

ROBERT KLITGAARD

Robert Klitgaard is a University Professor at Claremont Graduate University, where he served as President from 2005 to 2009.

Klitgaard advises countries around the world on government reform and economic strategy, and his consulting work and research have taken him to more than 35 countries in Africa, Asia, Europe, and Latin America. He has been called "the world's leading expert on corruption" (*The Christian Science Monitor*). He has participated in the World Economic Forum, as a faculty member and as a member of the Global Agenda Council.

From 1997 to 2005, he was the Dean of the Pardee RAND Graduate School, America's leading Ph.D. program in policy research, where he was also the Ford Distinguished Professor of International Development and Security. He was the Lester Crown Visiting Professor of Economics at Yale's School of Management and an Associate Professor of Public Policy at Harvard's John F. Kennedy School of Government, where he also served half-time as Special Assistant to Harvard President Derek Bok.

His nine books include:

Tropical Gangsters II: Adventures in Development in the World's Poorest Places (Amazon Kindle, 2013). "A must read for anyone who is concerned about the problems of endemic poverty and understanding the forces that inhibit effective change." —Timothy Besley, London School of Economics. "*Tropical Gangsters II* is, from one point of view, simply a succession of short stories that make a very good read. But it is far more than that. It forces us to face head on a reality that has bedeviled efforts to enhance political and economic development: the corrosive, debilitating effects of imbedded corruption and the cynicism it breeds." —Paul Volcker, former Chairman of the Federal Reserve.

High-Performance Government: Structure, Leadership, Incentives (RAND, 2005) (edited with Paul C. Light). "This sometimes sprawling but hugely insightful work is the first significant public management book about performance in the new century. It rivals John Roberts' *The Modern Firm* currently regarded by many (this reviewer included) as the best business book thus far on performance in the 21st century." —*The Public Manager*.

Corrupt Cities: A Practical Guide to Cure and Prevention (ICS Press and World Bank Institute, 2000; translated into 13 languages) (with Ronald MacLean-Abaroa and H. Lindsey Parris). "This small gem of a book...is an exemplar of the transfer of economic principles into the practice of public management." —*The Journal of Economic Literature*.

Adjusting to Reality: Beyond "State versus Market" in Economic Development (ICS Press and International Center for Economic Growth, 1991; translated into Spanish and French), a study of policies to make markets work better, make governments work better, and close the economic gaps among ethnic groups. "Lively and highly readable...goes beyond the abstractions of academia and the slogans of the World Bank to present a step-by-step guide to identifying problems and implementing the recommended policies." —*Journal of Economic Literature*.

Tropical Gangsters (Basic Books, 1990; I. B. Tauris, 1991), a first-hand account of economic reform in Africa. Named by the editors of the *New York Times Book Review* as one of the six best non-fiction books of 1990. Included in *New York Times' Books of the Century*.

Controlling Corruption (University of California Press, 1988; translated into 8 languages), a study of corruption and how to reduce it in the developing countries. "A most worthwhile book, both for its insights into anticorruption policies and for the academic debate about more general questions that it will certainly create." –*American Political Science Review*.

Elitism and Meritocracy in Developing Countries (Johns Hopkins University Press, 1986), an analysis of selection policies (including affirmative action) around the globe. "This groundbreaking book...should be required reading for social scientists, both in universities and outside them, who are seriously interested in the important roles and impacts of education in developing countries." –*Annals of the American Academy of Political and Social Sciences*.

Data Analysis for Development (Oxford University Press, 1985), how to apply statistics and econometrics to policy problems in poor countries.

Choosing Elites (Basic Books, 1985), how educational elites are and should be selected in the United States. Listed in *The Harvard Guide to Influential Books*. Named one of "900 Great Books of the Western World" as compiled in 2000 by Prof. Alexander H. McIntire, Jr., of the University of Miami.

Employment

Claremont Graduate University. University Professor, 2005-present. President 2005-2009.

National University of Singapore. Li Ka Shing Distinguished Chair Professor, Lee Kuan Yew School of Public Policy, National University of Singapore. Summer 2010, summer 2011, summer 2014.

The RAND Graduate School. 1997-2005. Dean and Ford Distinguished Professor of International Development and Security.

Faculty member of the World Economic Forum, 2002, 2003, 2011-2. Global Agenda Council.

University of Natal, Durban. 1993-1997. Professor of Economics. Head of postgraduate programs in economics (1995-1996). Fellow of the University of Natal (1996), an honor given to the university's most distinguished researchers.

School of Management, Yale University. 1992. Lester Crown Visiting Professor of Economics.

University of Natal, Pietermaritzburg. 1991-2. Visiting Professor of Economics.

Centre d'Etudes et de Recherches Internationales, Paris. 1990. Visiting Scholar.

The RAND Corporation, Santa Monica. Visiting Scholar. 1988-89.

