

Governance Empirics:

Some methods, findings and implications

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<http://www.worldbank.org/wbi/governance>

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Committee of Experts on Public Administration of
the United Nations ECOSOC, at UN HQ,
New York, April 5th, 2005.***

Themes

1. **Governance: Sorely Missing until recently – *and viewed too ‘technocratically’ from PSM perspective***
2. **Governance *can* be measured, analyzed & monitored: *The ‘Data Revolution’***
3. **Governance Matters enormously for development**
4. **...But it has not improved markedly**
5. **Some Key Findings – *and addressing Misconceptions***
6. **Concrete Implications**

Empirical Approach to Governance

- 1. ‘Macro’: Worldwide Aggregate Governance Indicators: 200 countries, 6 components, periodic.**
- 2. ‘Mezzo’: Cross-Country Surveys of Enterprises**
- 3. ‘Micro’: Specialized, in-depth, in-country Governance and Institutional Capacity Diagnostics: Includes surveys of: i) user of public services (citizens); ii) firms, and iii) public officials**

*On ‘Aggregate/Macro’ Level first...*₃

The Governance ‘Macro’ Level

- **Defining and unbundling succinctly**
- **The 6 dimensions of Governance: how conceptually derived, how measured**
- **The governance worldmap, & web interactivity**
- **What the ‘Macro’ can and cannot do...**

Governance: A working definition

- *Governance is the process and institutions by which authority in a country is exercised:*
 - (1) the process by which governments are selected, *held accountable, monitored*, and replaced;
 - (2) the capacity of gov't to manage resources and provide services efficiently, and to formulate and implement sound policies and regulations; and,
 - (3) the respect for the institutions that govern economic and social interactions among them

***Operationalizing Governance:
Unbundling its Definition into Components that
can be measured, analyzed, and worked on***

***Each of the 3 main components of Governance
Definition is unbundled into 2 subcomponents:***

- **Democratic Voice and (*External*) Accountability**
- **Political Instability, Violence/Crime & Terror**
- **Regulatory Burden**
- **Government Effectiveness**
- **Corruption**
- **Rule of Law**

***We measure these six
governance components...***

Sources of Governance Data

- **Data on governance from over 30 different sources constructed by over 25 different organizations**
- **Data sources include cross-country surveys of firms, commercial risk-rating agencies, think-tanks, government agencies, international organizations, etc.)**
- **Over 300 proxies for various dimensions of governance**
- **Through U.C.Method, mapping these measures into six clusters, corresponding to definition of governance, for four periods: 1996, 1998, 2000, 2002 (and soon 2004), covering 200 countries**

Sources of Governance Data

- **Cross-Country Surveys of Firms:** *Global Competitiveness Survey, World Business Environment Survey, World Competitiveness Yearbook, BEEPS*
- **Cross-Country Surveys of Individuals:** Gallup International, Latinobarometro, Afrobarometer
- **Expert Assessments from Commercial Risk Rating Agencies:** DRI, PRS, EIU, World Markets Online,
- **Expert Assessments from NGOs, Think Tanks:** Reporters Without Borders, Heritage Foundation, Freedom House, Amnesty International
- **Expert Assessments from Governments, Multilaterals:** World Bank CPIA, EBRD, State Dept. Human Rights Report

Ingredients for Rule of Law Indicator

Surveys of Firms

BEEPS

Global Competitiveness Survey

World Competitiveness Yearbook

Type of Questions

Courts Honest? Crime? Property rights protected?

Crime, money laundering, judicial independence, protection of financial assets

Justice fairly administered, personal security and private property protected

Surveys of Individuals

Gallup

Trust in legal system

Risk Rating Agencies

BERI

DRI

EIU

PRS

World Markets Observer

Contract enforcement

Costs of crime, enforceability of contracts

Costs of crime, enforceability of contracts, property rights protection

Law and order

Judicial independence, crime

Think Tanks

Freedom House

Heritage Foundation

Rule of law

Property rights, black market activity

Governments

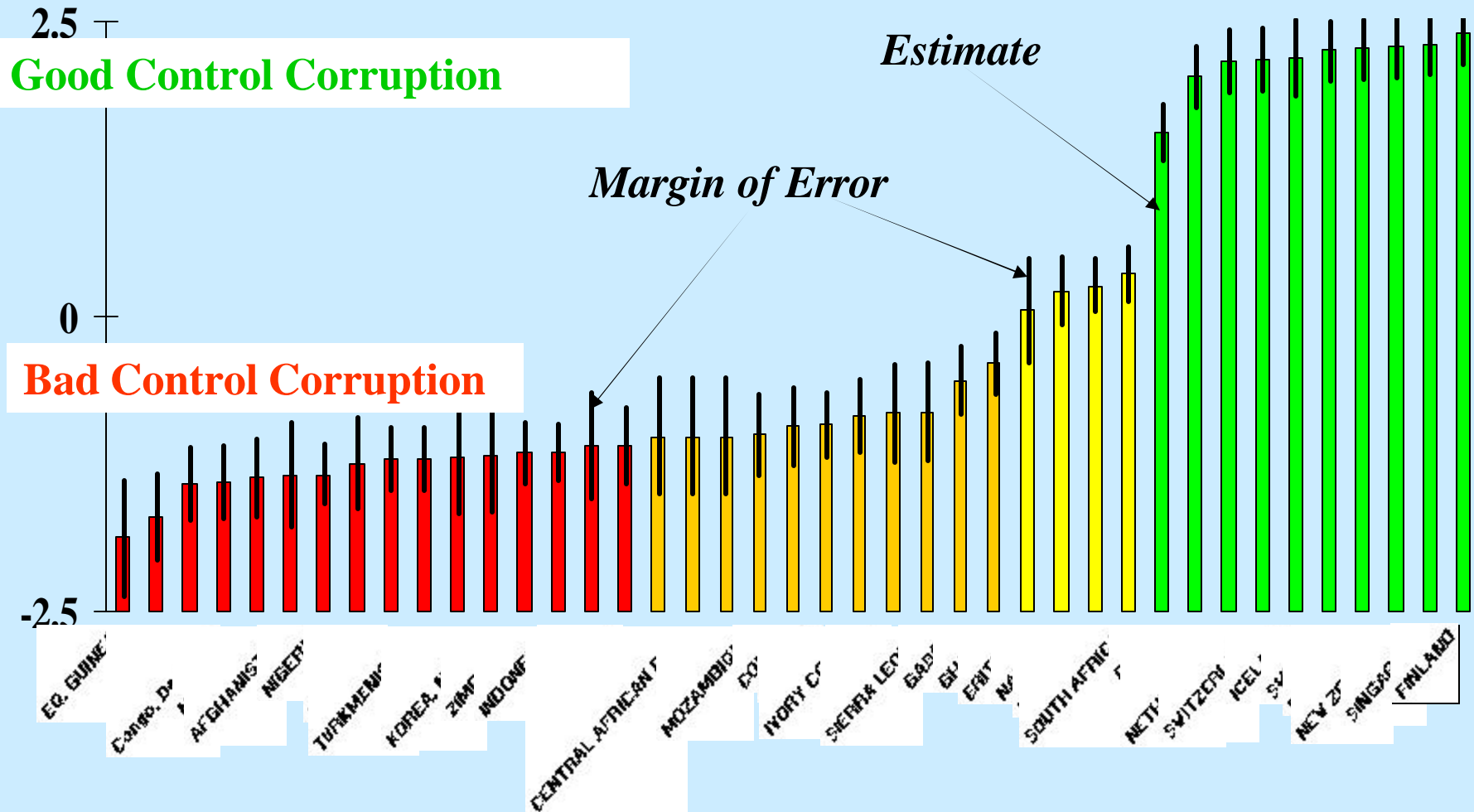
State Dept Human Rights Report

Judicial independence

Inputs for Governance Indicators 2002

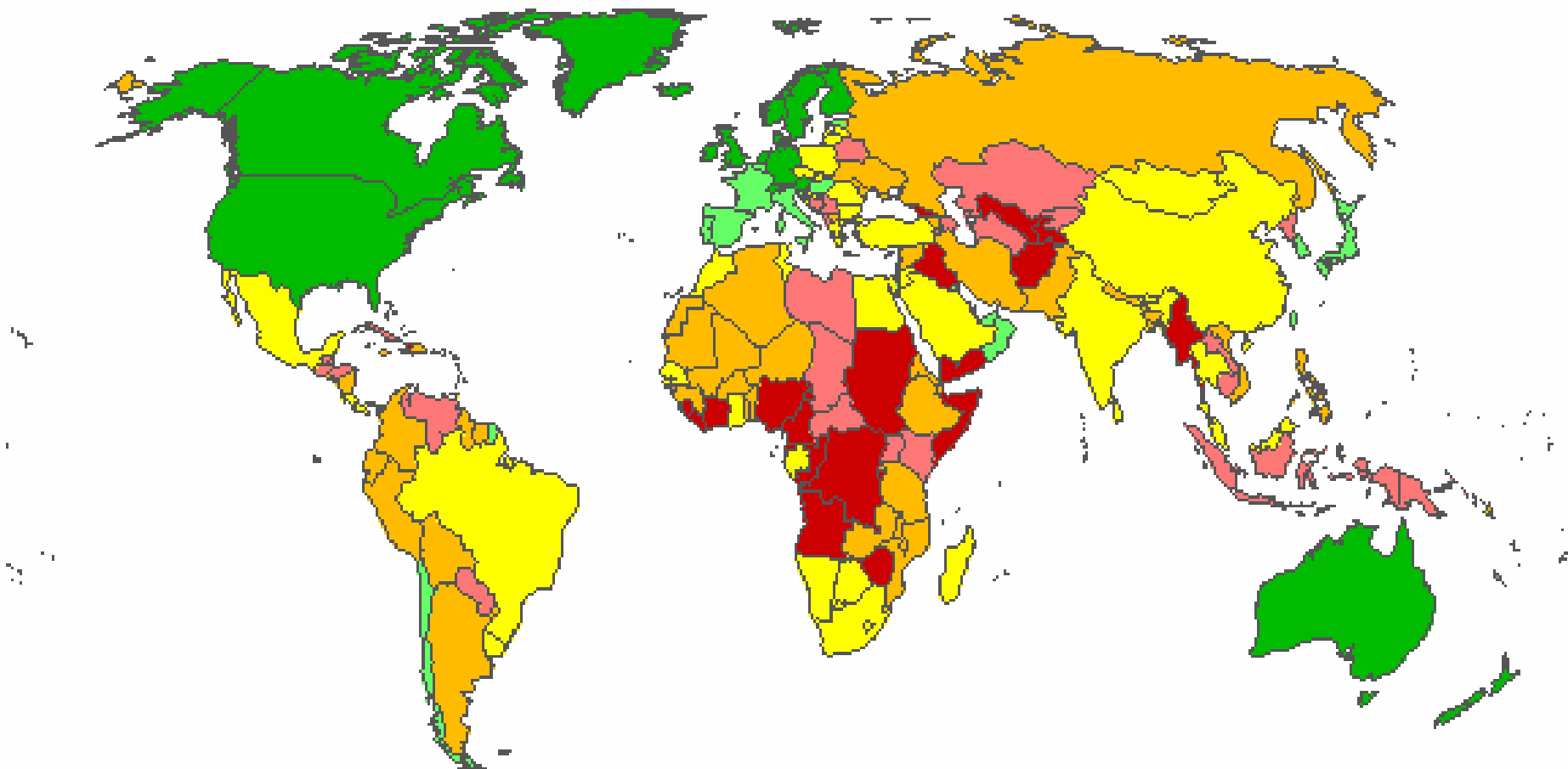
Publisher	Publication	Source	Country Coverage
•Wefa's DRI/McGraw-Hill	Country Risk Review	Poll	117 developed and developing
•Business Env. Risk Intelligence	BERI	Survey	50/115 developed and developing
•Columbia University	Columbia U. State Failure	Poll	84 developed and developing
•World Bank	Country Policy & Institution Assmnt	Poll	136 developing
•Gallup International	Voice of the People	Survey	47 developed and developing
•Business Env. Risk Intelligence	BERI	Survey	50/115 developed and developing
•EBRD	Transition Report	Poll	27 transition economies
•Economist Intelligence Unit	Country Indicators	Poll	115 developed and developing
•Freedom House	Freedom in the World	Poll	192 developed and developing
•Freedom House	Nations in Transit	Poll	27 transition economies
•World Economic Forum/CID	Global Competitiveness	Survey	80 developed and developing
•Heritage Foundation	Economic Freedom Index	Poll	156 developed and developing
•Latino-barometro	LBO	Survey	17 developing
•Political Risk Services	International Country Risk Guide	Poll	140 developed and developing
•Reporters Without Borders	Reporters sans frontieres (RSF)	Survey	138 developed and developing
•World Bank/EBRD	BEEPS	Survey	27 transition economies
•IMD, Lausanne	World Competitiveness Yearbook	Survey	49 developed and developing
•Binghamton Univ.	Human Rights Violations Research	Survey	140 developed and developing

