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EMPOWERING ANTI-CORRUPTION AGENCIES: DEFYING INSTITUTIONAL FAILURE AND STRENGTHENING PREVENTIVE AND REPRESSIVE CAPACITIES

Lisbon, 14-16 May 2008

ISCTE, Auditório Afonso de Barros (Ala Autónoma)

WORKSHOP DIRECTOR: **Luís de Sousa, CIES-ISCTE**
ORGANIZATION: **Centro de Investigação e Estudos de Sociologia (CIES-ISCTE)**
CO-FINANCED BY: **Hercule Grant Programme, European Antifraud Office (OLAF)**
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OTHER SPONSORS: **Fundação para a Ciência e a Tecnologia (FCT), Luso-American Foundation (FLAD), Transparency International (TI) and Caixa Geral de Depósitos (CGD)**
PARTICIPANTS: **Heads of Anti-Corruption and Law Enforcement Agencies (EU Member States, Candidate and Associated Countries), Justice senior officials, foreign ACA officials, NGO representatives and academics.**

PROGRAMME

DAY I – WEDNESDAY, MAY 14

REGISTRATION
(09:00-10:00)

WELCOME TO PARTICIPANTS
(10:00)

Juan Mozzicafreddo (Vice-President of ISCTE, Portugal)

Luís de Sousa (CIES-ISCTE, Portugal) and **Peter Larmour** (APSEG/ANU, Australia)

OPENING ADDRESS
(10:30-11:00)

Opening speech by the Director General of the European Antifraud Office (OLAF),
Mr. Franz-Hermann Brüner

Coffee break (15 min)

PLENARY SESSION 1: DEFYING INSTITUTIONAL FAILURE
(11:30-13:00)

Bertrand de Speville (Formerly Commissioner of the Independent Commission Against Corruption, Hong Kong and Scientific Adviser to the Council of Europe's Multidisciplinary Group on Corruption, UK) "*Failing anti-corruption agencies – causes and cures*"

Jon Quah (Anti-Corruption Consultant, Singapore) "*Defying Institutional Failure: Learning from the Experiences of the Anti-Corruption Agencies in Asian Countries*"

Frank Anechiarico (Hamilton College, US) "*Fighting Corruption in Metropolitan Cities: The Problem of Finding Best Practices*"

Coffee break (15 min)

Debate

Lunch (13:00-15:00)

OPENING DISCUSSANT
(15:00-15:30)

Francesco Checchi (United Nations Development Program - Bratislava Regional Centre, Slovakia) "*Institutional arrangements to fight corruption; UNDP approach in the Eastern European countries*"

Tania van Dijk (GRECO, Council of Europe, Strasbourg) "*The fight against corruption and the role of anti-corruption agencies from the point of view of the monitoring work of the Group of States against Corruption (GRECO)*"

ROUNDTABLE 1

- HOW TO MAKE THE LEGISLATOR HEAR YOUR CLAIMS FOR STATUTORY REFORM?
- WHAT DO WE MEAN BY "INDEPENDENCE"?
- WHAT MAKES A STRONG LEADERSHIP?
- HOW TO IMPLEMENT A SOUND MANAGERIAL STRATEGY?
- HOW TO MAXIMISE THE SCOPE OF MANDATE (INFORMAL INSTITUTIONAL DEVELOPMENT)?
- PULLING OUT THE "INSTITUTIONAL VACUUM": HOW TO ENGAGE OTHER KEY PLAYERS?
- HOW TO BUILD AN IMAGE OF CREDIBILITY?

(15:30-18:00)

Chair: **Abel Fleitas Ortiz de Rozas** (Head of the Anti-Corruption Office of the Argentine Government)
Rapporteurs: **Luís de Sousa** (CIES-ISCTE, Portugal) and **Peter Larmour** (APSEG/ANU, Australia)

Coffee break (15 min)

DAY II – THURSDAY, MAY 15

PLENARY SESSION 2: STRENGTHENING THE REPRESSIVE CAPACITY OF ACAs
(10:00-13:00)

Brendan Quirke (Liverpool John Moores University, UK) "*The Role of OLAF in the fight against EU Fraud: Do too many cooks spoil the broth?*"

