



THE QUALITY OF GOVERNMENT INSTITUTE

Annual Report 2011



The QoG Institute Annual Report 2011

The QoG Institute
University of Gothenburg
P.O. Box 711
405 30 Gothenburg
Sweden

www.qog.pol.gu.se

Editor: Miriam Liberman
Layout: Emma Hässel

Photography:
Anna-Lena Lundqvist, p.11
Carl-Henrik Trapp, p.14
Johan Wingborg, p.2 and p.13
Karin Andersson, p.2 and p.9
Ola Kjølbye, p.3
Stefan Ideberg, p. 10

Print:
Contact - Billes Tryckeri



Foreword

It is a great pleasure for us to present this Annual report for the QoG Institute that we started in 2004. Thanks to generous funding, mainly from the Bank of Sweden Tercentenary Foundation (Riksbankens Jublieumsfond) but also from the European Union, the Swedish Science Council and the Knut and Alice Wallenberg Foundation, we have been able to expand the institute to its present size.

As an independent research institute within the Department of Political Science at the University of Gothenburg, our aim is to promote research on the

»Our aim is to promote research on the causes, consequences and nature of the Quality of Government (QoG)«

causes, consequences and nature of the Quality of Government (QoG) — that is, trustworthy, reliable, impartial, uncorrupted and competent government institutions.

As seen from this report and from our website, a large number of publications in scholarly journals have been produced. We would like to take this opportunity to highlight some of the results that we think are especially important. First, we have found that the impact of QoG on various measures of human well-being is very substantial, also when we control for other factors such as countries' economic

prosperity and degree of democracy. This pertains not only to standard population health measures but also to things like access to safe water, risk of violent political conflicts, perceived happiness and social trust. A second important finding is that the dominant definition as well as the theories used for explaining corruption and other forms of "bad governance" in all likelihood represents serious misspecifications of the problem.

Scholars from the QoG institute have therefore produced a more relevant theoretical model for and definition of this problem. Thirdly, gender equality has been shown to have a considerable positive impact on controlling corruption. Another important result is that the way the civil service is organized and recruited turns out to be an important factor for increasing QoG. Lastly, QoG turns out to be important for the possibility for launching social policies that alleviate poverty and inequality.

There are many more important and interesting results from the QoG Team and we invite you to visit our webpage to get your hands on our reports and publications.



Bo Rothstein
Sören Holmberg

A handwritten signature in black ink, appearing to read 'Bo Rothstein'.

A handwritten signature in black ink, appearing to read 'Sören Holmberg'.

Summary

2011 marked another good year for the QoG Institute. Most notable was the successful application for an 8 Million Euro grant from the European Commission's Seventh Framework Programme. The project, which is called ANTICORRP (Anti-Corruption Policies Revisited: Global Trends and European Responses to the Challenge of Corruption) consists of 21 research groups in 16 European countries and the QoG Institute is the single largest research group in the project and will also be responsible for the scientific co-ordination of the project as well as management and administrative coordination. The project started March 1st 2012.

New recruitments

During the year the QoG team has expanded further. In May Miriam Liberman was recruited as Research Information Officer, which was made possible by an additional grant from Riksbankens Jubileumsfond (the Bank of Sweden Tercentenary Foundation). Her main task during the second half of 2011 was to start working on creating a new website (in both English and Swedish), which eventually was launched in February 2012, and to

prepare and organize our participation at the Gothenburg Book Fair in September. The latter was a successful event in terms of the number of people attending the panel discussions in our booth.

In February the call for two new Post-doc positions were closed, to which we received 55 applications. Michelle D'Arcy, who defended her thesis at University College in Dublin in July and Georgios Xezonakis, previously at the University of Exeter, were finally selected and joined the team in September. In addition Marina Nistotskaya, who was selected as a Post-doc already in 2010, but unable to pick up the position at that time, also joined us in September. All three are funded by the Knut and Alice Wallenberg Foundation.

