Fighting Corruption Worldwide

About MSI

Since 1996, MSI has worked at the forefront of the anti-corruption field, implementing projects in many countries and on a regional basis. For more than 30 years, MSI has provided assistance to donors, governments, think tanks and foundations to help them solve complex development challenges. Today, we implement more than 100 projects worldwide, including a range of analytical and field projects in democracy and governance, monitoring and evaluation, education, peace and stability, and organizational capacity building.

In 2016, Tetra Tech completed the acquisition of MSI, expanding its global footprint to more than 16,000 staff worldwide. Our international development focus is on providing practical, sustainable development services to end poverty and improve livelihoods. For 50 years, Tetra Tech has supported commercial and government clients focused on water, environment, infrastructure, resource management, energy, and international development.

Our Capabilities

MSI has implemented a wide range of anti-corruption programs:

- **ADMINISTRATIVE AND REGULATORY REFORMS** Helping governments streamline and simplify institutions and bureaucratic procedures, using institutional strengthening, business process redesign, and e-governance applications.

- **LEGAL AND JUDICIAL REFORMS** Supporting legal drafting, court administration, and investigative and prosecutorial training and practices.

- **PUBLIC FINANCE REFORMS** Strengthening performance and financial auditing practices, and accountable budget and procurement procedures.

- **LOCAL GOVERNANCE REFORMS** Implementing programs to improve the quality and predictability of public service delivery at the local and regional levels.

- **CORPORATE GOVERNANCE AND PRIVATE SECTOR REFORMS** Working with businesses and associations to implement codes of conduct, and advocating for deregulation and legal/procedural reforms.

- **MULTI-SECTOR PROGRAMS** Conducting targeted programs in health, education, environment, energy and extractive industries.

- **CIVIL SOCIETY AND MASS MEDIA ADVOCACY** Building advocacy and watchdog skills, and strengthening coalitions, public-private partnerships, public awareness campaigns and investigative journalism.

- **POLICY AND STRATEGY DEVELOPMENT** Facilitating the development of program strategies for governments and donors based upon international best fit solutions and lessons learned.

- **ASSESSMENTS, MONITORING AND EVALUATION** Conducting many countrywide, sector-specific, and institution-based corruption risk assessments and surveys, and developing valuable assessment tools that have been adopted by USAID, such as the Corruption Assessment Handbook.
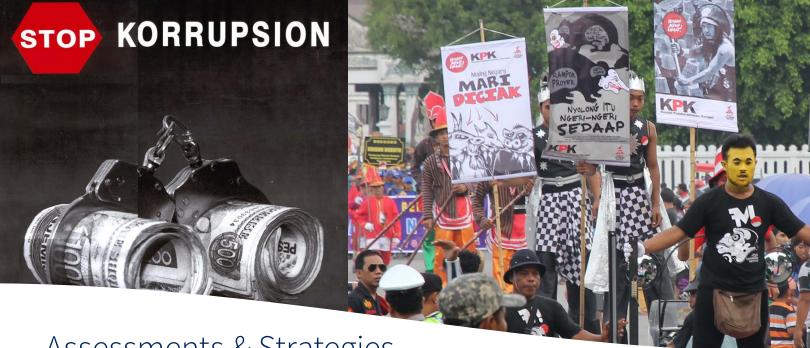
Sectoral Programs

- **RECONSTRUCTION IN POST-CONFLICT/POST-DISASTER SITUATIONS** A major component of the USAID/Iraq Tatweer and Tarabot projects is corruption prevention training for public sector managers in a post-conflict setting. Training – including anti-corruption modules – has been provided to over 100,000 civil servants. In Afghanistan, we worked directly with the government's top anti-corruption agency to build their capacity to investigate and detect corruption and refer cases to prosecutors. In Sierra Leone, in the Ebola recovery, MSI worked with the Anti-Corruption Agency to implement a new crowdsourced "Pay No Bribe" app that allows victims of corruption to register their complaints, have those complaints routed to the appropriate agencies, and get feedback on changes made.

- **PUBLIC FINANCE MANAGEMENT** Since 2008, we have supported Supreme Audit Institutions in Djibouti, Indonesia, Honduras, the Philippines, Mali and Serbia to develop their expertise in conducting performance audits and communicate effectively with the public to make government more accountable. In Ukraine, MSI supported the rollout of an award-winning e-Procurement system for the national and local governments.

