What governments want to achieve?

ما الذي تريد الحكومات تحقيقه؟
Table of Contents

1. Background
2. Factors: success and failure
3. Global outlook
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What is National Anticorruption Strategy

The National Anti-Corruption Strategy is a plan developed by the State to achieve specific goals related to preventing and fighting corruption on the short, medium, and long terms.
Globally: 60+ Countries Developed a National Anti-Corruption Strategy

U.S.A 2021
Arab Region (Egypt, Iraq, Kuwait, Lebanon...etc)
Asia (Malaysia, Indonesia...etc)
Europe (France, UK, Poland, Greece...)
Africa (Nigeria, Malawi, Liberia...)
Latin America (Brazil, Peru...)

United States Strategy on Countering Corruption
Pursuant to the National Security Study Memorandum on Establishing the Fight Against Corruption as a Core United States National Security Interest
Building NACS
بناء إستراتيجية وطنية لمكافحة الفساد

DRAFTING PROCESS
أولاً - عملية الصياغة

PRELIMINARY DIAGNOSIS AND SITUATION ANALYSIS
التشخيص الأولي وتحليل الحالة

FORMULATING ANTI-CORRUPTION MEASURES
صياغة إجراءات مكافحة الفساد

ENSURING EFFECTIVE IMPLEMENTATION
ضمان التنفيذ

MONITORING, EVALUATING AND REPORTING
المراقبة والتقييم وإعداد التقارير
**Key Features**

**سمات**

- **Political**
- **Bureaucratic**
- **Economic**
- **Administrative**

**Corruption**

**فساد**

GOV to:
- Private sector
- Civil Society
- IACA

The sector of interest?
- Government?
- Private sector?
- Sub-sector?

**Target setting & measurable goals:**

Institution? Private sector? Sub-sector?

**Time bound**

3-5 years

**McGyver**
Three levels for anti-corruption strategies

1. Conjoin the reform measures & political tactic options
2. Dialectical challenge
3. Political regime constraints & opportunities
4. Challenge the plans
5. Skills & motivations
6. Programme management weaknesses
7. Governance weaknesses
8. Draw more from international initiatives

1. اجراءات الإصلاح وخيارات التكتيك السياسي التحدي الديالكتيكي
2. قيود وفرص النظام السياسي
3. تحدي الخطة
4. المهارات والدوافع
5. ضعف إدارة البرنامج
6. ضعف المحكمة
7. استفد أكثر من المبادرات الدولية
Responds to voices calling for equality, prosperity and social justice

It is now a globally-recognized movement.

WHY IS IT IMPORTANT? (1)

Present clear roadmap for the role of state actors and non-state actors

Convey the Government accountability to improving citizens' lives and improve business ecosystem

Building government-citizens trust

Respons to Increasing Demand to Curb Corruption

It's now a globally-recognized movement.

Responds to voices calling for equality, prosperity and social justice

It is now a globally-recognized movement.
The Negative Impacts of Corruption

5. Corruption reduces trust in an economy. It may be harder to attract foreign investment. (FDI)
6. Corruption increases the risks of contracts not being honored, which again could impact FDI.
7. Corruption means that officials will often divert public investment into capital projects where bribes are more likely.
8. Corruption often means that officials turn a blind eye to regulations, such as those involving construction and the environment.
Evolution of Anticorruption Strategies
MENA

تطور استراتيجيات مكافحة الفساد
الشرق الأوسط

2008-2021
The Arab Anti-Corruption and Integrity Network (ACINET)

The Arab Anti-Corruption and Integrity Network (ACINET) is an Arab regional entity established in 2008 to combat corruption and promote good governance. It brings together 18 Arab countries, including 18 Ministries of anti-corruption, 28 independent organizations, and civil society organizations from the Arab countries. It promotes the fight against corruption and the enhancement of accountability and sustainable development in the Arab region.
Article 5. Preventive anti-corruption policies and practices

1. Each State Party shall, in accordance with the fundamental principles of its legal system, develop and implement or maintain effective, coordinated anti-corruption policies that promote the participation of society and reflect the principles of the rule of law, proper management of public affairs and public property, integrity, transparency and accountability.

2. Each State Party shall endeavour to establish and promote effective practices aimed at the prevention of corruption.

3. Each State Party shall endeavour to periodically evaluate relevant legal instruments and administrative measures with a view to determining their adequacy to prevent and fight corruption.

