

Governance, Transparency & Corruption Matters: *An Evidence-Based Approach at the Global and National Level*

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www.resourcegovernance.org

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series, at the Swedish Institute of International Affairs,
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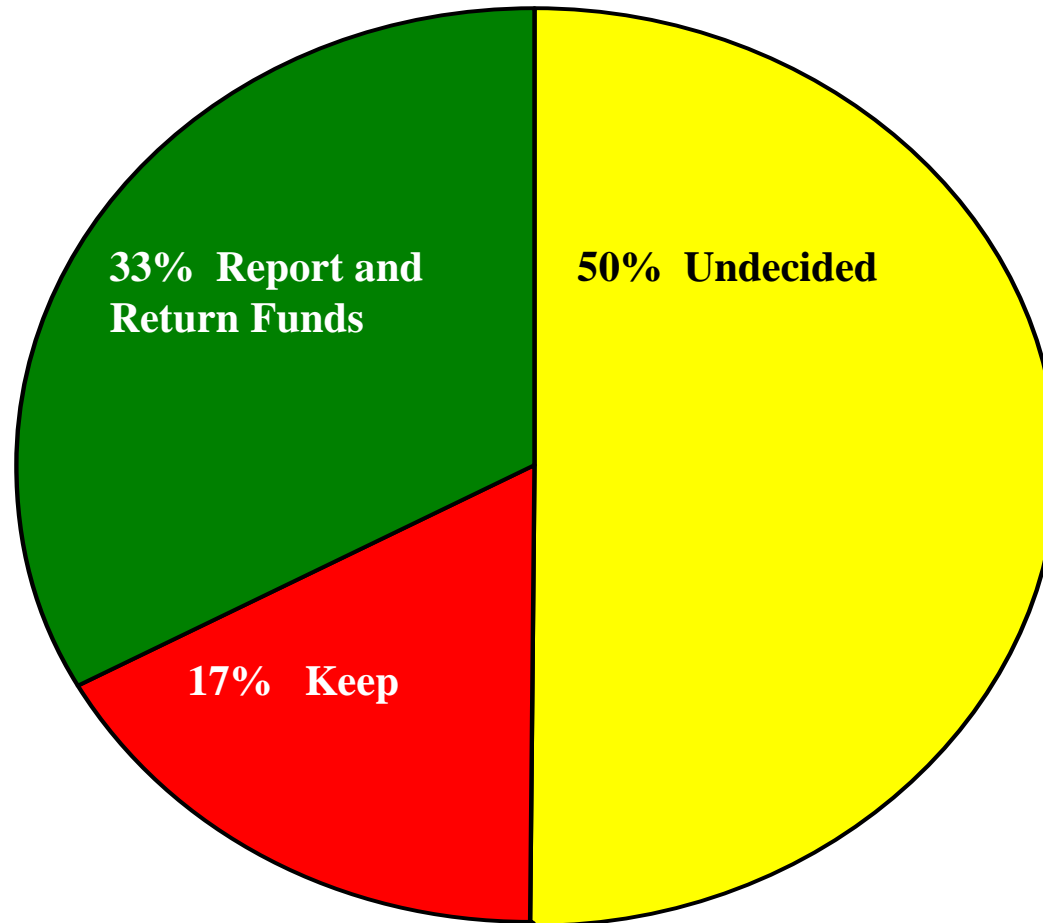
A 'Live' Test:

'Culture', Information and Incentives:

- You are approaching your car in the empty and unattended garage late at night**
- You see an envelope on the floor, and you pick it up**
- It contains 20 bills of 100 euros each.**
- If no possibility that anyone would know:
No cameras, no monitoring, no reporting**
- What would you do with such envelope full of cash?**

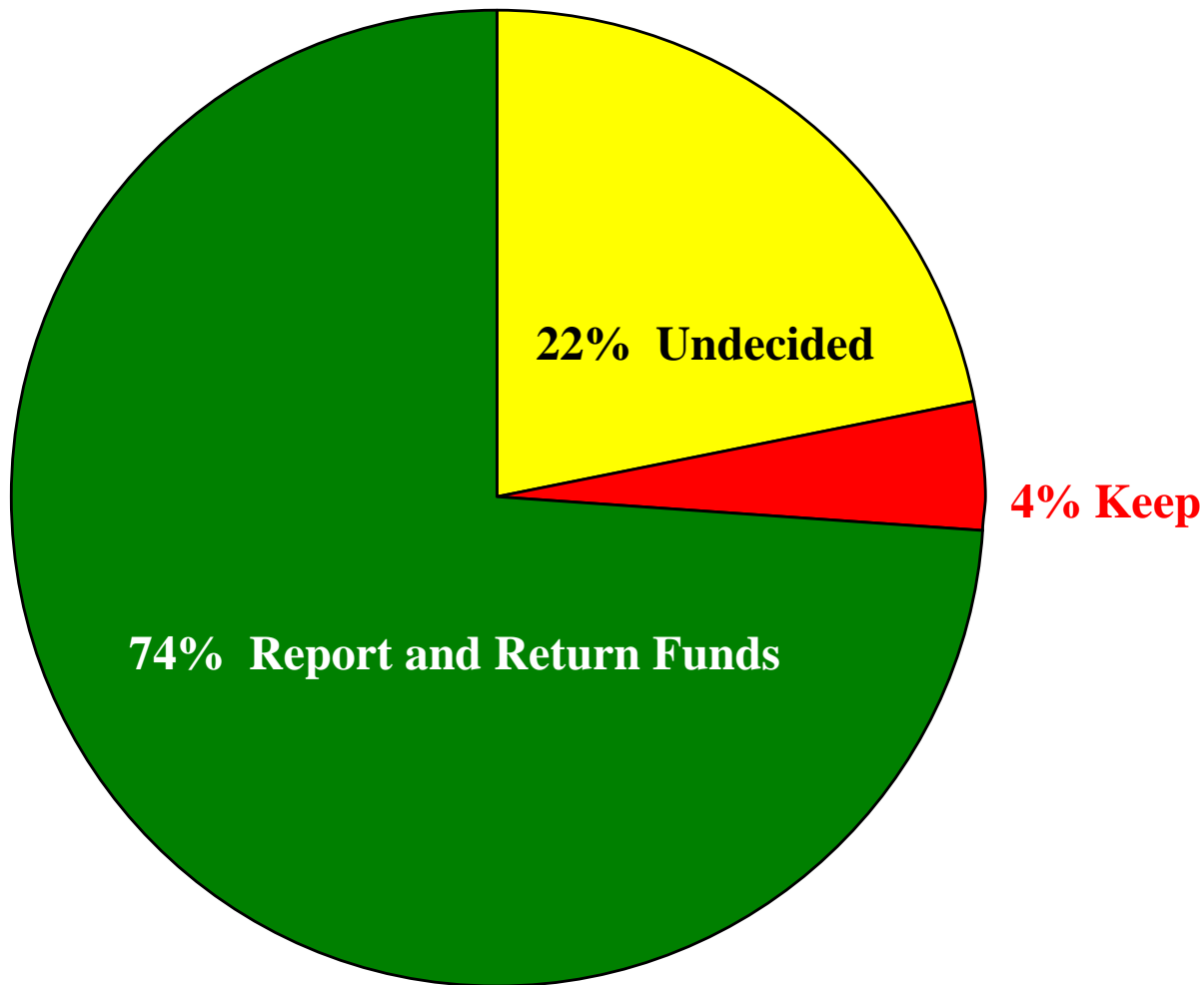
A. If no possibility that anyone would know:

You are alone, there is no monitoring, cameras, or possibility of reporting



Option Finder Results: Various Audiences

**B. If 30% probability that information is shared
(e.g. 30% that camera recording info which may be reviewed)**



Governance & Corruption:

Analytical & Empirical Rigor Matters – Main Topics

- **Empirics: The Power of Data & Diagnostic Tools**
- **Governance can be measured, and it matters**
- **Corruption: very costly symptom of institutional weakness, or governance failure – *‘one doesn’t fight corruption by fighting corruption’***
- **Game changer: Legal Corruption & State Capture**
- **Governance & Corruption Vulnerabilities in Resource Dependent Countries**
- **Some Implications**

WGI: Six Dimensions of Governance

Governance as the set of traditions and institutions by which authority in a country is exercised-- specifically:

- **The process by which those in authority are selected and replaced**
 - **VOICE AND ACCOUNTABILITY**
 - **POLITICAL STABILITY & ABSENCE OF VIOLENCE/TERRORISM**
- **The capacity of government to formulate and implement policies**
 - **GOVERNMENT EFFECTIVENESS**
 - **REGULATORY QUALITY**
- **The respect of citizens and state for institutions that govern interactions among them**
 - **RULE OF LAW**
 - **CONTROL OF CORRUPTION**

Worldwide Governance Indicators

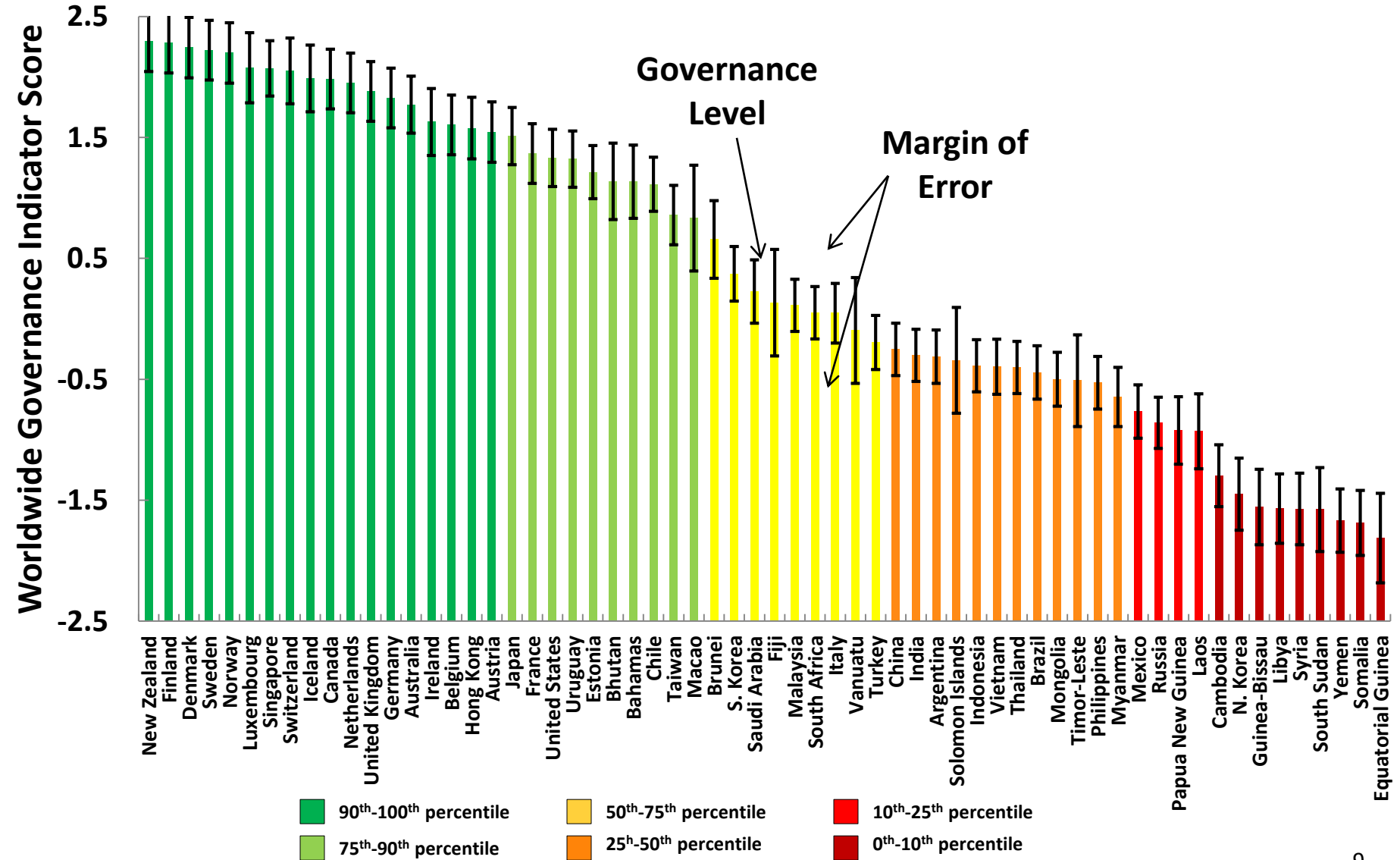
- Data on six dimensions of governance covering well over 200 countries from 1996 until the present
- Synthesis of hundreds of underlying indicators taken from about 30 different data sources
- Aggregate and individual indicators available at www.govindicators.org, about largest publicly-available governance database in the world
- Result of longstanding research project, featuring the “Governance Matters” series

Individual sources for constructing the WGI

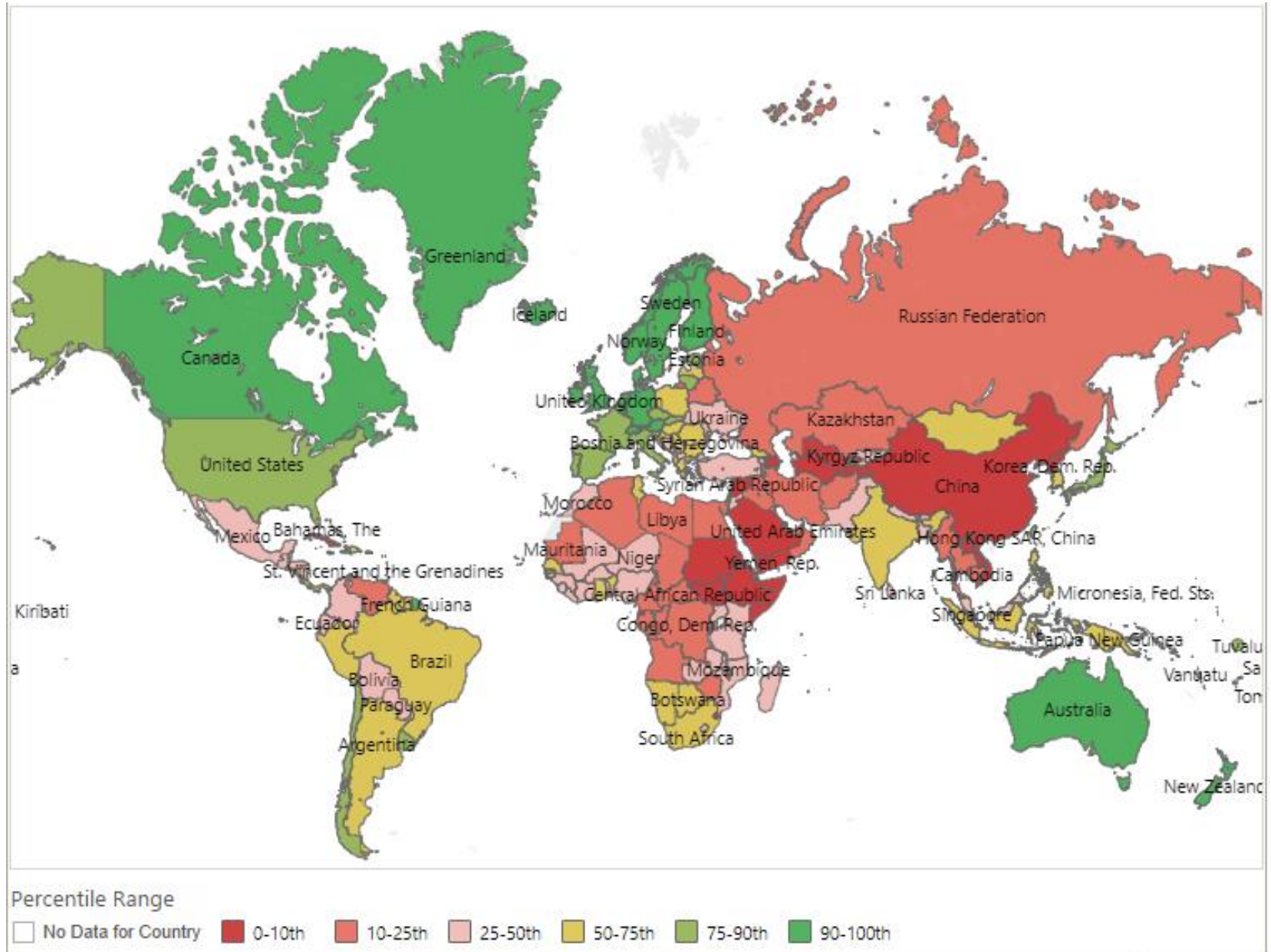
- **Cross-Country Surveys of Firms:** Global Competitiveness Survey, World Competitiveness Yearbook, BEEPS
- **Cross-Country Surveys of Individuals:** Gallup World Poll, Global Corruption Barometer, Latinobarometro, Afrobarometer
- **Expert Assessments from Commercial Risk Rating Agencies:** Global Insight, Political Risk Services, BERI, Economist Intelligence Unit, Merchant International Group, IJET Travel Consultancy, Asia Risk Consultancy
- **Expert Assessments from NGOs, Think Tanks:** Reporters Without Borders, Heritage Foundation, Freedom House, Bertelsmann Foundation, Amnesty International, IREX, Global Integrity, Binghamton University, International Budget Project
- **Expert Assessments from Governments, Multilaterals:** World Bank CPIA, EBRD, AFDB, ADB, State Department, OECD, IFAD

