atlantikk, a developing country, has long experienced numerous problems with corruption in government. In early 2014, newly-elected Prime Minister (PM) Melgar took office. His campaign platform centered on anti-corruption, integrity promotion, and sustainable development. To help determine the best way to address rampant corruption, PM Melgar convened an Advisory Committee, composed of Cabinet members and international academics and experts. He tasked the Advisory Committee with developing ideas for anti-corruption reforms based on international innovations and best practices and devising an independent process for selecting among the reforms. After a six-month investigation, the Advisory Committee produced a lengthy report that culminated in three reform ideas: (1) the creation of a UN International Commission against Impunity and Corruption; (2) the creation of an Atlantikk Board of Transparency and Public Ethics; and (3) Privatization of public companies in several sectors (for more information, see the Background Paper).

PM Melgar understands that any reforms will need the approval of the public and the international community. Thus, with a recommendation from the Advisory Committee, he has created an Anti-Corruption Task Force (ACTF) and a competitive Request for Proposals (RFP) process to generate creative and feasible proposals for anti-corruption reforms. Eight organizations are participating in the ACTF: (1) the Atlantikk Ministry of Justice, (2) the Atlantikk Ministry of Foreign Affairs, (3) the Atlantikk Ministry of Sustainable Development, (4) the United Nations,

(5) the United States Agency for International Development, (6) the World Bank, (7) Transparency International, and (8) People United Against Corruption, an Atlantikk NGO.

Top-ranking officials in each organization selected several administrators to participate in the RFP process. These administrators were selected based on a variety of criteria, such as expertise, organizational loyalty, collaborative capacity, and other knowledge, skills, and abilities. Several “ACTF Teams” with representatives from each organization were then created. Each ACTF Team will collaborate and deliberate on the ideas and information provided by the Advisory Committee and develop a proposal for anti-corruption reforms in the Republic of Atlantikk. The proposals will be presented to the Advisory Committee, who will evaluate them for creativity and feasibility in both the short- and long-term and determine which proposal is most likely to succeed.

You are one of the administrators selected for this very important job. You are excited about the prospects of your ACTF Team winning for the best proposals. In addition to being appointed to such as historic and important task force, the PM has also agreed to reward each member of the winning ACTF Teams with authority to implement their proposal. In addition, the Advisory Committee has been applauded by all major stakeholders for its unique, creative and independent approach to this problem; therefore, it is likely that the winning team members will receive noteworthy international press attention and significant prestige.

The remainder of this document provides specific instructions about the RFP process, including brief information about each of the eight organizations represented in the ACTF Teams, the RFP process and expectations for proposals, an RFP Worksheet, and negotiation instructions.

## **Participants in the ACTF Teams**

Eight national and international organizations have been selected to participate in this historic RFP process. Each ACTF Team will have at least one administrator from each organization. General information about each organization is provided below.

### **Ministry of Justice (MOJ)**

The Ministry of Justice (MOJ), headed by the Attorney General, is charged with applying and promoting the rule of law, organizing and maintaining the legal and justice systems, supporting the public prosecutor, and ensuring the public order. MOJ dedicates most of its resources to prosecuting criminals, and recently has begun to focus on investigating corruption in the government. With the right anti-corruption reforms and policies in place, the MOJ is positioned to lead the charge in transforming the culture of corruption and impunity that has come to dominate the government of the Republic of Atlantikk.

### **Ministry of Foreign Affairs (MOFA)**

The Ministry of Foreign Affairs (MOFA) represents the interests of the Republic of Atlantikk in the international community. MOFA's mission is to promote international policies aimed at advancing the economic and political standing of the Republic of Atlantikk. MOFA deals with international policy and agreements, as well as issues of trade and commerce. It also maintains foreign relations with states around the world, and with international organizations and agencies such as the United Nations, the World Bank, and USAID.

### **Ministry of Sustainable Development (MOSD)**

The Ministry of Sustainable Development (MOSD) was recently created by PM Melgar to coordinate and implement a sustainable development plan in collaboration with other ministries. Specifically, MOSD's mission is to promote sustainable development that meets the needs of the present generations without compromising the ability of future generations to meet their own needs. To do so, MOSD is in charge of facilitating the information flow between ministries and promoting the Atlantikk sustainable development plan in the international arena. The hope is that this plan can be used to meet the United Nation's Sustainable Development Goals.