Governance can be measured – an illustration
Control of Corruption, Selected Countries (K&K, 2002)



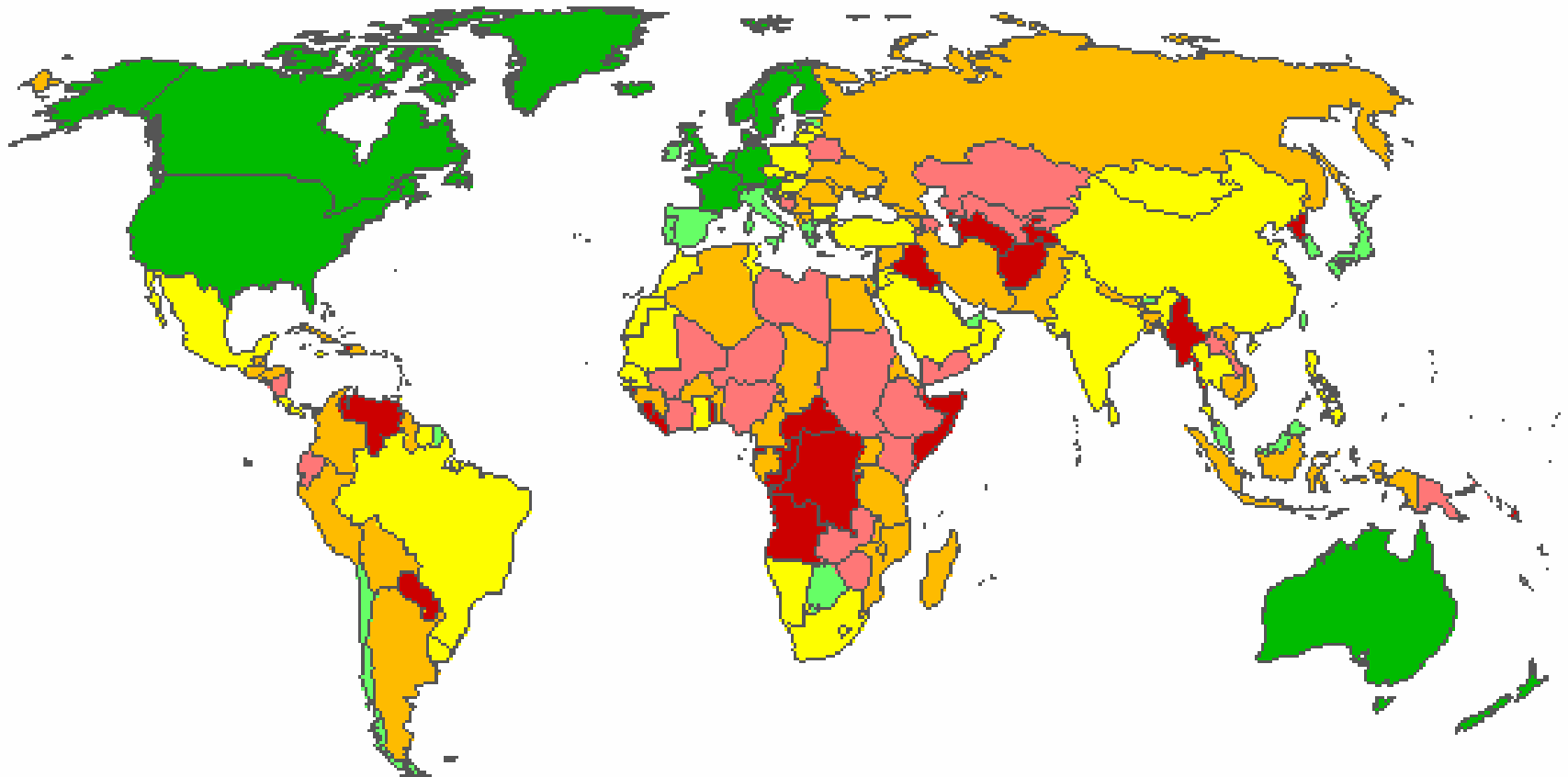
Source for data: Kaufmann D., Kraay A., Mastruzzi M., Governance Matters III: Governance Indicators for 1996-2002, WP #3106, August 2003. Units in vertical axis are expressed in terms of standard deviations around zero. Country estimates are subject to margins of error (illustrated by thin line atop each column), implying caution in interpretation of the estimates and that no precise country rating is warranted.

Governance World Map: Rule of Law, 2002



Source for data: <http://www.worldbank.org/wbi/governance/govdata2002>; Map downloaded from: <http://info.worldbank.org/governance/kkz2002/govmap.asp>
Colors are assigned according to the following criteria: Red, 25% or less rank worse (bottom 10% in darker red); Orange, between 25% and 50%; Yellow, between 50% and 75%; Light Green between 75% and 90%; Dark Green above 90%

Governance World Map : Government Effectiveness, 2002



Source for data: <http://www.worldbank.org/wbi/governance/govdata2002>; Map downloaded from: <http://info.worldbank.org/governance/kkz2002/govmap.asp>
Colors are assigned according to the following criteria: Red, 25% or less rank worse (bottom 10% in darker red); Orange, between 25% and 50%; Yellow, between 50% and 75%; Light Green between 75% and 90%; Dark Green above 90%

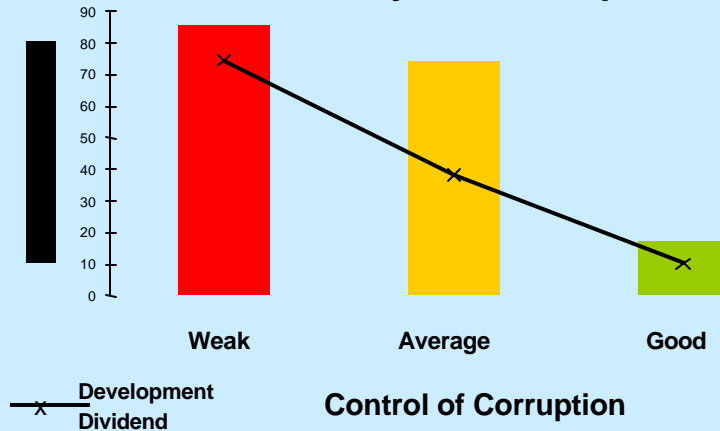
Governance Matters for Development

Disentangling Causality Between Incomes & Governance

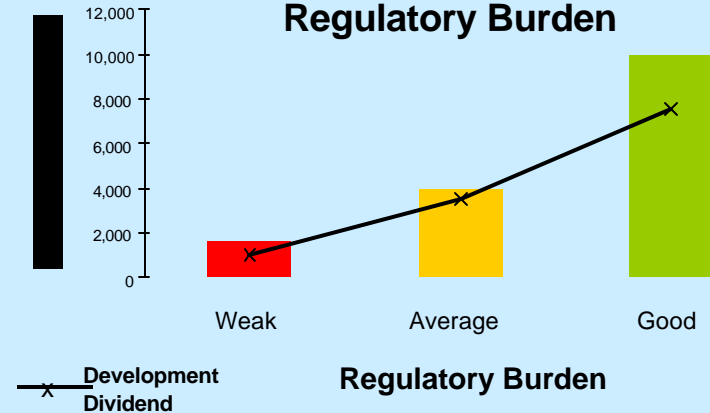
- **Does Good Governance Matter in raising per capita incomes?**
 - ***Yes, the governance & A-C dividend is very large: 400% increase in incomes per capita; similarly for social development***
- **But the reverse does not hold: Higher Incomes do not lead to Governance Improvements – *i.e. there is no automatic virtuous circle***

Dividend of Good Governance

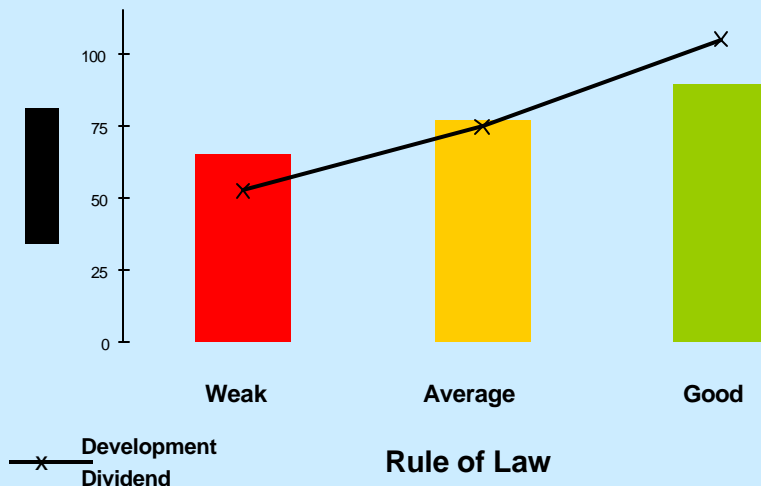
Infant Mortality and Corruption



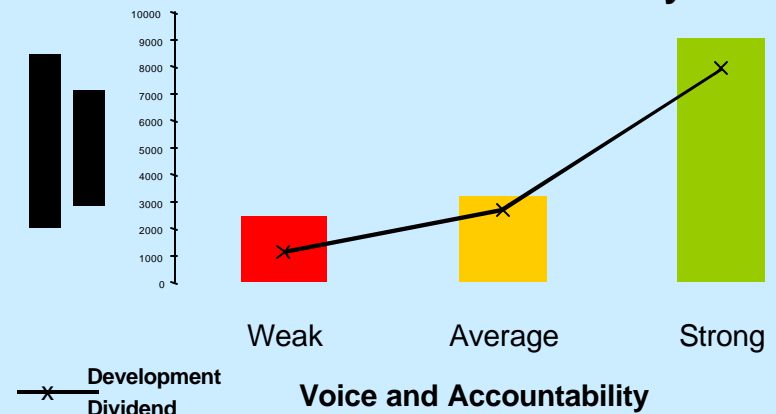
Per Capita Income and Regulatory Burden



Literacy and Rule of Law



Per Capita Income and Voice and Accountability

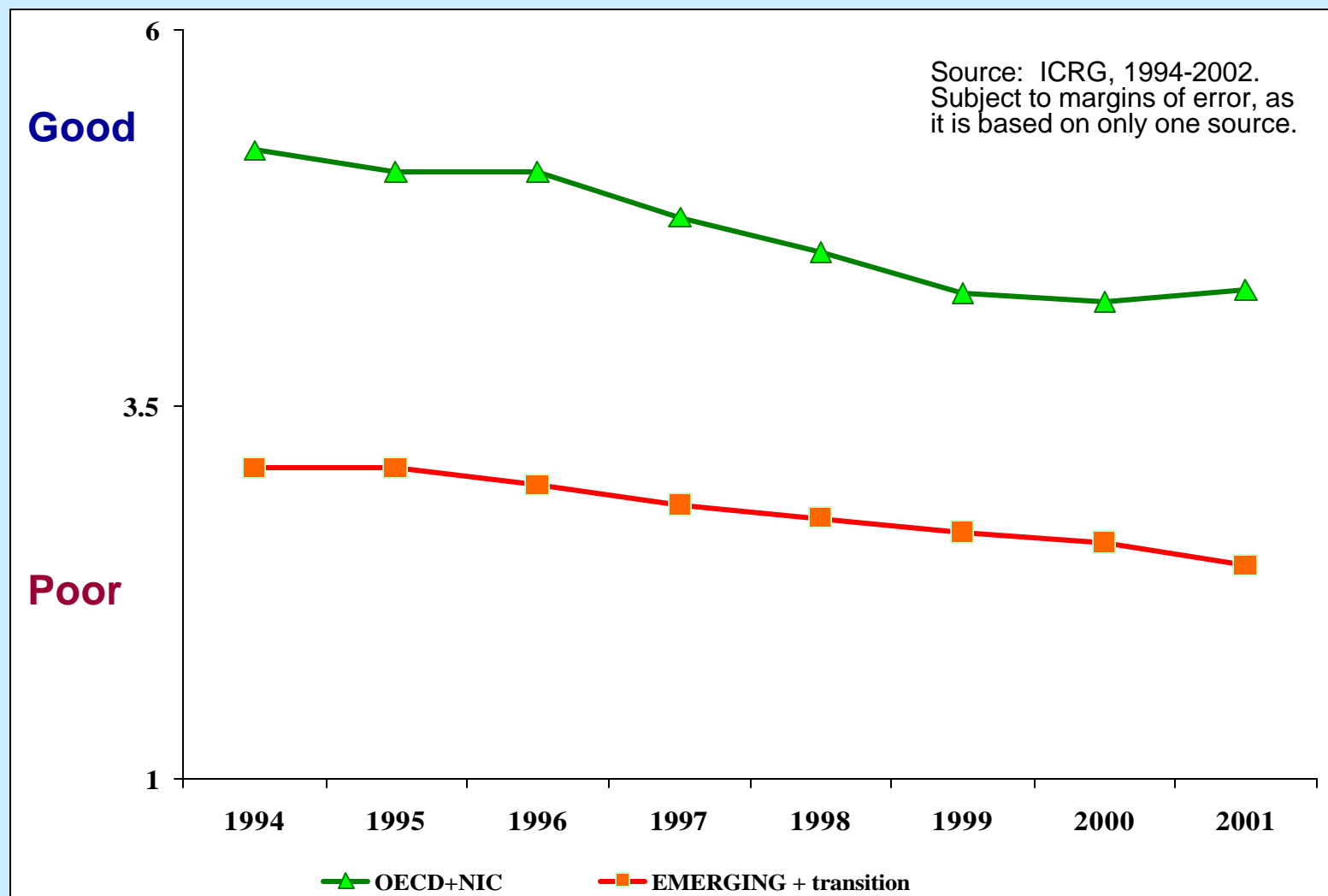


Note: The bars depict the simple correlation between good governance and development outcomes. The line depicts the predicted value when taking into account the causality effects ("Development Dividend") from improved governance to better development outcomes. For data and methodological details visit <http://www.worldbank.org/wbi/governance>.