WGI Control of Corruption: Select Countries, 2016

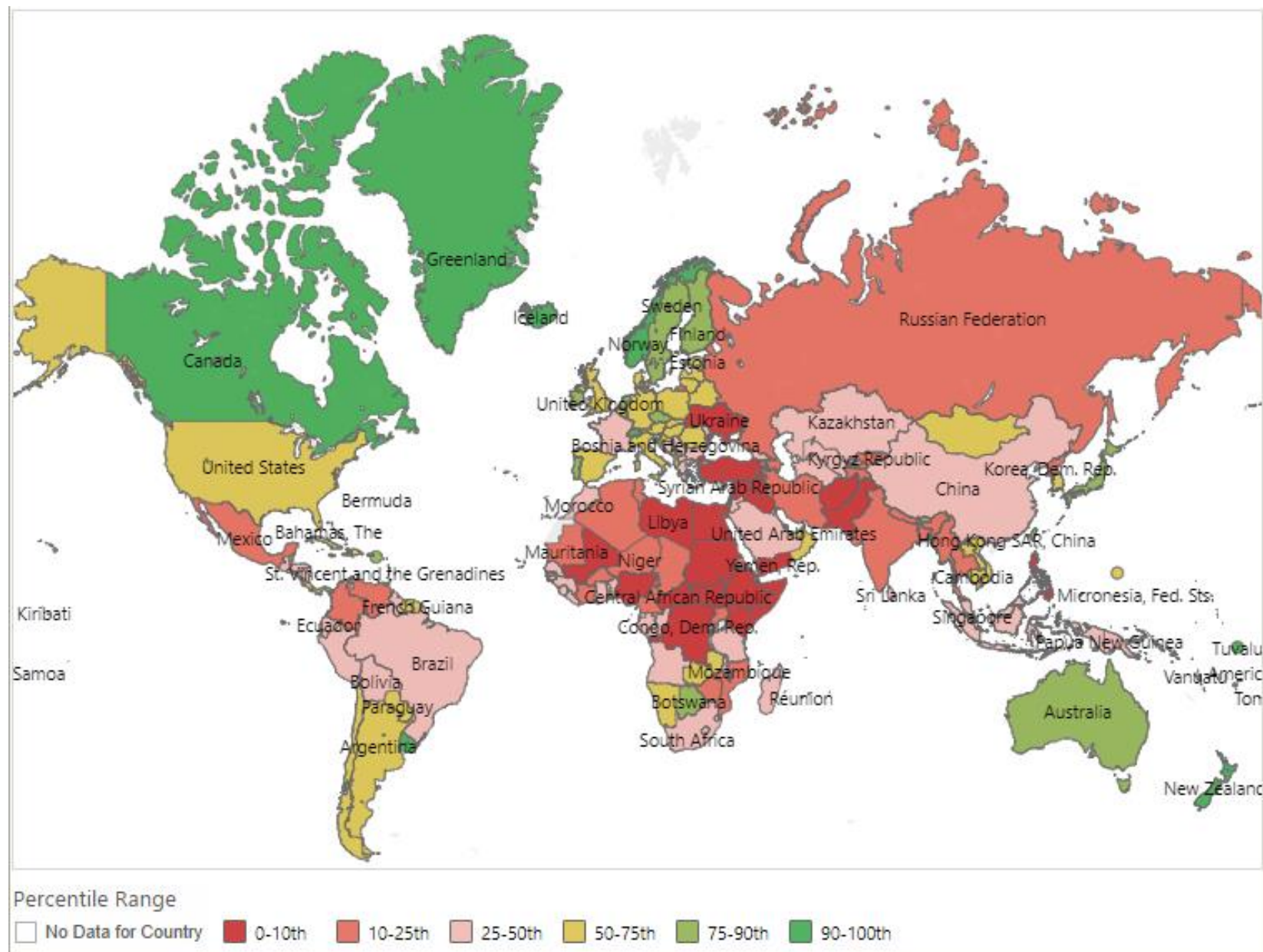
Good Corruption Control



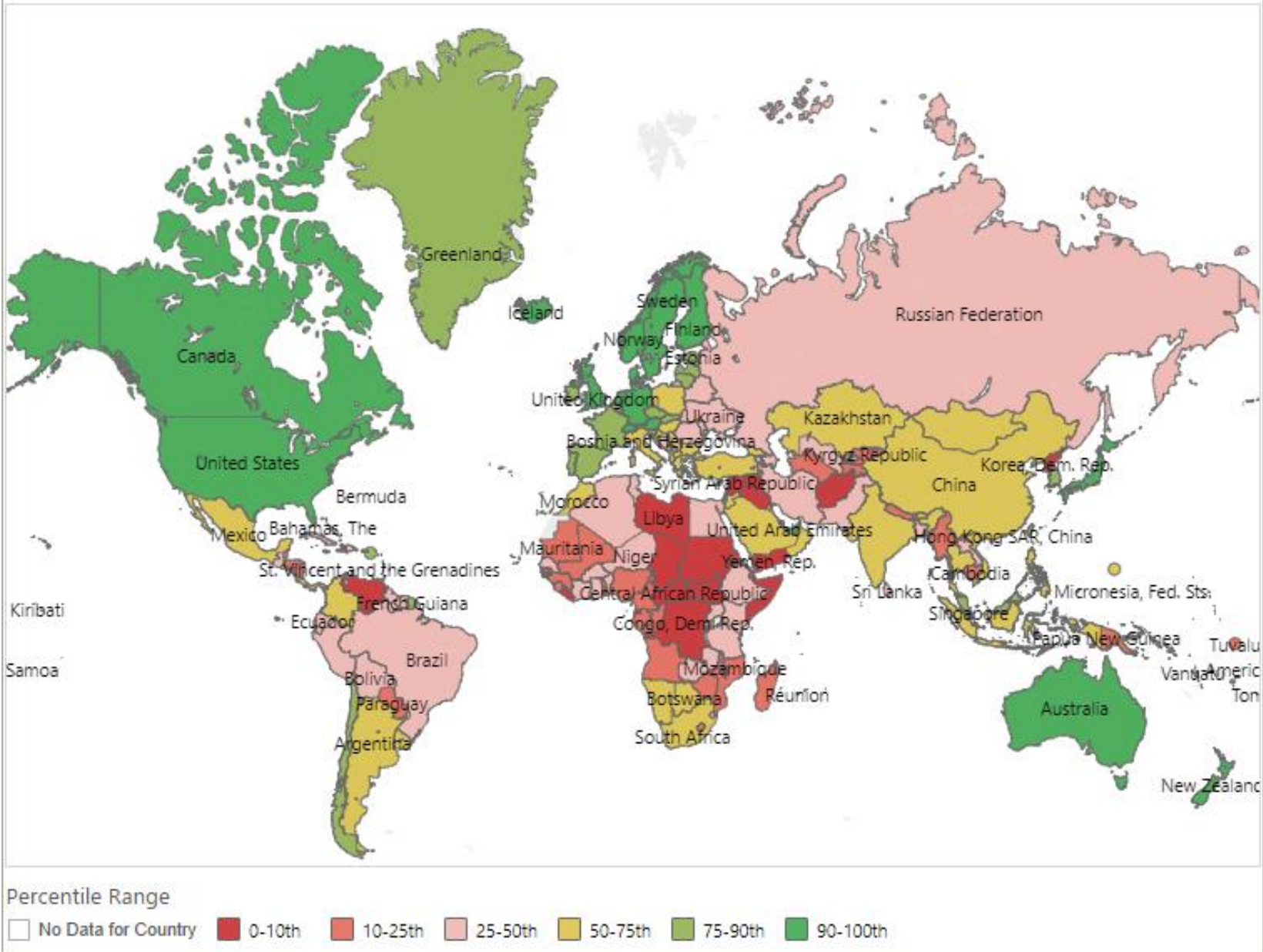
2016 Voice & Accountability



2016 Political Stability & Absence of Violence/Terrorism

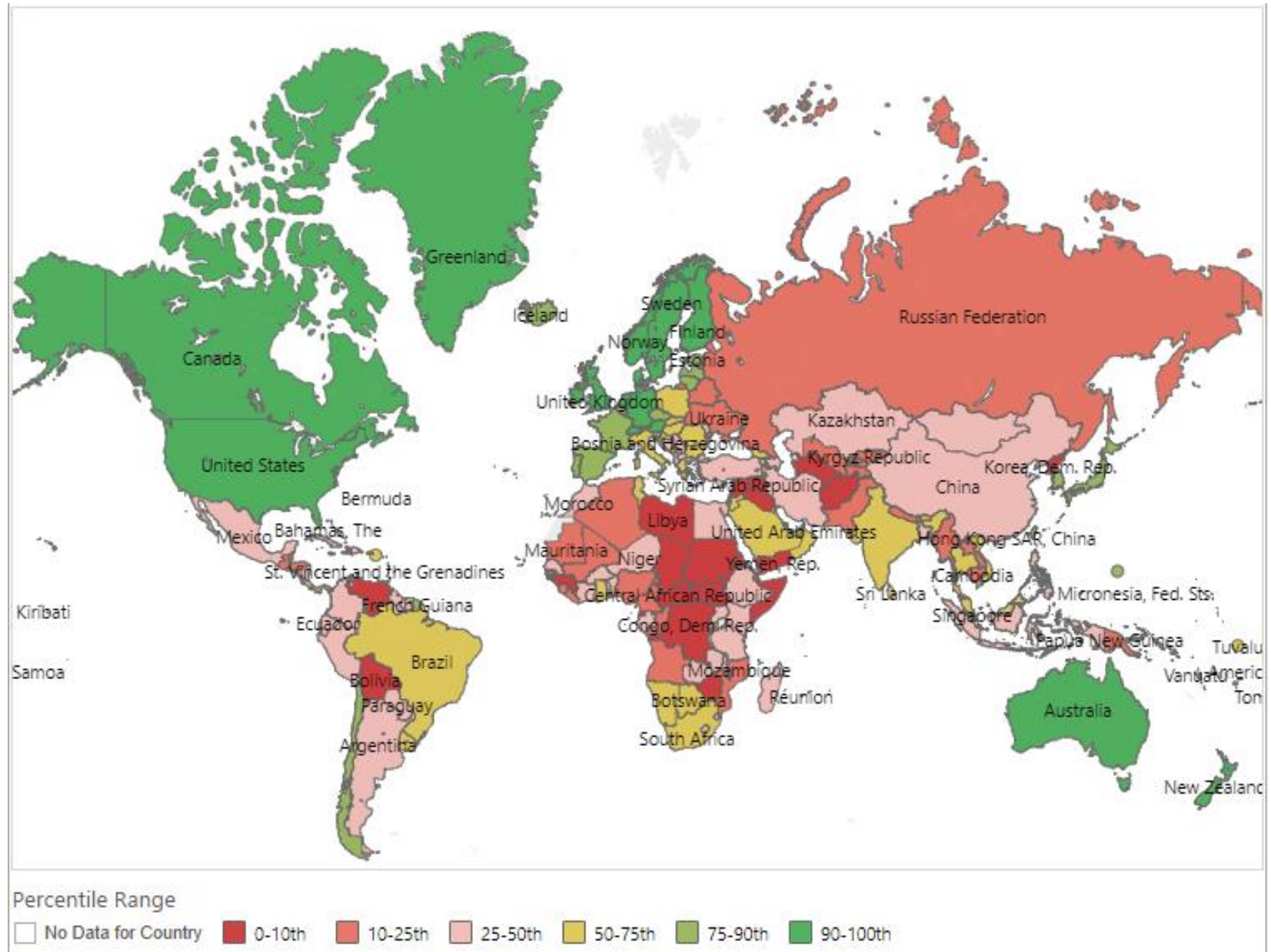


2016 Government Effectiveness

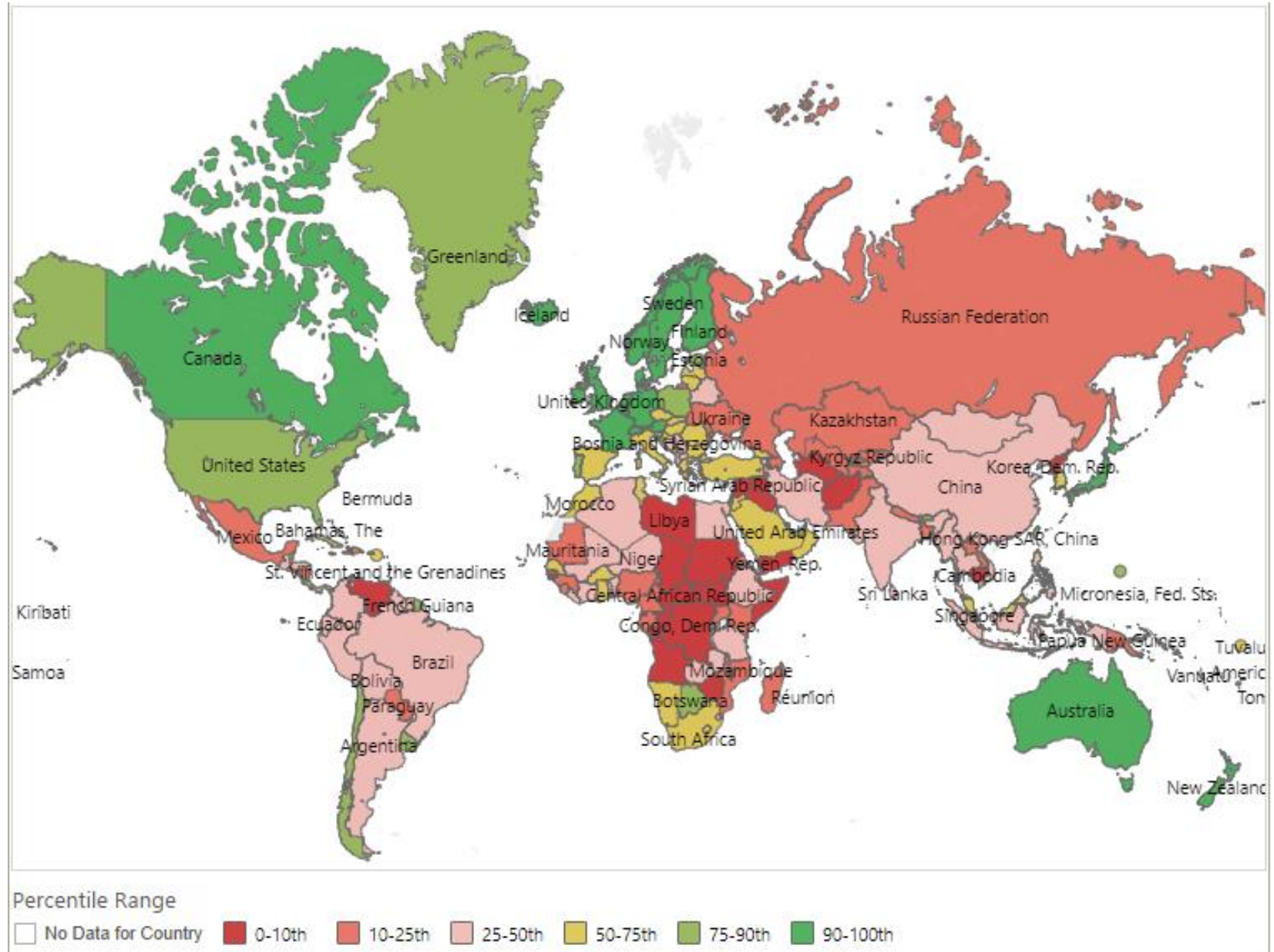


Source: Worldwide Governance Indicators (www.govindicators.org)