Ministry of Finance, Equatorial Guinea. 1986-1988. Economist/Administrator of an economic rehabilitation project funded by the World Bank. Worked with a team of ministers to design a structural adjustment program, reform sectoral strategies, and undertake rehabilitation projects. Managed a budget of about \$13 million, approximately one-seventh of the country's GNP.

Kennedy School of Government, Harvard University. 1977-1984; on leave 1984-1986. Associate Professor of Public Policy and as Special Assistant to the President of Harvard.

University of Karachi, Pakistan. 1975-1977. Visiting Research Professor, Applied Economics Research Centre, under the auspices of the Ford Foundation.

PUBLICATIONS

Books:

Tropical Gangsters II: Adventures in Development in the World's Poorest Places. Amazon Kindle e-book. 2013. http://www.amazon.com/Tropical-Gangsters-Adventures-Development-ebook/dp/B00C9GEQ58/ref=sr_1_1?s=books&ie=UTF8&qid=1366050788&sr=1-1&keywords=tropical+gangsters+II

High-Performance Government: Structure, Leadership, Incentives. (Edited with Paul C. Light). Santa Monica: The RAND Corporation, 2005.

Corrupt Cities: A Practical Guide to Cure and Prevention (ICS Press and World Bank Institute, 2000; translated into sixteen languages) (with Ronald MacLean-Abaroa and H. Lindsey Parris).

Adjusting to Reality: Beyond "State versus Market" in Economic Development (ICS Press and International Center for Economic Growth, 1991; translated into Spanish and French).

Tropical Gangsters (Basic Books, 1990; I. B. Tauris, 1991).

Controlling Corruption (University of California Press, 1988; translated into fourteen languages).

Elitism and Meritocracy in Developing Countries (Johns Hopkins University Press, 1986).

Data Analysis for Development (Oxford University Press, 1985).

Choosing Elites (Basic Books, 1985).

Monographs:

Addressing Corruption in Haiti, The American Enterprise Institute Working Paper Series on Development Policy Number 2, April 2010. <http://www.aei.org/paper/100099>

Assessing Partnerships: New Forms of Collaboration (with Gregory F. Treverton). New Ways to Manage Series. Arlington, VA: IBM Endowment for the Business of Government, March 2003.

A Practical Approach to Dealing with Municipal Malfeasance (with Ronald MacLean-Abaroa and H. Lindsey Parris). UMP Working Paper Series 7, Urban Management Programme (Nairobi: UNDP/UNHCS (Habitat)/World Bank, May 1996). A longer version was published as *Preventing Corruption* by the Economic Research Unit, University of Natal, Durban, in 1996.

Institutional Adjustment and Adjusting to Institutions, World Bank Discussion Paper No. 303 (The World Bank, September 1995).

Institutional Reform and the Challenges Facing South Africa, IRIS Research Report #112, Center for Institutional Reform and the Informal Sector, University of Maryland, June 1994.

Assessing Cultures, IRIS Research Report #2, Center for Institutional Reform and the Informal Sector, University of Maryland, February 1993.

Dealing with Corruption and Intimidation in Criminal Justice Systems: Cases and Materials, ed. Philip Heymann and Robert Klitgaard (Harvard Law School, 1991).

Exploring the Neglected: Hawkers and Peddlers in Karachi (with others) (University of Karachi, 1977).

Controlling Exports on National Security Grounds (with Graham Allison and Richard Huff) (U.S.

Government Printing Office, 1975).

Pricing and Recoupment Policies for Commercially Useful Technology Resulting from NASA Programs (with others), R-1671-NASA (The RAND Corporation, 1975).

National Security and Export Controls, R-1432-ARPA/CIEP (The RAND Corporation, 1974).

Achievement Scores and Educational Objectives, R-1217-NIE (The RAND Corporation, 1974).

A Statistical Search for Unusually Effective Schools (with George Hall), R-1210-CC/RC (The RAND Corporation, 1973).

Articles and Chapters:

"The Limits of Institutional Reform in Development," (book review) *Public Administration and Development*, Vol. 33, No. 5 (December).

"How Much Do Rights Matter?" (with Johannes Fedderke), *World Development*, Vol. 51, Nov. 2013.

"Public-Private Collaboration and Corruption," in *Collective Action: Innovative Strategies to Prevent Corruption*, ed. Mark Pieth. Zurich: DIKE, 2012.

"The Quality of Government," (book review) *Perspectives on Politics*, Vol. 10, No. 3 (September 2012).

"Social Media: A New Tactic in the Fight against Corruption," *Asian Journal of Public Affairs*, Vol. 5, No. 1 (Spring 2012). <http://www.spp.nus.edu.sg/ajpa/pdf/Issue09.pdf>

"Toward Results-Based Government in Colombia," *International Development Evaluation Association*, IDEAS Website, March 2012.
http://www.ideas-int.org/documents/file_list.cfm?DocsSubCatID=2

"Toward a Turning Point against Corruption," *Strategic Review*, 2:2 (April-June 2012).