Governance Improving Worldwide? -- *Mixed*

- **On average, over the past 8 years: some progress on Voice and Democratic Accountability, but little if any on the quality of rule of law and control of corruption**
- **However, the variation across countries is very large: For instance, some countries in Eastern Europe have improved. In each region there is significant variation across countries. Good: Chile, Botswana, Baltics, etc.**
- **Important to ‘unbundle’ governance and corruption: *improvement in some dimensions, deterioration in others***

But we are facing many challenges, as on average there is little evidence of significant improvement on control of corruption ...

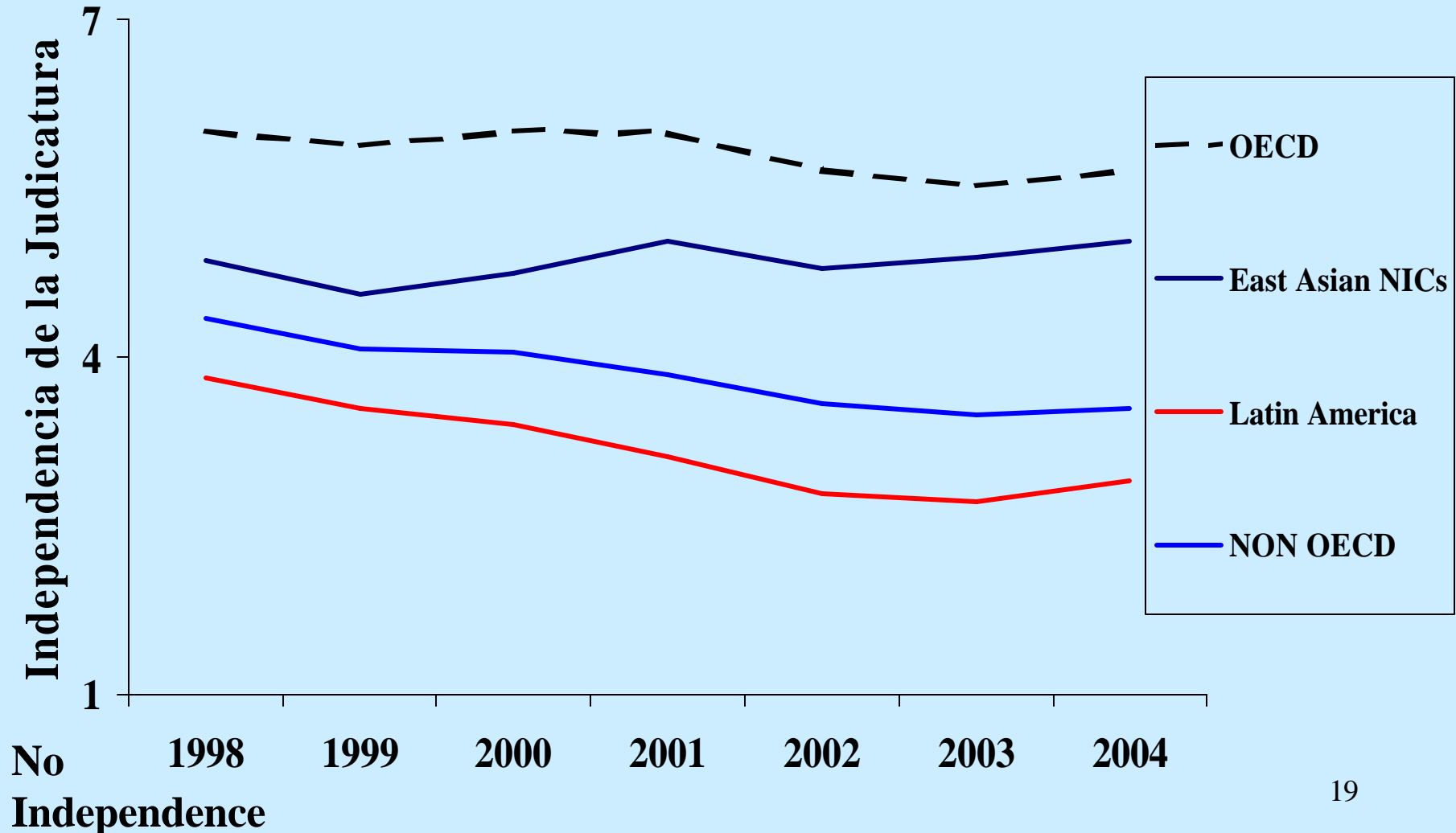


The ‘Mezzo’ Level of Governance Measurement

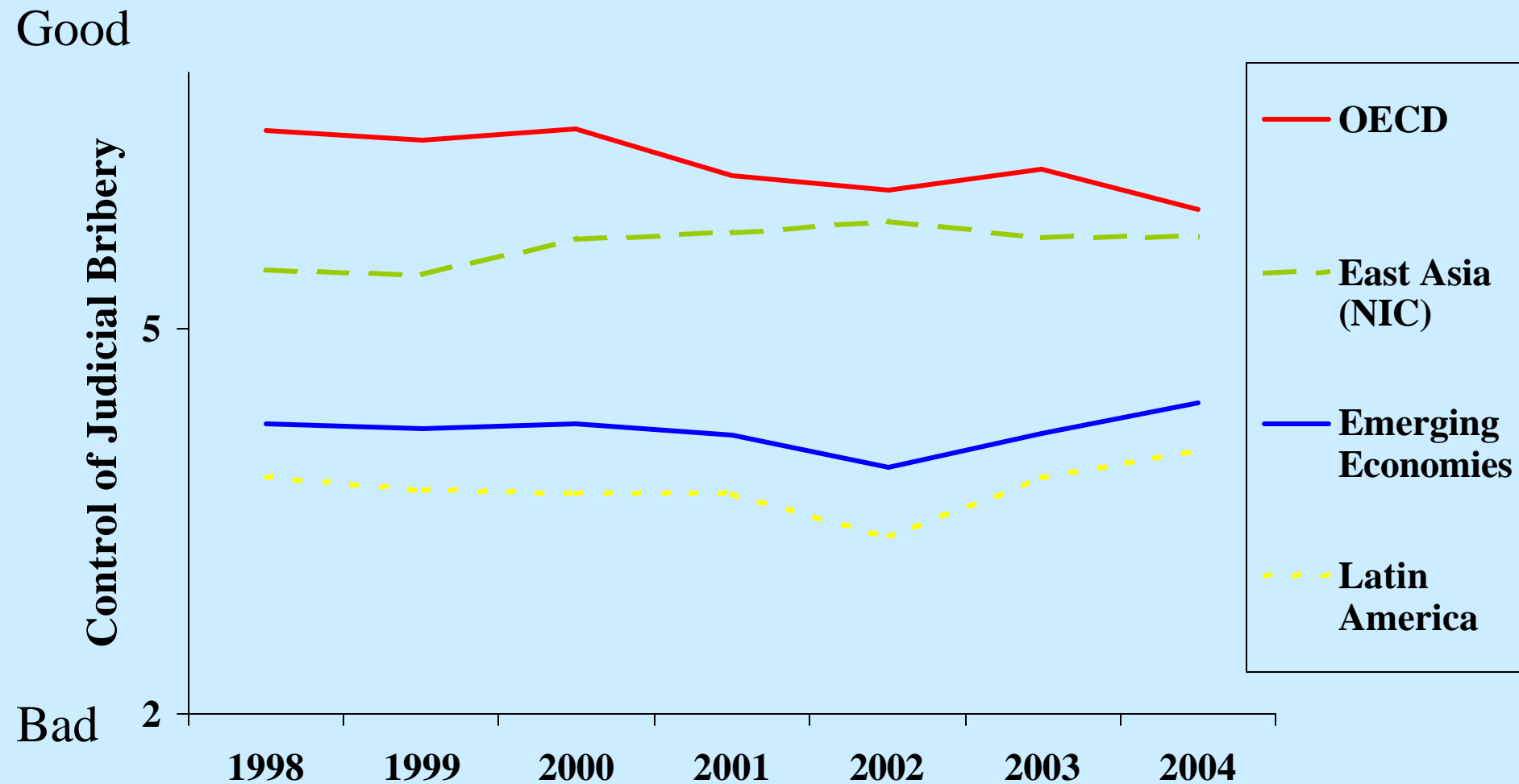
- **Based on cross-country surveys, mainly of enterprises –**
(such as the EOS of WEF, BEEPS/WBES of WB, etc.)
- **Thousands of firms interviewed on a range of issues;**
focus on governance, specialized questions
- **More detailed unbundling of governance and**
corruption phenomena than aggregate indicators
- **Relatively broad country coverage, but less than**
aggregate governance indicators
- **Measuring what is taking place De Facto matters: it**
uncovers stark realities masked in De Jure indicators

Judiciary Independence (*EOS survey results 1998-2004*)