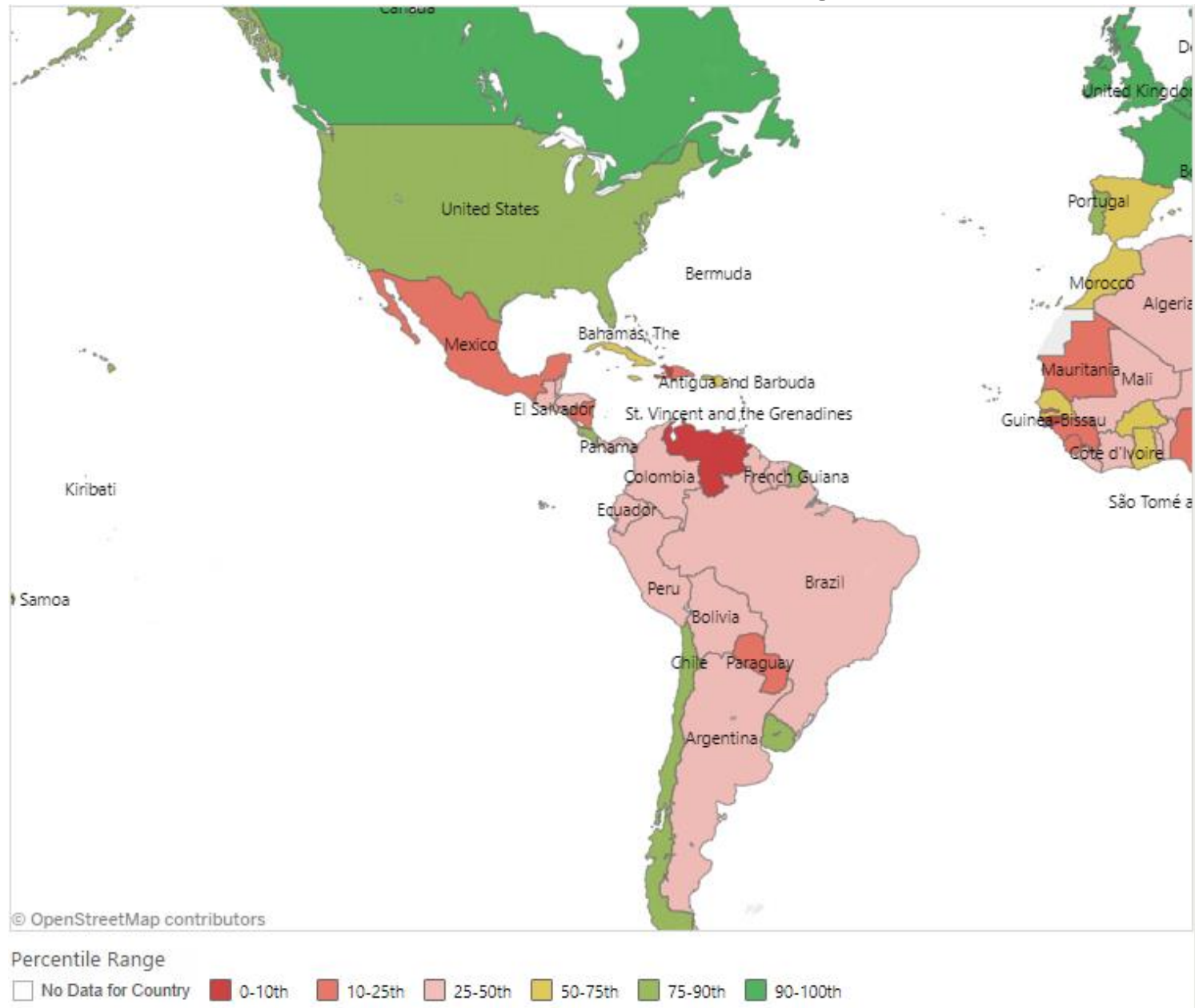
2016 Rule of Law



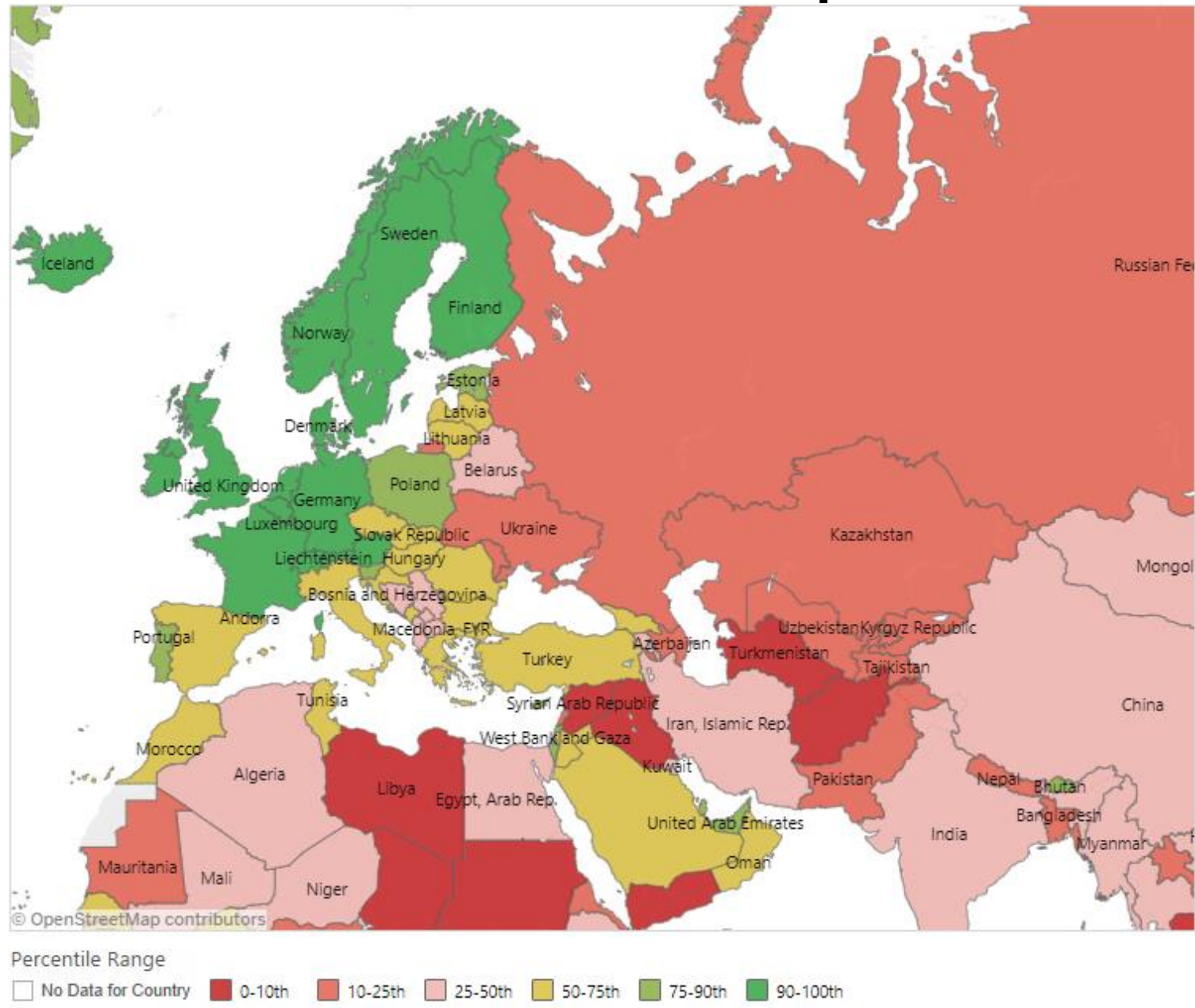
2016 Control of Corruption



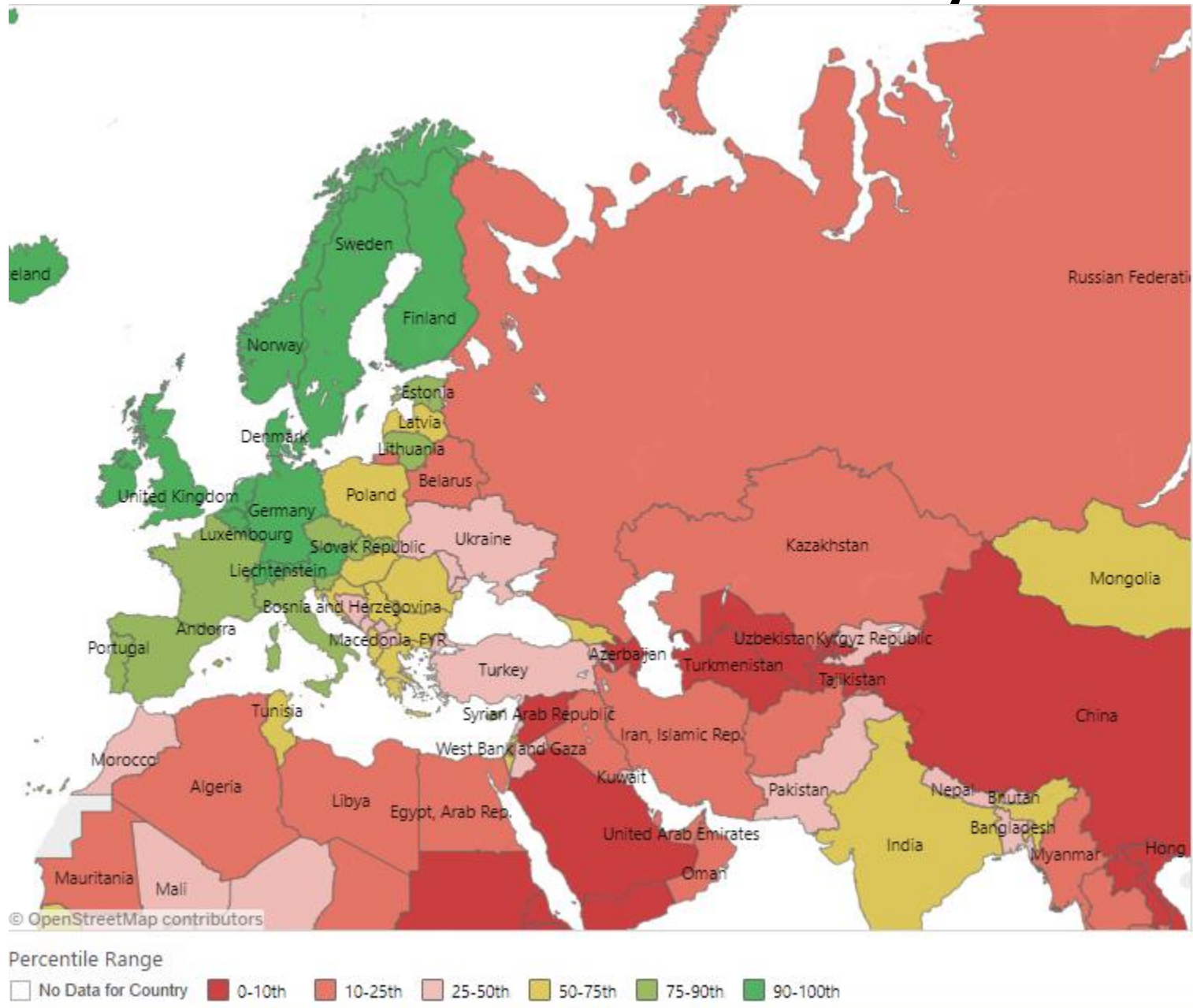
2016 Control of Corruption



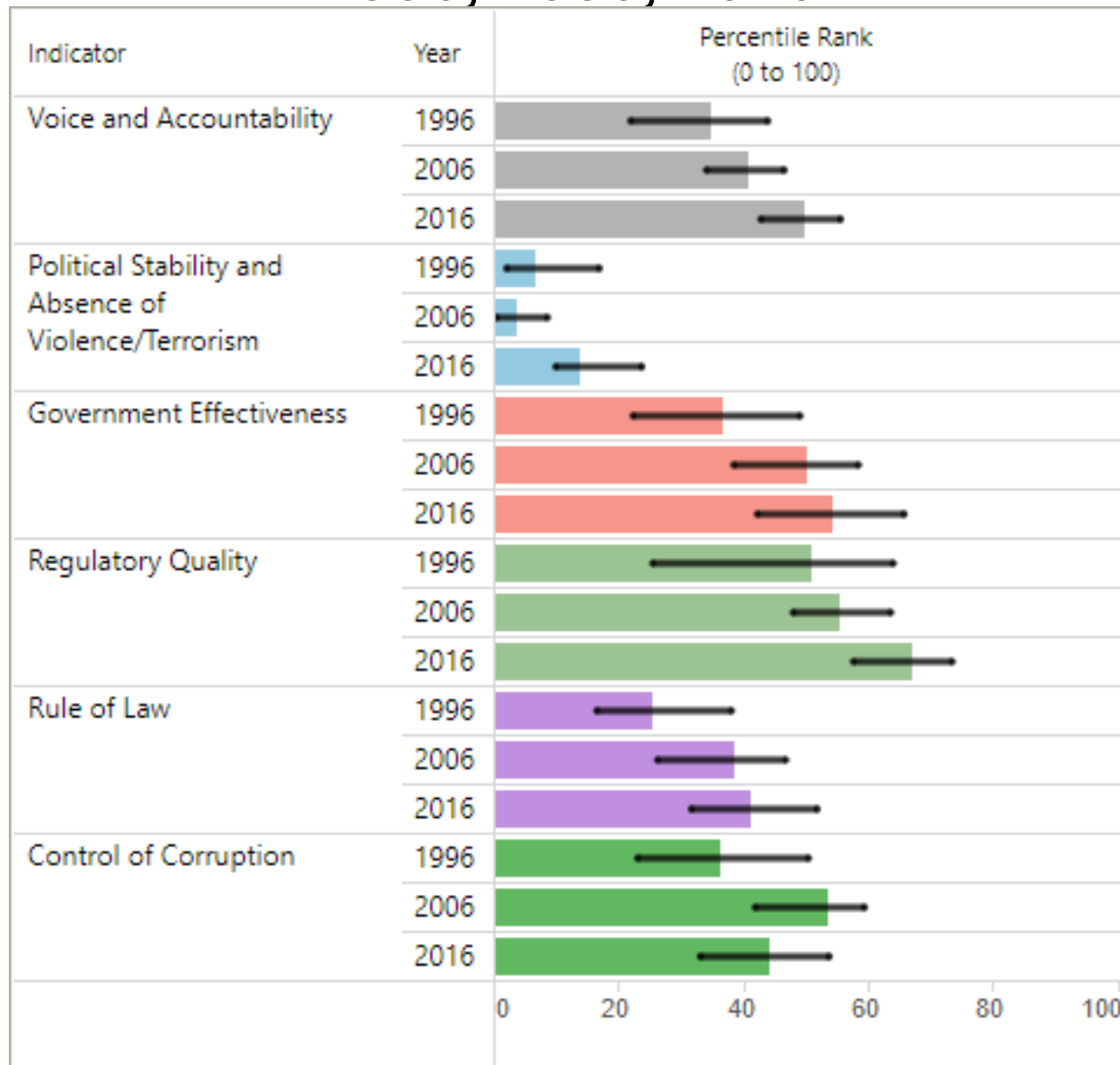
2016 Control of Corruption



2016 Voice & Accountability

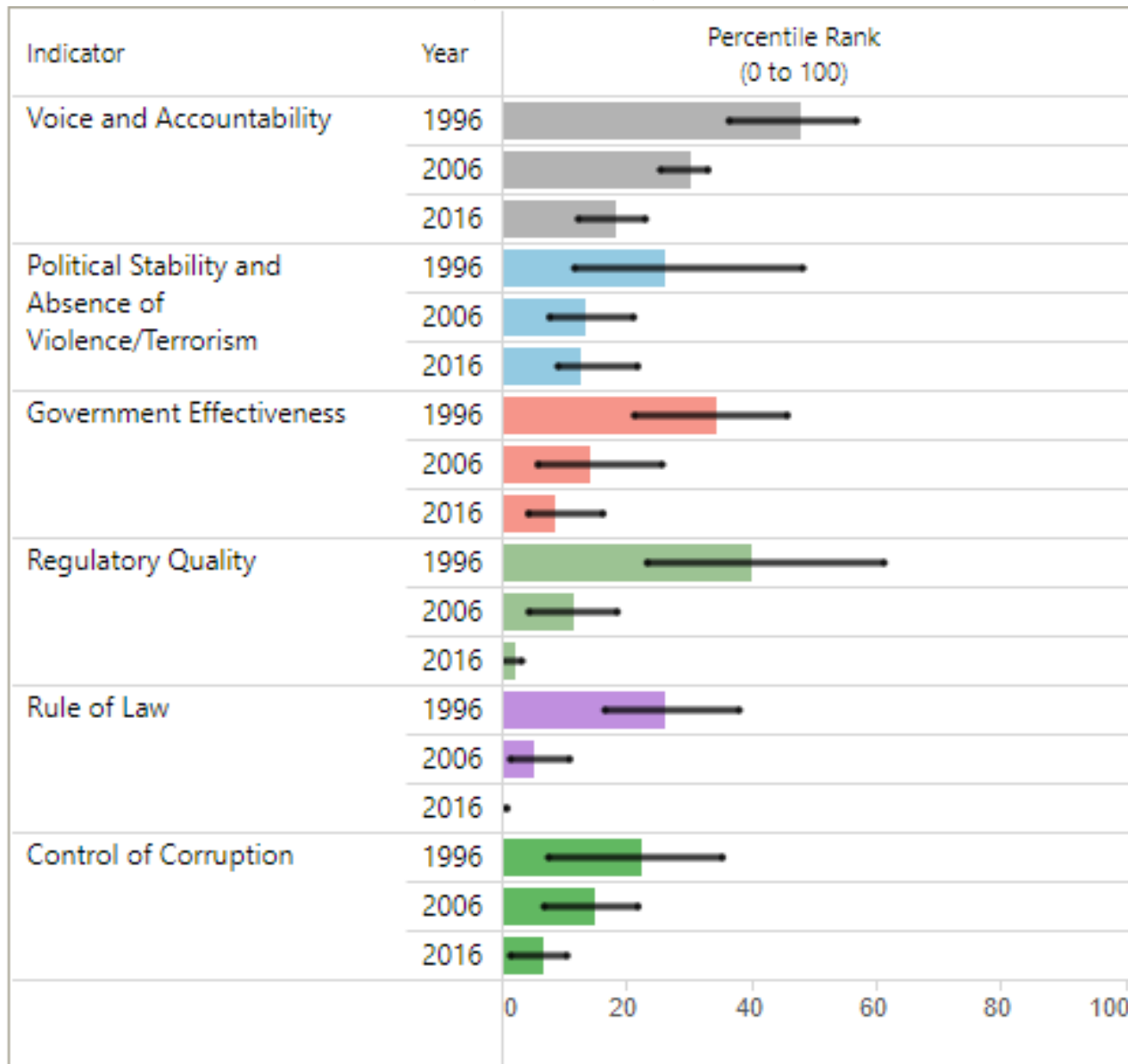


Worldwide Governance Indicators for Colombia: 1996, 2006, 2016



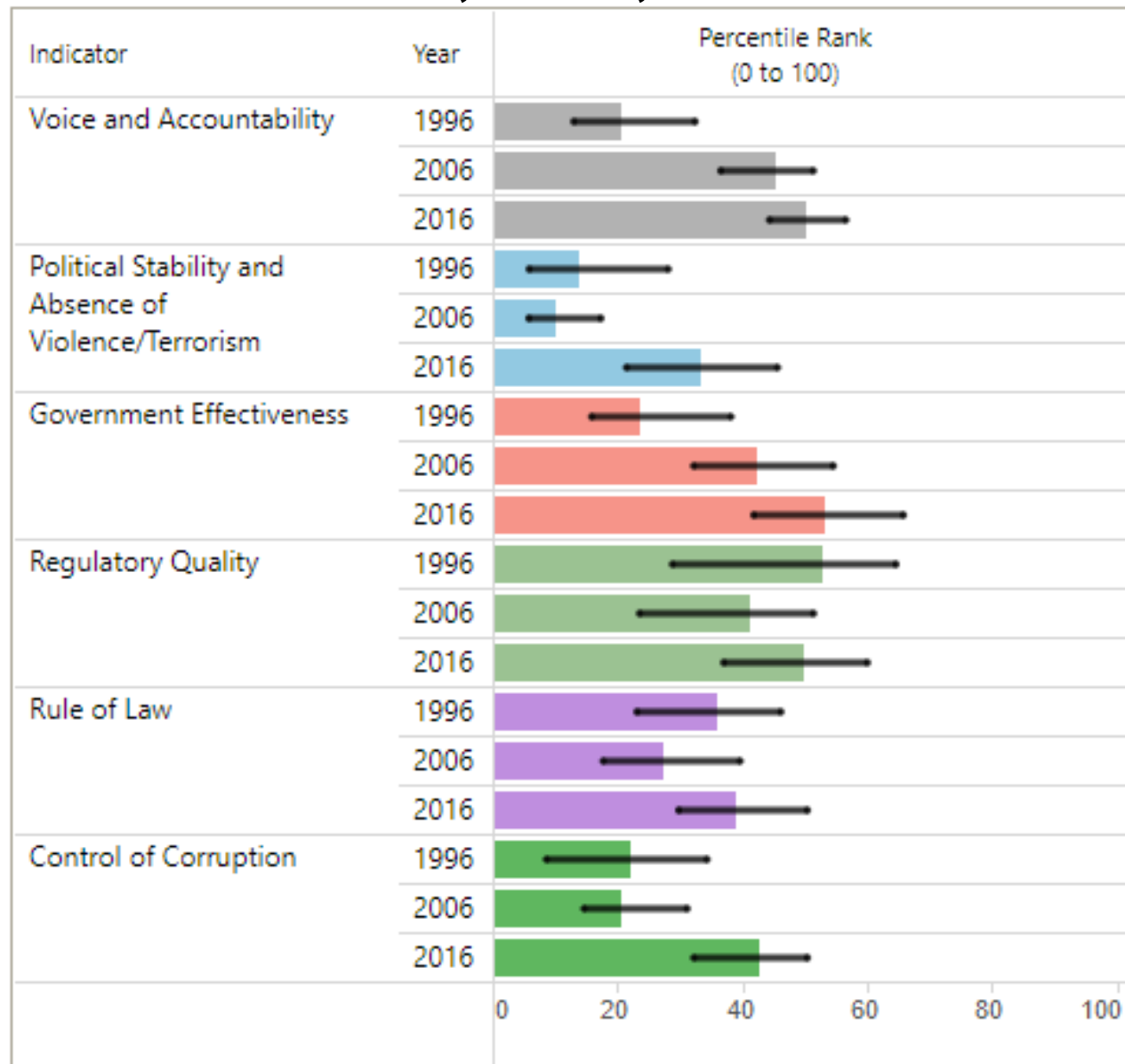
Source: Kaufmann, Daniel, Kraay, Aart and Mastruzzi, Massimo, The Worldwide Governance Indicators: Methodology and Analytical Issues (September 2010). World Bank Policy Research Working Paper No. 5430. Available at SSRN: <http://ssrn.com/abstract=1682130>