"Designing and Implementing a Technology-Driven Public-Private Partnership," *Innovations Journal* (MIT), 6:2 (June 2011)

"Fighting Corruption," *Journal for Institutional Comparisons*, 9:2 (June 2011). CESifo DICE Report 2/2011.

"Making a Country," *Foreign Policy*, January 2011.
http://www.foreignpolicy.com/articles/2011/01/07/making_a_country

"Economic Gangsters," (book review) *Economic Development and Cultural Change*, Vol. 59, No. 1, October 2010: 231-234.

"Tackling Corruption in Haiti Is Possible." *Journal of the American Enterprise Institute* (March 2010). <http://www.american.com/archive/2010/march/tackling-corruption-in-haiti-is-possible-heres-how/?searchterm=klitgaard>

"Universities Have the Responsibility to Tackle the World's Toughest Problems," *Chronicle of Higher Education* (Feb. 2008).

"Subverting Corruption," *Global Crime*, Vol. 7, No. 3-4 (2006): 299-307.

"Economic Growth and Social Indicators: An Exploratory Analysis" (with Johannes Fedderke), *Journal of Comparative Policy Analysis*, Vol. 8, No. 3 (September 2006): 283-303.

"Choosing and Using Performance Indicators" (with Johannes Fedderke and Kamil Akramov), in

High-Performance Government: Structure, Leadership, Incentives, ed. Robert Klitgaard and Paul C. Light. Santa Monica: The RAND Corporation, 2005.

"Evaluation of, for, and through Partnerships," in *Evaluation and Development: The Partnership Dimension*, edited by Andrés Liebenthal, Osvaldo Feinstein, and Gregory Ingram. New Brunswick, NJ: Transaction Publishers, 2004: 53-67.

"Economic Development in Africa and Latin America," in *Breaking Borders: African-Hispanic Encounters*, ed. Gustavo Mejía. New Orleans: University Press of the South, 2001.

"Subverting Corruption," *Finance and Development*, Vol. 37, No. 2 (June 2000).

"Combating Corruption and Promoting Ethics in the Public Service," in *Public Service in Transition: Enhancing Its Role, Professionalism, Ethical Values and Standards*. ST/ESA/PAD/SER.E/77. New York: United Nations, 1999.

"Comment: Reinvigorating State Institutions," in *Evaluation and Development: The Institutional Dimension*, ed. Robert Picciotto and Eduardo Wiesner (New Brunswick and London: Transaction, 1998).

"Economic Growth and Social Indicators: An Exploratory Analysis" (with Johannes Fedderke), *Economic Development and Cultural Change*, Vol. 46, No. 3 (April 1998).

"International Cooperation Against Corruption," *Finance and Development*, Vol. 35, No. 1 (March 1998). Reprinted in *New Perspectives on Combating Corruption*, a joint publication of Transparency International and the Economic Development Institute of the World Bank, 1998. Reprinted in *SPAN*, Vol. XXXIX No. 5, September/October 1998 (India). Reprinted in *The Economic Price of Corruption*, Bucharest, 2000 (in Romanian).

"Healing Sick Institutions," in *The Political Dimension of Economic Growth*, ed. Silvio Borner and Martin Paldam (London: Macmillan in association with the International Economic Association, 1998).

"Cleaning Up and Invigorating the Civil Service," *Public Administration and Development*, Vol. 17, No. 4 (Dec. 1997). Reprinted in *Controlling Corruption*, ed. Robert Williams and Alan Doig (Edward Elgar 2000), Vol. 4 of *The Politics of Corruption*, ed. Robert Williams.

"'Unanticipated Consequences' in Anti-Poverty Programs," *World Development*, Vol. 25, No. 12 (Dec. 1997).

"Exploring Income Variations across Traditional Authorities in KwaZulu-Natal, South Africa" (with Amanda Fitschen) *Development Southern Africa*, Vol. 14, No. 3 (October 1997).

"Working Together to Fight Corruption: State, Society and the Private Sector in Partnership" (with Heather Baser), in *Governance Innovations: Lessons from Experience. Building Government-Citizen-Business Partnerships*, ed. Suzanne Taschereau and Jose Edgardo L. Campos (Ottawa: Institute on Governance, 1997).

"Applying Cultural Theories to Practical Problems," in *Culture Matters*, ed. Richard J. Ellis and Michael Thompson (Boulder: Westview, 1997).

"Information and Incentives in Institutional Reform," in *Institutions and Economic Development: Growth and Governance in Less-Developed and Post-Socialist Countries*, ed. Christopher Clague (Baltimore: Johns Hopkins University Press, 1997).

"Improving Incentives in Rural Financial Institutions," *International Journal of Development Banking*, Vol. 14, No. 2 (July 1996).

"National and International Strategies for Reducing Corruption," in *OECD Symposium on Corruption and Good Governance*, OCDE/GD(96)129 (Paris: Organisation for Economic Co-operation and Development, 1996).