### **United Nations (UN)**

The United Nations (UN) seeks to provide support to Member States and promote international cooperation in peace, security, human rights, sustainable development, humanitarian aid, environmental protection, climate change, natural disasters, and armed conflict. The UN also supports the understanding and implementation of international conventions such as the UN Convention Against Corruption. Through the Department of Political Affairs, the UN provides

support for Member States that want to implement policies to combat corruption and need funding from the international community to strengthen their judicial systems.

### **United States Agency for International Development (USAID)**

The United States Agency for International Development (USAID) is one of the major bilateral civilian foreign aid providers in the world. USAID's mission is to build democratic institutions and increase the capacity of those institutions to perform in a participatory, transparent, accountable, responsible, and democratic manner. Its anti-corruption strategy aims to assess how corruption manifests itself in a particular country, as well as the effectiveness of various institutions and control mechanisms to address the problem. In the past, it has funded development projects in the Republic of Atlantikk, but has recently decided to withdraw support given the nation's rampant corruption.

### **World Bank (The Bank)**

The World Bank (The Bank) is one of the most important international financial institutions in the world. It provides loans to developing countries and promotes foreign investment and international trade. The Bank's original mission is to work for a world free of poverty; however, in recent years, the Bank has launched initiatives aimed at combating corruption. Its current president has declared that corruption is "public enemy number one" in developing countries. The Bank's anti-corruption initiatives include sharing and applying knowledge about building institutions with greater integrity; empowering citizens with information and tools to make their government more effective and accountable; and building a movement to prevail over corruption. Loans to developing countries are conditional on their ability to address corruption and promote transparency.

### **Transparency International (TI)**

Transparency International (TI) is a highly regarded German-based NGO with the mission to fight corruption and bring transparency to countries around the world. TI is best known for publishing its Corruption Perceptions Index (CPI) that ranks countries according to their corruption levels. TI provides technical and financial support to local independent chapters and affiliates around the world that work, through research and advocacy, on promoting anti-corruption reforms and policies. TI recently signed the Transparency International Agreement with the Republic of Atlantikk, and is now working to ensure its implementation.

### **People United Against Corruption (PUAC)**

People United Against Corruption (PUAC) is an NGO in the Republic of Atlantikk. Its mission is to create awareness about corruption in public institutions, influence political discussions about corruption, and push for the implementation of reforms and policies aimed at eradicating corruption. PUAC is working with TI to promote the implementation of the agreement, and to ensure that the government keeps its promises to combat corruption at all levels of government and

in the private sector. Recently, PUAC has become interested in sustainable development, but asserts that the only way to achieve it is to address the nation's rampant corruption.

### **The RFP Process and Proposals**

The Advisory committee has generated three reform ideas that each team should discuss, including: (1) the creation of a UN International Commission against Impunity and Corruption, (2) the creation of a Board of Transparency and Public Ethics, and (3) Privatization of public companies in several sectors. Relevant information can be found in the Background Paper. PM Melgar and the Advisory Committee are open to other creative ideas for addressing corruption, as well as to combinations of various ideas.

Each ACTF Team will need to make decisions that provide short- and long-term reforms to address corruption in the Republic of Atlantikk. Specifically, each team must generate a RFP that addresses the following questions:

1. What is the core reform strategy for addressing corruption?
2. What is the implementation plan for the reform?
3. What is the time frame for implementation?

The Advisory Committee will hold hearings during which each ACTF Team will provide a short presentation on its proposal, along with a one-page RFP Worksheet (see below). Each team will answer questions from the Advisory Committee and the other ACTF Teams. The Advisory Committee will select the proposal for addressing corruption in the Republic of Atlantikk.

## **RFP Worksheet**

Each ACTF Team must complete this worksheet and submit it to the Advisory Committee at the hearings. The completed RFP Worksheet should be no longer than one, single side page. Please type your response and bring one copy for each Advisory Committee member.

Team members:

1. What is your core reform(s) strategy for addressing corruption? What is the rationale behind this strategy?
2. What is the implementation plan for the reform(s)?
3. What is the time frame for implementation?
4. What level of consensus about the overall proposal exists among all team members? Please rate on a scale where 1 = complete disagreement and 10 = complete consensus. Explain.