Rosalind Wright (Chairperson of the Fraud Advisory Panel, UK and Member of OLAF's Supervisory Committee) "*Legislative and enforcement tools to combat corruption: some lessons from the perspective of a former UK prosecutor and a member of the Supervisory Committee of OLAF*"

Mick Symons (New South Wales Independent Commission Against Corruption, Australia) "*Catch them and keep them - investigating corruption with results*"

Coffee break (15 min)

Debate

Lunch (13:00-15:00)

OPENING DISCUSSANT

(15:00-15:30)

Ana Carla Mendes de Almeida (OLAF Official, Brussels) "A Corruption Case – An OLAF Investigation"

ROUNDTABLE 2

MANAGING SYSTEMS OF COMPLAINTS

SPECIAL POWERS AND GUARANTEES

INTELLIGENCE FACILITATION AND KNOWLEDGE TRANSFER ACROSS STATE DEPARTMENTS

SETTING JOIN INVESTIGATIVE TEAMS

THE USE OF ICT IN INVESTIGATION

(15:30-18:00)

Chair: Seow Lian Ang (Assistant Director, Corrupt Practices Investigation Bureau, Singapore)

Rapporteurs: Luís de Sousa (CIES-ISCTE, Portugal) and **Peter Larmour** (APSEG/ANU, Australia)

Coffee break (15 min)

DAY III – FRIDAY, MAY 16

PLENARY SESSION 3: STRENGTHENING THE PREVENTIVE CAPACITY OF ACAs

(10:00-13:00)

Angela Gorta (New South Wales Police Integrity Commission, Australia) "*Corruption Prevention – Deciding How and Where to Intervene*"

Bryane Michael (Linacre College/Oxford, UK) "*Quantitative Methods for Anti-Corruption Agencies and Internal Security Units*"

Cláudio Abramo (Transparência Brasil, Brazil) "*Information and State monitoring*"

Coffee break (15 min)

Debate

Lunch (13:00-15:00)

OPENING DISCUSSANT

(15:00-15:30)

John Burbidge-King (CEO, Interchange Solutions Ltd, UK) "*Just One Bad Apple*"

ROUNDTABLE 3:

DEVELOPING RESEARCH METHODS ON ETHICAL/CORRUPTION ISSUES
SURVEYING AND PROFILING TOOLS
BUILDING/MANAGING PUBLIC MONITORING TOOLS AND DATABASES
ASSESSING RISK AREAS

(15:30-17:30)

Chair: **Diana Kovatcheva** (Executive Director, Transparency International – Bulgaria)

Rapporteurs: **Luís de Sousa** (CIES-ISCTE, Portugal) and **Peter Larmour** (APSEG/ANU, Australia)

Coffee break (15 min)

PRESENTATION OF CONCLUSIONS FROM THE RAPPORTEURS

(17:45-18:00)

CLOSING ADDRESS

(18:15)

Closing Speech by the Head of the Central Department for Penal Action and Investigation, in representation of the Portuguese Attorney General Office

Mrs. Cândida Almeida

Group photo & Conference dinner

SATURDAY MORNING: GROUP EXCURSION TO SINTRA AND CASCAIS

ABSTRACTS

DAY I – Wednesday, May 14

Bertrand de Speville (Formerly Commissioner of the Independent Commission Against Corruption, Hong Kong and Scientific Adviser to the Council of Europe's Multidisciplinary Group on Corruption, UK)

Title: *"Failing anti-corruption agencies – causes and cures"*

Abstract: Anticorruption agencies are usually created when corruption has spread so widely that offences of bribery are no longer investigated or prosecuted. But many of these agencies fail dismally to have any impact. The causes of failure fall into broad categories relating to political considerations, realism in objectives and expectations, strategic vision, the anti-corruption laws, implementation policies and practices, public confidence and staying in control of the problem. From the examination of particular causes, what needs to be done to give the next anti-corruption initiative a chance of success becomes obvious. The presentation concludes by pointing out that an anti-corruption agency is not in itself the answer to a country's corruption problems. An agency can ever only be a part of the solution. It is however the part on which success depends.