- **ECONOMIC GROWTH** We evaluated the impact on corruption of major customs reforms implemented in the Philippines and one-stop shops for business licensing implemented in Ukraine. In Liberia, we evaluated the impact of the Governance and Economic Management Assistance Program (GEMAP) in promoting accountability and transparency in fiscal and financial management. In Mali, we are working with government inspectors, customs and local government to reduce rampant corruption along key trade corridors.

- **JUDICIAL SECTOR** In Paraguay, we supported judicial reforms and spread public awareness of these reforms via the mass media. We worked closely with the Supreme Court and promoted strong coordination between the Controller General and Prosecutor's Office so that corruption abuses detected by auditors would be brought directly to the court system. In Indonesia, our project's monitoring of 33 regional anti-corruption courts resulted in the decision by the Supreme Court to retrain all judges in these special courts.

- **HEALTH SECTOR** For USAID's Africa Bureau, we conducted comparative systematic surveys in Benin, Tanzania and Mozambique to assess the corruption vulnerabilities of their health care delivery systems. Focus groups in each country yielded a set of prioritized health care recommendations to improve management and reduce corruption risks.

- **LOCAL GOVERNANCE** We managed a USAID project in Honduras that built sustainable practices of open and transparent local governance. In Namibia, we supported local government initiatives by standardizing civil service recruitment and promotion, developing integrity systems for local authorities, strengthening internal controls, and promoting activities for greater government transparency.

Governance Reforms

- In the Philippines, MSI implemented the Millennium Challenge. MSI assisted the government in tackling corruption through the Office of the Ombudsman, the Revenue Integrity Protection Service, the Bureau of Internal Revenue, and Operation Run After Tax Evaders. We also provided technical support for anti-corruption, anti-money laundering and justice system reforms.

- In Afghanistan, MSI built the technical capacity of the anti-corruption agency. Our project strengthened asset declaration and verification, complaints management and case investigation, anti-corruption action plan development and monitoring throughout government, as well as the development of public outreach campaigns. We trained a multi-donor-funded committee to conduct Vulnerability to Corruption Assessments (VCA), which they continued to apply long after our USAID project ended.

- In Peru, Liberia, Serbia and Indonesia, MSI worked directly with their accountability institutions to train hundreds of corruption investigators, prosecutors and auditors, and strengthen their capacity to find key evidence, and successfully indict, prosecute and convict corrupt officials.

- In Ukraine and Indonesia, MSI works with government agencies to provide greater public access to information and with citizen groups to build their capacity to use this open data to conduct serious oversight of government decision-making.

- In Mexico, MSI played a central role both in establishing a nationwide program of administrative simplification in government and in bringing about the passage of the country's Civil Service Reform Law. We are also providing direct support for the roll out of the National Anti-Corruption Strategy's reforms to the state level.

Civil Society/Media Support

- MSI managed the anti-corruption component of the MCC Threshold Program in Ukraine. We promoted strengthening of civil society anti-corruption advocacy, citizen watchdog activities, media investigative reporting and corruption trend monitoring using surveys and citizen report cards.

- MSI supported establishment of major anti-corruption coalitions that achieved significant reform results. In Ukraine, MSI facilitated the establishment of eight nationwide anti-corruption advocacy networks uniting over 60 CSOs to conduct watchdog and advocacy campaigns in key sectors. 130 reforms at the regional and local levels were enacted by the government as a result of their work. In Afghanistan, MSI facilitated the establishment of a countrywide Coalition Against Corruption involving more than 50 CSOs.

- In Indonesia, Russia and Ghana, we trained and built capacity among CSOs, the private sector and the media to conduct oversight, investigative reporting, and advocacy campaigns resulting in greater accountability and transparency of government decision-making across many key service delivery areas.

- MSI piloted and rolled out many innovative anticorruption initiatives with the help of civil society. One of these is the Citizen Advocate Office (CAO), a CSO-based legal office for corruption victims, which has been implemented now in Indonesia, Afghanistan, Albania, Russia, Ukraine and Mali. Because of their accessibility to the public, independence from government and focus on administrative resolutions, these CAOs have become very popular and were adopted by Transparency International in over 100 countries as Advocacy and Legal Advice Centers (ALAC).