In June Stefan Dahlberg, Ph.D. replaced Marcus Samanni as Dataset Manager and Richard Svensson was recruited as Dataset Administrator. The QoG databases are continuously being updated and there were two new database releases, one for the QoG standard dataset and one for the QoG Expert Survey last year.

Also the number of Ph.D. students affiliated with the Institute continues to grow. In September Rasmus Broms and Aksel



Sundström were accepted to the Department of Political Science Ph.D. program together with three other students and thanks to the good financial situation, the QoG Institute was able to fully finance one of the new doctoral students with money from the Knut and Alice Wallenberg Foundation.

Infrastructure support

The QoG Institute has previously been granted a one million SEK infrastructural support from the Faculty of Social Sciences. In May the Vice Chancellor of the University of Gothenburg decided to continue and expand that support with two million SEK per year for the next three years. Thanks to this commitment we have been able to strengthen our administrative capacity and it will in addition ensure that the Institute can continue its operations even after the research grant from Riksbankens Jubileumsfond has run out.

Research

In terms of research the frequent rate of international publishing in peer-reviewed journals continued. 21 such articles were published in 2011, of which many had previously been discussed at our internal as well as international conferences and published as QoG Working Papers.

It should specifically be mentioned that a paper presented by Nicholas Charon and Victor Lapuente at the Midwest Political Science Association conference in March, won a best paper award. Moreover, the book *The Quality of Government* by Bo Rothstein was published by Chicago University Press in late spring and received very good reviews. During 2011, 22 new Working Papers were published, most of which had been subject to discussion at our internal conferences in Skagen

in June and Munich in December. QoG scholars are frequently participating in top level international conferences, such as APSA and MPSA, often with a dozen or so participants.

In addition to the FP7 project mentioned above, Maria Gustavson and Bo Rothstein received a four year grant from The Swedish Research Council entitled "Organizing the Audit Society. What is good auditing and how does it impact public sector performance?"

Visiting scholars & lunch seminars

The QoG visiting scholar program continued to attract prominent researchers. No less than eleven scholars visited the Institute for one or two weeks, during which they gave seminars and had formal as well as informal meetings with the QoG scholars, thereby contributing to the dynamic and creative environment at the Institute and not least providing important contacts for the younger scholars. 18 lunch seminars in total were held during the year.

Education

The QoG institute is also involved in the interdisciplinary program International Administration and Global Governance (IAGG), which is focusing on the analysis and understanding of problems related to governance issues in the international arena. Apart from the organization and lecturing at the courses, the Institute sponsors Master's Students' field trips. During the year, six students received a 6 000 SEK travel grant, thereby enabling them to collect relevant data for their theses in Europe, Asia and Africa.

Andreas Bågenholm, Program Manager

*Knut och Alice
Wallenbergs
Stiftelse*



Funding agencies

Publications

Reviews of »The Quality of Government« by Bo Rothstein

»Rothstein's book should be read by all concerned with development inequities«

Elinor Ostrom, Indiana University, winner of the 2009 Nobel Memorial Prize in Economic Sciences

»The Quality of Government is a theoretically sophisticated and imaginative discussion of issues that have needed a fresh look for some time«

Michael Johnston, Colgate University

»This is social science at its best«

Dani Rodrik, Harvard University

»Bo Rothstein cogently and profoundly analyzes governments through dysfunctional institutions«

Choice

Peer reviewed articles

Charron, Nicholas & Victor Lapuente (2011) "Which Dictators Produce Quality of Government?" *Studies in Comparative International Development*, 46(4): 397-423.

Charron, Nicholas (2011) "Exploring the Impact of Foreign Aid on Corruption - Has the 'Anti-Corruption' Movement been Effective?". *The Developing Economies*, 49(1): 66-88.

Charron, Nicholas (2011) "Party Systems, Electoral Systems and Constraints on Corruption" *Electoral Studies*, 30(4): 595-606.

Coppedge, Michael, John Gerring, David Altman, Michael Bernhard, Steven Fish, Allen Hicken, Matthew Kroenig, Staffan I. Lindberg, Kelly McMann, Pamela Paxton, Holli A. Semetko, Svend-Erik Skaaning, Jeffrey Staton, & Jan Teorell (2011) "Conceptualizing and Measuring Democracy: A New Approach." *Perspectives on Politics*, 9(2): 247-267.