Jon Quah (Anti-Corruption Consultant, Singapore)

Title: *"Defying Institutional Failure: Learning from the Experiences of the Anti-Corruption Agencies in Asian Countries"*

Abstract: The first Anti-Corruption Agency (ACA) was established in Asia with the formation of the Corrupt Practices Investigation Bureau (CPIB) in Singapore in October 1952. More than two decades later, the Independent Commission Against Corruption (ICAC) was created in February 1974 to curb corruption in Hong Kong. The effectiveness of the CPIB and ICAC in minimizing corruption in the two city-states has led to the increased reliance on ACAs to spearhead the anti-corruption strategies in other Asian countries. More specifically, ACAs were set up in these countries: Malaysia (October 1967), Brunei (February 1982), Nepal (1990), Sri Lanka (November 1994), Pakistan (November 1999), Thailand (November 1999), Macao (December 1999), South Korea (January 2002), Indonesia (December 2003), Bangladesh (August 2004), Bhutan (January 2006), and Mongolia (December 2006). However, the 12 ACAs in the above countries have not been as effective as the CPIB and the ICAC for various reasons. The purpose of this paper is threefold: (1) to identify the factors responsible for the effectiveness of the CPIB in Singapore and the ICAC in Hong Kong; (2) to explain why the National Counter Corruption Commission (NCCC) in Thailand, and South Korea's Korea Independent Commission Against Corruption (KICAC) are less effective than the CPIB and ICAC; and (3) to identify the lessons that can be learnt by the ACAs in European countries to avoid institutional failure from the success of the CPIB and ICAC and the failure of the KICAC and NCCC. This paper focuses on the CPIB, ICAC, KICAC and NCCC for two reasons. First, there is a great deal of literature and data on these four well-known ACAs. Second, because of space constraints and availability of data, the KICAC and NCCC were selected for comparison with the CPIB and ICAC by the author because of his familiarity with these four ACAs.

Frank Anechiarico (Hamilton College, US)

Title: *"Fighting Corruption in Metropolitan Cities: The Problem of Finding Best Practices"*

Abstract: The title indicates a focus that will concentrate on the U.S., but use an historical and comparative approach to consider the difficulty of developing theories that explain and predict the outcome of corruption controls. The broad difference - and shades of grey - between value oriented

and rule oriented strategies will be at the center of my talk. I will also consider the ways in which the New Public Management has influenced corruption control. Best practices, as a concept, should be applicable to integrity management. Is it?

Francesco Checchi (UNDP Bratislava Regional Centre, Slovakia)

Title: *“Institutional arrangements to fight corruption; UNDP approach in the Eastern European countries”*

Abstract: Corruption in the Eastern European and the CIS countries existed long before the process of transition and is rooted in the functions and structures of the communist system. Some of the characteristics of that system still have a bear on the degree and features of the corruption phenomenon in the region. With the fall of the Soviet Union and the beginning of the transition toward democracy and market economy, corruption became pervasive and acquired a large economic dimension. During the late nineties the countries of the region started introducing measures to fight corruption and creating anti-corruption agencies (ACAs). The paper will discuss these measures with particular focus on the reality of ACAs in the region in the context of the UN Convention Against Corruption. The main shortcomings of the anti-corruption systems and potential remedies will be analyzed from the perspective of UNDP's experience interacting with practitioners from ACAs in anti-corruption projects. UNDP's approach for promoting capacity development of ACAs will be presented through practical examples.

Tania van Dijk (GRECO, Council of Europe, Strasbourg)

Title: *“The fight against corruption and the role of anti-corruption agencies from the point of view of the monitoring work of the Group of States against Corruption (GRECO)”*

Abstract: This presentation will briefly outline the role of the Group of States against Corruption (GRECO) in the fight against corruption, its competences and the results of its work. It will furthermore discuss the experience of GRECO as regards anti-corruption agencies and other specialised structures in the fight against corruption, in particular their independence and preventive and investigative capacities, and will conclude by identifying good practices emanating from GRECO's evaluations as regards the activities and institutional setting of these agencies.