"Aid and Institutional Development," *Proceedings of the World Bank Annual Conference on Development Economics 1995, Supplement to The World Bank Economic Review and The World Bank Research Observer* (March 1996).

"Including Culture in Evaluation Research," *New Directions for Evaluation*, No. 67, Fall 1995. Also in Robert Picciotto and Ray C. Rist, eds., *Evaluation and Development: Proceedings of the 1994 World Bank Conference* (Washington, D.C.: The World Bank, 1995), with comments by Elizabeth McAllister and William Partridge.

"Social Integration and Disintegration: An Exploratory Analysis of Cross-Country Data," (with Johannes Fedderke) *World Development*, Vol. 23, No. 3 (March 1995).

"Assessing the Importance of Culture for Governance," *Africanus: Journal of Development Alternatives*, Vol. 25, No. 1 (1995).

"Do Better Governments Have Faster Growth?" *Politikon: The South African Journal of Political Studies*, Vol. 21, No. 2 (December 1994).

"From Insight to Ideology," *Theoria*, 83/4 (October 1994).

"Bribes, Tribes and Markets That Fail: Rethinking the Economics of Underdevelopment," *Development Southern Africa*, Vol. 11, No. 4 (November 1994).

"A Framework for a Country Programme against Corruption," in *Accountability and Transparency in International Economic Development*, ed. Fredrik Galtung (German Foundation for International Development (DSE), 1994), pp. 55-74.

"Taking Culture into Account: From 'Let's' to 'How'," in *Culture and Development in Africa*, ed. Ismail Serageldin and June Tabaroff (Washington, D.C.: The World Bank, 1994); published simultaneously in French.

"Beginning at the End: An Approach to Reform in Higher Education" *Theoria*, 81/2, October 1993. Shorter versions have been published in *Democracy in Action*, Vol. 8, No. 1 (February 1994), *SAAD News* (1993), *HSRC Bulletin* (1993), and as IRIS Working Paper #114, University of Maryland, June 1994.

"What If We Knew All About Cultures?" *Critical Arts*, Vol. 6, No. 2 (1993).

"Poisonous Texts," *Negotiation Journal*, Vol. 8, No. 3 (July 1992).

"Comment: The Cultural Dimensions of Governance," *Proceedings of the World Bank Annual Conference on Development Economics 1991, Supplement to The World Bank Economic Review and The World Bank Research Observer*, March 1992.

"On Culture and Development," *Theoria*, No. 78 (October 1991).

"Political Corruption: Strategies for Reform," *Journal of Democracy*, Vol. 2, No. 4 (Fall 1991); reprinted in *The Global Resurgence of Democracy*, ed. Larry Diamond and Marc F. Plattner (Baltimore: Johns Hopkins University Press, 1993).

"Gifts and Bribes," in *Strategy and Choice*, ed. Richard Zeckhauser (Cambridge: MIT Press, 1991).

"Adjusting to African Realities," *The Wilson Quarterly*, Vol. XV, No. 1 (Winter 1991).

"Incentive Myopia," *World Development*, Vol. 17, No. 4 (April 1989); reprinted in *Public Fund Digest*, Vol. III, No. 2 (1990).

"On the Emergence of Public Policy Studies and Implications for Comparative Work," in *Public Policy and Policy Analysis*, ed. S. R. Ganesh *et. al.* (New Delhi: Sage, 1985).

"The Economics of Teacher Education in Pakistan" (with others), *Comparative Education Review*, Vol. 29, No. 1 (Winter 1985).

"Managing the Fight Against Corruption: A Case Study," *Public Administration and Development*, Vol. 4, No. 1 (Spring 1984).

"Overcoming Ethnic Inequalities: Lessons from Malaysia" (with Ruth Katz), *Journal of Policy Analysis and Management*, Vol. 2, No. 3 (Spring 1983); reprinted in *Policy Studies Review Annual*, Vol. 7, ed. Ray C. Rist (New Brunswick: Transaction, 1985).

"Education on the Auction Bloc: An Admissions Fable," *Change*, Vol. 15, No. 2 (March 1983).

"The Economics of Teacher Training: An Exploratory Data Analysis" (with others), *Pakistan Journal of Applied Economics*, Vol. 2, No. 2 (Summer 1982).

"Integrating Public Services for Rural Development: A Policy Framework," *Philippine Journal of Public Administration*, Vol. 26, No. 2 (April 1982).

"On Reviewing International Studies," *Journal of Higher Education*, Vol. 52, No. 2 (1981).

"Regression without a Model" (with Sadequa Dadabhoj and Simin Litkouhi), *Policy Sciences*, Vol. 13, No. 1 (1981).

"Why International Studies? A Prologue," *Change*, Vol. 13, Nos. 1-2 (Jan./Feb. 1981); reprinted in *NAFSA Newsletter*, National Association for Foreign Student Affairs, Vol. 32, No. 7 (June 1981).

"Support for Young Investigators," *Bulletin of the Atomic Scientists*, Vol. 36, No. 10 (December 1980).