4. States Parties shall, as appropriate and in accordance with the fundamental principles of their legal system, cooperate with each other and with relevant international and regional organizations in promoting and developing the measures referred to in this article. That cooperation may include participation in international programmes and projects aimed at the prevention of corruption.
Article 6. Preventive anti-corruption body or bodies

1. Each State Party shall, in accordance with the fundamental principles of its legal system, ensure the existence of a body or bodies, as appropriate, that prevent corruption by such means as:

(a) Implementing the policies referred to in article 5 of this Convention and, where appropriate, overseeing and coordinating the implementation of those policies;

(b) Increasing and disseminating knowledge about the prevention of corruption.

2. Each State Party shall grant the body or bodies referred to in paragraph 1 of this article the necessary independence, in accordance with the fundamental principles of its legal system, to enable the body or bodies to carry out its or their functions effectively and free from any undue influence. The necessary material resources and specialized staff, as well as the training that such staff may require to carry out their functions, should be provided.

3. Each State Party shall inform the Secretary-General of the United Nations of the name and address of the authority or authorities that may assist other States Parties in developing and implementing specific measures for the prevention of corruption.
Kuala Lumpur Statement on Anti-Corruption Strategies

 بيان كوالالمبور حول استراتيجيات مكافحة الفساد

This was an outcome of an invitation by the United Nations Office on Drugs and Crime and the United Nations Development Programme, in partnership with the Government of Malaysia, to discuss a set of Guidelines for Anti-Corruption Strategies that could instruct the process of developing, designing and implementing sustainable anti-corruption strategies.

Kuala Lumpur, 21-22 October 2013
Conference of States Parties (COSP)

COALITION STATEMENTS

Below is a list linking to statements submitted by the UNCAC Coalition and its members at sessions of the Intergovernmental Review Group and Conference of States Parties:

COSP 8 - Eighth session of the Conference of States Parties, Abu Dhabi, 16-20 December 2019

- Statement submitted by Transparency International: Grand Corruption as a Major Obstacle to Achievement of the Sustainable Development Goals
- Statement submitted by Transparency International: Calling for Transparent and Accountable Asset Recovery, TI Chapter Country Reports
- Statement submitted by Transparency International: Gender and Corruption: Forms, Impact and Solutions
- Statement submitted by the UNCAC Coalition: UNCAC Review Transparency Pledge (English, French, Spanish, Russian and Arabic)
- Statement submitted by the UNCAC Coalition: Making UNCAC work
- Statement by the UNCAC Coalition: A Guide to Transparency and Participation in the UNCAC Review Mechanism (English, French, Spanish and Russian)

All oral statements given by the UNCAC Coalition and its members during the COSP 8 are accessible on our #COSPR webpage.
Anti-Corruption Priorities in the MENA Region

26 November 2021
what works?

1

what doesn't work?

2

SUCCESS FACTORS

FAIL
1- Inclusivity to all actors
الشمولية لجميع الجهات الفاعلة

2- Political Will & leadership
الإرادة السياسية

3- Regular data collection
جمع البيانات بانتظام

4- Regular reporting & disclosure
الإبلاغ والإفصاح المنتظم

5- Clear reporting mechanism
آلية إبلاغ واضحة

6- Anchoring the strategy with national development plans
امتثال الاستراتيجية لخطط التنمية الوطنية

7- Alignment with the SDGs/International ACS
التوافق مع أهداف التنمية المستدامة
9- Effective monitoring and evaluation mechanism (M&E).

10- Solicit the views of the political opposition whenever possible.

11- Allocate sufficient time and resources.

12 similar context experience and expertise.

13- Evaluate Constraints and Risks.

14- Communication between actors.

15- Continuous research and development.
1- Exclude the role of non-state actors
استبعاد دور الجهات الفاعلة غير الحكومية

2- Ambiguity of goals
غموض الأهداف

3- Absence of coordination between state and non-state actors
غياب التنسيق بين الجهات الحكومية وغير الحكومية

4- Lack of diagnosis and situational analysis
غياب التشخيص وتحليل الموقف

5- Measuring vs. understanding corruption

6- Complexity of the implementation framework
تعقيد أطر التنفيذ

7- Unclear or no KPIs
عدم وجود مؤشرات أداء رئيسية

8- Limited resources
موارد محدودة
NATIONAL ANTI-CORRUPTION STRATEGIES

Regional overlook
EGYPT

National Anti-corruption Strategy 2019-2022

Aiming at strengthening integrity and transparency across state institutions

FIRST STRATEGY

10 GOALS

FOUR YEARS

PROGRESS REPORTS
Kuwait Integrity and Anti-Corruption Strategy
2019-2024

TO PROMOTE VALUES OF INTEGRITY AND ANTI-CORRUPTION IN THE PUBLIC AND PRIVATE SECTORS AND IN THE SOCIETY AT LARGE, THEREBY CONTRIBUTING TO SUSTAINABLE DEVELOPMENT.
IRAQ