DAY II – Thursday, May 15

Brendan Quirke (Liverpool John Moores University, UK)

Title: *“The Role of OLAF in the fight against EU Fraud: Do too many cooks spoil the broth?”*

Abstract: This paper will consider the role of OLAF in the fight against EU fraud. It will examine its powers and its capacity to coordinate the activities of anti-fraud agencies in twenty seven member states and it will also consider the constraints which prevent it from operating in a more effective manner. The paper will also consider OLAF's relationship with other transnational agencies such as Eurojust and Europol and will seek to highlight the degree of fragmentation which exists with a multiplicity of actors involved in the fight against fraud, a fragmented legal approach and the difficulties this presents in attempting to police sophisticated transnational frauds. The effect of EU expansion on this situation will also be considered and the support offered to new member states who have been asked to bring their anti-fraud structures up to the standards of existing members within a very short period of time will be examined. The paper will seek to draw wider lessons which could be of benefit to prospective member states and to OLAF itself. The paper will conclude that despite the best efforts of the actors involved, a fragmented legal system and institutions are hampering the fight against fraud.

Rosalind Wright (Chairperson of the Fraud Advisory Panel, UK and Member of OLAF's Supervisory Committee)

Title: *“Legislative and enforcement tools to combat corruption: some lessons from the perspective of a former UK prosecutor and a member of the Supervisory Committee of OLAF”*

Abstract: *A strong legal basis is an essential tool to combat corruption - What is wrong with the present legislation in England and Wales? The English law of corruption is highly complex. The concepts which underpin the current law, such as “corruptly” and “agent”, are not clearly defined, leaving them open to very different judicial interpretations. In addition, although bribery in the public and private sectors is in some respects treated differently under the law, it is not at all clear where the boundaries lie. There is general agreement that the law is in need of reform. There are at least five separate and extant statutes, as well as a common law offence of bribery, which cover corruption in the public and the private sectors. The law is unclear and despite the successive attempts to strengthen it, there are still glaring loopholes which allow many corrupt practices to go unpunished. Law enforcement efforts to combat corruption must be adequately resourced and not subject to political pressure - Investigations by law enforcement agencies into bribery, especially bribery committed overseas, is resource intensive. Governments must recognise the enormous harm that corruption causes, both to the trust and confidence in the integrity of the domestic commercial sector but also internationally, having regard to obligations under conventions such as that of the OECD and the UN and commit adequate funds to efforts to tackle corrupt practices. ACAs must not be placed under any political influence or pressure from whatever source in rooting out corruption and bringing the perpetrators to justice.*

Mick Symons (New South Wales Independent Commission Against Corruption, Australia)

Title: *“Catch them and keep them - investigating corruption with results”*

Abstract: Corruption is a private crime - generally there are two parties or entities involved. One is corrupted - the other corrupts. Both parties seek a favourable outcome whether it be not proceeding with criminal charges, the allocation of a contract or allowing some illegal (or legal) act to occur. If the outcome is achieved - then both parties are happy. Even if the outcome is not achieved it is highly unlikely the “losing” party will complain to the authorities. The presentation will explore various approaches to investigating corruption with a particular emphasis on the “Commission” model using coercive powers as compared to the policing model bound by conventional methods including the right to silence.

Ana Carla Mendes de Almeida (OLAF Official, Belgium)

Title: *“A Corruption Case – An OLAF Investigation”*

Abstract: My participation will consist of the presentation of a concrete OLAF investigation case. Aspects to be covered: case synopsis; investigative steps; the help of communications technology in the investigation and the gathering of evidence; multidisciplinary approach; international dimension and Eurojust (prevention of the conflict of competences); OLAF and Judicial Authorities; fluent exchange of data; the opportune moment for the judicial intervention during OLAF administrative investigation; lessons learnt and prevention.

DAY III – Friday, May 16

Angela Gorta (New South Wales Police Integrity Commission, Australia)

Title: ‘*Corruption Prevention – Deciding How and Where to Intervene*’

Abstract: Corruption prevention is about intervening before the corrupt conduct occurs. To prevent corruption and other serious misconduct one needs to decide *how* and *where* are the best ways to intervene. This session draws on actual examples of how research methods have been used within two anti-corruption agencies to inform efforts to minimise future corruption. Topics to be covered in the session include:

- adding value to investigations
- different tools that are available to inform prevention efforts
- where to focus the tools
- making the tools work – transforming information into improved practices
- what prevention strategies can look like
- limitations and cautions in applying the tools
- major lessons for prevention based on my experience working in two anti-corruption agencies.