High
Independence

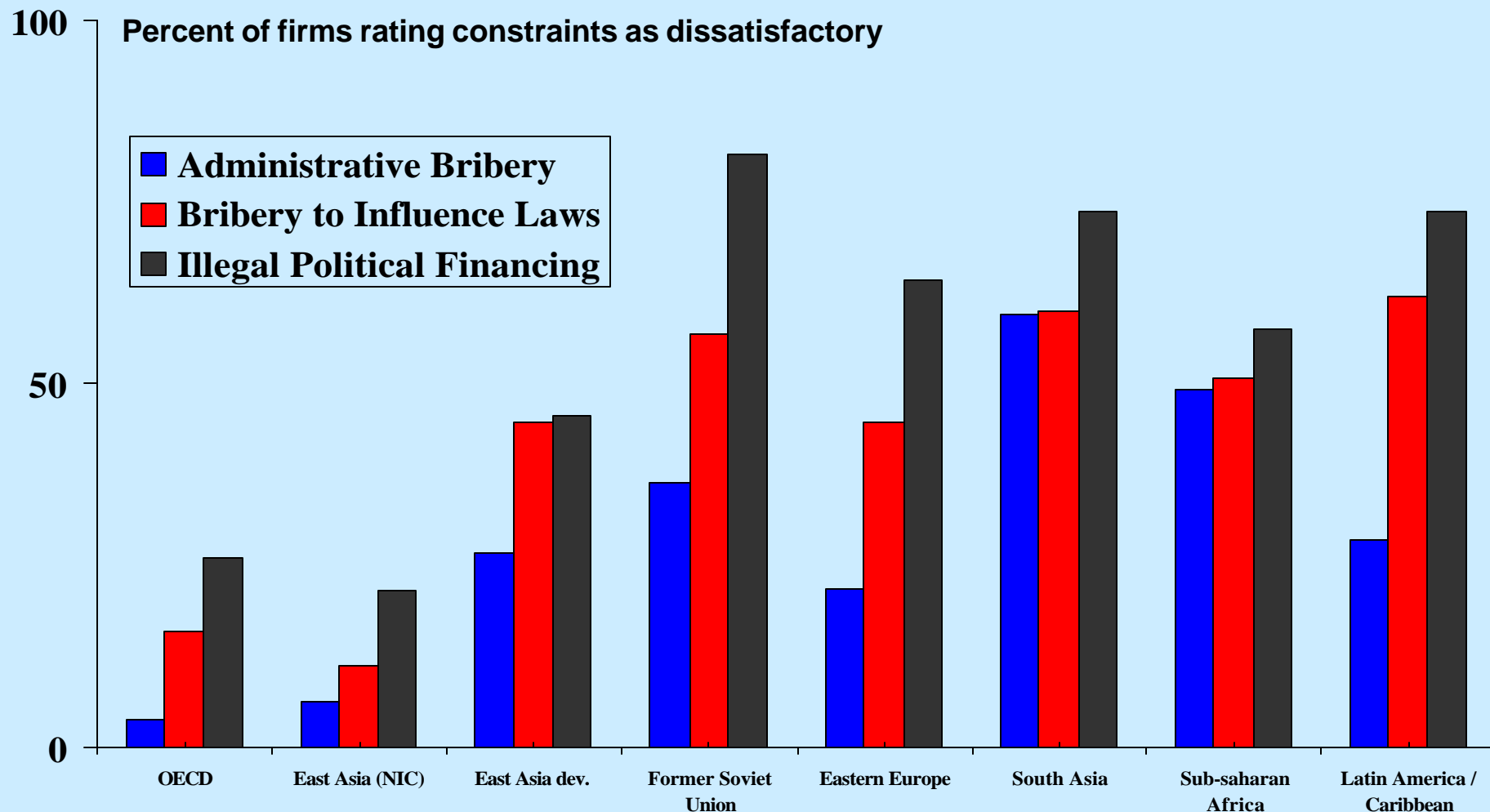


Control of judicial bribery over time: EOS 1998–2004



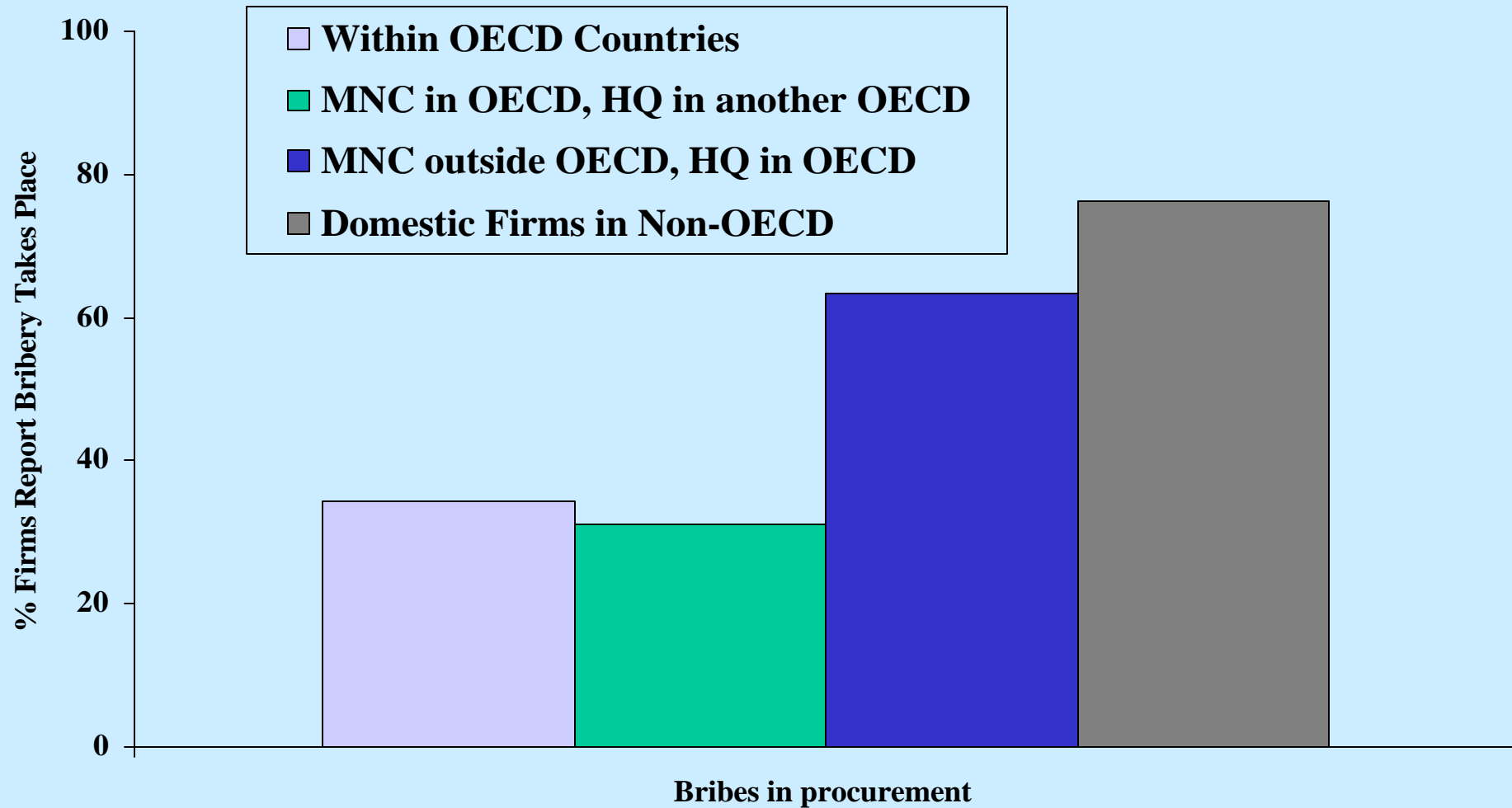
Source: EOS 1998-2004. Question: “In your industry, how commonly firms make undocumented extra payments or bribes connected to getting favorable judicial decisions? common / never occur”.

Unbundling Governance – some illustrations: View of the Firm, 102 countries (EOS 2003)



Source: EOS 2003. Each region has the following number of countries: OECD: 23; East Asia (Developing): 6, East Asia (NIC): 4; Eastern Europe: 14; Former Soviet Union: 2 (Russia and Ukraine); South Asia: 4; Sub-Saharan Africa: 21; Middle East North Africa: 7; Latin America and Caribbean: 21.

Frequency of bribery at home and abroad, EOS 2004



Source: EOS 2004. The percentage of firms that report bribery takes place within its group in the country is depicted in each case. EOS Question on which these calculations are based: "In your industry, how commonly would you estimate that firms make undocumented extra payments or bribes connected with the following: public utilities, tax payments, awarding of public contracts? very common (1) / never occur (7)". Any firms reporting answers 1 through 5 were considered to be reporting at least some frequency of bribery, while answers of 6 and 7 were not.²²

State Capture & Inequality of Influence

- **State Capture/Undue Influence: power of elites**
- **State Capture as extreme manifestation of unequal influence: shaping laws, regulations and policies by powerful firms, illicitly**
- **Elites appropriate, and resources not funneled to improve public governance – *more capture***
- **So when growth takes place in captured settings, governance will not automatically improve** (*no virtuous circle*)

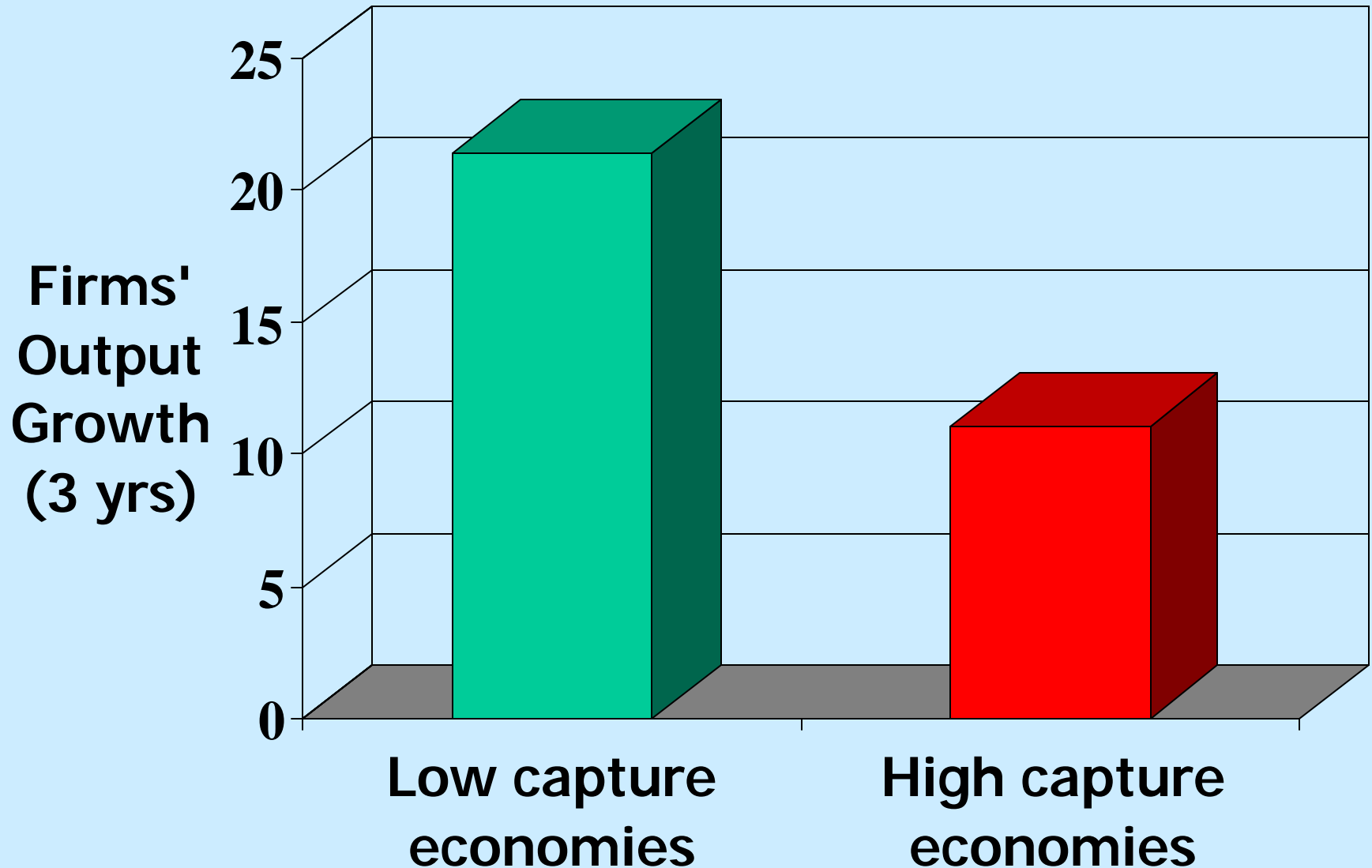
State Capture

Firms shape the legal, policy and regulatory environment through *illicit, non-transparent* provision of private gains to public officials

- **Examples include:**

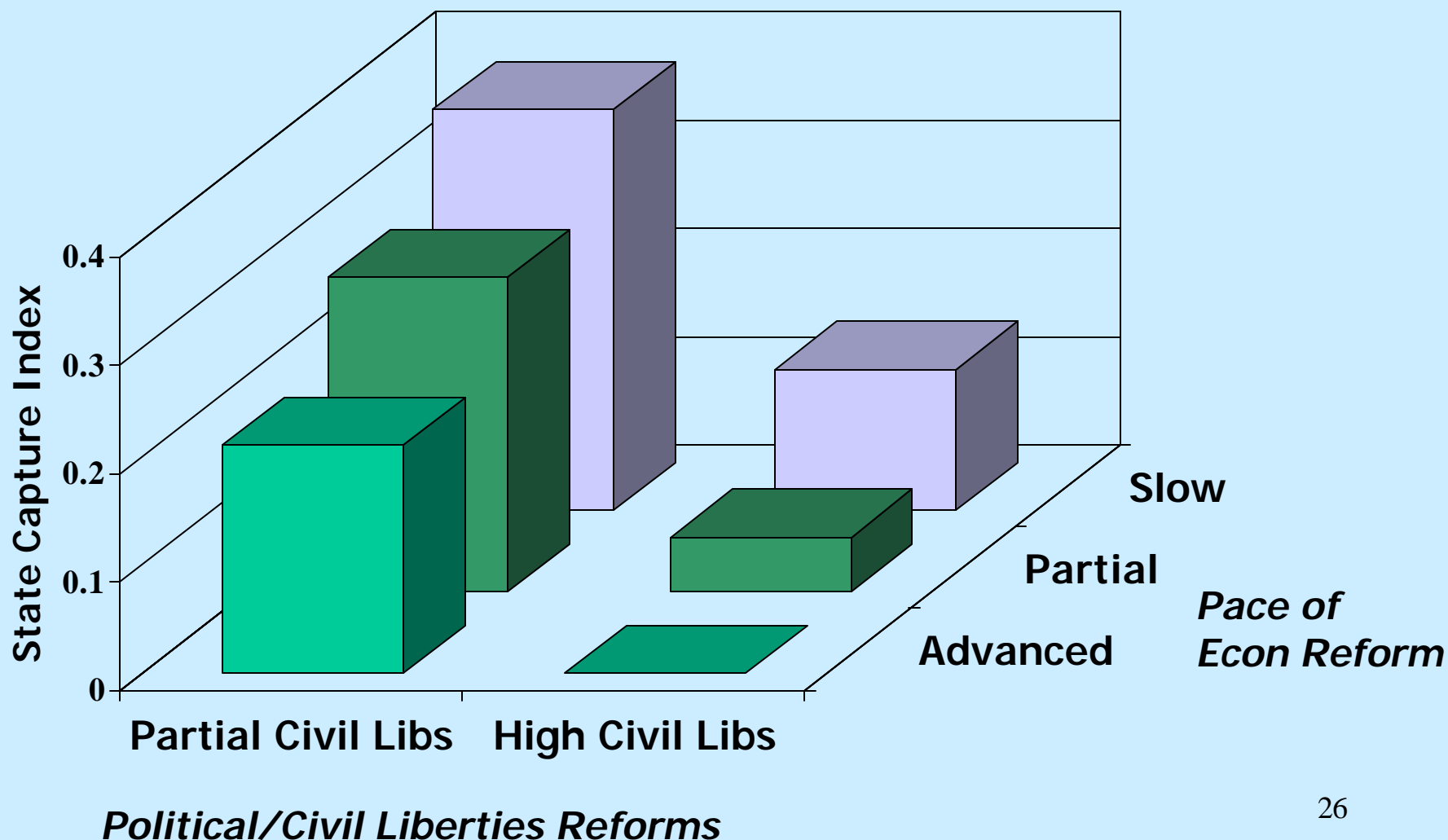
- *private purchase of legislative votes*
- *private purchase of executive decrees*
- *private purchase of court decisions*
- *illicit political party financing*

