Integrity Assessment of Public Organizations
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1. The need of evaluation anti-corruption efforts

“IF you can’t measure it, 
you can’t manage it.”
(British physicist Lord Kevin)

● For an effective corruption control, there should be an accurate analysis on the level and cause of corruption, and based on that a series of institutionalized process from anti-corruption policies to a strategic implementation system, to evaluation of implementation results and to feedback.

● This systematic and comprehensive approach is a necessity, especially when the cause of corruption is institutional factors such as complex regulations, as well as unethical behavior of public officials.

2. Korea's national anti-corruption system

● The focus of Korea anti-corruption policies: Improving corruption-causing institutions

1. Abolition of unnecessary regulations
2. Making administrative process transparent
3. Setup of checks and balances
4. Detection and punishment of corruption

● Encouraging each public organization to make voluntary anti-corruption efforts

1. The anti-corruption agency (ACRC) develops and disseminates anti-corruption policies, and evaluates anti-corruption efforts made by each public organization.
2. Integrity Assessment and Assessment of Anti-Corruption Initiatives plays a crucial role in running an effective anti-corruption system.
3. Concept of Integrity Assessment

Integrity Assessment is a system where service users of public organizations assess the level of corruption and corruption-prone areas of public organizations concerned.

• Differences from other corruption assessment

  Integrity Assessment was developed to diagnose corruption level or corruption-prone areas of individual public organization, and to use the results in anti-corruption initiatives, rather than identifying corruption level or corruption-prone areas in society as a whole.

4. Characteristics of Integrity Assessment

• Integrity Assessment was developed to overcome limits of old corruption diagnosis systems and accurately gauge corruption level, and to better utilize the results of diagnosis.

• To meet these objectives, Integrity Assessment has the following characteristics.

<table>
<thead>
<tr>
<th>Assessment Unit</th>
<th>Old corruption diagnosis</th>
<th>Integrity Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>The surveyed</td>
<td>Macro policy fields</td>
<td>Public organizations' works for the people and other organizations</td>
</tr>
<tr>
<td>Survey contents</td>
<td>Ordinary citizens</td>
<td>Service users and public officials</td>
</tr>
<tr>
<td></td>
<td>Perceptions of corruption level</td>
<td>Experiences and perceptions of corruption</td>
</tr>
</tbody>
</table>
5. Contents of assessment

Comprehensive Integrity =

External integrity + Internal integrity

- External Integrity
  - Service users are surveyed for corrupt behaviors by public officials, transparency in administrative process, and accountability of public officials.

- Internal Integrity
  - Public officials are surveyed for integrity culture, anti-corruption institution and corruption experience over the course of work handling process.

6. Integrity Assessment model for public organizations
7. Operation of Integrity Assessment

<table>
<thead>
<tr>
<th>Administering Organization</th>
<th>the ACRC sets up and operates Integrity Assessment plan every year.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Institutions</td>
<td>Major public organizations</td>
</tr>
<tr>
<td></td>
<td>- central administrative organization</td>
</tr>
<tr>
<td></td>
<td>- local government organization</td>
</tr>
<tr>
<td></td>
<td>- offices of education</td>
</tr>
<tr>
<td></td>
<td>- organizations related to public service</td>
</tr>
<tr>
<td>Target areas &amp; Subject of survey</td>
<td>4–5 major works of corruption-prone areas, the surveyed are citizens who had first-hand experience of target organizations for the last year.</td>
</tr>
<tr>
<td>Survey method</td>
<td>Phone survey &amp; Web survey</td>
</tr>
<tr>
<td></td>
<td>(by professional surveyor organizations in the private sector)</td>
</tr>
</tbody>
</table>
8. Procedure of Integrity

Opinion from each organization

- Setup Basic plan (ACRC, FEB–MAR)
- Select target work (conducted by ACRC until JUN)
- Select professional pollster (APR–JUN)
- Complete model/survey items (APR–SEP)
- Setup and notify of IA plan (JUL–AUG)
- Draw up and check respondent list (JUL–SEP)
- Carry out IA (conducted by professional pollster, SEP–NOV)
- Analyze/announce results (DEC)
- Utilize results and feedback (conducted by ACRC & each organization)

Assessment
9. History

<table>
<thead>
<tr>
<th>Year</th>
<th>Operation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>Integrity Assessment model developed</td>
</tr>
<tr>
<td>2001</td>
<td>Integrity Assessment model tested</td>
</tr>
<tr>
<td>2002</td>
<td>71 organizations, 30,639 respondents</td>
</tr>
<tr>
<td>2003</td>
<td>77 organizations, 36,459 respondents</td>
</tr>
<tr>
<td>2004</td>
<td>313 organizations, 75,319 respondents</td>
</tr>
<tr>
<td>2005</td>
<td>325 organizations, 86,892 respondents</td>
</tr>
<tr>
<td>2006</td>
<td>304 organizations, 89,941 respondents</td>
</tr>
</tbody>
</table>
| 2007 | 333 organizations, 103,432 respondents  
* Technical assistance to Indonesia |
| 2008 | 377 organizations, 103,538 respondents  
* Technical assistance to Bhutan |
| 2009 | 474 organizations, 119,357 respondents |
| 2010 | 712 organizations, 232,828 respondents  
* Technical assistance to Mongolia  
* Technical assistance to Thailand |
10. Achievement of Integrity Assessment

![Chart showing comprehensive integrity and provision rate of gratuities and entertainment over years 2002 to 2009.](chart.png)
11. Feedback of assessment results

- The ACRC induces public organizations to make voluntary anti-corruption efforts by providing them with organizational analysis reports on Integrity Assessment and Assessment of Anti-Corruption Initiatives.

- For those organizations with low integrity scores, the ACRC carries out integrity consulting sessions by diagnosing corruption-prone works and providing ways to improve so that their integrity is enhanced.

- The ACRC lets public organizations benchmark best practices of other organizations by identifying anti-corruption initiative best practices and providing them to public organizations through anti-corruption best practices contests.