Bryane Michael (Linacre College/Oxford, UK)

Title: “*Quantitative Methods for Anti-Corruption Agencies and Internal Security Units*”

Abstract: The "preventative" aspects of anti-corruption work as called for in the recent UN Convention Against Corruption remain very difficult to define and operationalise – particularly for ACAs. This session – and the accompanying paper – will discuss how some ACAs have been using research to implement evidence-based prevention programmes. The session will cover how ACAs have assigned staff to do theoretical and empirical research (particularly related to survey-based data collection). The session will also cover simple and specific statistical and econometric methods used to test the effectiveness of particular investigative, prosecutorial and awareness raising methods. The session will also cover how empirical research translates into operating procedure and even recommendations for changes in the national anti-corruption legislative framework. Methods of information sharing between EU member states and with third-party states will be discussed and implications for EU-level institutions (such as OLAF) will serve as the lynch-pin of the session.

Cláudio Abramo (Transparência Brasil, Brazil)

Title: “*Information and State monitoring*”

Abstract: The growing availability of information in bulk provided both by State institutions and private sources such as the media opens up a fertile terrain for the development of monitoring initiatives conducted by pressure groups and NGOs. Cross-referencing data obtained from a variety of different sources result in aggregations and analyses that exhibit patterns that otherwise tend to remain hidden. *Transparência Brasil*, a Brazilian NGO dedicated to combating corruption, enhancing the State integrity and to promote access to information, has been exploring that potential since its inception in 2001. Using both State-originated information and data collected by itself (such as from newspapers), the organization created several Internet-based tools that third parties use to monitor different aspects of the State's activities. Not only the media and other NGOs use the resulting information for their ends, but also public prosecutors, investigators, State auditors and other State agents benefit from the data treated by *Transparência Brasil* in their work.

John Burbidge-King (CEO, Interchange Solutions Ltd)

Title: “Just One Bad Apple”

Abstract: People bribe, not companies. Companies only provide the framework within which an offence might take place, and sometimes the motive. Whilst compliance regimes and internal business process have major roles to play, ultimately it is one or more people in the company or organisation that will decide to act improperly, perhaps on impulse. Such circumstances may also foster other offences, especially fraud and anti competitive behaviour. Most of our understanding of bribery and corruption is gained from case studies and is therefore historic by nature. Furthermore it is possible that some evidence may remain undiscovered or is not admissible in court. It is therefore difficult to persuade companies and especially those that have not experienced an allegation, to take measures (where not already in place) to mitigate such risks. This presentation sets out to examine the reasons and circumstances behind the actions of the “One Bad Apple”, the process and managerial weaknesses that might prevail and how by looking before the event and from within an organisation, ACAs might take new investigatory approaches and work more closely with companies to develop preventive strategies.

BIOGRAPHY OF GUEST SPEAKERS AND CHAIRS

Abel Fleitas Ortiz de Rozas, Esq. is the Head of the Anticorruption Office of the Argentine Ministry of Justice, since December 2004. In October 2006 he was appointed Member of the Executive Committee of the International Association of Anti-Corruption Authorities. He is a lawyer who graduated from the Law School of the University of Buenos Aires (U.B.A.) in 1967, with the highest honours. He took postgraduate courses in the U.B.A., in the University of Madrid and in the International School of Strasbourg. He has developed a long career in the academic field and he has held important public positions within the three branches of Government. He served as Federal Judge until the military government dismissed him in 1976, and he was caused to drop his activities as a professor at the U.B.A. He resumed his post as a professor in 1984, carrying out an intense teaching activity ever since. He was designated by contest as Head Professor of Civil Law at the University of La Plata in 1993 and at the University of Buenos Aires in 1997. For many years he formed part of the Executive Board of the Law School of the U.B.A., on behalf of the Professor's Body, until present time. He has published three books and a great number of articles on public and private law related matters. His role as a lecturer has been intense: he has given more than two hundred and fifty lectures on civil, constitutional and administrative law, in Argentina and in other countries as well. As a public official, he served as General Counsellor for the Government of the Province of Buenos Aires (1987/91), Secretary of the Ministry of Home Affairs (1993), and Secretary of the Ministry of Justice (1992 and 2003/2004). He was also elected as representative for the Legislature of the City of Buenos Aires (1997/2000), and acted as alternate judge for the Supreme Court of the Province of Buenos Aires (2000/2002), hearing and rendering judgements on a great number of cases.