Dahlström, Carl & Peter Esaiasson (2011) "The Immigrant Issue and Anti-Immigrant Party Success in Sweden 1970-2006. A Deviant Case Analysis". *Party Politics*. (Published online before print, June 10, 2011)

Dahlström, Carl (2011) "Who Takes the Hit? Ministerial Advisers and the Distribution of Welfare State Cuts". *Journal of European Public Policy*, 18(2):294-310.

Dahlström, Carl, Victor Lapuente & Jan Teorell (2011) "The Merit of Meritocratization: Politics, Bureaucracy, and the Institutional Deterrents of Corruption". *Political Research Quarterly*. (Published online before print, June 16, 2011)

de Fine Licht, Jenny (2011). "Do We Really Want to Know? The potentially negative effect of transparency in decision-making on perceived legitimacy". *Scandinavian Political Studies*, 34(3): 183-201.

Engster, Daniel & Helena Stensöta Olofsdotter (2011) "Do family policies matter for children's well-being?". *Social Politics*, 18(1): 82-124.

Ezrow, Lawrence & Georgios Xezonakis (2011) "Citizen Satisfaction with Democracy and Parties' Policy Offerings". *Comparative Political Studies*, 44(9):1152-1178.

Holmberg, Sören & Bo Rothstein (2011) "Dying of Corruption". *Health Economics, Policy and Law*, 6(4): 529-547.

Kumlin, Staffan (2011). "Blame Claiming and Credit-Giving: Unintended Effects of How Government and Opposition Frame the Europeanization of Welfare". *European Union Politics* 12(4):575-595.

Linde, Jonas (2011). "Why Feed the Hand that Bites You? Perceptions of Procedural Fairness in Post-Communist Democracies". *European Journal of Political Research*. (Published online before print, 21 July 2011)

Rothstein, Bo (2011) "Can markets be expected to prevent themselves from self-destruction?". *Regulation & Governance*, 5(4): 387-404.

Rothstein, Bo (2011) "Anti-Corruption. The Indirect "Big Bang" Approach". *Review of International Political Economy*, 18(2): 228-250.

Rothstein, Bo, Marcus Samanni & Jan Teorell (2011) "Explaining the Welfare State: Power Resources vs. Quality of Government". *European Political Science Review*, 4(1): 1-28.

Schuck, Andreas R. T., Georgios Xezonakis, Matthijs Elenbaas, Susan, A., Banducci & Claes H., de Vreese (2011) "Party Contestation and Europe on the News Agenda: The 2009 European Parliamentary Elections". *Electoral Studies*, 30(1):41-52.

Stensöta Olofsdotter, Helena (2011) "Political Influence on Street-Level Bureaucratic Outcome: Testing the Interaction between Bureaucratic Ideology and Local Community Political Orientation". *Journal of Public Administration Research and Theory* (Published online 30 October 2011)

Sundell, Anders & Lena Wängnerud (2011). "Do Politics Matter? Women in Swedish local elected assemblies 1970-2010 and gender equality in outcomes." *The European Political Science Review*, 4(1):97-120.

Weghorst, Keith and Staffan I. Lindberg (2011) "Effective Opposition Strategies: Collective Goods or Clientelism?" *Democratization* 18(5): 1193-1214.

Books/book chapters

Broms, Rasmus & Bo Rothstein (2011) "Social Capital and Democratization", in Jeffrey Haynes (ed.). *Routledge Handbook of Democratization*. London: Routledge.

Dahlström, Carl & Victor Lapuente (2011) "Has NPM a Trust Problem? Public Sector Incentive Systems in Japan, Korea, Spain, and Sweden", in Eymeri-Douzans, Jean-Michel & Jon Pierre (eds.). *Administrative Reforms and Democratic Governance*. London: Routledge.