Worldwide Governance Indicators for Venezuela: 1996, 2006, 2016



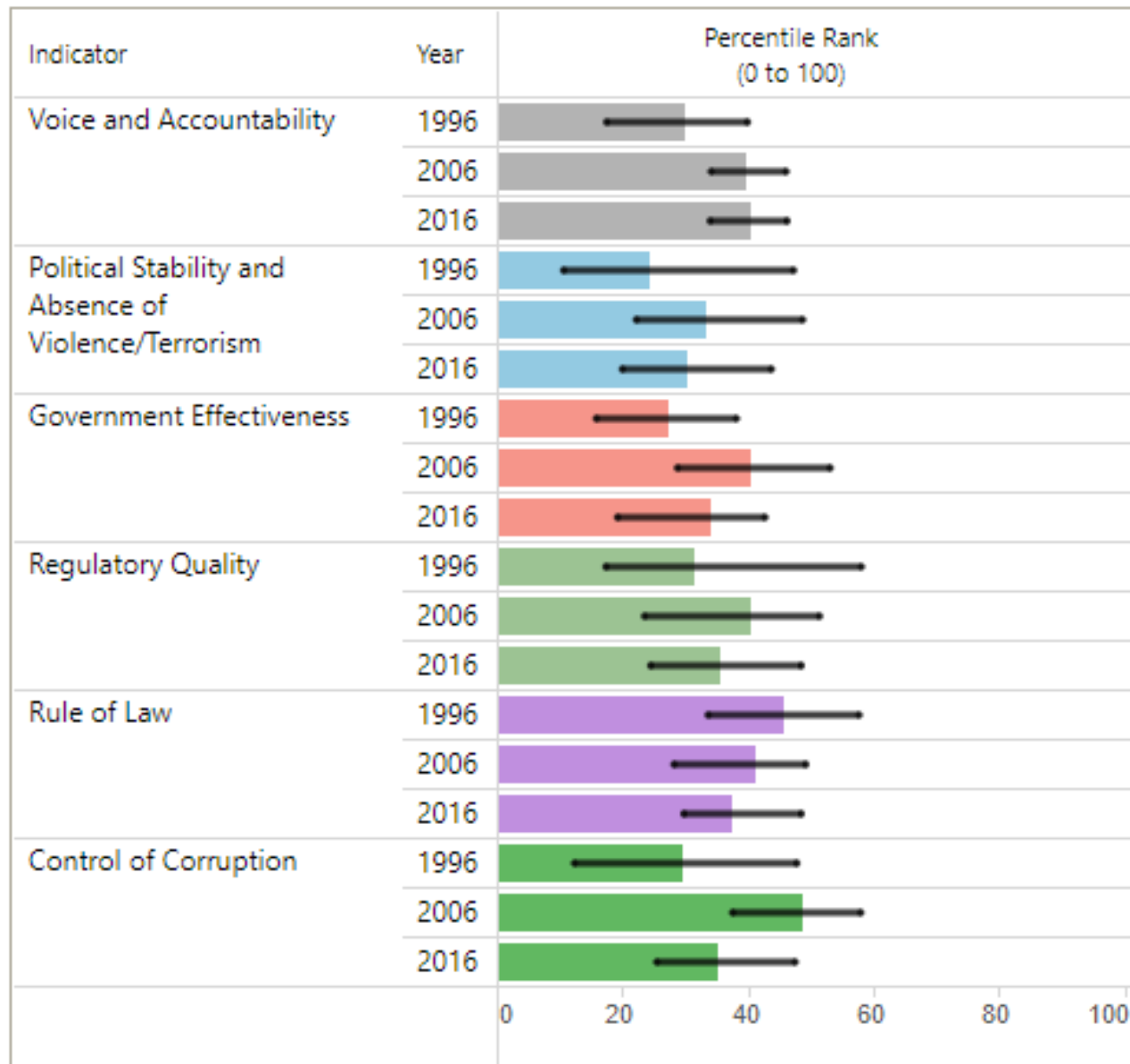
Source: Kaufmann, Daniel, Kraay, Aart and Mastruzzi, Massimo, The Worldwide Governance Indicators: Methodology and Analytical Issues (September 2010). World Bank Policy Research Working Paper No. 5430. Available at SSRN: <http://ssrn.com/abstract=1682130>

Worldwide Governance Indicators for Indonesia: 1996, 2006, 2016



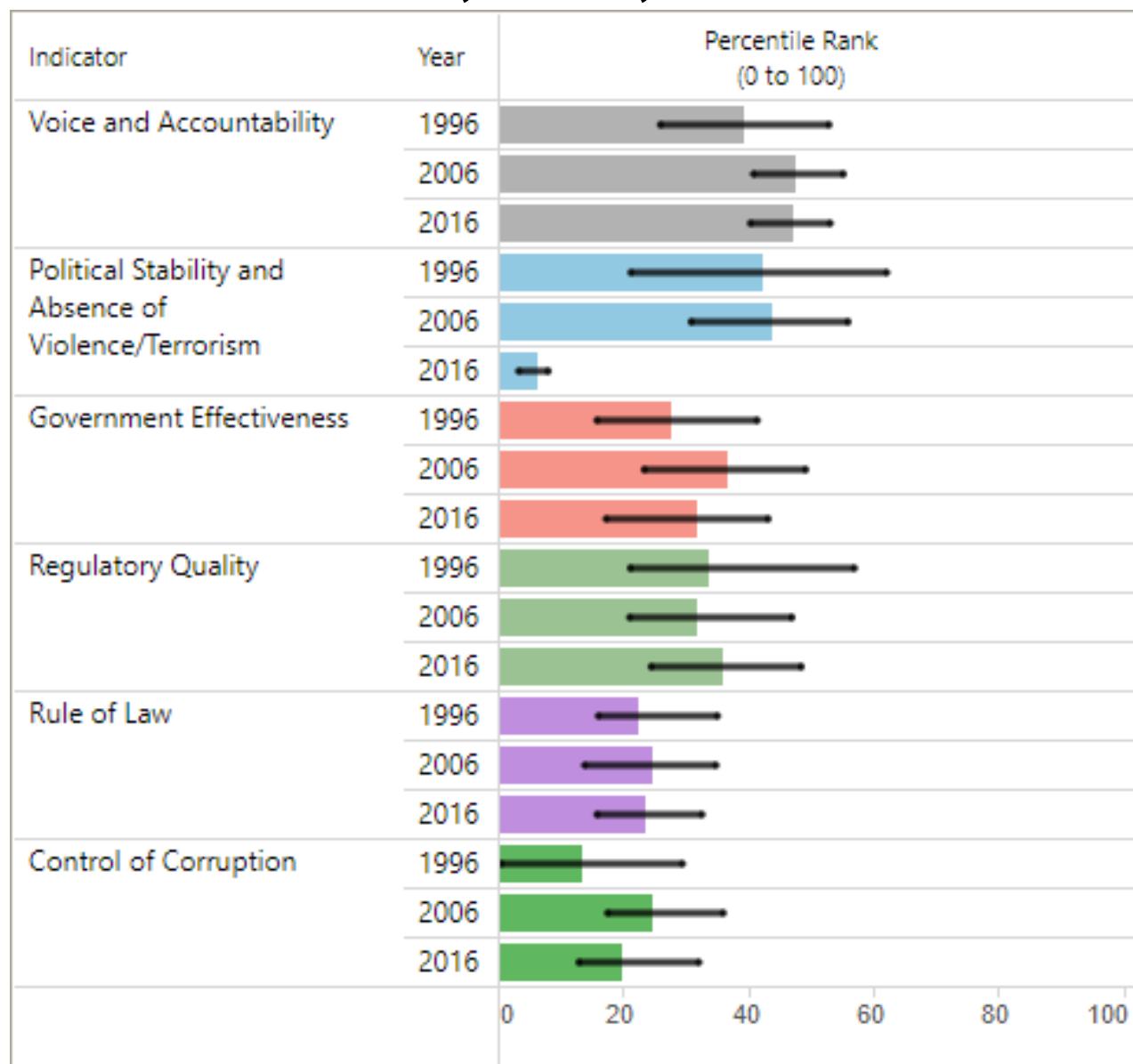
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Worldwide Governance Indicators for Tanzania: 1996, 2006, 2016



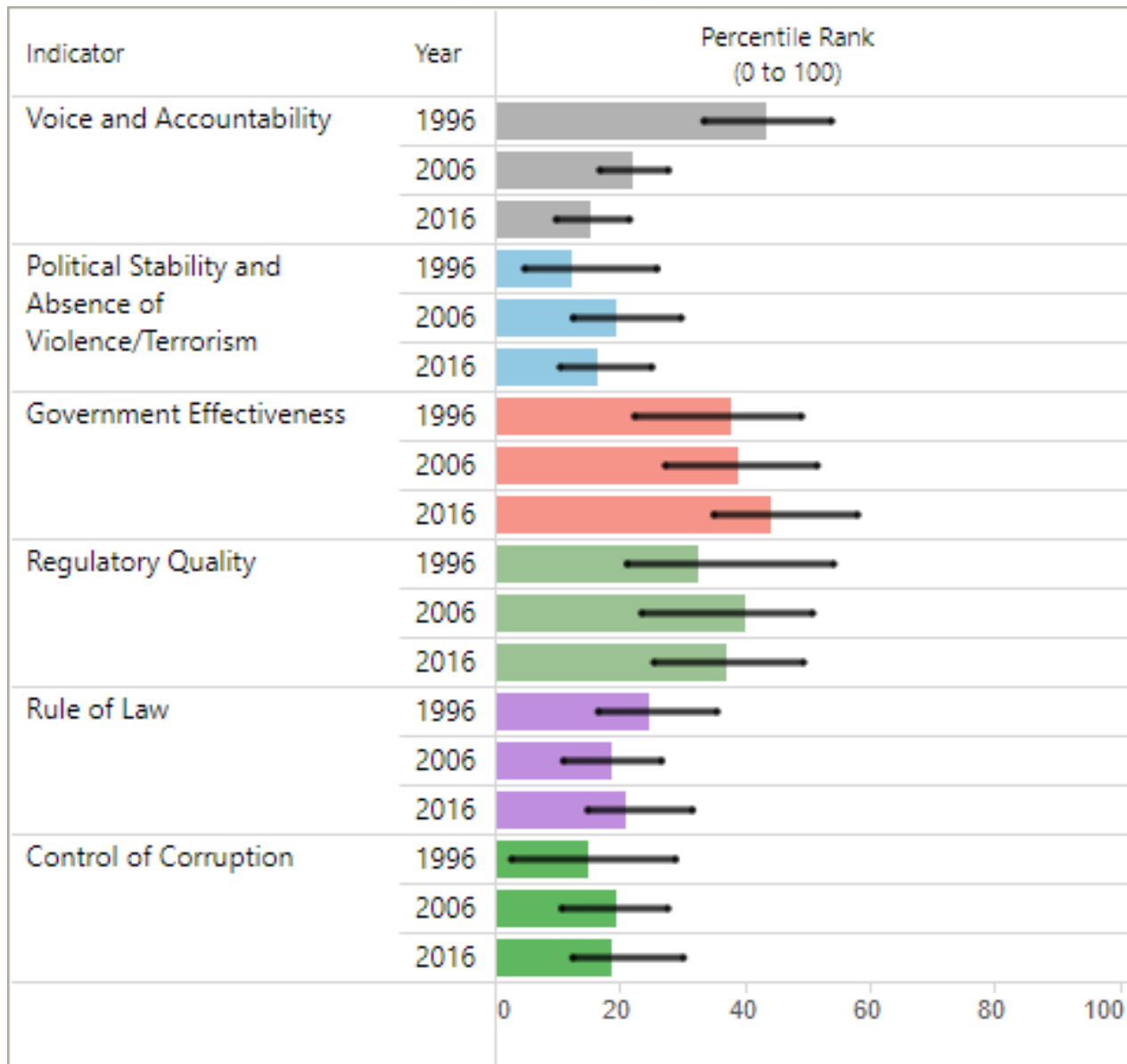
Source: Kaufmann, Daniel, Kraay, Aart and Mastruzzi, Massimo, The Worldwide Governance Indicators: Methodology and Analytical Issues (September 2010). World Bank Policy Research Working Paper No. 5430. Available at SSRN: <http://ssrn.com/abstract=1682130>

Worldwide Governance Indicators for Ukraine: 1996, 2006, 2016



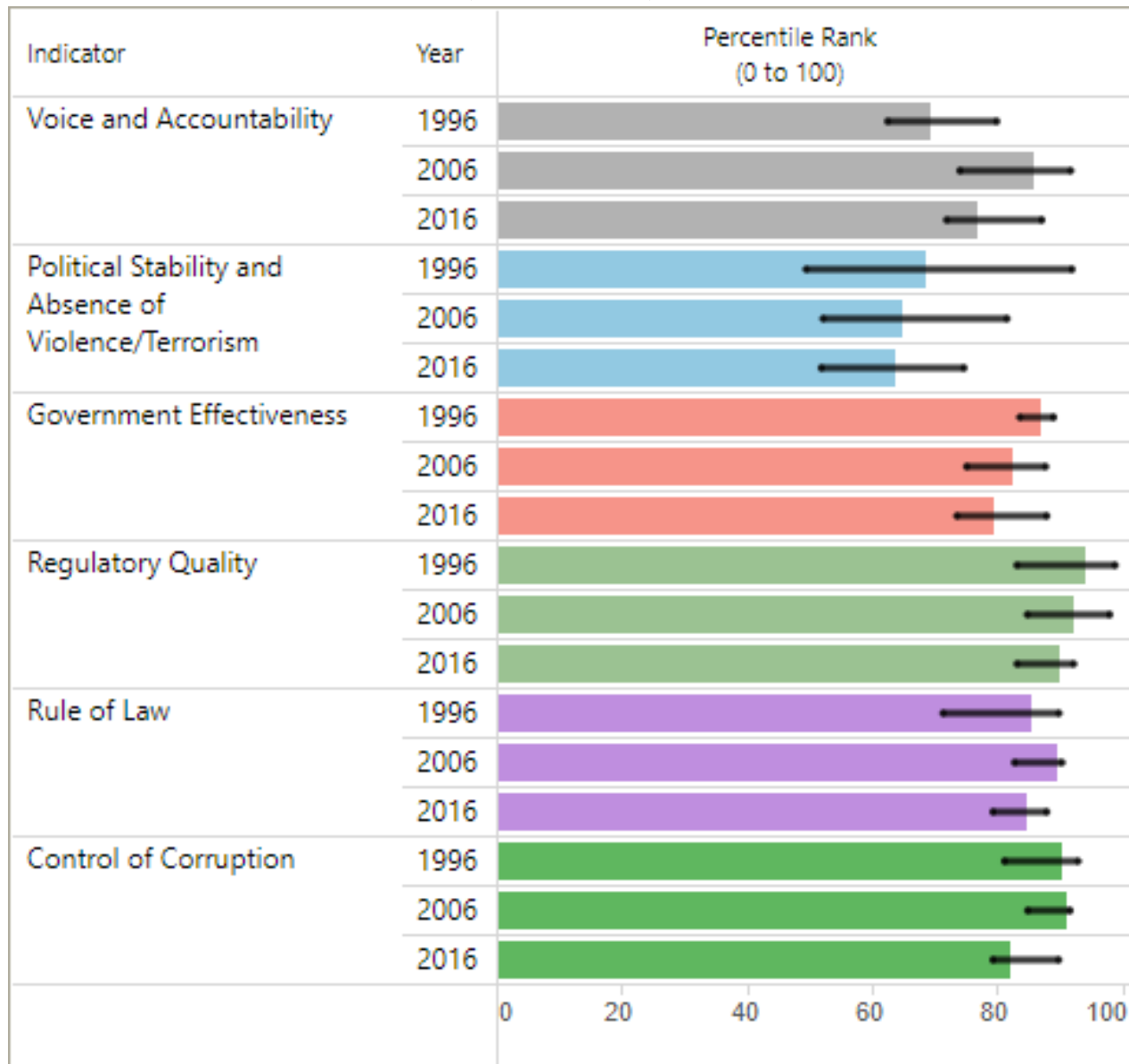
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Worldwide Governance Indicators for Russia: 1996, 2006, 2016



Source: Kaufmann, Daniel, Kraay, Aart and Mastruzzi, Massimo, The Worldwide Governance Indicators: Methodology and Analytical Issues (September 2010). World Bank Policy Research Working Paper No. 5430. Available at SSRN: <http://ssrn.com/abstract=1682130>

Worldwide Governance Indicators for Chile: 1996, 2006, 2016

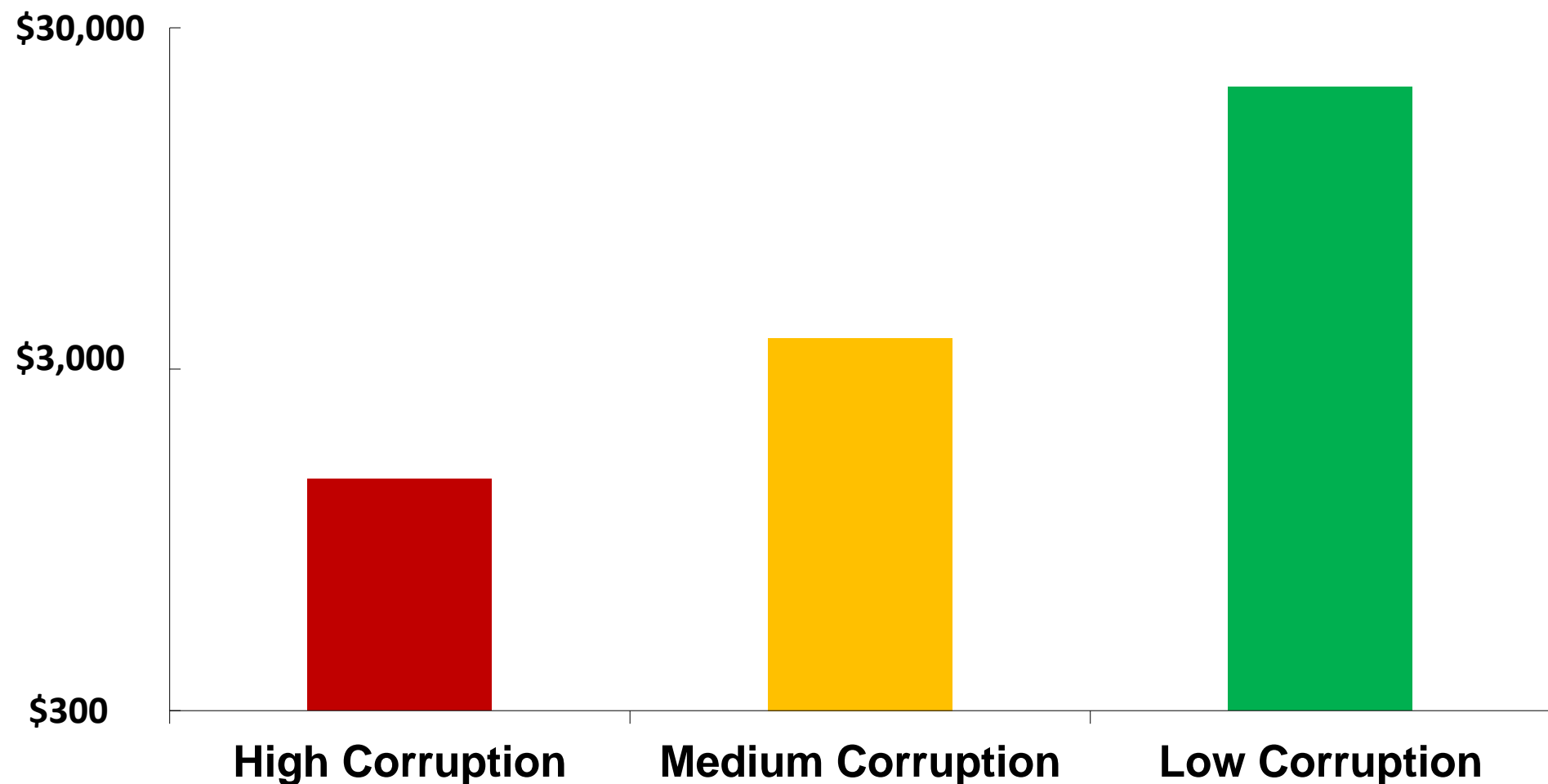


Source: Kaufmann, Daniel, Kraay, Aart and Mastruzzi, Massimo, The Worldwide Governance Indicators: Methodology and Analytical Issues (September 2010). World Bank Policy Research Working Paper No. 5430. Available at SSRN: <http://ssrn.com/abstract=1682130>

But does Governance & Corruption Matter?