## **Negotiation Instructions**

You are acting as an administrator from one of the eight organizations represented in the ACTF and will receive a Confidential Organizational Information Sheet. This Information Sheet will detail your organization's mission, goals, and objectives, and explain the constraints, options, and preferences that you have as an administrator. You may not share or exchange this confidential document with individuals outside of your organization. You may not conduct research of any kind about any of these organizations, including yours.

Although you have clear constraints, options, and preferences (as provided in the Confidential Organizational Information Sheet), you are encouraged to approach the ACTF negotiation process

with creativity and flexibility and to develop options that meet multiple interests. Remember, the Advisory Committee is looking for creative solutions that meet multiple interests for corruption reforms.

The Advisory Committee recognizes that these will be challenging and contentious negotiations; therefore, failure to reach an agreement in your ACTF Team will not result in any kind of punishment. Nevertheless, you will have to explain why your team could not achieve an agreement at the Advisory Committee hearings. Moreover, failure to reach an agreement disqualifies you from the opportunities that come with succeeding in these negotiations.

**< OPTIONAL ADDITIONAL INSTRUCTIONS:** Class time has been allocated for the ACTF Team negotiations. ACTF Teams are expected to budget their time carefully so that all decision items are given due consideration. ACTF teams may decide to meet outside of class; however, all members of the ACTF Team must unanimously agree to such meetings. Total time allowed for negotiations that take place outside of the class is limited to a maximum of 2 hours. >

## **Confidential Organizational Information- The Ministry of Justice (MOJ)**

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The Ministry of Justice (MOJ) is responsible for applying and promoting the rule of law in the Republic of Atlantikk. MOJ organizes the justice system, supports the public prosecutor and is headed by the Attorney General (AG), who is appointed by the PM. MOJ's mission is to maintain the legal system and ensure the public order. MOJ dedicates most of its resources to prosecuting criminals of acts against the public order, and recently has begun to focus on investigating corruption in the government. The MOJ has worked closely with the PM in matters related to combating corruption in the government, but the lack of enforceable laws and resources makes it difficult to address the entrenched corruption that exists throughout the government.

You are a newly appointed MOJ administrator in charge of representing the AG in the ACTF. You are very excited and proud to work on this project because you understand that your work, if successful, will attract the respect of the AG and the people of the Republic of Atlantikk. The AG has given you a lot of authority to represent the interests of the MOJ with the principal goal of finding consensus on how to best tackle the corruption problems of the country. Under no circumstances can you be seen as a weak negotiator because in your hands rests the reputation of the AG and most importantly of the MOJ.

It is clear to you that the path towards a more transparent government will be very difficult; however, you understand that getting this right is seen by the PM as the key to opening the channels of funding needed to implement the SDGs and otherwise address widespread national problems. You are also well aware that the MOJ lacks the capacity to deal with the corruption problems in Atlantikk, so you not only see this as a great opportunity to reform the whole system, but also to bring more human and capital support to the MOJ. You are very passionate about the potential that the MOJ has to make a difference in combating corruption in the government, but you know that fundamental changes to the laws and the ministry are needed to really make a difference.

### **Specific Positions on Anti-Corruption Reform Ideas**

The MOJ is mainly concerned with finding solutions that maintain its authority in the justice system of the country. Therefore, you will support reforms and policies that help the MOJ fight corruption, but only if those reforms do not take away the MOJ's law enforcement power.

The MOJ is worried that the creation of a UN International Commission against Impunity and Corruption will undermine its authority; and therefore, is strongly against this option. It will not support this reform idea unless something is done to strengthen MOJ's powers to combat corruption and eliminate impunity in the legal system.

The MOJ has mixed feelings about the creation of a Board of Transparency and Public Ethics. Specifically, the MOJ does not believe that a new agency needs to be created; however, if it were created then it must be mandated to cooperate, coordinate, and share all information with the MOJ.

The MOJ is neutral about privatization. However, any privatization reforms must involve oversight from the ministry.

## **Confidential Organizational Information - Ministry of Foreign Affairs**

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The Ministry of Foreign Affairs (MOFA) represents the interests of the Republic of Atlantikk in the international community. MOFA's mission is to promote international policies aimed at advancing the economic and political standing of the Republic of Atlantikk. The ministry deals with international policy and agreements and issues of trade and commerce, and maintains foreign relations with states around the world, as well as with international organizations and agencies such as the United Nations, the World Bank, and USAID.