"Government Support and Young Academics," *Change*, Vol. 12, No. 6 (September 1980).

"Merit and Admissions Policy: Case Studies from Pakistan" (with others), *Comparative Education Review*, Vol. 23, No. 2 (June 1979).

"Cognitive Equality and Educational Policies: An Example from Pakistan" (with Sadequa Dadabhoj and Simin Litkouhi), *Pakistan Development Review*, Vol. XVIII, No. 1 (Spring 1979).

"Historical Perspectives on Export Controls," in *Integrating National Security and Trade Policy: The United States and the Soviet Union*, ed. Dana Mead (West Point: U.S. Military Academy, 1978).

"Sending Signals," *Foreign Policy*, No. 32 (Fall 1978).

"Identifying Exceptional Performers," *Policy Analysis*, Vol. 4, No. 4 (Fall 1978).

"Justifying Basic Research in Education," *Minerva*, Vol. XVI, No. 2 (Summer 1978).

"A Statistical Search for Unusually Effective Schools," in *Statistics and Public Policy*, eds. William Fairley and Frederick Mosteller (Reading: Addison-Wesley, 1977).

"On Assessing a Gift Horse," *International Development Review*, No. 4 (1975).

"Are There Unusually Effective Schools?" (with George Hall), *Journal of Human Resources*, Vol. 10, No. 1 (Winter 1975).

"Going Beyond the Mean in Educational Evaluation," *Public Policy*, Vol. 23, No. 3 (Winter 1975).

"Measuring Technological Change: Comments on a Proposed Methodology," *Technological Forecasting and Social Change*, Vol. 6, No. 4 (Fall 1974).

"Institutionalized Racism: An Analytical Approach," *Journal of Peace Research*, Vol. 8, No. 1 (1972); reprinted in *Racial Conflict, Discrimination, and Power: Historical and Contemporary Studies*, eds. William Barclay, Krishna Kumar, and Ruth P. Simms (New York: AMS Press, 1976).

"Observations on the Peruvian National Plan for Development, 1971-1975," *Inter-American Economic Affairs*, Vol. 25, No. 3 (Winter 1971).

"The Dual Labor Market and Manpower Policy," *Monthly Labor Review*, Vol. 71, No. 11 (1971).

"Gandhi's Nonviolence as a Tactic," *Journal of Peace Research*, Vol. 7, No. 2 (1971).

Selected Other Articles:

"Toward a Turning Point against Corruption: Examining Global Anti-Corruption Efforts" (with Michael Hershman), *Ethisphere*, Q4 (2011): 50-51.

"Corruption and Poverty in Asia: An Interview with Robert Klitgaard," *Asian Trends Monitoring*, August 2011.

<http://www.asiantrendsmonitoring.com/2011/08/24/poverty-and-corruption-in-southeast-asia-an-interview-with-robert-klitgaard/>

"Corruption May Be Doomed, but Won't Go Without a Fight," *Global-is-Asian*, Issue 8, Oct-Dec. 2010.

"Three Perfect Days in Franschhoek," *Franschhoek Style*, August 2010.

"Combating Corruption," *United Nations Chronicle*, Vol. XXXV, No. 1 (1998). Also published online at <http://www.un.org/Pubs/chronicle/1998/issue1/0198p90.html>

"Civil Servants, Like Everyone Else, Respond to Incentives," *EDI Forum*, Vol. 2, No. 2, Fall 1997.

"Fighting Corruption: Information and Incentives," *Nueva Sociedad*, No. 145 Sept.-Oct. 1996 (in Spanish).

"What Can Be Done?" *The Unesco Courier* (Paris, UNESCO), special issue on corruption, June 1996. Also published by UNESCO in many other languages.

"Strategies for Fighting Systematic Corruption," *Información Comercial Española. Revista de Economía*, Num. 741, May 1995 (in Spanish).

"Beyond Democracy and Free Markets?" *Natal University Focus*, Winter 1994; also published in Spanish in *Bolivian Times Weekly*.

"El Principio del Pez Gordo: Usos y Limitaciones," in *El Principio del Pez Gordo: Cómo Combatir la Corrupción* (Editorial Planeta, 1994).

"What Can Citizens Do about Corruption?" *Trefoil*, Vol. 59, No. 2 (July 1993)

"On Frying Big Fish," *Optima*, Vol. 19, No. 2 (October 1993).

"Making Governments and Markets Work Better," *Economic Reform Today*, Fall 1992.

"Frying the Big Fish: Campaigns Against Corruption," *Indicator South Africa*, Vol. 9, No. 3 (Winter 1992).

"Vorbeugen Is Besser als Strafen," *Der überblick*, 4/92, September 1992. Reprinted in Fredrik Galtung, *Zum Beispiel Korruption* (Lamuv, 1994): 82-92.

"Is There an Upside to Corruption?" *CEO/International Strategy*, Autumn 1991. Spanish version published in Argentina and in Bolivia.