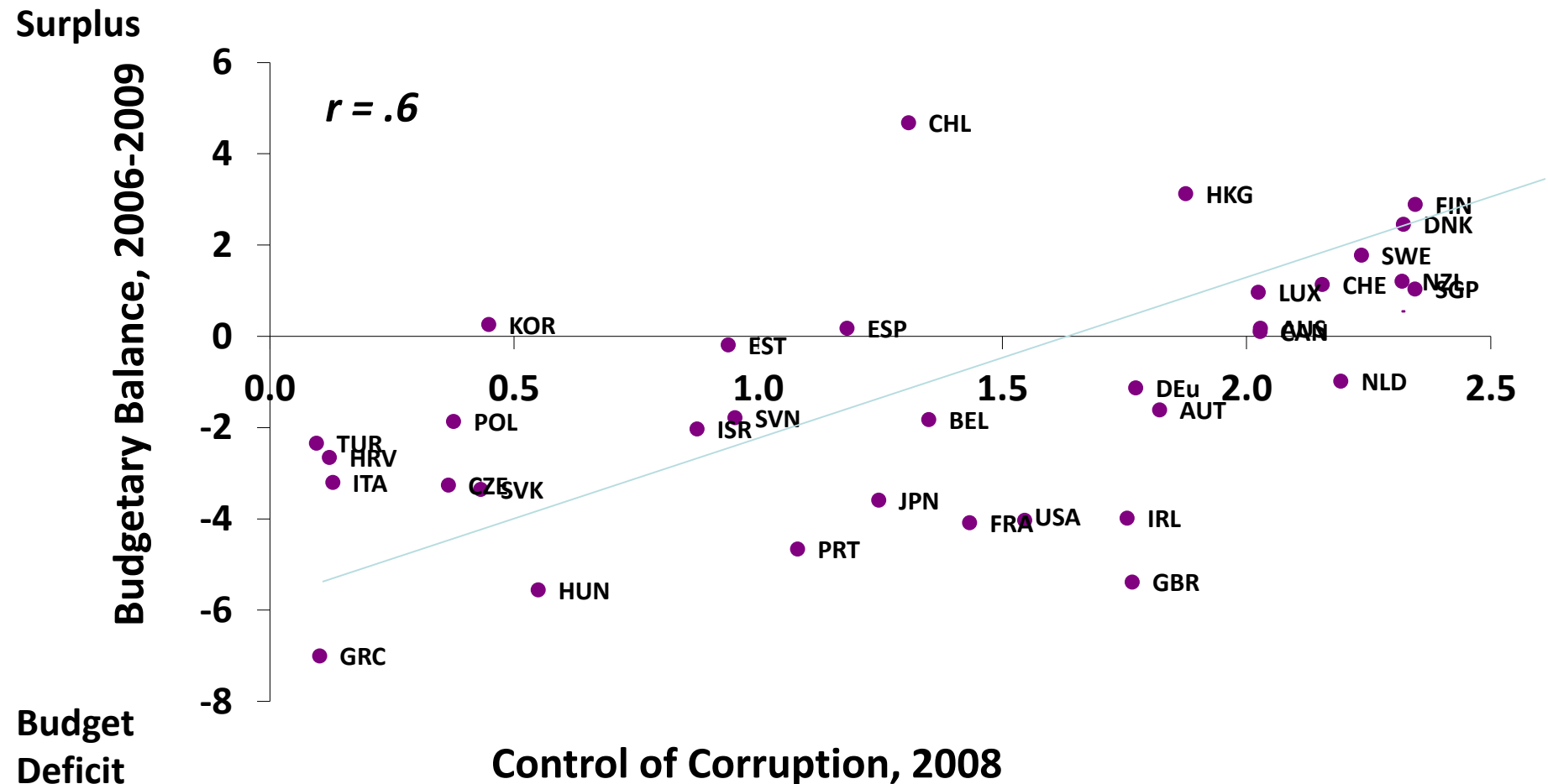
- **OK, governance and corruption can be measured, with caution**
- **But does it really matter?**

The 3-to-1 Development Dividend From Improving Governance & Controlling Corruption



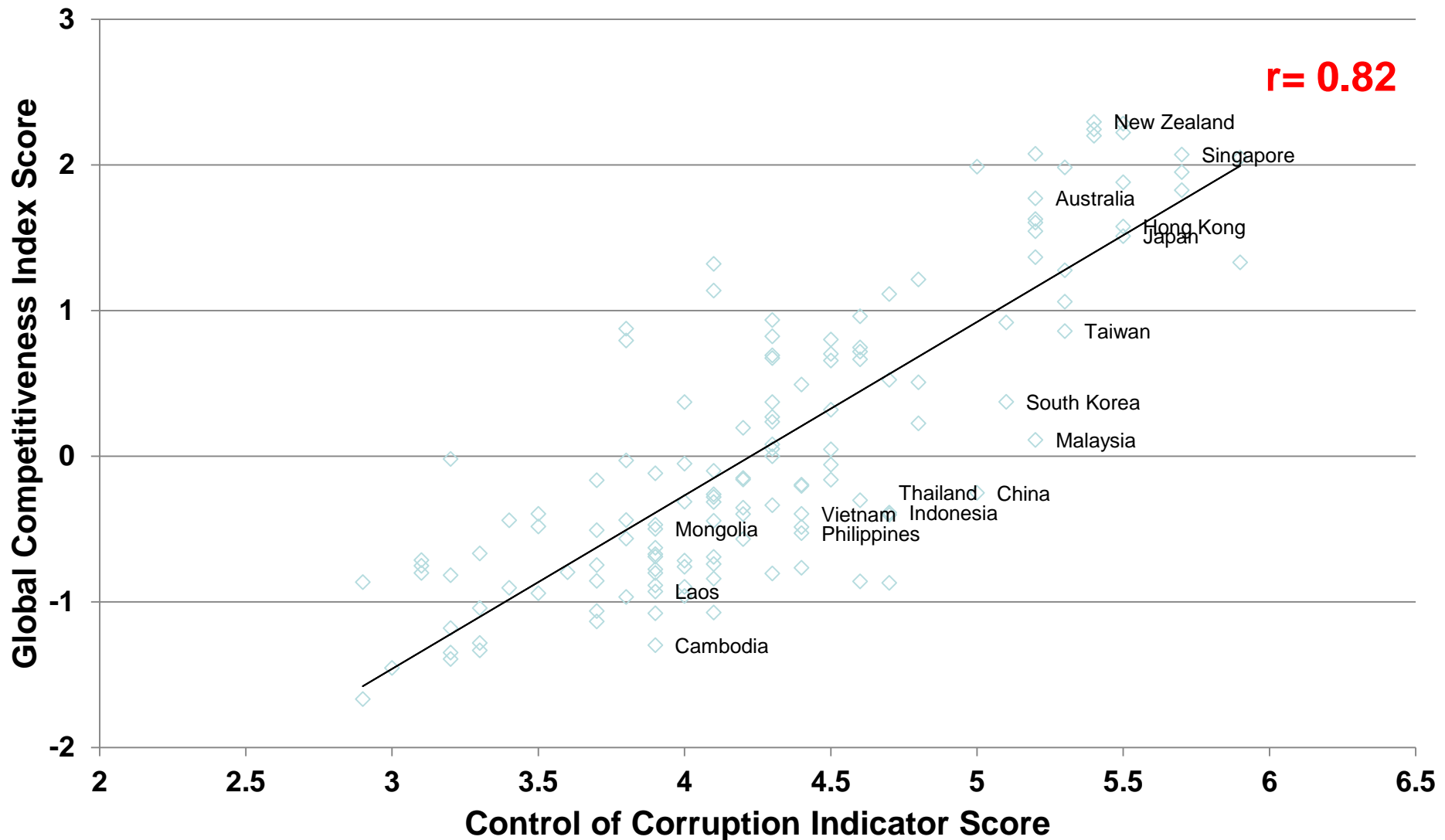
Data Source for calculations: KK 2004. Y-axis measures predicted GDP per capita on the basis of Instrumental Variable (IV) results for each of the 3 categories. Estimations based on various authors' studies, including Kaufmann and Kraay.

Are Budgetary Deficits in Industrialized Countries Associated with Corruption?: Yes



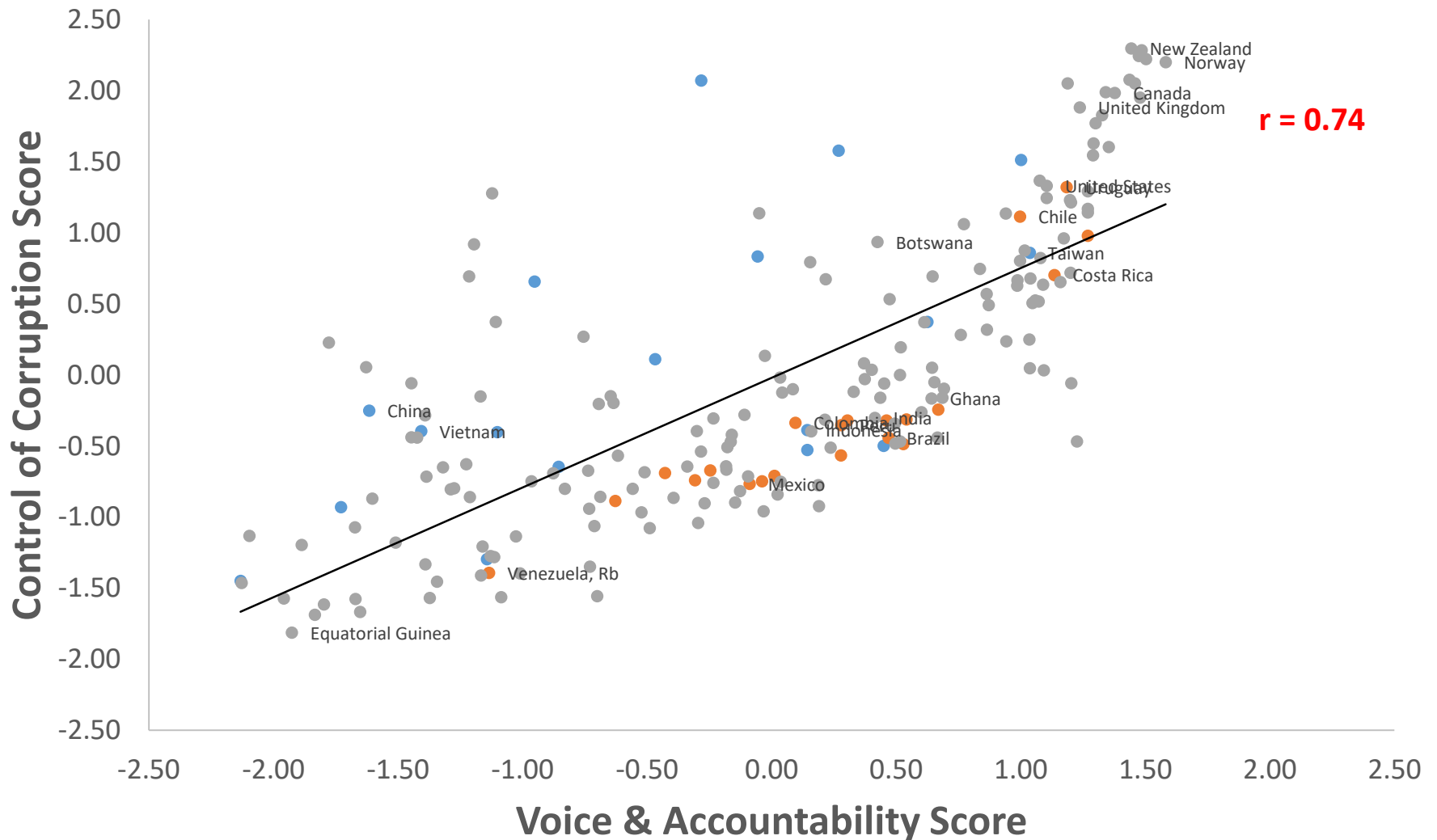
Graph from: D. Kaufmann, 'Corruption and Budget Deficits in Industrialized Countries: Heresy in the Eurozone and Beyond', forthcoming (2010), *Brookings Working Paper Series*. Sources of Data for this graph: Control of Corruption, 2008 from the Worldwide Governance Indicators (WGI): [Kaufmann, Kraay and Mastruzzi, "Governance Matters VIII" \(2009\)](#). Higher value means better Corruption Control. Budget Balance: Economist Intelligence Unit (EIU), average for budget balance for 2006-2009. A positive (negative) value for budget balance depicts a budgetary surplus (deficit). Chart shows sample of 35 countries of the OECD and other high income economies, except for oil-rich and small islands.

Close link between WEF Global Competitiveness (2017) & WGI Control of Corruption (2016)



On determinants of Corruption

Control of Corruption and Voice & Accountability (WGI, 2016 data)



Note: Dots in blue depict countries in East Asia, orange for Latin America, rest of the world is in gray.

Source: Worldwide Governance Indicators (www.govindicators.org).

Freedom of the Press and Transparency is Associated with Corruption Control

(Emerging Economy sample-- 135 countries)

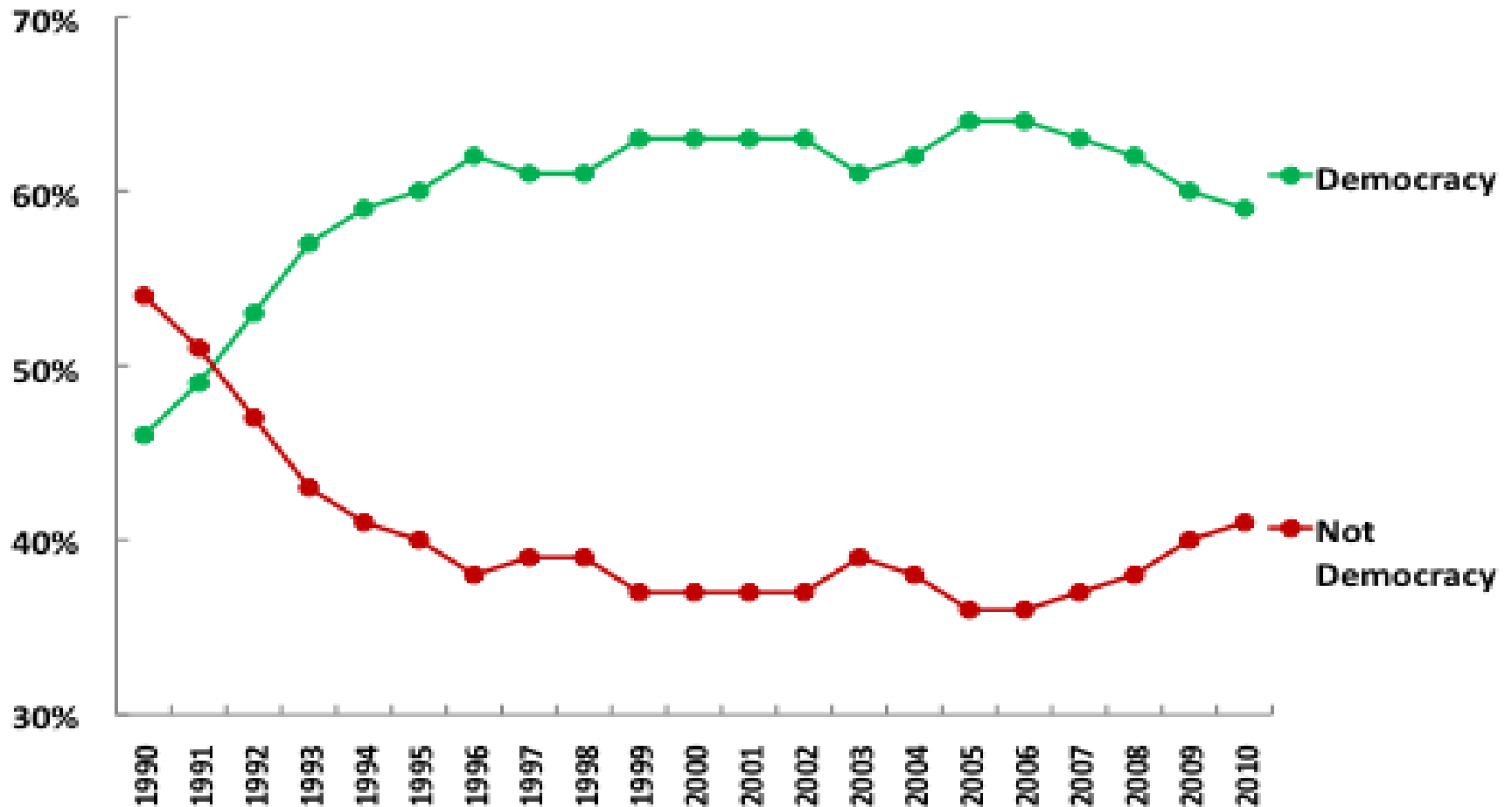
Good



Source for Control of Corruption: : 'Governance Matters IV: Governance Indicators for 1996-2004', Kaufmann, D., A. Kraay and M. Mastruzzi, (<http://www.worldbank.org/wbi/governance/govdata/>); Source for Press Freedom: Freedom House. Source for Gender Equality: CPIA 2004. Source for Transparency: 'Transparency Matters: Transparency Indicators for 1996-2004', A. Bellver and D. Kaufmann. Satisfactory Freedom/Rights reflect higher ratings from Press Freedom, women's rights, gender equality and transparency ratings.

Formal Progress:.....