You are an administrator that has been appointed to represent the interests of MOFA in the ACTF, particularly in regards to any foreign relations and sovereignty discussions during the negotiations. The negotiations require a representative from MOFA because of the international interest in reforming the country to combat corruption. You are very excited to participate in the negotiations because it will get you to the table with the big international players.

You have been told to promote the interests of MOFA to the best of your abilities and to coordinate with MOJ and MOSD to find a consensus on how to address the corruption problems in the country. You have been charged to give specific attention to any international agreements reached with regards to sovereignty, financial assistance, and other matters. You are expected to be assertive while being respectful to everyone in the negotiation; however, you need to let the international organizations involved know that you are ultimately in charge of international matters in the Republic of Atlantikk.

### **Specific Positions on Anti-Corruption Reform Ideas**

MOFA wants to improve the international image of Atlantikk, and is interested in working toward transparency and integrity in the government. You understand that combating corruption in the country is an imperative; however, you will not agree to anything that undermines national sovereignty.

The creation of a UN International Commission against Impunity and Corruption must be off the table. Such a Commission would clearly put the sovereignty of the country at risk. The international staff of the Commission - particularly in their investigative roles - could gain access to state secrets. The other Commission activities would also be highly intrusive in government affairs. Even if these issues could be addressed, the Commission is problematic as it would require repeated negotiations with the UN for funding, expert support, and ultimately renewal.

MOFA is strongly in favor of creating a Board of Transparency and Public Ethics (BTPE) that is vested with adequate enforcing powers. A BTPE can demonstrate Atlantikk's commitment to combating corruption in the international arena. Your only concern with this idea is making sure that enough funding will be available to create the BTPE and sustain it over time.

MOFA is cautious about privatization, and ultimately of two minds. On the one hand, if done carefully, it could have a positive impact and generate significant gains in trade and commerce. On the other hand, the privatization of public goods and national resources could put too much power in the hands of multinational corporations, remove money from the national economy, and increase inequality.

## **Confidential Organizational Information - Ministry of Sustainable Development**

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The Ministry of Sustainable Development (MOSD) was recently created by PM Melgar to coordinate and implement a sustainable development plan in collaboration with other ministries. Specifically, MOSD's mission is to promote sustainable development that meets the needs of the present generations without compromising the ability of future generations to meet their own needs. To do so, MOSD is in charge of facilitating the information flow between ministries and promoting the sustainable development plan of the country in the national and international arena. The hope is that this plan can be used to meet the recently adopted United Nation's Sustainable Development Goals (SDGs).

The MOSD has called on you, a young administrator, to represent the ministry in the ACTF with the principal objective of ensuring that any agreed upon anti-corruption reforms secure the funding necessary for the implementation of the SDGs in the Republic of Atlantikk. Your primary goal is to make sure the other organizations understand the importance of the SDGs for the future of the Republic of Atlantikk. You have been instructed to act in a knowledgeable and forceful manner in the negotiations. Specifically, you are going to work with the UN to demonstrate your commitment to the SDGs, include the actions of the MOJ and MOFA, and convince the main funders, the World Bank and USAID, that their concerns will be unequivocally addressed.

### **Specific Positions on Anti-Corruption Reform Ideas**

The MOSD wants to completely reform the system to ensure that the country moves into a path of sustainable development. Therefore, you will support any reform recommendation that also addresses sustainable development. This means you must walk a fine line and create a middle ground between all of the players.

MOSD understands that a UN Commission against Impunity and Corruption cannot happen without international intervention, and that this idea could be incredibly useful in fighting corruption and ultimately securing funding and action for sustainable development from the UN, USAID and the World Bank.

MOSD believes that a Board of Transparency and Public Ethics could provide the necessary oversight to move the country in the right direction. You would support this option as long as it is vested with adequate enforcing powers that are agreeable by national and international organizations, and thus generate support and funding for the SDGs.

MOSD is generally against privatization, particularly because they put public goods and natural resources at risk for exploitation and unsustainable development.

## **Confidential Organizational Information - United Nations**

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The United Nations (UN) seeks to provide support to member states and promote international cooperation in peace, security, human rights, sustainable development, humanitarian aid, environmental protection, climate change, natural disasters, and armed conflict. The UN also supports the understanding and implementation of international conventions such as the UN Convention Against Corruption. Through the Department of Political Affairs, the UN provides support for member states that want to implement policies to combat corruption, and need funding from the international community to strengthen their judicial systems.