Economic Cost of Capture for Growth



Based on survey of transition economies, 2000

Addressing Capture: Economic Reform, Political Competition & Voice/Civil Liberties Matter



Key Features of in-depth Country Governance Diagnostic Tools

- *Multi-pronged surveys of: households, firms and public officials [‘triangulation’]*
- *Experiencial questions (vs. ‘opinions’/generic)*
- *Specially designed and tested closed questions*
- *Conceptual framework: Incentive Structure behind Governance; focus on development*
- *Rigorous technical requirements in implementation*
- *Local Institution Implements, with WB Collaboration*
- *Recognizing Multidimensionality of Governance*
- *Focus on Service Delivery: Input for Action and Change*

A few Illustrations

Challenge: poor governance and

stance

Guatemala

Highly fragmented civil society
Joint effort (CMU, SDV, WBI) to build consensus

7. Monitoring and Evaluation of NAS

6. Implementation by Government

5. Revision of the NAS

4. Public dissemination + discussion

3. Draft of the NAS

2. Diagnostic surveys + analysis

1. Establishment of Steering Committee

Honduras

CNA: report and strategy to newly elected gov (January 2001); integration of strategy in the 2002-2006 government plan

Sierra Leone

Strong commitment (civil society, state, donors) => surveys and report within a year. Results will be used for Institutional Reform Project

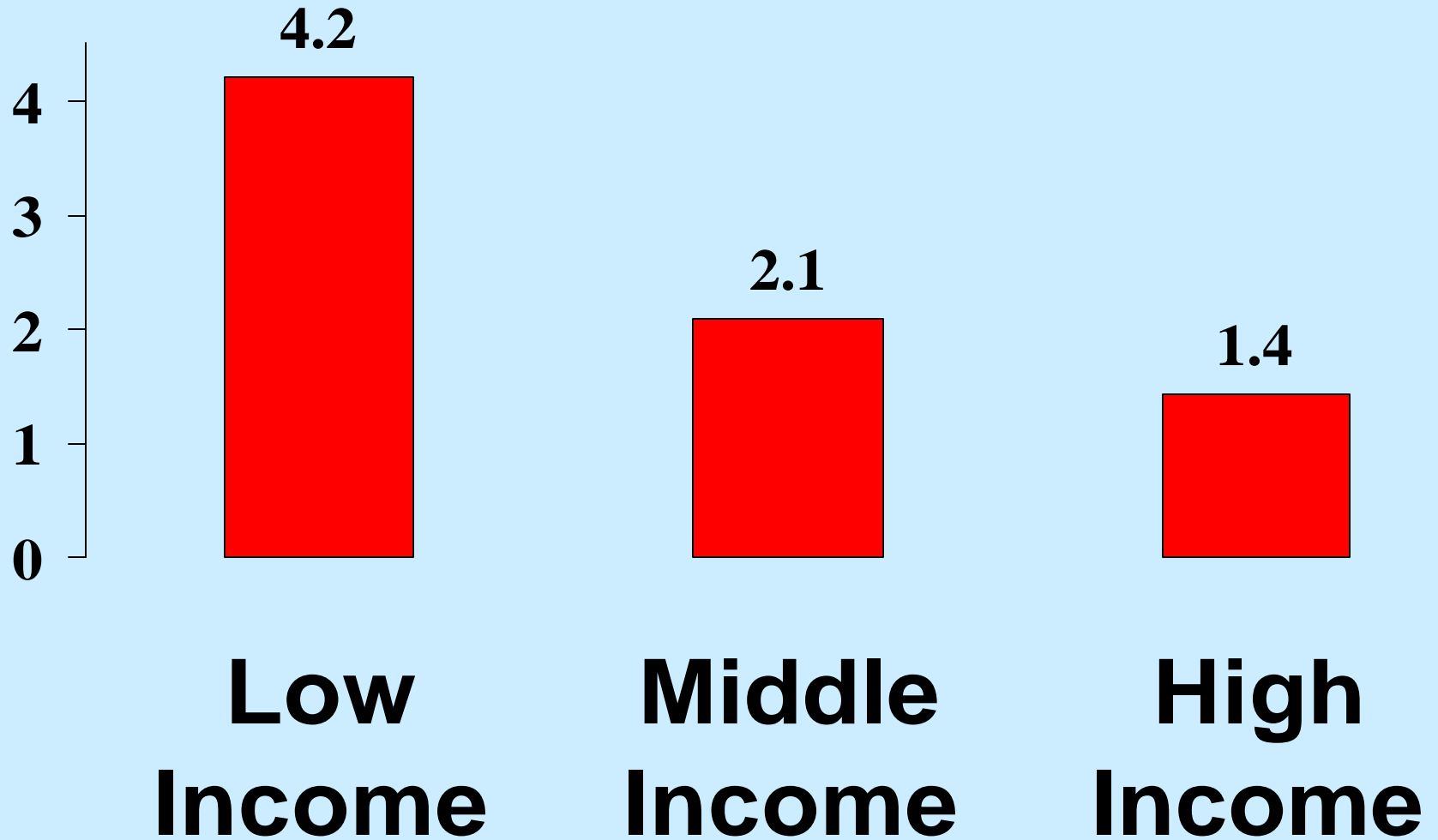
Key Partnership: Government + Civil

Additional cases

- **Ghana: report and strategy (2000), integration of results into Bank projects, dissemination at national and regional level**
- **Colombia: report (2001). Strategy in progress, collaboration between government and steering committee**
- **Bolivia: report (2001); country reform policy for Judiciary and procurement**

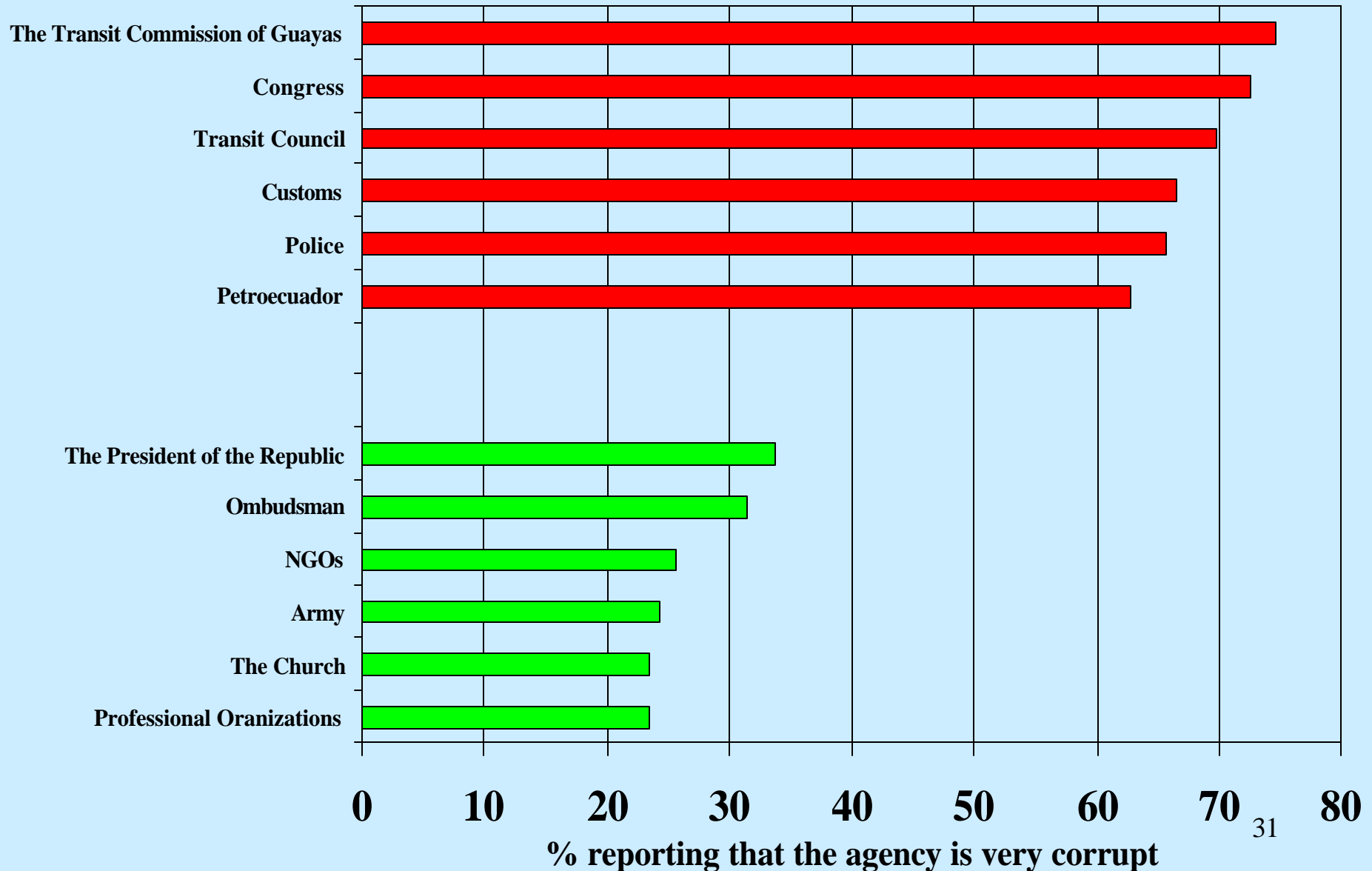
**In a diagnostic in a Latin American country,
misgovernance is a regressive tax (similarly in other countries)**

Bribe/Total Income ratio, %

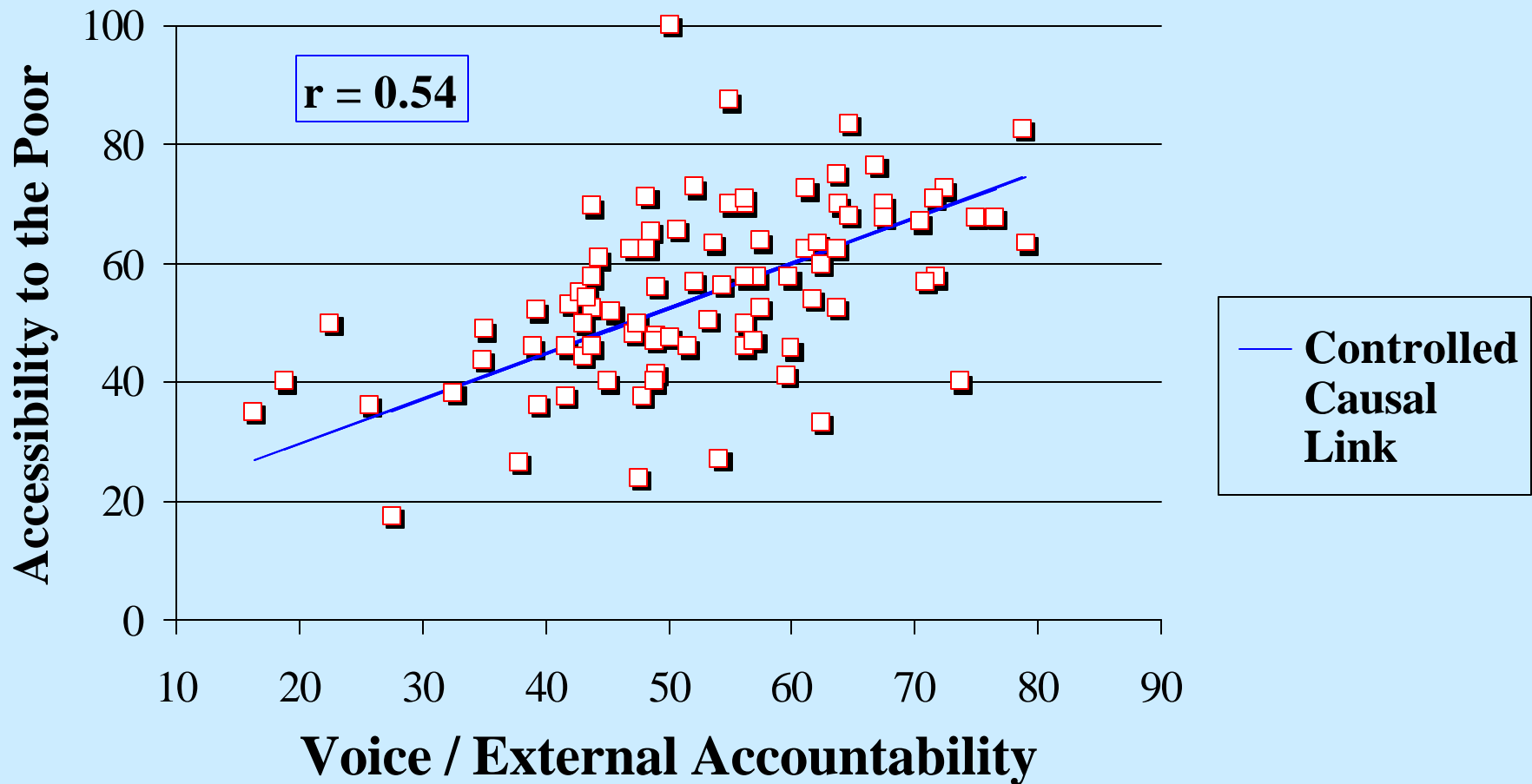


Misgoverned vs. well Governed Agencies in-Country

(as ranked by public officials, 2000 diagnostic)