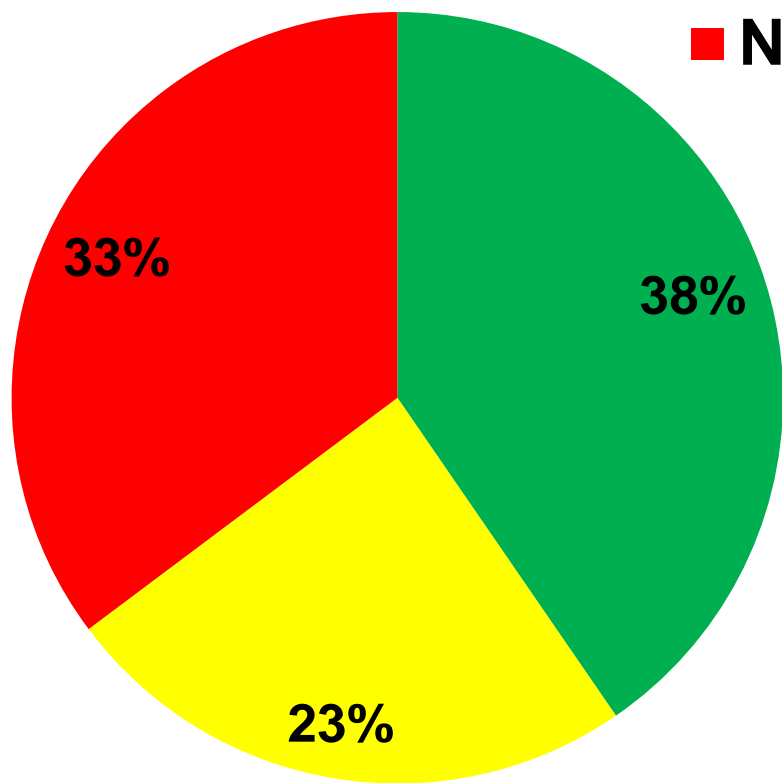
Freedom House, Electoral Democracies: 1990-2010



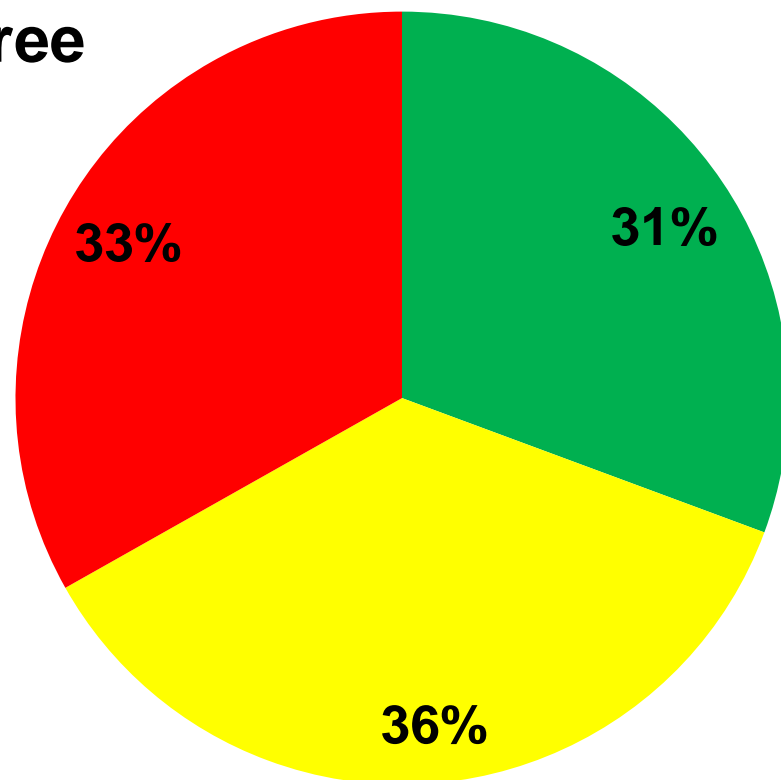
Source: 2011 Freedom House. Line chart measures percentage of countries considered to be democracies and not democracies.

Freedom of the Press, 2002 and 2016: Press Freedom Rating in Developing Countries

- Free
- Partly Free
- Not Free

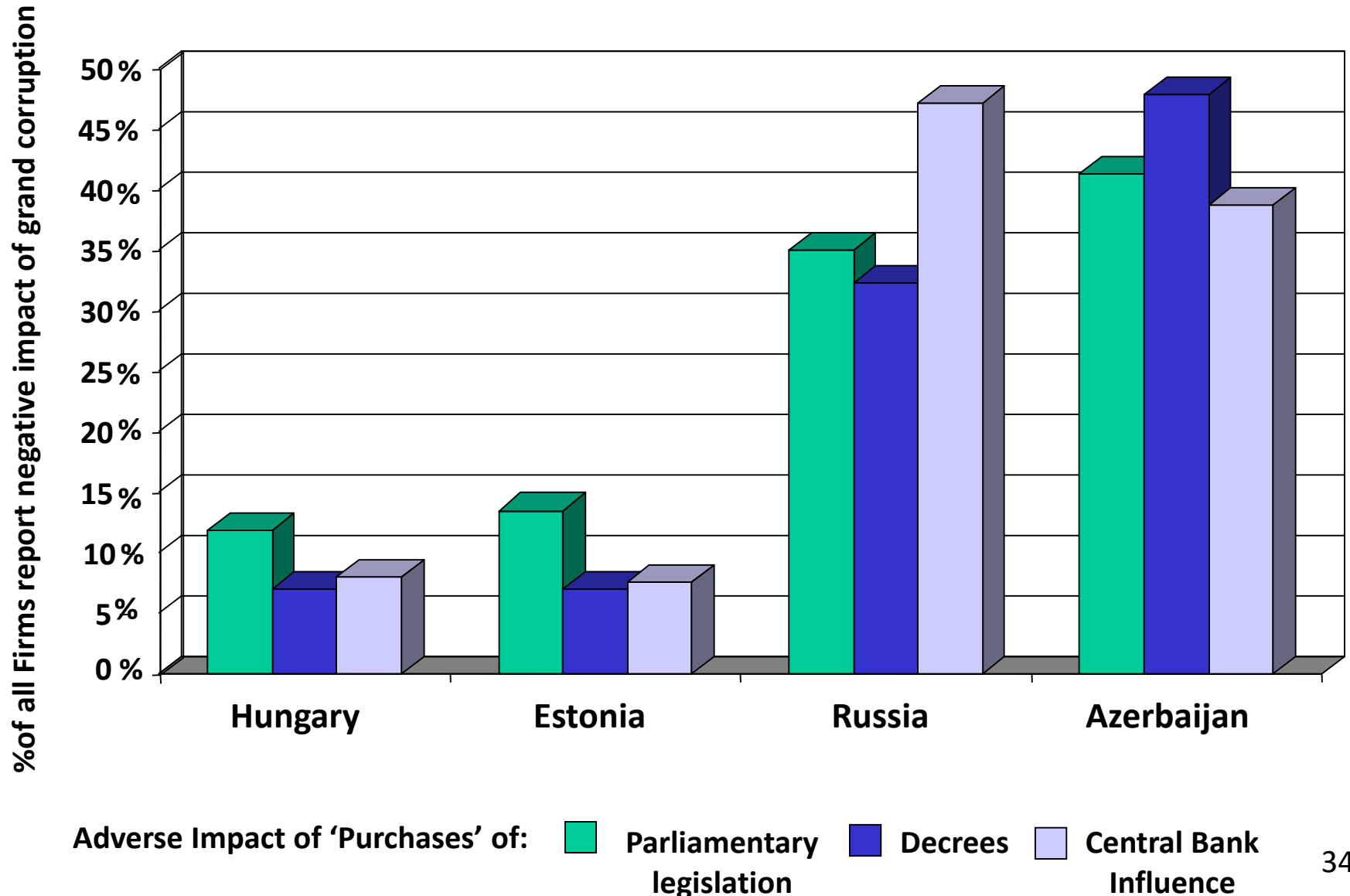


% of countries in 2002

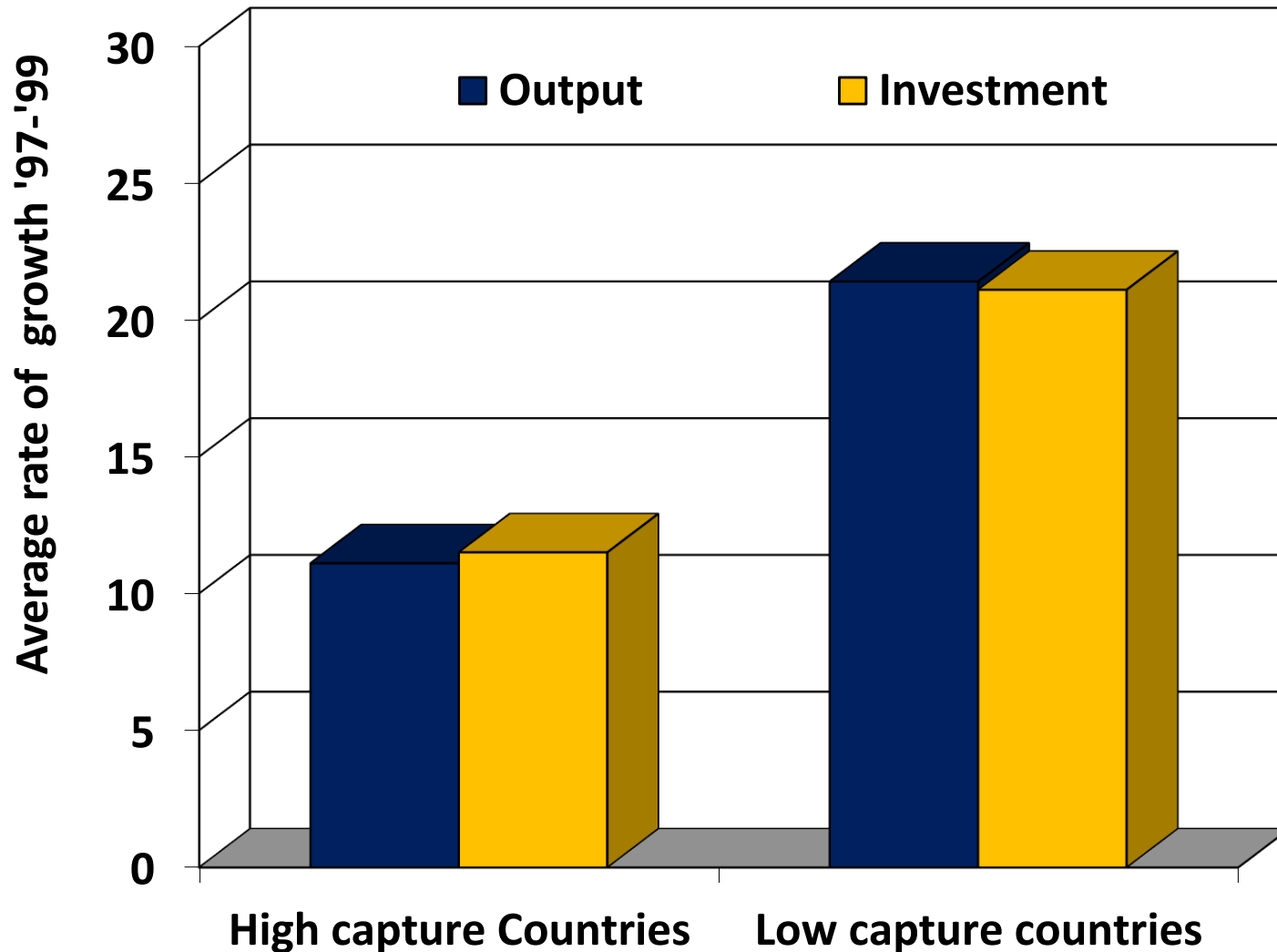


% of countries in 2016

‘Seize the State, Seize the Day’ Research on Capture, 1999-2000: Differences in Transition Countries on the Extent of State Capture

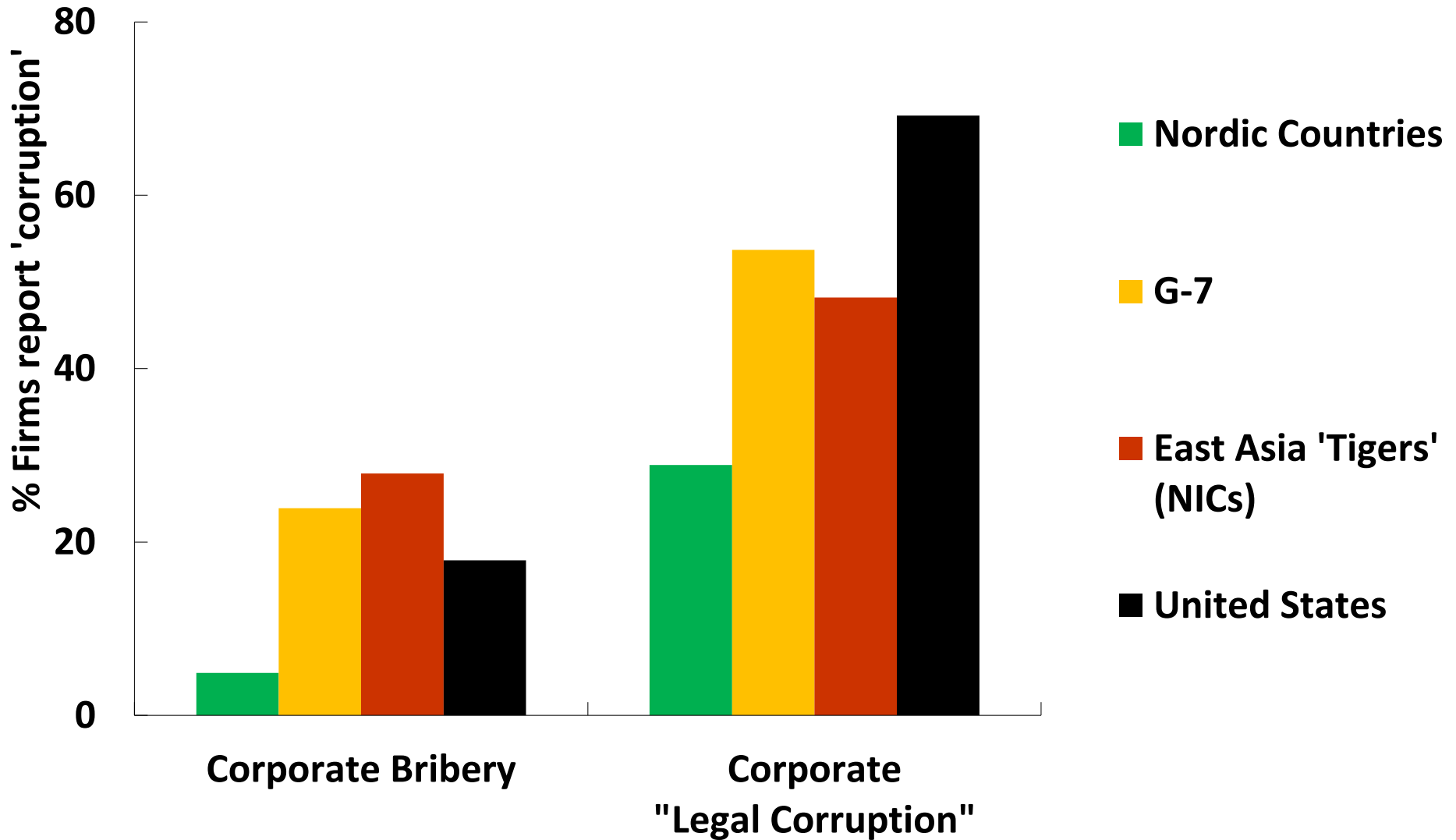


Costs of State Capture – *Private Sector grows and invests less*



Bribery vs. 'Legal Corruption' (& soft Capture), 2004

% Firms report 'corruption'

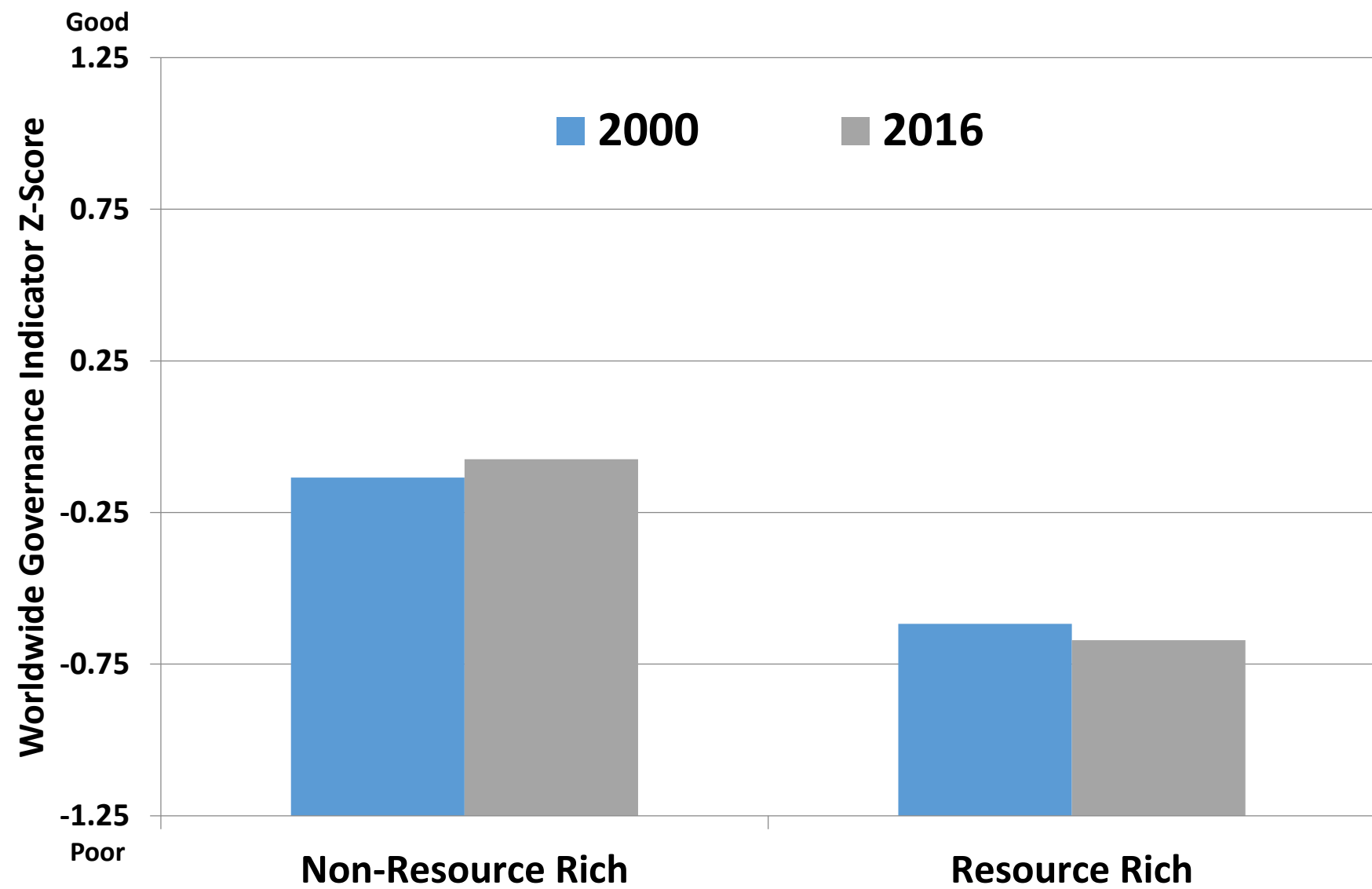


Source: Author's calculations based on EOS 2004.