Dahlström, Carl (2011) "Politicization of Civil Service", in Badie, Bertrand, Dirk Berg-Schlosser, and Leonardo Morlino. *Encyclopedia of Political Science*. London: Sage.

Kumlin, Staffan (2011) "Dissatisfied Democrats, Policy Feedback, and European Welfare States, 1976-2001", in *Political Trust: Why Context matters. Causes and Consequences of a Relational Concept*, edited by Marc Hooghe and Sonja Zmerli. Colchester, UK: ECPR Press.

Lindberg, Staffan I. and Sara Meerow (2011) "Persistent Authoritarianism and the

Future of Democracy in Africa", in Brown, Nathan (ed.) *Democratization: Doubt, Dictatorship, Diffusion, and Development*. Baltimore: Johns Hopkins University Press.

Pierre, Jon & Bo Rothstein "Reinventing Weber. The Role of Institutions in Creating Social Trust", in Per Lagreid and Tom Christensen (eds.). *The Ashgate Research Companion to New Public Management*. Burlington. Ashgate (2011).

Rothstein, Bo "Institutional change", in Bertrand Badie, Dirk Berg-Schlosser and Leonardo Morlino (eds.). *International Encyclopedia of Political Science*. London. Sage publications (2011).

Rothstein, Bo "Social Democracy" in Bertrand Badie, Dirk Berg-Schlosser and Leonardo Morlino (eds.). *International Encyclopedia of Political Science*. London. Sage publications (2011).

Rothstein, Bo "Universalism" in George T Kurian, James E Alt, Simone Chambers, Geoffrey Garrett, Margaret Levi & Paula D Mcclain (eds.). *The Encyclopedia of Political Science*. CQ Press. New York (2011).

Rothstein, Bo (2011) "The Quality of Government. Corruption, Social Trust and Inequality in International Perspective", University of Chicago Press.

Reports

Charron, Nicholas, Victor Lapuente & Bo Rothstein (2011) "Korruption i Europa" SIEPS, rapport 2011:05.

de Fine Licht, Jenny (2011) "Öppna prioriteringar och extern legitimitet En experimentell undersökning om hur människor uppfattar information om prioriteringar av sjukvård." På uppdrag av Prioriteringscentrum, Linköpings universitet.

Lapuente, Victor (2011) "Por qué la corrupción no se castiga", Laboratorio de Alternativas.



Working papers

All our working papers are available to download from our website:

www.qog.pol.gu.se/publications/workingpapers



New projects



Read more
about the ANTICORRP
project at
www.anticorrrp.eu

The perhaps greatest achievement of the QoG Institute during 2011, was the successful application for the European Commission's large scale call "Corruption and resistance to corruption in the private and public sphere" for 8 Million Euros funded by the Seventh Framework Programme.

The consortium, consisting of 21 research organizations in 16 European countries, has been organized together with Alina Mungiu-Pippidi at the Hertie School of Governance in Berlin during the second half of 2010 and the application was written by her and Bo Rothstein. In December that year the responsibility for the scientific co-ordination of the project as well as management and administrative coordination was transferred to the QoG Institute due to our size and administrative capacity. In February the application was submitted and by mid-July the Commission announced that the application had been successful. During the rest of the year the application was revised several times before a complete understanding between all partners involved and the Commission finally was reached.

The central objective with the research program, called ANTICORRP (Anticorruption Policies Revisited: Global Trends and European Responses to the Challenge of Corruption), is to investigate factors that promote or hinder the development of effective anticorruption policies. It will investigate the causes of corruption, how corruption can be conceptualized and measured as well as the impact of

corruption on various aspects of human wellbeing. A central issue will be how policy responses can be tailored as to deal effectively with various forms of corruption. It consists of eleven research Work Packages, i.e. research projects, covering a long array of topics with many different disciplinary approaches. The project started in March 2012 and will last for five years. The QoG Institute is the single largest research group in the project and will also be responsible for project management and administrative coordination.

Other projects

In addition to the FP7 project, Maria Gustavson and Bo Rothstein, received a four year grant from The Swedish Research Council for the project "Organizing the Audit Society. What is good auditing and how does it impact public sector performance?" The aim is to theoretically develop concepts of what may be considered 'good auditing' of the public sector, develop country comparative measurable indicators and then empirically test if and how the way audit is organized impact public sector performance.