Ana Carla Mendes de Almeida is a Public Prosecutor currently working as an officer at OLAF, Unit C.1 "Judicial and Legal Advice": Magistrate responsible for the judicial follow-up of OLAF investigations. She graduated in law at the University of Lisbon. From September 1990 until September 1992, she studied and graduated as a Magistrate (both Judge and Public Prosecutor) at the Judiciary Studies Centre, Lisbon - Accredited School for Magistrates. From September 1992 until joining OLAF, in May 2007, Ana Carla worked as a Public Prosecutor in the criminal investigation field. She has large experience as a Public Prosecutor in criminal investigation, in particular those concerning ESF fraud, corruption and other financial and economic crimes. As a Public Prosecutor, Ana Carla was an accredited trainer for the Judiciary Studies Centre of the Portuguese Ministry of Justice, actively involved in the training process of the new Public Prosecutors. For one year, before being recruited as an OLAF officer, she lectured penal law for high ranks of the Portuguese National Republican Guard (GNR, a militarized police force) at the University Institute for Military Studies, Lisbon. In 2004, she completed a post-graduation on "Mediation and Restorative Justice" at the University Institute of Education Sciences (Lisbon).

Angela Gorta is the Principal Analyst at the New South Wales Police Integrity Commission, based in Sydney Australia. Her work focuses on using research to identify ways of minimising police corruption and serious misconduct. Prior to working at the Police Integrity Commission, Dr Gorta was the Research Manager at the Independent Commission Against Corruption (ICAC), an agency established to expose and minimise corruption in the New South Wales public sector. During her ten years at the ICAC, Dr Gorta managed the ICAC's significant research program which focused on informing efforts to reduce public sector corruption. While at the Police Integrity Commission, Dr Gorta has played the leading role in a major project on the use of illegal drugs by NSW Police officers. This project, codenamed Operation Abelia, focused on providing a better understanding of the nature of the problem of illegal drug use by police and what can be done to minimise such drug use. More recently her work has focused on identification and management of integrity risks associated with different policing functions. While at the ICAC Dr Gorta designed, conducted and/or supervised a range of original empirical research projects. Amongst other projects, Dr Gorta created a profile of the functions, corruption risks and prevention strategies across the New South Wales public sector to identify where further intervention would be most effective to assist individual public agencies strengthen their capacity to minimise and manage corruption risks. She also designed a wide range of

surveys to explore employee and community understanding of corruption and barriers to taking action about it. A number of other agencies have sought to replicate some of the research initiatives designed by Dr Gorta in their own jurisdictions.

Bertrand de Speville is a lawyer by profession. He practised in the private and public sectors in London and Hong Kong and was Solicitor General of Hong Kong before being asked to turn his attention to corruption and good governance. Since stepping down in 1996 as the Commissioner of the Independent Commission Against Corruption of Hong Kong (ICAC), Mr. de Speville has advised governments and international organisations on various aspects of anti-corruption policy and practice. He is currently the advisor to the Council of Europe's Multidisciplinary Group on Corruption.

Brendan Quirke Brendan Quirke has been a Senior Lecturer in Accounting & Finance at Liverpool John Moores University since 1992. Prior to this, he was a Lecturer at Keele University and also worked for the Audit Commission in the UK and the UK National Health Service.

Bryane Michael is currently at Linacre College (Oxford) and serves as a Senior Advisor to the European Union on Anti-Corruption and Governance issues for Ukraine, Moldova, Romania and Azerbaijan. He has trained over 70 corruption investigators in both intelligence-led and statistics-led investigation techniques and 40 prosecutors in EU best practice in prosecutorial strategy. He formerly worked for almost 5 years with the World Bank and the OECD on anti-corruption programmes for Turkey, Russia, Bolivia and Nicaragua. He has published over 20 academic articles in the area of anti-corruption.