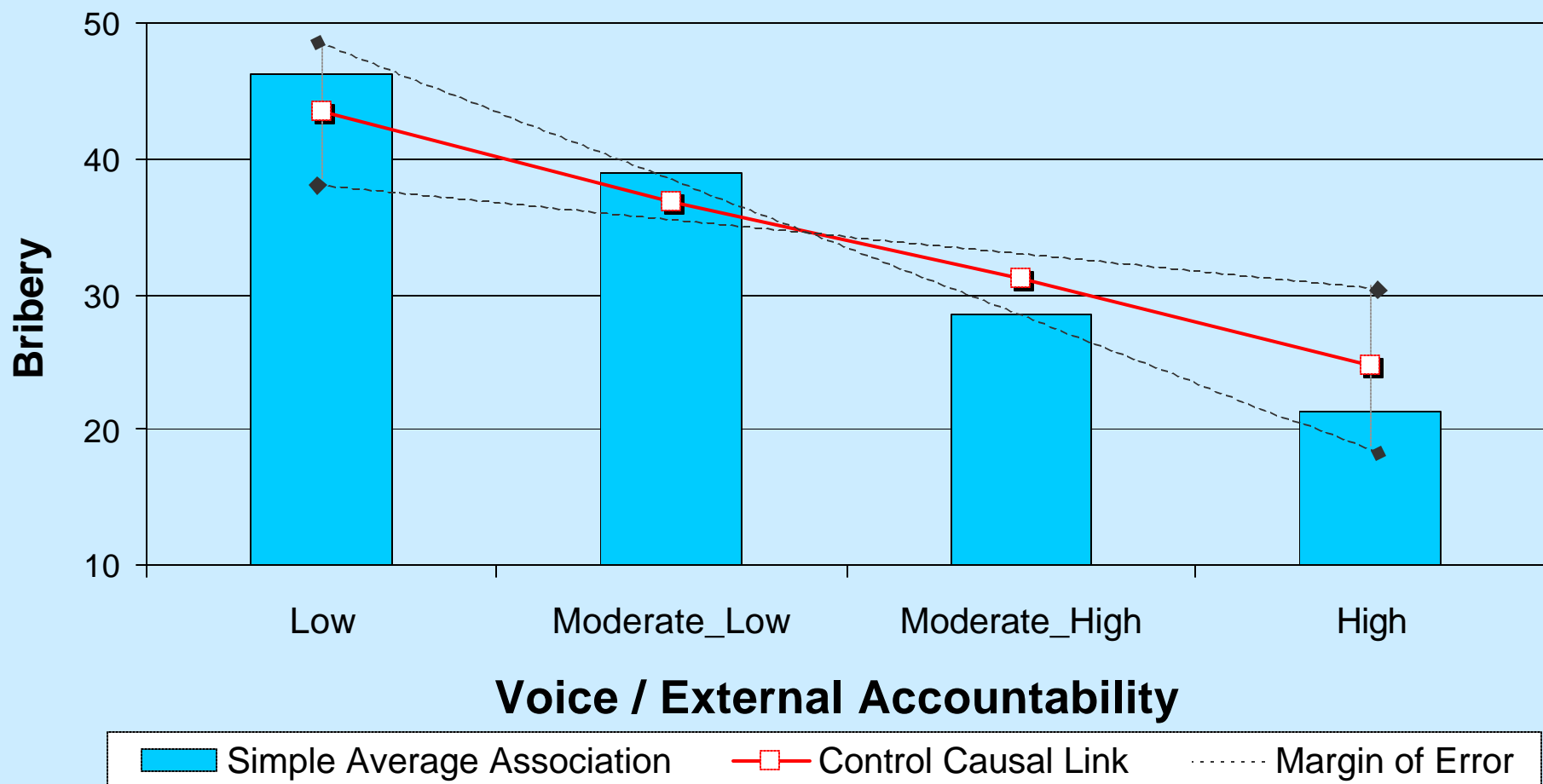
Citizen Voice Improves Accessibility of Public Services to the Poor



Based on Public Officials Survey. The sample of institutions includes 44 national, departmental, and municipal agencies which are a priori anticipated to be accessible to the poor

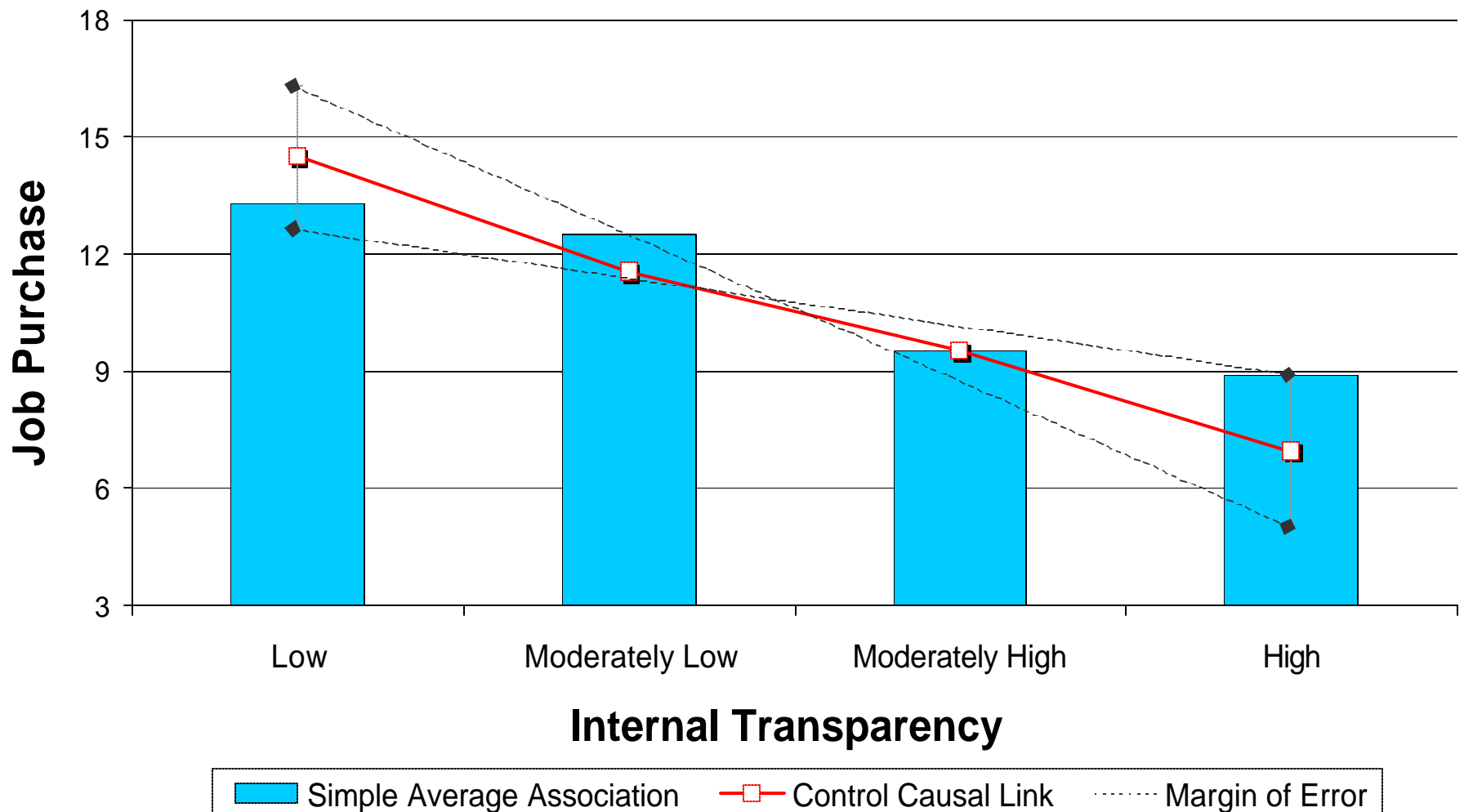
Citizen Voice Helps Control Bribery

(Bolivia Diagnostics)

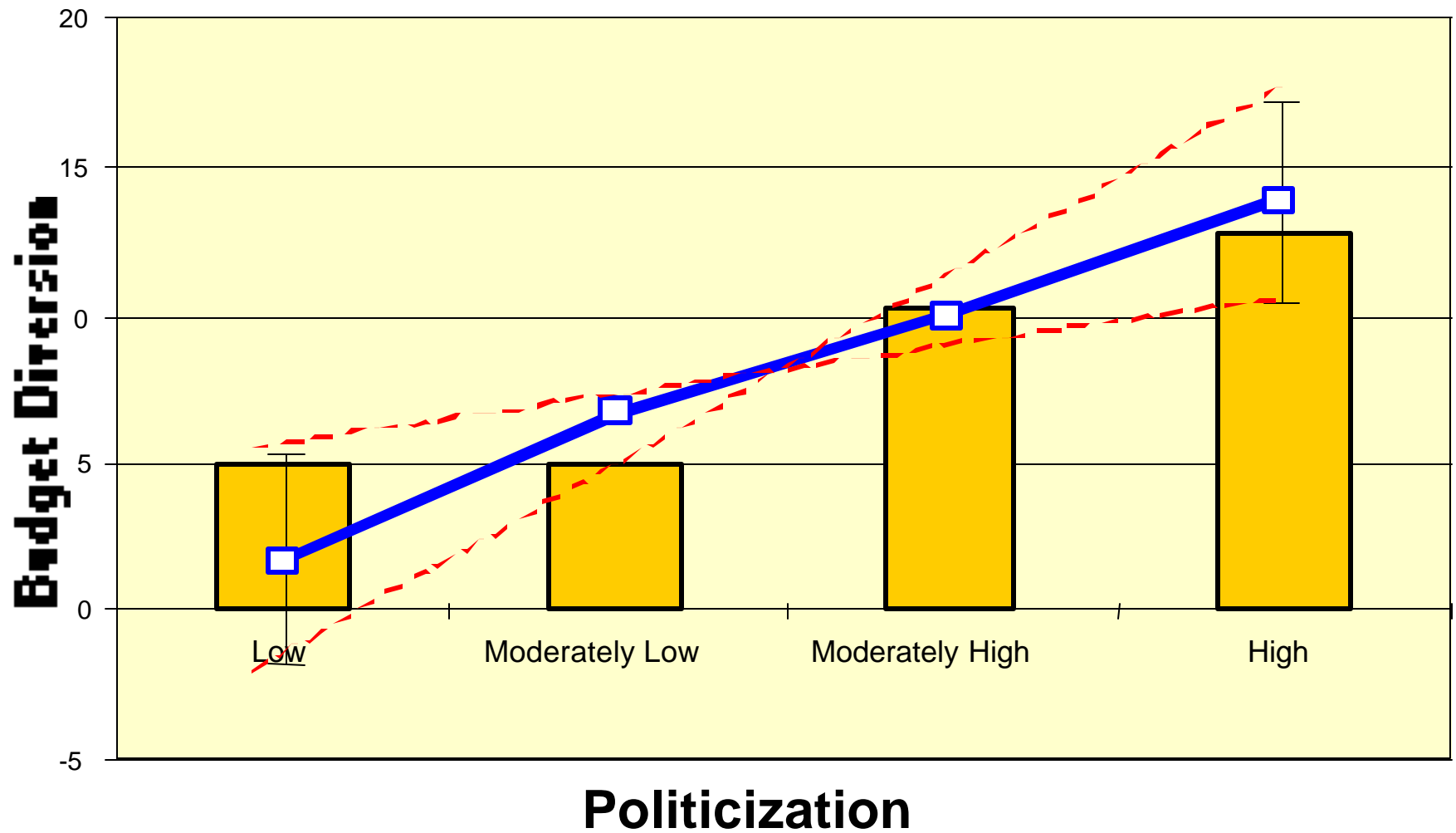


Based on 90 national, departmental, and municipal agencies covered in the Bolivia Public Officials Survey.³³