Governance & Anti-Corruption in Natural Resources: Tackling the Development Challenge of the Decade

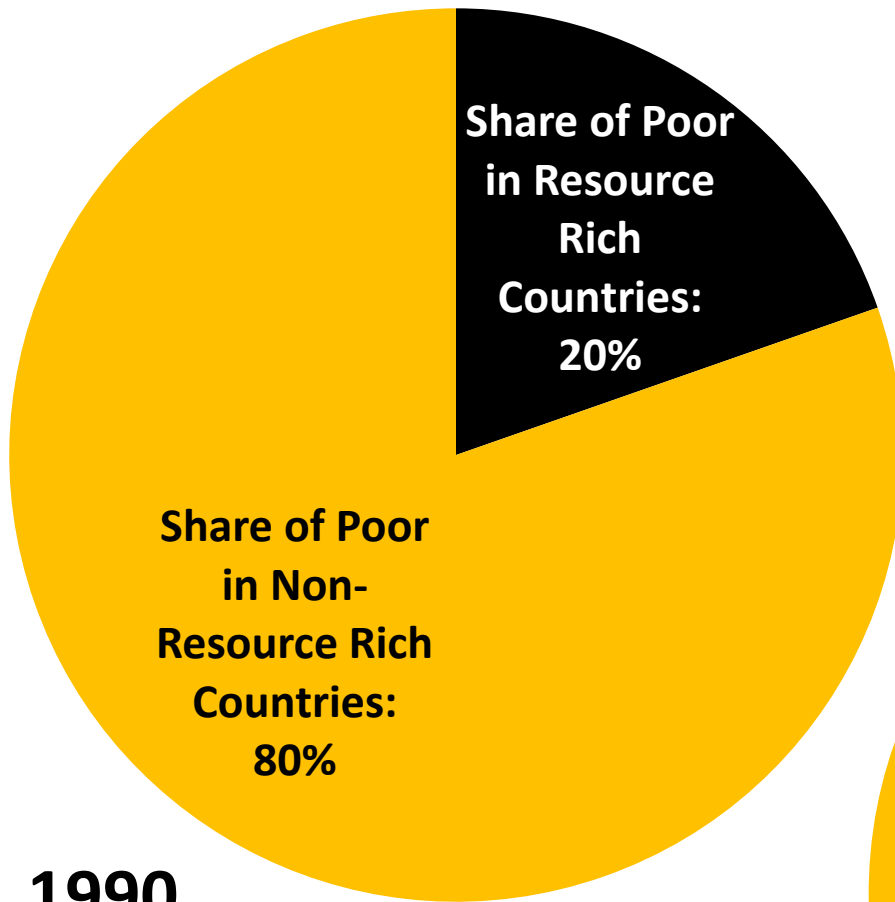
- A man-made resource curse persists for about one billion people living in poverty in the midst of abundance**
- Experience + our evidence: resource curse not predetermined, good NR governance *is* possible**
- Yet most resource-intensive countries face a major ‘government deficit’**
- In those countries, the poor is not benefiting from their resource riches**

Control of Corruption, 2000 & 2016: Resource Rich vs. Non-Resource Rich Developing Countries

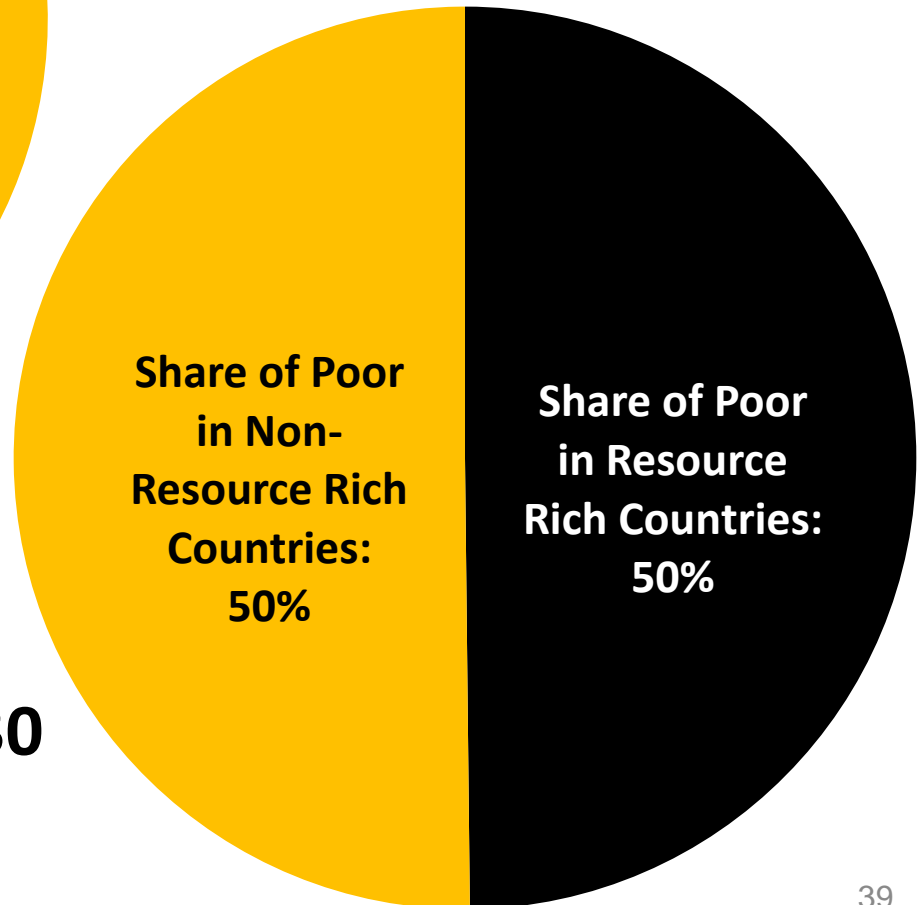


Source: Worldwide Governance Indicators (www.govindicators.org)

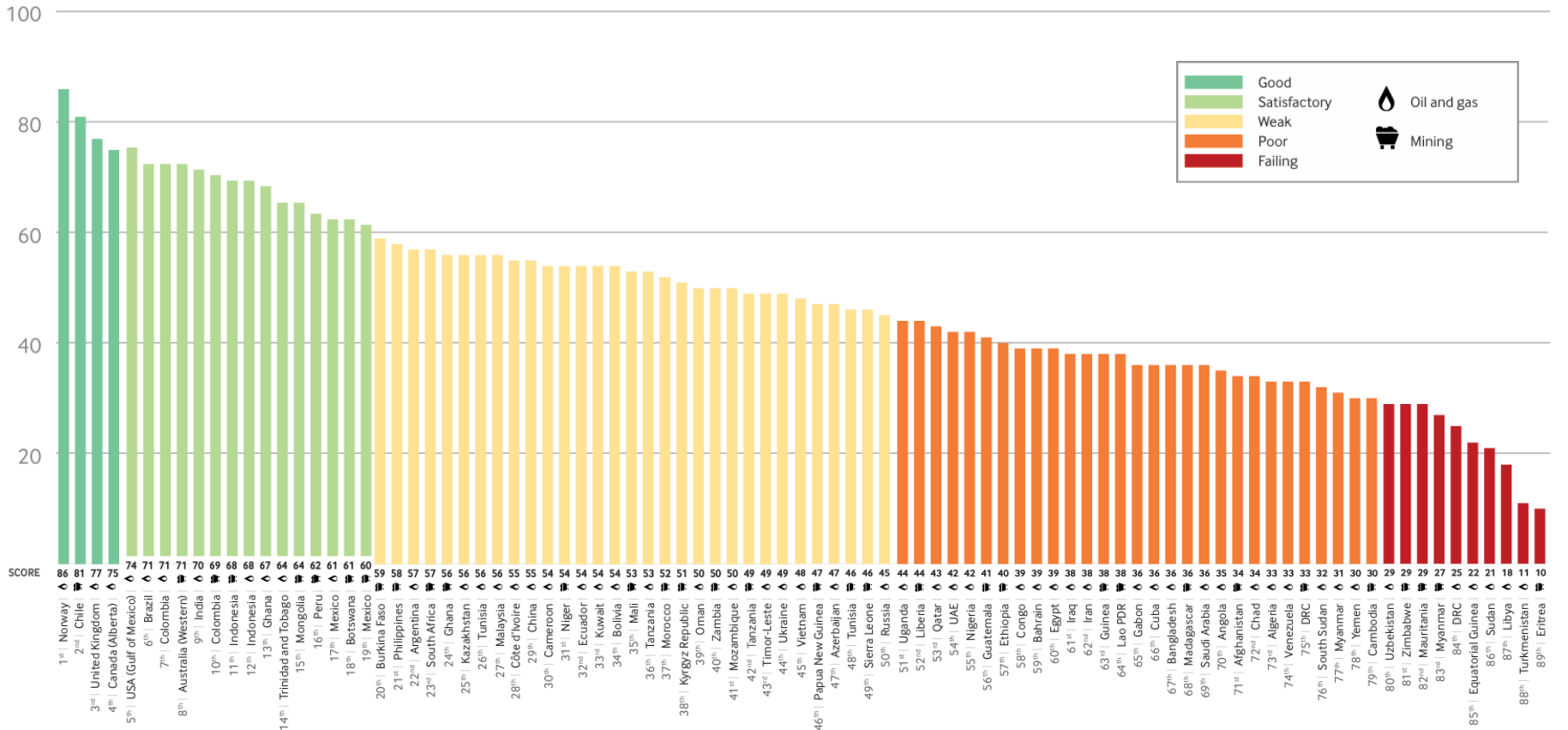
Share of the # of Poor living under \$2.00 a day in Non-Resource Rich Countries vs. Resource Rich Countries, 1990 & 2030



2030

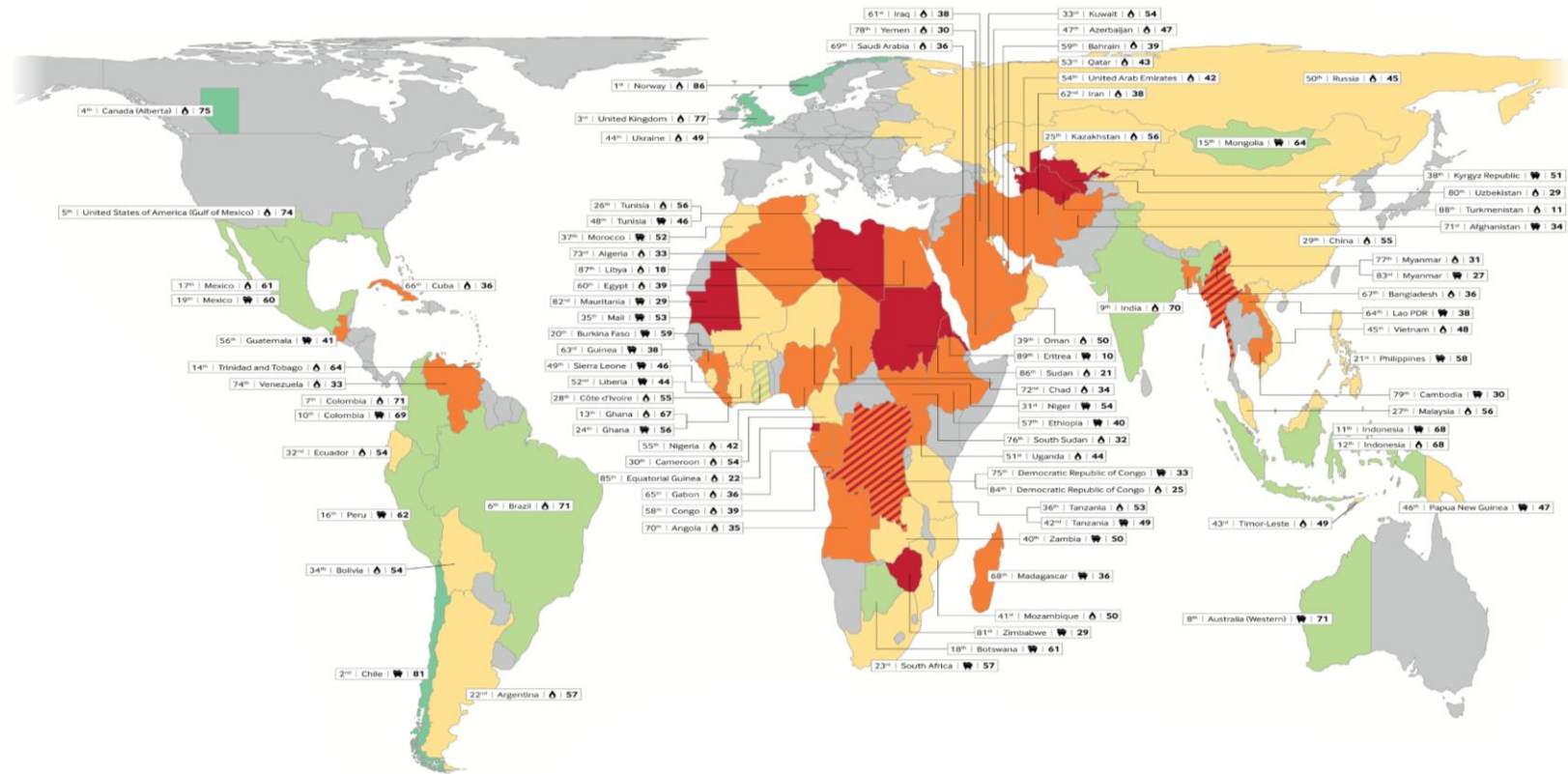


2017 Resource Governance Index country scores and rankings



World map of RGI scores & performance categories

6 billion people, 1.8 billion poor



Resource Governance Index composite and component scores

Index rank	Country	Assessed sector	Index score	Value realization score	Revenue management score	Enabling environment score
1	Norway	🇳🇴	86	77	84	97
2	Chile	🇨🇱	81	74	81	90
3	United Kingdom	🇬🇧	77	70	68	95
4	Canada (Alberta)	🇨🇦	75	69	59	97
5	United States of America (Gulf of Mexico)	🇺🇸	74	66	63	93
6	Brazil	🇧🇷	71	62	78	72
7	Colombia (oil and gas)	🇨🇴	71	59	85	67
8	Australia (Western)	🇦🇺	71	65	51	96
9	India	🇮🇳	70	75	66	69
10	Colombia (mining)	🇨🇴	69	59	82	67
11	Indonesia (mining)	🇮🇩	68	64	76	65
12	Indonesia (oil and gas)	🇮🇩	68	64	76	65
13	Ghana (oil and gas)	🇬🇦	67	65	65	70
14	Trinidad and Tobago	🇹🇹	64	64	57	71
15	Mongolia	🇲🇳	64	63	54	73
16	Peru	🇵🇪	62	68	57	62
17	Mexico (oil and gas)	🇲🇽	61	64	54	65
18	Botswana	🇧🇼	61	40	62	81
19	Mexico (mining)	🇲🇽	60	62	53	65
20	Burkina Faso	🇧🇫	59	66	54	57
21	Philippines	🇵🇭	58	55	52	67
22	Argentina	🇦🇷	57	58	54	58
23	South Africa	🇿🇦	57	50	40	80
24	Ghana (mining)	🇬🇦	56	61	37	70
25	Kazakhstan	🇰🇾	56	53	54	61
26	Tunisia (oil and gas)	🇹🇳	56	60	40	67
27	Malaysia	🇲🇾	56	49	41	77
28	Côte d'Ivoire	🇨🇮	55	60	60	46
29	China	🇨🇳	55	52	54	59
30	Cameroon	🇨🇲	54	59	70	33
31	Niger	🇳🇪	54	55	60	47
32	Ecuador	🇪🇨	54	51	58	52
33	Kuwait	🇰🇼	54	44	51	67
34	Bolivia	🇧🇴	54	61	51	49
35	Mali	🇲🇱	53	48	70	42
36	Tanzania (oil and gas)	🇹🇿	53	65	40	53
37	Morocco	🇲🇦	52	56	35	64
38	Kyrgyz Republic	🇰🇾	51	57	51	44
39	Oman	🇴🇲	50	32	43	76
40	Zambia	🇿🇲	50	58	35	58
41	Mozambique	🇲🇿	50	66	42	43
42	Tanzania (mining)	🇹🇿	49	54	40	53
43	Timor-Leste	🇹🇱	49	49	57	42
44	Ukraine	🇺🇦	49	61	40	45
45	Vietnam	🇻🇳	48	57	30	59
46	Papua New Guinea	🇵🇬	47	50	50	40
47	Azerbaijan	🇦🇿	47	49	43	49
48	Tunisia (mining)	🇹🇳	46	40	30	67
49	Sierra Leone	🇸🇯	46	62	35	40
50	Russia	🇷🇺	45	47	40	47
51	Uganda	🇺🇬	44	42	42	47
52	Liberia	🇱🇮	44	59	30	41
53	Qatar	🇶🇦	43	33	19	77
54	United Arab Emirates	🇦🇪	42	32	16	78
55	Nigeria	🇳🇮	42	50	44	31
56	Guatemala	🇬🇹	41	42	35	46
57	Ethiopia	🇪🇹	40	46	38	37
58	Congo	🇨🇬	39	45	44	29
59	Bahrain	🇧🇭	39	27	26	63
60	Egypt	🇪🇬	39	45	30	41
61	Iraq	🇮🇶	38	52	47	16
62	Iran	🇮🇷	38	36	45	34
63	Guinea	🇬🇳	38	53	24	37
64	Lao PDR	🇱🇦	38	42	30	41
65	Gabon	🇬🇦	36	18	47	44
66	Cuba	🇨🇺	36	29	23	57
67	Bangladesh	🇧🇩	36	39	35	34
68	Madagascar	🇲🇩	36	36	34	38
69	Saudi Arabia	🇸🇦	36	23	24	60
70	Angola	🇦🇴	35	50	31	25
71	Afghanistan	🇦🇫	34	58	31	14
72	Chad	🇨🇩	34	39	43	19
73	Algeria	🇩🇿	33	40	25	35
74	Venezuela	🇻🇪	33	48	34	17
75	Democratic Republic of Congo (mining)	🇨🇩	33	52	35	12
76	South Sudan	🇸🇸	32	42	47	5
77	Myanmar (oil and gas)	🇲🇲	31	44	30	19
78	Yemen	🇾🇪	30	50	28	11
79	Cambodia	🇰🇲	30	31	18	40
80	Uzbekistan	🇺🇿	29	40	25	22
81	Zimbabwe	🇿🇼	29	37	30	20
82	Mauritania	🇲🇷	29	41	10	36
83	Myanmar (mining)	🇲🇲	27	33	30	19
84	Democratic Republic of Congo (oil and gas)	🇨🇩	25	44	20	12
85	Equatorial Guinea	🇬🇬	22	29	18	17
86	Sudan	🇸🇩	21	26	26	11
87	Libya	🇱🇾	18	27	20	6
88	Turkmenistan	🇹🇲	11	11	0	21
89	Eritrea	🇪🇷	10	15	5	10

Country illustration of index scores: Colombia (mining)

Colombia (mining)

2017 RESOURCE GOVERNANCE INDEX

Score: 69 / 100 Rank: 10 / 89

LAW: 78 PRACTICE: 66

VALUE REALIZATION

59

LICENSING	59	TAXATION	73	LOCAL IMPACT	46	STATE-OWNED ENTERPRISES	•
RESERVES DISCLOSURE	0	PRODUCTION DISCLOSURE	77	EIA/SIA RULES	50	SOE-GOVERNMENT TRANSFERS RULES	•
CADASTER	100	EXPORT DISCLOSURE	77	EIA/SIA DISCLOSURE	20	SOE-GOVERNMENT TRANSFERS DISCLOSURE	•
PRE-LICENSING ROUND RULES	67	COMPANY PAYMENT RULES	0	ENVIRONMENTAL MITIGATION PLAN RULES	100	SOE FINANCIAL REPORTING RULES	•
PRE-LICENSING ROUND PRACTICE	83	COMPANY PAYMENT DISCLOSURE	67	ENVIRONMENTAL MITIGATION PLAN DISCLOSURE	0	SOE NON-COMMERCIAL ACTIVITY PRACTICE	•
POST-LICENSING ROUND RULES	50	TAXATION RULES	100	ENVIRONMENTAL COMPLIANCE RULES	100	SOE FINANCIAL REPORTING PRACTICE	•
POST-LICENSING ROUND PRACTICE	100	TAX AUTHORITY RULES	100	ENVIRONMENTAL COMPLIANCE PRACTICE	0	SOE PRODUCTION DISCLOSURE	•
FINANCIAL INTEREST DISCLOSURE RULES	35	TAX AUTHORITY PRACTICE	100	COMPENSATION TO LAND USERS AND OWNERS RULES	50	COMMODITY SALE RULES	•
FINANCIAL INTEREST DISCLOSURE PRACTICE	0	EITI AFFILIATION AND REPORTING	60			COMMODITY SALE DISCLOSURES	•
CONTRACT DISCLOSURE RULES	100					SOE JOINT VENTURES AND SUBSIDIARIES DISCLOSURE	•
CONTRACT DISCLOSURE	50					SOE CORPORATE GOVERNANCE PRACTICE	•