Cândida Almeida is the current Director of «DCIAP» (the Central Department for Penal Action and Investigation of the Portuguese Attorney General Office). She has been a Public Prosecutor since July 1974 and exercised her duties in various courts. She was Deputy District Prosecutor at Grândola and Cascais; Prosecutor at the Labour Court and at the Examining Court of Lisbon; District Prosecutor at Lisbon's Court of Appeal where, among other things, intervened in GAL's case; Deputy Prosecutor General at the Supreme Court of Justice; Deputy Director at the Centre for Judicial Studies (Portuguese National School for Magistrates) and Advisor at the Consultative Council of the Prosecutor General's Office. She investigated and launched a prosecution of one of the most sensitive cases of political terrorism in contemporary democratic Portugal, the case known as FP25. She was part of the trial team and coordinated the whole file regarding the case at a national level. She was awarded the medal of merit for her services to the nation by His Excellency the President of the Republic. She is also a Member of the National Committee for the celebration of the 50 years of the Universal Declaration of Human Rights. She is a Member of the Special Committee for the protection of witnesses and has participated in the work group responsible for the wording of both the Act and the Regulation Decree of the Act on the Protection of Witnesses. While in Chile, she was invited by the United Nations to participate in a work group responsible for the wording of a bill on the protection of witnesses for Latin America and invited to intervene at the World's Meeting of General Prosecutors on the Portuguese Law of Protection of Witnesses. She is a Eurojust's national correspondent for terrorism matters. She has delivered several speeches during Seminars on corruption, promoted by the Centre for Judicial Studies and by OLAF.

Cláudio Abramo is currently Executive Director of *Transparência Brasil* an NGO devoted to the fight against corruption by means of coalitions between the public sector, civil society and the private sector. Its work is based on a National Integrity Network made up of organisations and individuals united around programs developed in the federal, state and municipal levels, as well as initiatives directed to society in general and its specific sectors. He is responsible for setting up various online databanks for monitoring the assets and interests of elective officials (*Excelências*) and party financing (*As Claras*) in Brazil.

Diana Kovatcheva is Executive Director, Transparency International – Bulgaria since 2002. She graduated and took her master at the Law Faculty of Sofia University “St. Kliment Ohridski” in 1998. She is currently a PhD candidate in International Public Law at the Institute for Legal Studies, Bulgarian Academy of Science, whilst taking a second Master Degree in European Law and Judicial System as part of a joint programme between Sofia University “ST. Kliment Ohridski”, University of Nancy II and the University Robert Schuman. She previously worked at the Bulgarian Ministry of

Justice and as a research fellow at the Bulgarian Academy of Science and the Open Society Institute – Sofia.

Franz-Hermann Brüner has been the Director-General of the European Anti-Fraud Office (OLAF) of the European Commission since March 2000. The Office has responsibility for conducting administrative anti-fraud and anti-corruption investigations and has a special independent status within the Commission. Born on 14 September 1945 in Bad-Nauheim, Federal Republic of Germany, Mr Brüner is married with one daughter. He is a graduate in law, economics and political science of the University of Munich (1971–76). From 1976 to 1998 he worked in a variety of judicial positions in the German justice system. From 1998 to his OLAF appointment in 2000 he was Head of the Anti-Fraud Unit of the Office of the High Representative of Bosnia and Herzegovina.

Frank Anechiarico (Ph.D., Indiana) Maynard-Knox Professor of Government and Law, studies constitutional law and public administration. He is the coauthor (with Eugene Lewis) of *Urban America: Politics and Policy* (2nd ed., 1983) and the author of "Suing the Philadelphia Police: The Case for an Institutional Approach," *Law and Policy Quarterly* (1984) and "Remembering Corruption: The Elusive Lessons of Scandal in New York City," *Corruption and Reform* (1990). Contributing editor of *Corruption and Racketeering... The New York City Construction Industry*, a report to the Governor from the New York State Organized Crime Task Force. He is co-author with Steven Lockwood of "The Responsibility of the Police Command for Street Level Action," *Law and Policy* (1991) and with James B. Jacobs of "The Continuing Saga of Municipal Reform," *Urban Affairs Quarterly* (1992), and "Visions of Corruption Control," *Public Administration Review* (1994). He was a research fellow of the Center for Research on Crime and Justice at New York University Law School during 1991-92. Anechiarico and Jacobs' book, *The Pursuit of Absolute Integrity: How Corruption Control Makes Government* is published by University of Chicago Press (October 1996). He has also published in Administration and Society.