Transparency within Government Agencies Prevents Purchase of Public Positions



Politicized Agencies tend to have high incidence of Budgetary Leakages



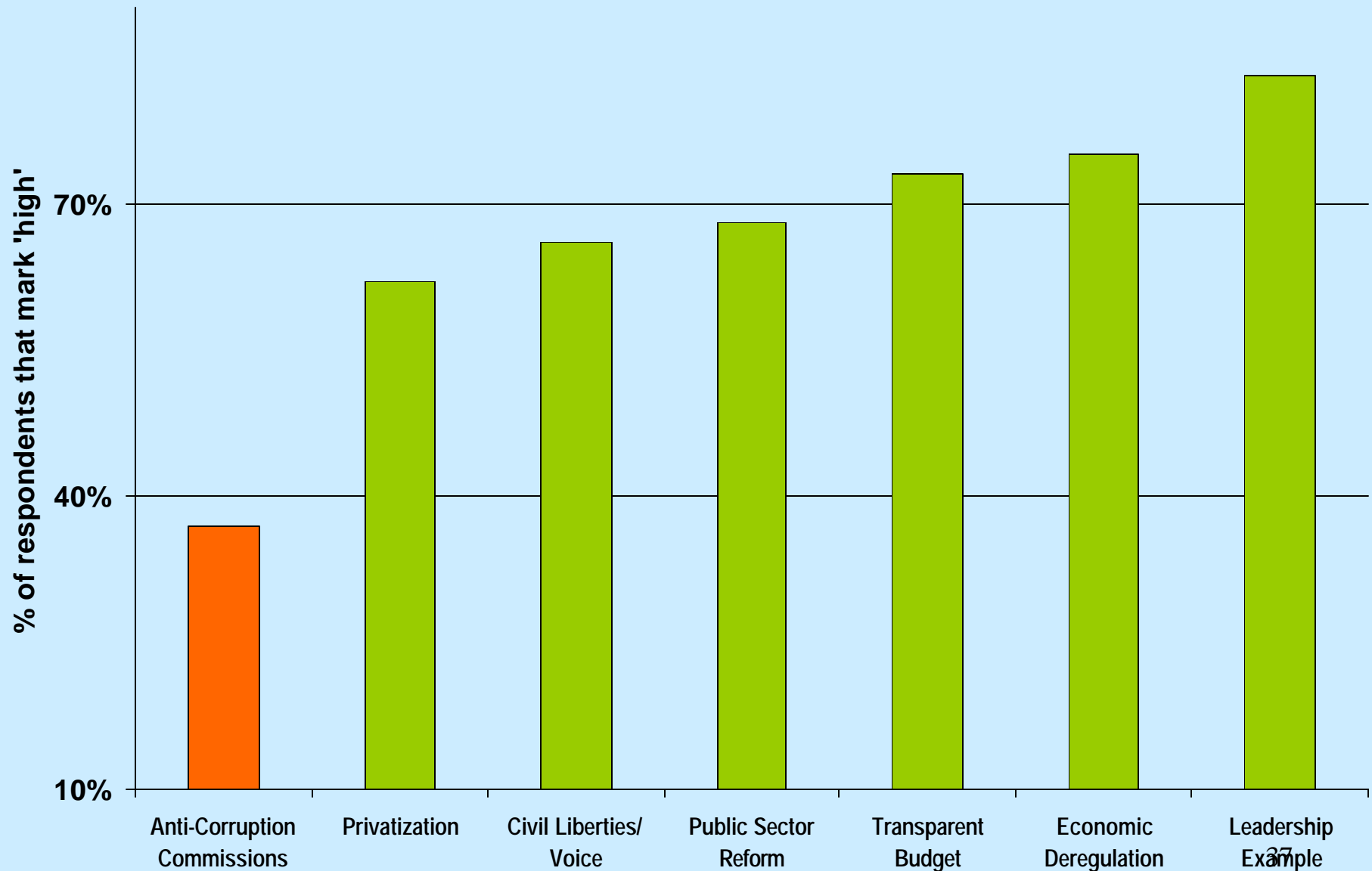
Yellow columns depict the unconditional average for each category. Blue line depicts the controlled causal effect from X to Y variables. Dotted red lines depict the confidence ranges around the causal effect depicted by the blue line.

Evidence challenged myths

- 1. Unmeasurability**
- 2. Country's income goes up, then good governance...**
- 3. Rich world corruption-free; emerging world corrupt**
- 4. Challenge concentrated within Public Sectors**
- 5. Transplants of OECD codes of conduct, templates**
- 6. Anticorruption by: Legal fiat; Campaigns, Agencies**

Most effective Anticorruption Measures?

Responses from Officials and Leaders in 62 countries



Source: D. Kaufmann, 'Corruption: The Facts', *Foreign Policy*, Summer, 1997

Deserving particular attention...

1. **‘Data Power’ / Metrics Matters**
2. **External Accountability Mechanisms (*voice*)**
3. **Transparency Mechanisms (*e*governance, data*)**
4. **Incentives as drivers, Prevention (*e.g. meritocracy, transparency*)**
5. **The Role of the Firm and Elites (*influence, capture*)**
6. **Political Reform, *including on Political Finance***
7. **Bolder approach to Rule of Law/Jud-Leg reforms**
8. **For Donors, IFIs, OECD: i) Aid Effectiveness – scaling up with tough selectivity; ii) Trade Barriers & Subsidies; iii) MNCs; &, iv) ‘World Econ. Clubs’**

Overall Approach: Good governance has many dimensions and “entry points”

Institutional Checks & Balances

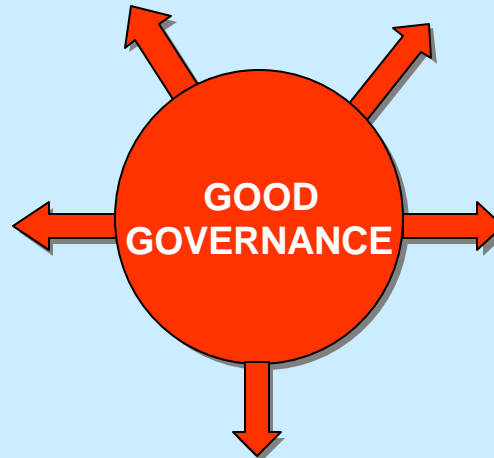
- Independent, effective judiciary
- Legislative oversight
- Decentralization with accountability
- Global initiatives: OECD Convention, anti-money laundering, WCO

Political Accountability

- Political competition, credible political parties
- Transparency in party financing
- Disclosure of parliamentary votes
- Asset declaration, conflict-of-interest rules

Civil Society Voice & Participation

- Freedom of information
- Public hearings on draft laws
- Media/NGOs
- Community empowerment
- Report cards, client surveys



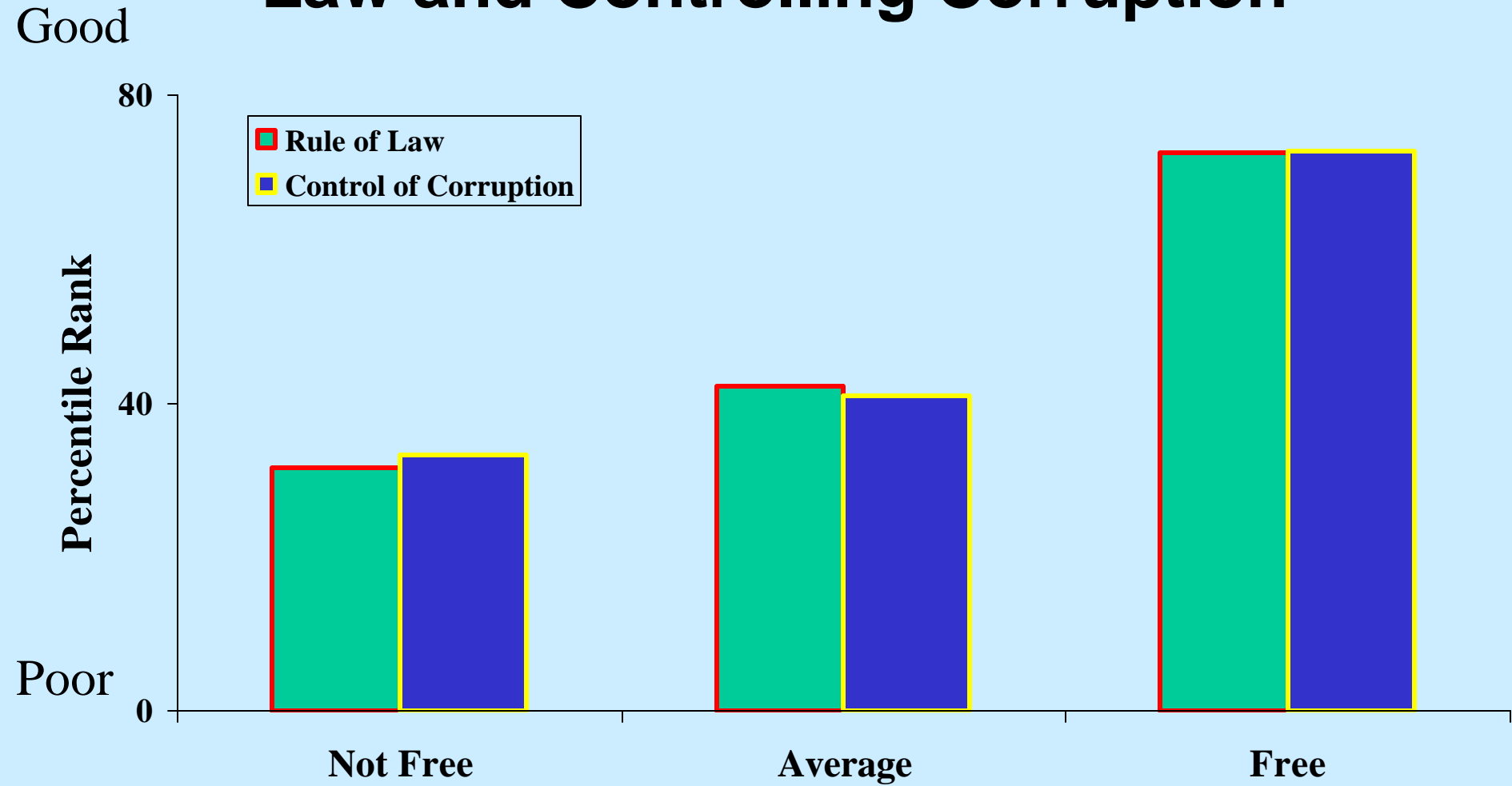
Competitive Private Sector

- Economic policies
- Restructuring of monopolies
- Effective, streamlined regulation
- Robust financial systems
- Corporate governance
- Collective business associations