The UN Secretary General has asked you to represent the interests of the UN in the ACTF. You are a respected envoy from the Department of Political Affairs and your expertise is on matters related to the UN Convention Against Corruption and sustainable development. Your job in this negotiation is to clarify the role of the UN in regards to what resources are available to assist the country on implementing anti-corruption reforms. The UN has access to human and financial resources to assist Atlantikk, but it cannot fund everything - numerous countries need assistance and the UN must be fair in allocating its limited resources. Expert support, however, particularly on matters of sustainable development and anti-corruption, is in ample supply.

The UN is not going to take sides with any organization, as its customary role in national-level negotiations is to remain neutral. However, the UN generally will be supportive of the MOSD given its efforts to promote and implement sustainable development policies. Moreover, the UN must be sensitive to MOFA given the need to work together on numerous other international matters. Beyond this, you have been tasked by the UN to focus on the importance of collaboration, and the need to move forward with transparency reforms and the implementation of the SDGs.

### **Specific Positions on Anti-Corruption Reform Ideas**

The UN takes anti-corruption efforts seriously, and its main goal in this negotiation is to reiterate the importance of adhering to the UN Convention Against Corruption. To date, this Convention is the most comprehensive binding agreement to fight corruption worldwide. It also promotes SDG16, which is seen as a lynchpin in achieving the other SDGs. In regards to the anti-corruption reforms being considered, the UN will not endorse any of them unless all parties involved agree. However, the UN will reiterate that its job is to provide the international support necessary to bring the agreed upon anti-corruption reforms into fruition.

The UN is not opposed to creating an International Commission against Impunity and Corruption, as it has seen the success of this approach elsewhere. However, you will have to make it clear that creating such a Commission can be a long and arduous process, and that plans to combat corruption beyond the work of the Commission are necessary.

The UN is cautious, but not opposed, about the establishment of a Board of Transparency and Public Ethics (BTPE). The primary concern is that such a BTPE will be “all bark and no bite.” Atlantikk does

not have the capacity to fight corruption on its own and such a Board will lack the power and authority to effect real change.

The UN is neutral about privatization, but believes that any such efforts need to be accompanied by strong regulations to avoid undermining sustainable development in the country.

## **Confidential Organizational Information - United States Agency for International Development**

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The United States Agency for International Development (USAID) is a major bilateral civilian foreign aid provider. In the past, it has funded development projects in the Republic of Atlantikk, but has recently decided to withdraw support given the nation's rampant corruption. USAID's mission is to build democratic institutions and increase the capacity of those institutions to perform in a participatory, transparent, accountable, responsible, and democratic manner. Its anti-corruption strategy aims to assess how corruption manifests itself in a particular country, as well as the effectiveness of various institutions and control mechanisms to address the problem.

You are a respected administrator in USAID, who has been selected to represent the interests of the United States in the ACTF negotiations. You are going to sit on the table with seven other organizations with the goal of determining the best path of reform for the Republic of Atlantikk. In your view, USAID, in conjunction with the World Bank, have the upper hand in the negotiations given their massive financial resources. Thus, it is very important for you to represent the interests of your organization in a forceful, but collaborative manner.

USAID is tired of developing countries that ask for funding without making any concrete efforts to clean up corruption. The TI Agreement in Atlantikk is a positive sign, but USAID is not convinced that the country can implement the necessary reforms to move towards the elimination of corruption in the long-term. USAID believes in sustainable development, but will only allocate funding to Atlantikk for anti-corruption initiatives for now. Moreover, USAID believes that any anti-corruption reforms must also rebuild and strengthen democratic institutions. Therefore, you will push for reforms that emphasize the role of the citizenry in the decision making of the government. You think that it is time to bring transparency to the government of the Republic of Atlantikk, but to achieve this will require that the public has access to all public information. Your job is to make this very clear in the negotiations, and to push for meaningful reforms that go beyond anything done before in the Republic of Atlantikk. Only radical change will work.

### **Specific Positions on Anti-Corruption Reform Ideas**

USAID is only open to all anti-corruption recommendations that will work - and this means that any reforms must include strong enforcement powers.