Rasmus Broms is a QoG financed Ph.D. student since September 2011, whose dissertation project is entitled "Taxation and Government Quality". Aksel Sundström, who also is a QoG affiliated Ph.D. candidate is writing his dissertation on environmental politics and the causes and consequences of corruption.

Communication

Communicating research results to the general public has been a key priority for the QoG Institute from the very beginning, but up until last year the resources devoted to this were limited. In 2011, however, a special grant from Riksbankens Jubileumsfond made it possible for us to hire a Research Information Officer. In May, Miriam Liberman, started working full-time with marketing the institute and our research.

One of her main tasks is to make the institute more visible outside the academic community. In order to do this, she decided that it was important to create a new graphic profile including a new logotype. Together with the University of Gothenburg's graphic designer, Kristina Edgren Nyborg, she developed a new graphic profile and logo which was introduced in August. The new logo is to be used



on all external communication such as printed information material, the working paper series, letter templates, PowerPoint templates, business cards etc. A common graphic identity is not only intended to strengthen the institute's "brand recognition", but will also help creating a sense of

belonging among the staff (both academic and administrative).

Public events

Researchers from the QoG Institute regularly participate in different types of public events. The main event in 2011 was the Gothenburg Book Fair which took place on 22-25 September. The fair attracts nearly 100,000 visitors every year, making it the largest cultural event in Scandinavia. For the second year in a row, the QoG Institute had its own 25 square meter booth. In the booth we organized a series of panel discussions about corruption.

The panelists included our own researchers and invited guests, among others Cecilia Malmström (EU Commissioner), Nils Hanson (editor of Uppdrag Granskning, Sweden's leading investigative TV programme), Maria Ludvigsson (columnist at the newspaper Svenska Dagbladet) and Håkan Tropp (Project Director, UNDP Water Governance Facility at Stockholm International Water Institute). Some of the topics discussed were "Aid and corruption", "Corruption in Europe", "Gender and Corruption" and "Public perceptions of corruption in Sweden". All in all, we were overwhelmed by the turnout and the interest from the media, the professionals and not least the general public.

In addition to participating in events such as the book fair, the QoG researchers participate actively in the public debate by, for example, holding public lectures, doing interviews or writing opinion pieces. In 2011, QoG researchers had opinion pieces published in leading Swedish newspapers such as Dagens Nyheter, Göteborgs-Posten and Expressen and in the Spanish newspaper El País.

Miriam Liberman, Research Information Officer



Swedish and English versions of the new logo



Conferences

»On our internal conferences you get feedback, reactions and input from, without too much exaggeration, some of the foremost experts in the world on these issues«

Marcia Grimes, Assistant Professor and Research Fellow

Internal conferences

Twice a year we arrange internal academic conferences which give the participating researchers an opportunity to present papers and new ideas in a familiar yet highly professional and critical environment.

Many of the papers presented at previous internal conferences have later become QoG working papers or published in peer-reviewed journals.

The conferences are much appreciated by the researchers. Marcia Grimes, Assistant Professor and Research Fellow, says "On our internal conferences you get feedback, reactions and input from, without too much exaggeration, some of the foremost experts in the world on these issues, since there are no other institutes where there is such concentration of researchers working on impartiality and corruption".

Summer conference 2011 in Skagen, Denmark 13-15 June
22 participants
13 papers

Winter conference 2011 in Munich, Germany 14-16 December
26 participants
17 papers

Academic conferences

The Institute has strongly encouraged and financially supported scholars to present their research at international conferences. All QoG scholars have attended international conferences during 2011. It is safe to say that these opportunities are one of the reasons behind the large amount of international publications and is something that is increasing the visibility of the institute.

Below is a list of a selection of the conferences which QoG scholars attended during 2011.

International studies association (ISA) Annual Convention, Montreal, Canada, 16-19 March 2011.