John Burbidge-King WB, MCIM is founder and CEO of Interchange Solutions, specialists in business reputation and bribery and corruption risk management (www.interchange-solutions.co.uk). After operational service in the Royal Marines, he had senior roles gaining experience in a challenging international environment, ranging from banking electronics, biometrics to security printing. He was an active participant of the World Economic Forum and encouraged the debate on the counterfeiting of goods (paper discussed at Davos 2004) and corruption. He also participated in the ECGD Buyer Credit review in 2004/05. John has interacted with all levels of government and companies around the world; a member of the UK Fraud Advisory Panel, former director of the European Forum of the Strategic Account Management Association (USA), a consultant on Middle East culture to Canning, and a Court Assistant of the Company of World Traders. Interchange is a member of the Society of British Aerospace Companies.

Jon S.T. Quah, Ph.D., was Professor of Political Science at the National University of Singapore (NUS) and Co-editor of the *Asian Journal of Political Science* until his retirement from NUS in June 2007 after 35 years of service. He is now a consultant on anti-corruption strategies, civil service reform, and policy analysis in Asian Countries. His visiting appointments include: the East-West Center in Honolulu; the Harvard-Yenching Institute and Harvard Institute of International Development; the Institute of Governmental Studies, University of California at Berkeley; the Stanford Program in International Legal Studies and the Asia-Pacific Research Center at Stanford University; and the National Centre for Development Studies, Australian National University. He has published widely on anti-corruption strategies, civil service reform, and public personnel management in Asian countries. His most recent book is *Curbing Corruption in Asia: A Comparative Study of Six Countries* (Singapore: Eastern Universities Press, 2003). He was commissioned by Transparency International (TI) of Berlin in August 2006 to prepare the Regional Overview Report of the National Integrity Systems in nine Asian countries. This TI Regional Overview Report on East and Southeast Asia can be downloaded from http://www.transparency.org/policy_research/nis/regional/asia_pacific. For more details of Professor Quah's publications and professional activities, see his website at <http://www.jonstquah.com>.

Juan Mozzicafreddo is Full Professor of Political Science and Sociology and currently appointed as Vice-President of the Lisbon University Institute (ISCTE), Portugal. Professor Mozzicafreddo got his first degree in political science at Universidad del Salvador, Buenos Aires, Argentina in 1968. He took

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Michael (Mick) Symons Mick Symons was appointed to the position of Executive Director Investigation Division (ICAC - NSW) on 4 June 2007. A former Chief Superintendent with the South Australia Police, Mr Symons was the Officer in Charge of Major Crime Investigation Branch and the Anti Corruption Branch. He also has extensive experience in the investigation of organized crime, paedophilia, and major drug offences. Mr. Symons has a Master of Business Administration, a Graduate Diploma in Legal Practice, a Graduate Diploma in Public Administration (Policing), a Graduate Diploma in Fraud Investigation, a Graduate Certificate in Management, a Law Degree (with Hons) and a B. Bus (Marketing) Degree. He is admitted to the South Australian Bar to practice in that State. He is an Adjunct Lecturer with the Charles Sturt University (Australian Police College Campus) with responsibility for Investigation Management subjects.

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Rosalind Wright CB was called to the Bar in 1964 and later practised as a tenant in the Chambers of Morris Finer QC. Between 1983 and 1987 she was Head of the Fraud Investigation Group in the Director of Public Prosecutions Department. She prosecuted major fraud cases in the Greater London area. Before her appointment in 1997 as Director of the Serious Fraud Office, Mrs Wright was General Counsel and an Executive Director of the Securities and Futures Authority (now part of the Financial Services Authority) and had also been Head of Prosecutions. She played a key role in defining enforcement policy within the developing securities industry regulatory regime. Mrs Wright was Director of the Serious Fraud Office from April 1997 until April 2003, when she was appointed by the

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