For this reason, and because of its desire to see the broader international community involved in helping the Republic of Atlantikk, USAID strongly favors the creation of a UN Commission against Impunity and Corruption. Officials in USAID believe that such a Commission is necessary to penetrate and defeat the stronghold that corruption has in the country. You recognize that the UN has limited funding for such a Commission and are willing to financially support such efforts.

USAID is against the creation of a Board of Transparency and Public Ethics because it will not have the necessary enforcement powers to combat corruption. That said, USAID wants to focus on transforming the MOJ into a capable entity that can investigate and bring to justice perpetrators of corruption.

USAID also strongly supports some kind of privatization in sectors of the economy where government has been most inefficient at providing services, such as telecommunications and energy production sectors, among others.

## **Confidential Organizational Information - World Bank**

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The World Bank (The Bank) is one of the most important international financial institutions in the world. It provides loans to developing countries and promotes foreign investment and international trade. The Bank's original mission is to work for a world free of poverty; however, in recent years, the Bank has launched initiatives aimed at combating corruption. Its current president has declared that corruption is "public enemy number one" in developing countries. The Bank's anti-corruption initiatives include sharing and applying knowledge about building institutions with greater integrity; empowering citizens with information and tools to make their government more effective and accountable; and building a movement to prevail over corruption. Loans to developing countries are conditional on their ability to address corruption and promote transparency.

You have been selected to represent the Bank in the ACTF negotiations because of your vast experience with anti-corruption efforts in other developing countries. You are a respected reformer from the Bank, and your job will be to ensure that any anti-corruption reforms are realistic and enforceable. You will be very direct and assertive about the absolute need to agree on substantial reforms to tackle corruption; without such reforms, the Republic of Atlantikk will not be eligible for funding and loans from the international community.

The Bank sees the TI Agreement as a positive sign, but is not completely convinced that the country can implement the necessary reforms to move towards the elimination of corruption in the long-term. The Bank is especially concerned that past loans have not been paid back, and that the country has completely lost credibility with international investors.

The Bank wants you to shape the outcome of the negotiations as much as possible. This will require you to make bold statements about the lack of transparency and consistency in previous governments of the country, which has been reflected by the lack of success of previous development projects. Moreover, you will make very clear that the Bank is willing to help the country fight corruption and implement the SDGs, but only if the government is willing to allow monitoring of the implementation of the anti-corruption reforms, and any future development projects financed by the Bank. To aid in your negotiation power, you have been authorized to provide the Bank's human and capital resources for meaningful reforms.

### **Specific Positions on Anti-Corruption Reform Ideas**

The Bank is not convinced that a United Nations International Commission against Impunity and Corruption is feasible. The development of such a Commission would take a very long time given the complexities of the sovereignty issues involved, and immediate action is needed to combat corruption. The Bank is also aware of the budget cuts going on at the UN due to lack of sufficient funding from member states. However, you understand that the Republic of Atlantikk will need independent and

international expertise to break the stronghold that corruption has in the country. Therefore, if your concerns are addressed you will be supportive of a UN Commission in the long-term.

You do not believe that the Board of Transparency and Public Ethics (BTPE) is a good long-term solution to the corruption problems of the Republic of Atlantikk. The oversight and advisory nature of such a BTPE means that it will not have the enforcement powers necessary to combat corruption. Thus, the Bank will have a hard time supporting this recommendation unless enforcement powers are added and unless the country makes big advances in reforming its judicial system and improving transparency.

The Bank strongly supports and will advocate for the privatization of most government owned enterprises. Although you understand the unpopularity of privatization among unions and government workers, you are willing to compromise for partial privatization and/or public private partnerships of the most inefficiently run public enterprises including energy production, telecommunications, and railroads.

## **Confidential Organizational Information - Transparency International**

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Transparency International (TI) is a highly regarded German-based NGO with the mission to fight corruption and bring transparency to countries around the world. TI is best known for publishing its Corruption Perceptions Index (CPI) where countries are ranked according to their corruption levels. TI provides technical and financial support to local independent chapters and affiliates around the world that work, through research and advocacy, on promoting anti-corruption reforms and policies. TI recently signed the Transparency International Agreement (TIA) with the Republic of Atlantikk, and is now working to ensure its implementation.