Aiming at strengthening integrity and transparency across state institutions

National Anti-corruption Strategy 2019-2022

STRATEGIES
2008-2022

GOALS

FOUR YEARS

Progress reports
NATIONAL STRATEGY FOR INTEGRITY AND ANTI-CORRUPTION

THREE STRATEGIES
FIRST STRATEGY 2008-2013: 5 YEARS
SECOND 2013-2017: 4 YEARS
THIRD STRATEGY 2017-2025: 8 YEARS

GOALS

A national environment that upholds integrity, and rejects corruption

PROGRESS REPORTS
These policy orientations were reflected in the preparation of national anti-corruption programmes in 2005 and 2010, the ratification of the United Nations Convention against Corruption in 2007 and a number of legal and institutional reforms.
DFID Anticorruption Strategy for Sudan 2013

Introduction

1. Corruption can broadly be defined as the abuse of entrusted power for private gain. The word can cover a whole range of abuses. On one level it can refer to the risk of taxpayers’ money in DFID programmes being fraudulently spent or stolen. On another level it can refer to corruption within a country and its institutions, with the negative impact that this has on development prospects. DFID sets the highest standards for the manner in which its own money is spent. Through its development programmes, DFID also works to reduce the prevalence of corruption in each of its partner countries.

2. In November 2011, the Independent Commission on Aid Impact (ICAI) reviewed DFID’s approach to tackling corruption. It found that DFID had a good awareness of the fraud risks and seeks to safeguard UK funds through appropriate choices of funding channels and programme design, and often played a leading role within the donor community on anti-corruption work. It did however recommend that in any country assessed as having a high...
Measuring Performance

SOMETHING HAS TO CHANGE?

Monitor and Evaluation

Excellent
Good
Average
Poor
Other
Successful Models

Best Practice in UNCAC Review Transparency

The following countries have voluntarily published their:

- Full country report: Botswana, Burkina Faso, Cape Verde, Eswatini, Kenya, Mauritius, Mozambique, Nigeria, South Africa, Tanzania
- Self-assessment checklist: Mauritius, Nigeria
## Context

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<th>Economic Reform</th>
<th>Estonia</th>
<th>Poland</th>
<th>Bulgaria</th>
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<td>Quick initial phase of transition to liberal marked economy</td>
<td>External pressure for economic reform</td>
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<tr>
<td>Political consensus on goal and pace of transition</td>
<td>Lack of consensus on reforms: following phases characterized by stop-go policy</td>
<td>Lack of consensus on transition: gradual and slow transition.</td>
<td></td>
</tr>
</tbody>
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| Anti-corruption legislation and institutions         | Have not signed UN convention                                         | Ratified UN convention Anti-corruption agency established 2006       |
|                                                    | No anti-corruption agency. Anti-corruption program lead by the Ministry of Justice | Ratified UN convention Several anti-corruption agencies: Division of competences unclear Latest agency established in 2008 |

| Judicial system                                     | Well functioning                                                     | Well functioning                                                     | Marked by corruption and political interference Lack of trust among population                     |
|                                                    | Increasing trust among population                                    | Increasing trust among population                                    |                                                                                                |

| Influence on norms                                  | Broad based public campaigns and the stress of particular Estonian values | Targeted public campaigns and political usage of corruption          | Targeted public campaigns and political usage of corruption                                    |

Authors’ summary of the analysis
TI-CPI 2019-2020 (1)

**Top Scorers**
- UNITED ARAB EMIRATES: 71/100
- QATAR: 63/100

**Bottom Scorers**
- LIBYA: 17/100
- YEMEN: 15/100
- SYRIA: 14/100

**Declines**
- LEBANON (25): ▼5
- SYRIA (14): ▼12
- YEMEN (15): ▼8

Since 2012
NEW HIGHGS*

IRAQ 21/100  TUNISIA 44/100  OMAN 54/100

TI-CPI 2019-2020 (2)
Room For Improvement
مجال للتحسين

Reporting Back
Monitor and evaluation framework
CPI is a lie (mistake)
SMART objectives/KPIs
Baselines and targets
Perception + indicators + Experience
(different types of KPIs)
Qual & Qan
Different methods of data collection
Q&As?