"What Kinds of Leaders Does Latin America Need?" *Análisis y Opinión*, No. 8 (December 1990), Hanns-Seidel Foundation, published in English and Spanish. A shorter version appeared in *John F. Kennedy School of Government Bulletin*, Fall/Winter 1991.

"Affirmative Action in Malaysia," *Indicator South Africa*, Vol. 8, No. 4 (October 1991).

"How to Control Corruption," *Revista INCAE*, Vol. IV, No. 2 (1990) (in Spanish). Reprinted in *Estado Moderno*, a book published in Colombia in 1993.

"After Structural Adjustment, What?" *Ultima Hora Revista Económica*, December 1988 (in Spanish).

"What Would Nathan and Dad Talk About?" in *Remembering Nathan Leites*, ed. Charles Wolf, Jr. (Santa Monica: The RAND Corporation, 1988).

"The New Field of 'Public Policy' and the Possible Contribution of Comparative Research," *Revista Venezolana de Desarrollo Administrativo*, No. 5 (Summer 1984) (in Spanish).

"Comments on Public and Private Schools," in *School Research Forum* (Educational Research Service, April 1981).

"Microeconomics and Public Policy," *Pakistan Economist*, November 1976.

"Student Power and Student Politics," *Viewpoint*, November 1976.

"Student Merit and Admissions Policy for Pharmacy School," *Manpower Review*, Vol. 1, No. 2 (Fall 1975).

"Preliminary Analysis of Achievement Test Scores in Alum Rock Voucher and Nonvoucher Schools, 1972-73," in *A Public School Voucher Demonstration: The First Year at Alum Rock*, ed. Daniel Weiler, R-1495/2-NIE (Santa Monica: The RAND Corporation, 1974).

"Crisis in Peru," *The New Leader*, Vol. 56, No. 14 (July 1973).

"Onward Christian Soldiers: Dehumanization and the Military Chaplain," *Christian Century*, Vol. 87, No. 46 (November 1970).

"Should Seminarians Be Deferred?" *Christian Century*, Vol. 86, No. 17 (April 1969).

Teaching Cases:

Wrote or supervised the preparation of more than twenty teaching cases, in use at Harvard and elsewhere.

SELECTED INTERNATIONAL CONSULTANCIES

Thailand, Malaysia, Peru, Chile, 2013. Short visits for lectures and short courses.

Romania, 2013. Convening public, private, and nonprofit leaders to consider joint strategies for good government.

Austria, 2013. "Best of Robert Klitgaard" seminar for experts on anti-corruption from around the world, International Anti-Corruption Academy, Luxembourg.

Pakistan, 2013. Help in thinking about governance reforms for a new government.

Portugal, 2012. Day-long, world-wide workshop on research on crime and corruption.

Philippines, 2012. Workshops with the cabinet, various government agencies, NGO leaders, business leaders, and the press.

Malaysia, 2012. Workshop with senior government officials.

Singapore, 2010-2012. Led parts of executive programs for senior government officials from around Asia.

Indonesia, 2011. Lecture at Paramadina University.

Malaysia, 2011. Workshops with high-level government leaders.

Colombia, 2011. Consultancy with President Juan Manuel Santos on anti-corruption.

Czech Republic, 2011. Address to the Czech Parliament, workshop with mayors. Work continues on how to make the Czech Republic even friendlier to innovation and entrepreneurship.

Peru, 2010. Featured speaker at the 75th anniversary of the Peruvian Contraloría and the 1st International Conference against Corruption.

El Salvador, 2010. Work with government and business leaders on improving governance, including lunch with the cabinet.

The Philippines, 2010. Day-long workshop with the new Philippine cabinet. Work with NGO leaders.

Malaysia, 2010. Workshop at the Malaysian Anti-Corruption Commission.

South Africa, 2010. Lecture at Finance Ministry and meetings with top officials. Workshop for provincial leaders in education, Cape Town.

Afghanistan, 2010. Preparation of a strategy paper on improving governance.

Indonesia, 2009. Lecture and workshops at Paramadina University.

Indonesia, 2008. President's Invited Speaker at II Conference of State Parties of United Nations Convention against Corruption.

Egypt, 2005. Meetings with leading Arab social scientists, Alexandria Library.

South Sudan, 2004. Workshops with leaders of the autonomous government and NGOs.

The Philippines, 2003 (twice). Worked with seven Mindanao mayors in Manila (in March) and in Mindanao (in August) on implementing their reform strategies. Led workshops for business and NGO leaders on enhancing their participation in public affairs.

Davos, 2003, and **New York**, 2002. Faculty of the World Economic Forum.

Indonesia 2002. Workshops on decentralization and development, under the auspices of the Asia Foundation.

The Philippines, 2002. Assistance in developing governance scorecards at the national and local levels, under the auspices of the President's Advisory Council on Governance. Developed and led a week-long workshop for mayors and other leaders of seven cities in Mindanao on strategies for reform.