TI has selected you to represent them at the ACTF negotiations because you helped to draft the TIA between TI and the Republic of Atlantikk. You are one of the most experienced negotiators TI has, and your job will be to push for the implementation of anti-corruption reforms to achieve the desired outcomes of transparency and accountability agreed upon in the historic agreement.

The role of TI in these negotiations is to provide legitimacy to the agreement, proving that the Republic of Atlantikk is ready to move forward on reforms aimed at combatting corruption. To this end, you are ready to supply tremendous international expertise for the implementation of whatever reforms are agreed upon. Moreover, TI can leverage its monitoring and evaluation capabilities to determine the effects of reforms on levels of corruption.

### **Specific Positions on Anti-Corruption Reform Ideas**

TI will support anti-corruption reforms that are concrete and feasible in the short- and long-term.

The creation of a UN Commission against Impunity and Corruption is seen by TI as an important step at combatting corruption in the Republic of Atlantikk. However, TI is worried that the process will take too long, and that funding from the UN will not be consistent due to budget cuts and the need for renewal. Thus, before supporting this reform, TI wants to have assurance that the Republic of Atlantikk is ready to start negotiations with the UN, that the UN is ready to support such a process, and that funding can be made available over the long-term.

TI is intrigued by the idea of establishing a Board of Transparency and Public Ethics (BTPE), but believes that this proposal will also require major changes in the judicial and legal systems, as well as support from the MOJ. In addition, TI believes that such a BTPE must be a strong and autonomous body.

TI is neutral on the issue of privatization, and sensitive to the controversy that such a proposal would generate. TI also knows that privatization does not necessarily fix the corruption issue, in many cases it can make it worse, and thus believes that this proposal requires the ability of relevant ministries to regulate and monitor privately run companies.

## **Confidential Organizational Information - People United Against Corruption**

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People United Against Corruption (PUAC) is an NGO in the Republic of Atlantikk. Its mission is to create awareness about corruption in public institutions, influence political discussions about corruption, and push for the implementation of reforms and policies aimed at eradicating corruption. PUAC is working with TI to promote the implementation of the Transparency International Agreement (TIA), and to ensure that the government keeps its promise to combat corruption in the public and private sectors. Recently, PUAC has become interested in sustainable development, but believes addressing corruption is the critical first step toward such ends.

PUAC sees the TIA as a first step in the fight against corruption, and was involved in the negotiations that led to the agreement. PUAC is now working alongside TI to monitor and provide support to the Republic of Atlantikk on how to address its institutional corruption. PUAC is widely supported by the citizens of the republic of Atlantikk, who are absolutely fed up with corruption and the ineffectiveness of the government to provide basic services.

You are among the most respected members of the PUAC executive committee, and were selected by the leader and founders of PUAC to represent the NGO in the ACTF negotiations. You are known for being very vocal about the need to completely change the system through revolutionary reforms in the government that prioritize transparency and accountability. Your main leverage in these negotiations is the power to mobilize millions of citizens who support the work of PUAC.

You are the most direct representative of the public in these negotiations and must forcefully convey their desire (and the great need) to eradicate corruption in the Republic of Atlantikk. Your role in these negotiations is to demonstrate that you are ready to do whatever it takes to bring about anti-corruption reforms that meet the demands of the public. You will also make clear that any reforms that come out of these negotiations will be supported by the public as long as PUAC agrees to them. Indeed, PUAC has the social media power and resources to mobilize the public to support or reject any reforms that emerge from the ACTF negotiations.

### **Specific Positions on Anti-Corruption Reform Ideas**

Like the general public, PUAC has a deep distrust for the government. Therefore, you strongly support creating a UN Commission against Impunity and Corruption. An international, independent body with considerable enforcement power is the only way to fight corruption.

PUAC also supports the creation of an autonomous Board of Transparency and Public Ethics (BTPE) that can monitor and address corruption in the government. You understand that the judicial system will need to be reformed and improved to achieve the level of sophistication and transparency needed to prevent perpetrators of corruption from living with impunity (as is currently the norm). You also believe that government officials need to be trained in international standards of public ethics, and the BTPE could be valuable for achieving that goal.

You will not support full privatization given widespread and strong public opposition to it, and because it is more important to immediately focus on bringing transparency to existing administrative ministries. You understand that the private sector can be more corrupt and exploitative if the government is not ready to regulate it and work with transparency. Thus, any attempts to privatize would first need to be run by the public and tested for support.