Midwest Political Science Association Annual Meeting, Chicago, USA, 30 March-3 April 2011.

The Annual Meeting of the Council for European Studies, Barcelona, Spain, 20–23 June 2011.

The European Consortium for Political Research (ECPR) General Conference, Reykjavik, Iceland, 25-27 August 2011.

Annual Meeting of the American Political Science Association (APSA), Seattle, USA, 1-4 September 2011.

Lunch seminars and visiting scholars

January

Professor Eric Uslaner, University of Maryland, USA*

February

Dr Steven Pfaff, Associate Professor of Sociology at the University of Washington at Seattle, USA*

March

Dr Tina Søreide, Chr. Michelsen Institute (CMI), Bergen, Norway

April

Dr Pablo Beramendi, University College, Oxford, UK

Mi Lennhag, PhD Candidate, Department of Political Science, Lund University, Sweden

May

Dr Pierre Englebert, Assistant Professor of Politics at Pomona College, USA*

Dr Bryon Moraski, Associate Professor at the University of Florida, USA*

Professor Anirudh Krishna, Duke Sanford School of Public Policy, USA*

Professor David Collier, University of California, Berkeley, USA*

Professor Ruth Collier, University of California, Berkeley, USA*

Professor Susan Stokes, Yale University, USA*

Professor Steven Pinkus, Yale University, USA

September

Professor Tamir Agmon, Tel Aviv University, Israel (Visiting Professor at the School of Business, Economics and Law at University of Gothenburg)

Dr Heather Marquette, Senior Lecturer

at the International Development Department of the University of Birmingham, UK*

October

Michael Wahman, PhD Candidate, Department of Political Science, Lund University, Sweden

Professor Esther Shalev-Gerz, Valand School of Fine Arts, University of Gothenburg, Sweden*

Dr Peter Dinesen, Assistant Professor, Department of Political Science and Public Management, University of Southern Denmark

November

Dr Hanne Fjelde, Department of Peace and Conflict Research, Uppsala University, Sweden



December

Professor Stefan Hedlund, Uppsala Centre for Russian and Eurasian Studies, Uppsala University, Sweden

Professor Kimmo Eriksson, School of Education, Culture and Communication, Mälardalen University, Sweden

Dr Pontus Strimling, Centre for the study of cultural evolution, Stockholm University, Sweden

* visiting scholars

Datasets



Download

You can download our datasets at:
www.qog.pol.gu.se/data

In April 2011 an update of the QoG standard database was released. The updated version included new data on public administration impartiality, closedness and professionalism/politicization from the QoG Survey. Data on educational levels and infant, child and maternal mortality from the Institute for Health Metrics and Evaluation was also included. The data also included updates on regime type data from Hadenius, Teorell and Wahman. Data from the World Development Indicators on a range of different subjects as well as data on corruption from Transparency International and data from the World Bank Governance Indicators was also included. Last but not least, data on democracy and freedom of the press from Freedom House and data on school enrollment from UNESCO were incorporated.

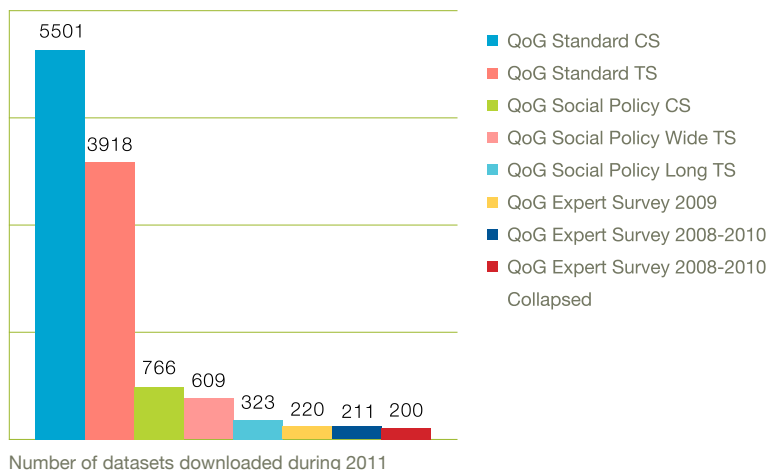
In May 2011 an update of the QoG expert survey was released after an additional recruitment process of country experts dating back to 2010. For this second recruitment phase, the expert survey was carried out in a mixed language mode where the informants were allowed to choose between English, French or Spanish. The recruitment was concentrated on

Asia, the Middle East, South America and Africa. The recruitment process added an additional 68 countries which implies 126 unique countries in total and 97 unique countries with three or more country experts when both the survey waves are brought together.