Washington, DC. 2002. One of keynote speakers at the biannual World Bank Conference on Evaluation.

China, 2002. Keynote address at the launch of the International Development Evaluation Association.

Mexico, 2001. Consulting on the government's plans to control corruption and improve efficiency.

The Philippines, 2001. Met with leaders of the new government and led a series of workshops with donors, NGOs, and local leaders on preventing corruption. In a separate visit, helped the ADB with an evaluation of the effect of infrastructure projects on the poor and worked with the private sector on their recommendations to the President for better corporate and national governance.

Thailand, 2001. Met with leaders of the new government and led a workshop on local-level governance.

East Timor, 2001. Facilitated a series of workshops for potential members of the new government on efficiency and integrity in governance, under the auspices of the Danish Trust Fund and the World Bank.

Washington, D.C., 2000. Featured speaker at the Second World Anti-Corruption Summit.

Tokyo, 2000. Led a one-day workshop on economic reform for the Asian Development Bank Institute.

Washington, 2000. Facilitated a one-day workshop of international organizations, pharmaceutical companies, governments, and NGOs, on access for the poor to medicine.

Costa Rica, 2000. Organized and ran leadership course on integrity and efficiency in government.

Peru, 1999-2000. Consultant to government on the evaluation of a program to extend property rights to the urban poor.

Morocco, 1999. Participated in the country's first public-private-NGO workshop on controlling corruption.

Colombia, 1998-99. Advisor to government on policy research on government reform.

Puerto Rico, 1998. Led a workshop on controlling corruption.

Indonesia, 1998. Part of a high-level team to advise the government on strategies to reduce corruption.

Bolivia, 1998. Keynote speaker for a Latin America-wide workshop on controlling corruption.

Miami, 1998. Keynote speaker for the First World Anti-Corruption Summit.

Washington, D.C., 1988 to present. Consultant to the World Bank on economic strategies after free-market reforms, including the structural adjustment of governments.

Washington, D.C., 1996-1998. Consultant to the International Monetary Fund on strategies to improve governance.

South Africa, 1997. Consulting on evaluation systems in the Development Bank of Southern Africa.

The Philippines, 1996. Organized and coordinated the preparation and presentation of case

studies of successful anti-corruption policies for the International Conference on Governance Innovations, under the auspices of the Institute on Governance, Malaysia, and a host of international donors.

Senegal, 1996. Helped facilitate a three-day, five-country workshop on improving governance in Francophone Africa.

Bolivia, 1996. Advised new mayor of La Paz on economic strategy and reform of city administration.

Mozambique, 1996. Consulting on economic strategy and governance reform.

Peru, 1995. Meetings with the new Congress, the Prime Minister, and the senior staff of the Contraloría, on corruption and more generally the reform of the state.

Bolivia, 1995 (twice). Consulting with the President and the Minister of Justice on anti-corruption strategies, under the auspices of the United Nations Development Programme.

Mozambique, 1995 (twice). Advice to the government and to international donors on strategies for reducing corruption. Facilitated a one-day workshop for Ministers and other leaders on controlling corruption.

The Gambia, 1994. Advice on economic strategy and institutional reform in the public sector, under the auspices of the World Bank.

Ecuador, 1993. Advisory meetings with the cabinet and selected government organizations. Led a three-day seminar on policies to fight corruption, with representatives from sixteen Latin American countries.

Bolivia, 1993. Consultant to the President, July and September.

Colombia, 1993. Advisory meetings with the cabinet and with selected senators.

Venezuela, 1992. High-level policy seminars and consultation on strategies for reducing corruption. Sponsored by the U.S. Embassy.

New York, 1991 and 1992. Consultant to the Rockefeller Foundation on sociocultural foundations of economic development. Organized an international workshop in December 1992 on the measurement of cultural variables.

Bolivia, 1992. Consulting on strategies for reducing corruption. Under the auspices of the U.S. Agency for International Development and the President of Bolivia.

Washington, D.C., 1992. Consultant to the World Bank on long-term strategies for the development of the Sahel region, and on the strategic reorganization of the Bank's department dealing with that region.

Senegal, 1992. Participant in cabinet retreat to analyze economic strategies. Organized by the Government of Senegal and the World Bank.

Malaysia, 1991. Seminar on problems of access and preferential treatment in higher education. Organized by the World Bank and other donors for educational leaders worldwide.

Bolivia, 1991. Presidential workshop on strategies to combat corruption. Attended by the President, six cabinet ministers, and representatives of the private sector, labor, the judiciary, the church, and the police. Sponsored by the U.S. Agency for International Development.

Haiti, 1991. Consulting with the new government on problems of economic strategy and governance. Sponsored by the U.S. Embassy.

Bolivia, 1990. Seminars on corruption and research on economic strategies. Sponsored by the Hanns-Seidel Foundation of Germany.

Panama, 1990 (twice). Workshops with top government officials in the post-Noriega government on controlling corruption. Sponsored by U.S. AID.