Assessments & Strategies

- MSI integrated and analyzed a broad collection of data on the activities and impacts of USAID anti-corruption projects over the past decade to develop the USAID Practitioner's Guide for Anti-Corruption Programming. This guide offers Missions a unique source of empirical information about what works, what does not work, and under what circumstances.

- MSI developed a new approach for assessing corruption that has become USAID's Corruption Assessment Handbook. Incorporating political economy analysis which allows teams to better understand the underlying causes of corruption in a country, this methodology encourages the "mainstreaming" of anti-corruption initiatives to develop a cross-sectoral and whole-of-government approach. The handbook is available on the USAID website and is the authorized framework for conducting Mission-based corruption assessments.

- We developed a new approach to assess corruption risks in government institutions and applied it in Ukraine, Afghanistan, and Liberia. This Institutional Corruption Risk Methodology (ICRM) systematically examines where corruption exists in government agencies, and how to fix the problems and prioritize the reform strategies.

- MSI worked closely with the Afghan and Uganda anti-corruption agencies to develop their Strategic Plans.

- Through the USAID ENGAGE Rapid Response Technical Assistance Task Order, MSI provided anti-corruption training, special studies, assessments, surveys and strategy development support to USAID Missions worldwide. We conducted more than a dozen corruption assessments in recent years, including in Kosovo, Mozambique, Ukraine, Romania, Rwanda, Honduras, Jamaica, Paraguay, Morocco and Senegal, among others.

MSI Leadership

MSI is a thought leader in the anti-corruption field. We have authored three frequently referenced books: Fighting Corruption in Developing Countries (Kumarian Press, 2005), Negotiating Peace and Confronting Corruption: Challenges for Post-Conflict Societies (U.S. Institute of Peace Press, 2011), and Detecting Corruption in Developing Countries (Kumarian Press, 2012), as well as many articles in academic journals and technical note series that highlight innovative approaches and "what works".

Our Innovative Anti-Corruption Tools

We have developed many innovative anti-corruption tools that can assist host governments, implementing partners and donor organizations' programming staff.

- Our *Corruption Assessment Handbook* has been adopted by USAID worldwide as a common framework for assessing corruption vulnerabilities and developing programmatic recommendations.

- Our *Practitioner's Guide for Anti-Corruption Programming* is a practical source of empirically-derived information about what works and what does not work.

- MSI's crowdsourced apps engage citizens in reporting corruption and boost interactive feedback to citizens on resulting government reforms.

- E-governance systems supported by MSI minimize face-to-face citizen-government interactions resulting in reduced corruption.

- E-learning modules developed by MSI have strengthened the capacity of government agencies in Afghanistan and Indonesia to train civil servants on a recurring basis in ethics, codes of conduct, and conflict of interest rules, as well as on gifting and asset declarations.

- Citizen Advocate Offices are innovative legal support units for victims of corruption. MSI pioneered and implemented these in many countries with significant results. Transparency International picked up on the idea and used its resources to implement the same model in other countries.

- MSI developed a set of practical anti-corruption monitoring indicators that provide reliable measurement of corruption levels and good governance effectiveness.

Our Clients

Working primarily for USAID, the US Department of State, the Millennium Challenge Corporation (MCC) and UKAID, we also collaborate directly with international organizations, such as the World Bank, Asian Development Bank, the OSCE, the OECD and Transparency International. We have been a prime contractor for all three USAID anti-corruption umbrella contracts (IQCs) and DFID's Framework Agreement in Anti-Corruption.

1996-2019

Russia	Romania
Albania	Armenia
Kosovo	Serbia
Georgia	Regional
Ukraine	

Philippines	Indonesia
Thailand	Cambodia
Bangladesh	Morocco
Lebanon	Iraq
Afghanistan	Yemen
Regional	

Peru	Paraguay
Ecuador	Honduras
Mexico	Colombia
Jamaica	

Djibouti	Madagascar
Uganda	Nigeria
Namibia	Senegal
Liberia	Cameroon
Rwanda	Sierra Leone
Mozambique	Nigeria
Regional	Mali

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