The regions of Africa and the Middle East were, however, still underrepresented in the survey and a third focused recruitment wave was therefore launched for these two regions during September 2011. In the third wave, potential experts were approached both with written letters and by personalized e-mails before the actual survey was sent to them. The third recruitment process will be evaluated and included in the QoG expert survey data during spring 2012.

The QoG databases are in general popular and widely used, especially the standard QoG cross sectional database which had 5 501 downloads during 2011 followed by the time series version of the same data with 3 918 downloads. In third place is the QoG Social Policy database with a total of 766 downloads.

Stefan Dahlberg, Dataset Manager



Support for Master's students

The QoG Institute is a research institute and therefore does not provide or administer education. However, many QoG scholars are involved with the IAAG Master's Program as teachers and/or supervisors and we think it is very important to encourage and support students who are interested in issues related to Quality of Government and corruption.

One of the ways we do this is by providing a travel grant for Master's students at the University of Gothenburg who want to go abroad in order to conduct field work and collect data for their theses.

In 2011, six students received a grant. The grants were used for trips

to countries such as Pakistan, Bulgaria, Belgium, Kosovo and Tajikistan. One of the students, Kristina Leuchowius, used her grant to travel to Rwanda and Burundi where she researched which method of dealing with ethnicity seems to lead to better institutions and prevention of corruption.

The reason I decided to focus on Rwanda and Burundi, Kristina explains, is because I wanted to take advantage of the fact that these two countries provide a 'natural experiment' situation. According to the theories, all ethnically fragmented societies ought to suffer from high levels

of corruption. However, despite sharing a similar history, large variations in terms of corruption levels can be found across the two societies. Rwanda is today considered to have a very low corruption level, while Burundi is ranked as one of the most corrupt countries in the world.

Her thesis suggests that the two

countries officially have adopted different nation-building policies which in turn seem to have had some effect on the corruption level.

However, the factors that seem to have been more important are the role of institutions and the leadership of the state.

Rwanda has a strong and highly committed

leadership as well as institutions which are able to identify and punish those who commit crimes of corruption. Burundi on the other hand lacks both a committed leadership and well-functioning institutions.

Kristina, who is currently holding a temporary contract as program officer in charge of the support to civil society, gender and anti-corruption organizations/institutions, at Sida's Rwanda/Burundi office in Kigali would like to continue working with good governance/corruption related issues in East Africa, preferably for an organization like Sida or one of the UN organs.



»The grant was highly important for my data collection as the results would not have been as interesting and truthful had I been forced to collect data from Sweden«

Kristina Leuchowius, who travelled to Rwanda and Burundi thanks to a travel grant from the QoG Institute



Read more

A longer version of the interview with Kristina Leuchowius is available on the student pages on our website.

www.qog.pol.gu.se/forstudents

Organization

Management



Professor Bo Rothstein
Head of Institute
bo.rothstein@pol.gu.se



Professor Sören Holmberg
Head of Institute
soren.holmberg@pol.gu.se



Dr. Andreas Bågenholm
Program Manager
andreas.bagenholm@pol.gu.se



Dr. Stefan Dahlberg
Dataset Manager
stefan.dahlberg@pol.gu.se

Administration



Miriam Liberman
Research Information Officer
miriam.liberman@gu.se



Dalila Sabanic
Program Coordinator
dalila.sabanic@gu.se



Richard Svensson
Dataset Administrator
richard.svensson@gu.se



Petrus Sundin
Dataset Administrator
petrus.sundin@gu.se



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