Nicaragua, 1990. Workshops with public and private officials on controlling corruption. Sponsored by U.S. AID.

Guatemala, 1990. Under the auspices of the Chief Justice of the Supreme Court, a two-day full-time workshop for top members of the government and the private sector on controlling corruption. Part of a Harvard Law School project sponsored by U.S. AID.

Guinea and Togo, 1990. Part of a joint mission of the World Bank and UNESCO to consider ways to support "spontaneous institutions" in rural areas (part of field research on culture and development).

Bolivia, 1989. Consultancy on strategies for reducing corruption in those charged with the fight against drug trafficking. Sponsored by the U.S. State Department.

Guatemala, 1989. (1) Workshop for judges and prosecutors on corruption in the criminal justice system (August). (2) Work with Supreme Court Chief Justice to design a strategy for reducing corruption and intimidation (November). Part of a Harvard Law School project sponsored by U.S. AID.

Bolivia, 1989 and 1988. Advised government leaders on economic strategy and the improvement of public management. Sponsored by the Hanns-Seidel Foundation.

Portugal, 1987. Worked with educational policymakers from Mediterranean and Middle Eastern countries on university admissions policies. Sponsored by the World Bank.

Panama, 1985 and 1986. (1) 1985: Advised U.S. Agency for International Development on its strategy vis-à-vis Panama. (2) 1986: Designed and ran a week-long retreat with 40 top officials of the Ministry of Industry and Commerce to rethink the ministry's strategy and structure.

Nicaragua and Costa Rica, 1985 and 1986. Advice on policy analysis for the Central American management school, INCAE. Sponsored by INCAE via U.S. AID.

Bolivia, 1985. (1) Worked with the new mayor of La Paz to design an economic strategy for the city. (2) Advised Minister of Finance and President of Bolivia on reforms of tax and customs administration. Sponsored by U.S. AID.

Southern Africa, 1984. Advised the Southern African Development Coordinating Committee of the nine front-line states on policy options for improving public and private management. Carried out country studies of Zambia and Swaziland. Sponsored by SADCC and U.S. AID.

Mexico, 1983. Worked with top Mexican officials on the control of corruption. Sponsored by Mexico's National Institute of Public Administration and the Mexican government.

Taiwan, 1983. Lectured for one week at the Land Reform Training Institute, Taoyuan. Sponsored by LRTI.

Indonesia, summer of 1982. (1) Worked with top officials in the Ministry of Education on admissions policies for universities. Sponsored by the Indonesian government with funds from World Bank. (2) Advised the Economics Consortium of Indonesian Universities on policy-relevant curricula in economics. Sponsored by U.S. AID.

Mexico, 1980. Worked with the Centro de Investigación y Docencia Económica on the design of

curricula in public policy. Sponsored by CIDE.

The Philippines, 1978 and summer of 1979. (1) 1978: Advised the Asian Institute of Management and the College of Public Administration on public policy analysis. (2) 1979: Taught a summer-long seminar for professors of the University of the Philippines on the use of analytical methods in public policy. Sponsored by the Ford Foundation.

Indonesia, 1978. Advised the Ford Foundation on its strategy vis-à-vis research and training in economics.

Thailand, 1978. Advised the National Institute of Public Administration about the inclusion of public policy analysis in its teaching and research. Sponsored by the Ford Foundation.

Pakistan, 1976. Advised the Minister of Agriculture on the reorganization of the ministry's analytical capabilities. Sponsored by the Ford Foundation.

El Salvador, 1976. Advised the presidency about the planning and evaluation of foreign aid. Sponsored by the Organization of American States.

Panama, 1976. Advised top officials in the Ministry of Planning about the planning and evaluation of foreign aid. Sponsored by the Organization of American States.

Peru, summer of 1971, 1972 and 1973. Worked with top officials of the Ministry of Planning designing and implementing a system for planning and evaluating foreign aid. Sponsored by the Ford Foundation and the Government of Peru.

SELECTED CONSULTANCIES IN THE UNITED STATES

The White House, 1977 and 1978. Worked with the Office of Science and Technology Policy on East-West trade and technology transfer.

USAID, 1977 and 1978. Helped design and initiate the Studies Division within U.S. AID.

Department of Education, Maryland, 1973 and 1974. Advice on statistical aspects of an accountability system for public schools.

Department of Human Resources, California, 1970, 1971 and 1972. Various tasks including the design of a social experiment in job placements for the poor and research on manpower policy and welfare reform.

EDUCATION

A.B. (philosophy), Harvard College.

M.P.P., Kennedy School of Government, Harvard University.

Ph.D. (public policy), Harvard University.

MISCELLANEOUS

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U.S. citizen Veteran (U.S. Army)

Elder, Malibu Presbyterian Church (2001-2005).

Languages: Spanish (fluent), French, Portuguese, Urdu. Once spoke conversational Tagalog.

Married to Elaine Klitgaard, four children (ages 15 to 26).