REVENUE MANAGEMENT

82

NATIONAL BUDGETING	75	SUBNATIONAL RESOURCE REVENUE SHARING	70	SOVEREIGN WEALTH FUNDS	100
ONLINE DATA PORTAL	0	SUBNATIONAL TRANSFER AGENCY RULES	100	SWF DEPOSIT AND WITHDRAWAL RULES	100
FISCAL RULES	100	SUBNATIONAL TRANSFER RULES	50	SWF DEPOSIT AND WITHDRAWAL PRACTICE	100
FISCAL RULE PRACTICE	100	SUBNATIONAL TRANSFER DISCLOSURE	100	SWF INVESTMENT RULES	100
NATIONAL BUDGET DISCLOSURE	75	SUBNATIONAL TRANSFER AUDIT RULE	100	SWF INVESTMENT PRACTICE	100
NATIONAL DEBT DISCLOSURE	100	SUBNATIONAL TRANSFER AUDIT PRACTICE	100	SWF FINANCIAL REPORTING RULES	100
				SWF FINANCIAL REPORTING PRACTICE	100

ENABLING ENVIRONMENT

67

VOICE AND ACCOUNTABILITY	72
GOVERNMENT EFFECTIVENESS	72
REGULATORY QUALITY	83
RULE OF LAW	71
CONTROL OF CORRUPTION	74
POLITICAL STABILITY AND ABSENCE OF VIOLENCE	20
OPEN DATA	81
OPEN DATA INVENTORY	66
OPEN DATA BAROMETER	81
OPEN DATA INDEX	95

Country illustration of index scores: Tanzania (oil and gas)

Tanzania (oil and gas)

2017 RESOURCE GOVERNANCE INDEX

Score: 53 / 100 Rank: 36 / 89

LAW: 77 PRACTICE: 49

VALUE REALIZATION

65

LICENSING	48	TAXATION	92	LOCAL IMPACT	54	STATE-OWNED ENTERPRISES	64
RESERVES DISCLOSURE	77	PRODUCTION DISCLOSURE	83	EIA/SIA RULES	25	SOE-GOVERNMENT TRANSFERS RULES	100
CADASTER	55	EXPORT DISCLOSURE	.	EIA/SIA DISCLOSURE	0	SOE-GOVERNMENT TRANSFERS DISCLOSURE	80
PRE-LICENSING ROUND RULES	50	COMPANY PAYMENT RULES	100	ENVIRONMENTAL MITIGATION PLAN RULES	100	SOE FINANCIAL REPORTING RULES	100
PRE-LICENSING ROUND PRACTICE	.	COMPANY PAYMENT DISCLOSURE	93	ENVIRONMENTAL MITIGATION PLAN DISCLOSURE	0	SOE NON-COMMERCIAL ACTIVITY PRACTICE	25
POST-LICENSING ROUND RULES	50	TAXATION RULES	100	ENVIRONMENTAL COMPLIANCE RULES	100	SOE FINANCIAL REPORTING PRACTICE	96
POST-LICENSING ROUND PRACTICE	67	TAX AUTHORITY RULES	100	ENVIRONMENTAL COMPLIANCE PRACTICE	.	SOE PRODUCTION DISCLOSURE	.
FINANCIAL INTEREST DISCLOSURE RULES	35	TAX AUTHORITY PRACTICE	100	COMPENSATION TO LAND USERS AND OWNERS RULES	100	COMMODITY SALE RULES	50
FINANCIAL INTEREST DISCLOSURE PRACTICE	0	EITI AFFILIATION AND REPORTING	70			COMMODITY SALE DISCLOSURES	25
CONTRACT DISCLOSURE RULES	100					SOE JOINT VENTURES AND SUBSIDIARIES DISCLOSURE	52
CONTRACT DISCLOSURE	0					SOE CORPORATE GOVERNANCE PRACTICE	50

REVENUE MANAGEMENT

40

NATIONAL BUDGETING	40	SUBNATIONAL RESOURCE REVENUE SHARING	.	SOVEREIGN WEALTH FUNDS	.
ONLINE DATA PORTAL	0	SUBNATIONAL TRANSFER AGENCY RULES	.	SWF DEPOSIT AND WITHDRAWAL RULES	.
FISCAL RULES	50	SUBNATIONAL TRANSFER RULES	.	SWF DEPOSIT AND WITHDRAWAL PRACTICE	.
FISCAL RULE PRACTICE	0	SUBNATIONAL TRANSFER DISCLOSURE	.	SWF INVESTMENT RULES	.
NATIONAL BUDGET DISCLOSURE	50	SUBNATIONAL TRANSFER AUDIT RULE	.	SWF INVESTMENT PRACTICE	.
NATIONAL DEBT DISCLOSURE	100	SUBNATIONAL TRANSFER AUDIT PRACTICE	.	SWF FINANCIAL REPORTING RULES	.
				SWF FINANCIAL REPORTING PRACTICE	.

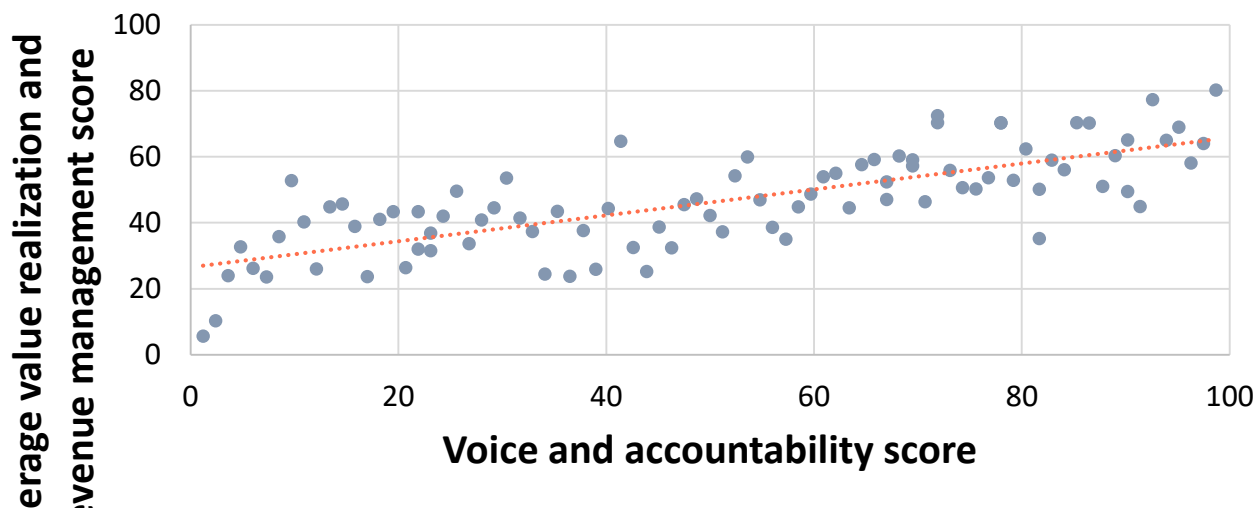
ENABLING ENVIRONMENT

53

VOICE AND ACCOUNTABILITY	67
GOVERNMENT EFFECTIVENESS	48
REGULATORY QUALITY	61
RULE OF LAW	62
CONTROL OF CORRUPTION	44
POLITICAL STABILITY AND ABSENCE OF VIOLENCE	56
OPEN DATA	35
OPEN DATA INVENTORY	35
OPEN DATA BAROMETER	35
OPEN DATA INDEX	.

Countries with good or satisfactory voice and accountability perform better in value realization and revenue management

Voice and accountability and average extractive sector component score



- Voice and accountability is most strongly associated with performance in value realization and revenue management components
- Civic space is linked to potential for good value realization and sound revenue management

State-owned enterprises assessed in the RGI

Country	State-owned enterprise	Gross sales (USD millions, selected years)	Score [/100]
Chile	Codeco	11,693	90
India	Oil and Natural Gas Corporation of India	23,374	87
Argentina	Yacimientos Petrolíferos Fiscales	14,236	83
Norway	Statoil	45,873	80
Morocco	Office Chérifien des Phosphates	4,890	79
Indonesia (mining)	Antam	680	78
Ukraine	Naftogaz	6,596	76
Ghana (oil and gas)	Ghana National Petroleum Corporation	180	75
Trinidad and Tobago	Petroleum Company of Trinidad and Tobago Limited	3,047	75
Mexico (oil and gas)	Petróleos Mexicanos	52,241	74
Colombia (oil and gas)	Ecopetrol	18,998	73
Bolivia	Yacimientos Petrolíferos Fiscales Bolivianos	6,812	70
Azerbaijan	State Oil Company of the Azerbaijan Republic	32,309	70
Philippines	Philippine Mining Development Corporation	2	70
Zambia	Zambia Consolidated Copper Mines Investment Holdings	163	69
Indonesia (oil and gas)	Pertamina	41,763	66
Tunisia (oil and gas)	Entreprise Tunisienne des Activités Pétrolière	621	66
Iraq	South Oil Company	Not available	66
Kuwait	Kuwait Petroleum Company	106,002	65
Malaysia	Petronas	63,412	65
Brazil	Petrobras	97,314	65
South Africa	African Exploration Mining and Finance Corporation	18	65
Tanzania (oil and gas)	Tanzania Petroleum Development Corporation	35	64
Vietnam	PetroVietnam	7,232	64
Kazakhstan	Kazmunaigaz	492	63
Côte d'Ivoire	Société Nationale d'Opérations Pétrolière de Cote d'Ivoire	539	61
Venezuela	Petróleos de Venezuela	55,339	58
China	China National Petroleum Company	68,419	58
Angola	Sonangol	19,135	56
Russia	Gazprom	90,571	56
Ecuador	Petroecuador	8,174	56
Qatar	Qatar Petroleum	463,355	55
Bangladesh	Petrobangla	1,039	54
Mozambique	Empresa Nacional de Hidrocarbonetos	115	53
Cameroon	National Hydrocarbons Corporation	1,096	52
Timor-Leste	Timor Gas & Petróleo, Empresa Pública	10	50
Kyrgyz Republic	Kyrgyzaltn	485	50
Papua New Guinea	Petromin	76	49

Country	State-owned enterprise	Gross sales (USD millions, selected years)	Score [/100]
Algeria	Sonatrach	70,366	47
Chad	Société des Hydrocarbures du Tchad	Not available	46
Zimbabwe	Zimbabwe Mining Development Corporation	307	45
Nigeria	Nigeria National Petroleum Corporation	6,992	44
Uzbekistan	Uzbekneftegaz National Holding Company	Not available	41
Ghana (mining)	Sankofa Prestea Limited	19	41
Congo	Société Nationale des Pétroles du Congo	Not available	40
Mongolia	Erdenes Mongol	1,246	40
Yemen	Yemen Oil and Gas Corporation	Not available	40
Cuba	Unión Cuba-Petroleo	Not available	39
Mauritania	Société Nationale Industrielle et Minière	1,117	38
Guinea	Société Guinéenne du Patrimoine Minier	1	38
Madagascar	Kraomita Malagasy	Not available	36
Egypt	Egyptian General Petroleum Corporation	Not available	36
Democratic Republic of Congo (mining)	Gécamines	Not available	35
Niger	Société de Patrimoine des Mines du Niger	127	35
Tunisia (mining)	Compagnie de Phosphate de Gafsa	260	35
Myanmar (oil and gas)	Myanmar Oil and Gas Enterprise	Not available	35
Tanzania (mining)	State Mining Corporation	Not available	33
Libya	National Oil Corporation	Not available	32
Oman	Oman Oil Company	724	32
Bahrain	Bahrain Petroleum Company	5,310	32
Botswana	Debswana	3,922	29
South Sudan	Nile Petroleum Corporation	Not available	28
Saudi Arabia	Saudi Aramco	Not available	27
United Arab Emirates	Abu Dhabi National Oil Company	Not available	27
Democratic Republic of Congo (oil and gas)	Société Nationale des Hydrocarbures (previously Cohydro)	Not available	25
Ethiopia	Adola Gold Mine	Not available	24
Iran	National Iranian Oil Company	Not available	22
Myanmar (mining)	Myanmar Gems Enterprise	Not available	16
Sudan	Sudanese Petroleum Corporation	Not available	13
Uganda*	Uganda National Oil Company	0	13
Gabon	Gabon Oil Company	Not available	11
Turkmenistan	Turkmengas State Concern	Not available	10
Equatorial Guinea	GEPetrol	Not available	7
Eritrea	Eritrean National Mining Corporation	Not available	4

*The Uganda National Oil Company came into being in mid-2016. It has not commenced activities and therefore most of the indicators in the index's SOE subcomponent were deemed not applicable. Regulation concerning its governance is not fully completed and users of the index should note this when reviewing the company's performance.

Assessing Corruption Vulnerabilities across the decision chain



DOMESTIC
FOUNDATIONS
FOR RESOURCE
GOVERNANCE

INTERNATIONAL
FOUNDATIONS
FOR RESOURCE
GOVERNANCE

Discovery and
deciding to extract

Getting a
good deal

Managing
revenues

Investing for
sustainable
development

License allocations
e.g. Griffiths (Chad),
Cobalt/Nizaki (Angola)

Subcontracting
e.g. Petrobras (Brazil),
Skanska (Argentina)

Commodity sales
e.g. Sphynx/AOGC &
Gunvor (Congo-B),
Swap contracts (Nigeria)

Saving revenues
e.g. SocGen (Libya)

Resource Governance Index recommendations

1

Focus on
implementation

4

Protect civic space and
combat corruption

2

Continue to open
governments

5

Strengthen global norms
and institutions

3

Bolster state-owned
enterprise governance

6

Use data to drive
reform

The international environment can help or hinder



EITI: 51 implementing countries

-- Well over a trillion in payments and revenues in EITI reports



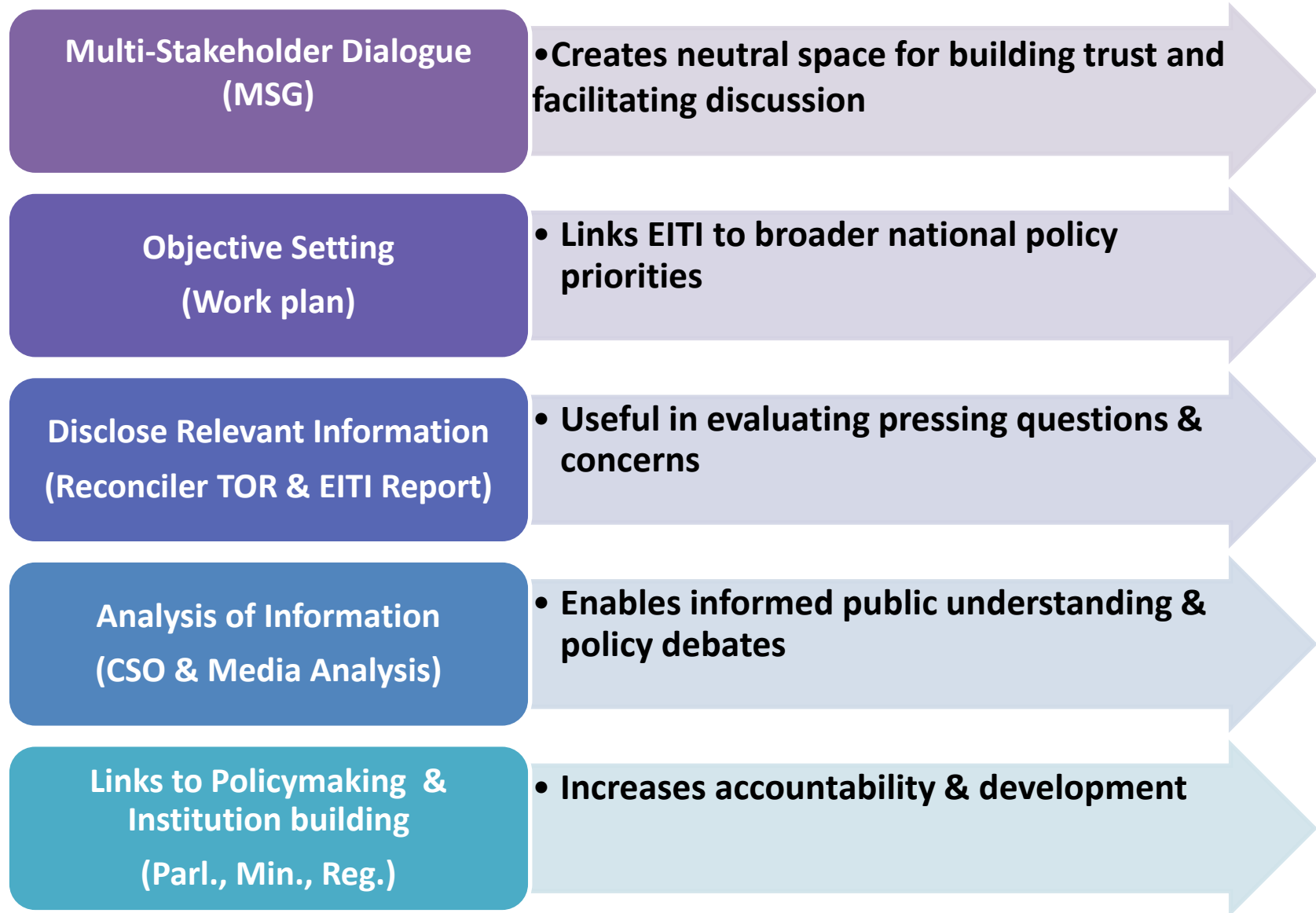
Mandatory Reporting Requirements on Companies:

- Dodd-Frank Financial Reform Act**
- EU Directives**
- Canada**



Abetting or Addressing Illicit financial flows / AML?

EITI's challenge: ensuring that information drives reform



In Concluding...

- 1. Data Power – Measuring, monitoring & diagnosing governance & corruption worldwide/national/subnational/sectoral**
- 2. Corruption is not the deterministic driver of all development ills but very costly manifestation of governance weakness**
- 3. Anti-Corruption Matters for Development, Competitiveness, etc.**
- 4. Importance of the Demand Side of Governance, including Voice & Accountability, Transparency, Open Data (*millions of auditors*)**
- 5. State Capture & Undue influence: political/elite corruption**
- 6. Governance in Extractives: Development Challenge & Fragility**
- 7. International Leadership: Challenge & Opportunity**