Public Sector Management

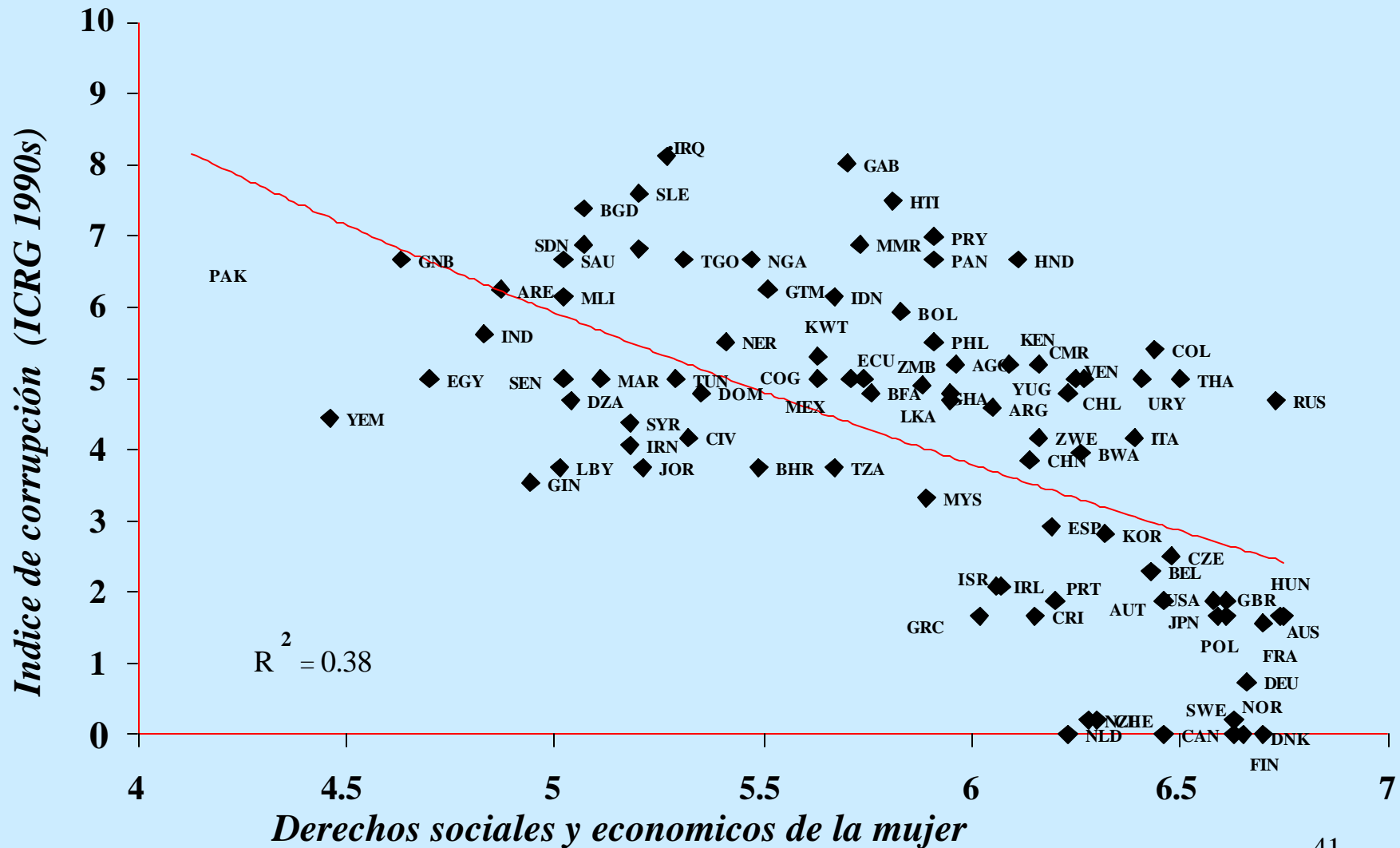
- Meritocratic civil service with adequate pay
- Public expenditure, financial management, procurement
- Tax and customs
- Frontline service delivery (health, education, infrastructure)

Freedom of the Press to improve Rule of Law and Controlling Corruption



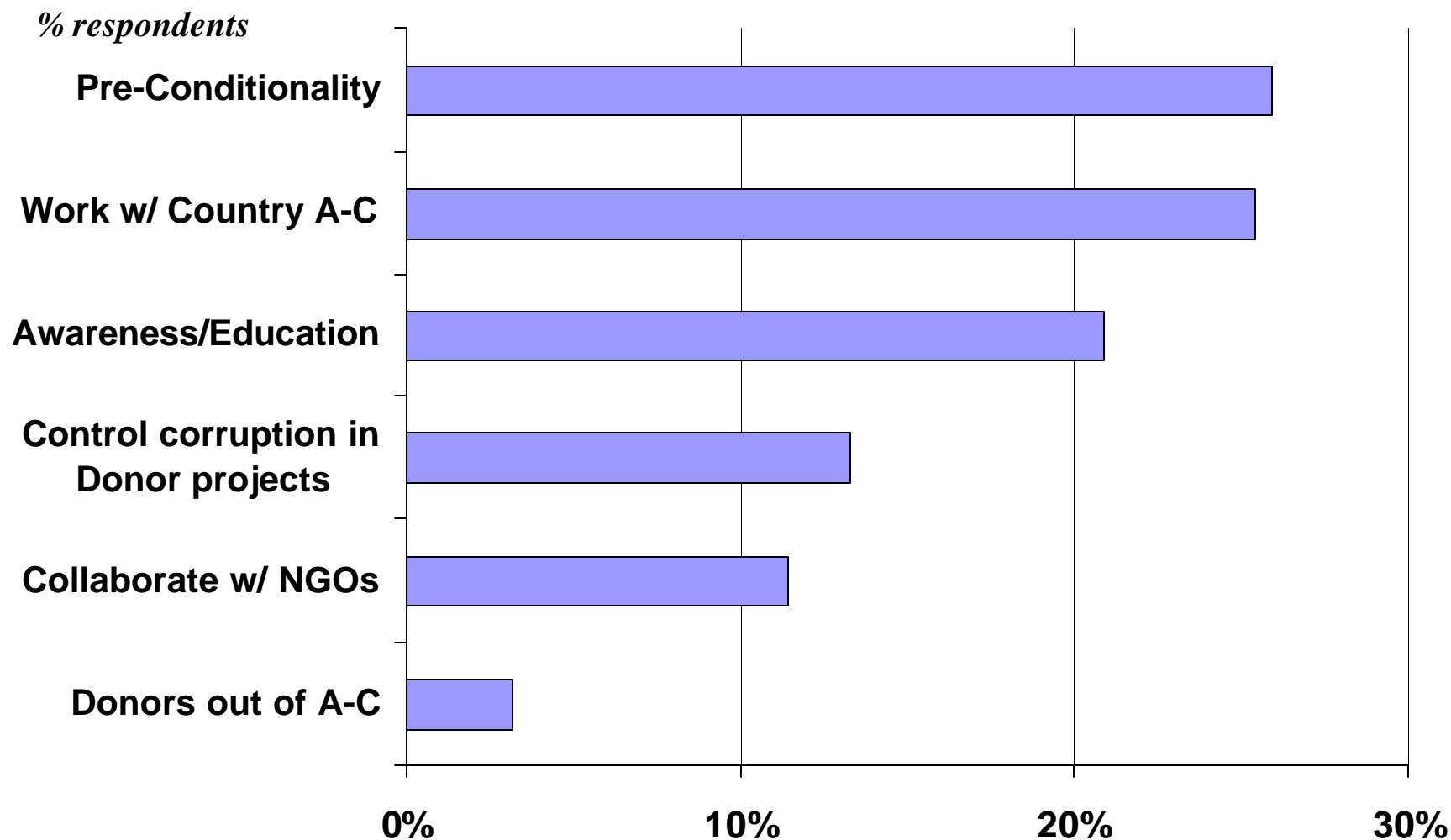
Sources: Freedom House, 2002 and KK2002

Socio-Economic Rights of Women and Corruption



Listening to Stakeholders: Responses on Donor Aid and Anti-Corruption

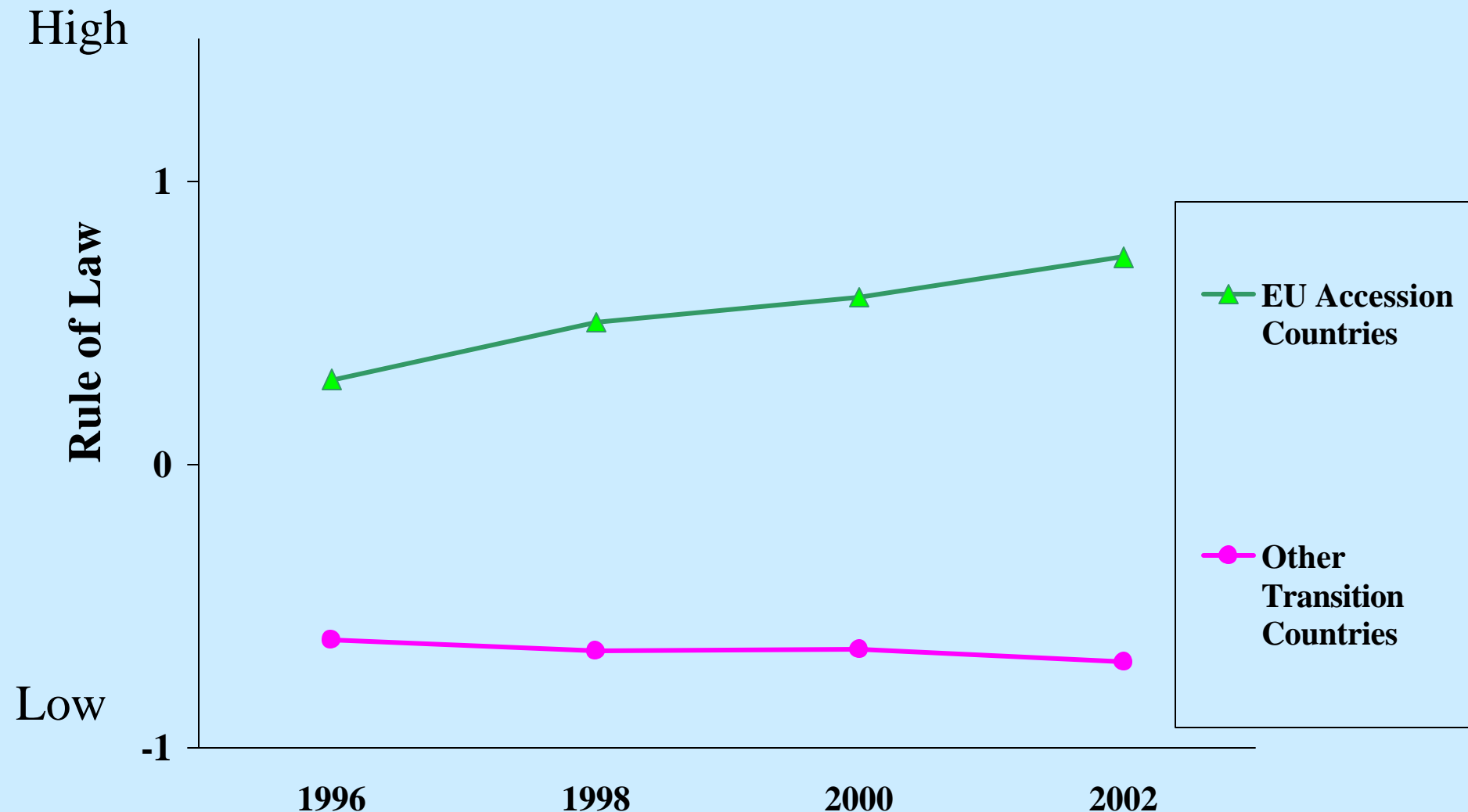
Most Important Role for Donors in Helping Country on Anti-Corruption (A-C)



Percentage of Responses selected as Most Important Role for Donors

Source: World Bank Institute Governance WebSurvey, http://www.wbigf.org/hague/hague_survey.php3. Based on 2,427 responses.

On the growing gap between EU-accession countries and the rest of transition --Rule of Law Over Time, Selected Regions, 1996-2002



Source for data: <http://www.worldbank.org/wbi/governance/govdata2002>

Each region has the following number of countries: OECD: 28; East Asia (Developing): 35, East Asia (NIC): 4; Eastern Europe: 16; Former Soviet Union: 12; South Asia: 8; Sub-Saharan Africa: 47; Middle East North Africa: 21; Latin America and Caribbean: 38.

Illustration of Concrete Projects and Programs promoting Transparency and Accountability

- **Transparency & reform in political/party finance: e.g. new methods for disclosure (expenses), etc.**
- **E*disclosure (web) of votes of parliamentarians**
- **Public Disclosure of Assets/Incomes by public officials and legislators and their dependents**
- **E*procurement; e*data.governance; diagnostics**
- **In-depth Institutional Country Diagnostics for Agency and Budgetary transparency**
- **Delisting Firms Publicly**
- **Country takes the lead, participatory approach**
- **The ‘Governance CAS’ Strategic Approach**

References and Links to papers and materials

www.worldbank.org/wbi/governance

- **Governance Matters III:**
<http://www.worldbank.org/wbi/governance/pubs/govmatters3.html>
- **Rethinking Governance: Empirical Lessons Challenge Orthodoxy**
http://www.worldbank.org/wbi/governance/pubs/rethink_gov.html
- **Governance Redux: The Empirical Challenge**
<http://www.worldbank.org/wbi/governance/pubs/govredux.html>
- **Growth without Governance:**
<http://www.worldbank.org/wbi/governance/pubs/growthgov.html>
- **The Inequality of Influence**
<http://www.worldbank.org/wbi/governance/pubs/influence.html>
- **Corruption, Governance & Security:** Challenges for the Rich Countries and the World
<http://worldbank.org/wbi/governance/pubs/gcr2004.html>
- **Governance Indicators Dataset:**
<http://www.worldbank.org/wbi/governance/govdata2002/>
- **Governance Diagnostic Capacity Building:**
<http://www.worldbank.org/wbi/governance/capacitybuild/>

Data for Analysis and informing Policy Advise, not for Precise Rankings

Data in this presentation is from aggregate governance indicators, surveys, and expert polls and is subject to a margin of error. It is not intended for precise comparative rankings across countries, but to illustrate performance measures to assist in drawing implications for strategy. It does not reflect official views on rankings by the World Bank or its Board of Directors. Errors are responsibility of the author(s), who benefited in this work from collaboration with many Bank staff and outside experts.

<http://www.worldbank.org/wbi/governance>