

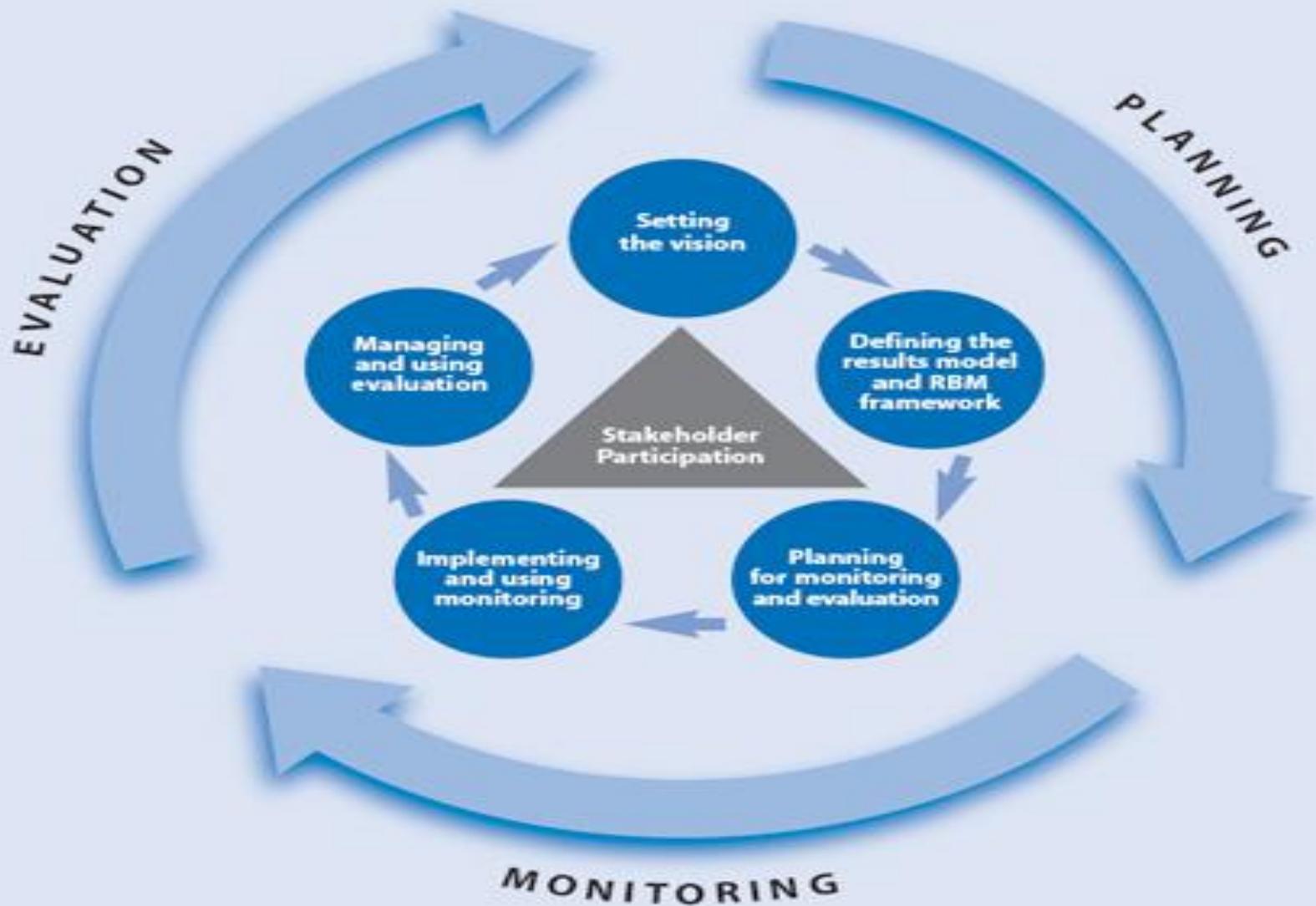
# **Good Practices and Lessons Learned in Monitoring and Evaluating National Anti-Corruption Strategies**

for

## **Prevention Mechanisms and the Essential Skills Required for their Enhancement Training Event**

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UNDP  
Amman, Jordan  
June 2014**

Figure 1. The RBM life-cycle approach\*



# Monitoring and Evaluation: Leads to **OUTCOMES**

Strategy	Inputs	Indicators	Outputs
<ul style="list-style-type: none"><li>• Planning</li><li>• Budget</li><li>• Responsible</li><li>• Political Support</li></ul>	<ul style="list-style-type: none"><li>• Elements</li><li>• Resources</li><li>• Deadlines</li><li>• Visibility</li></ul>	<ul style="list-style-type: none"><li>• Baseline</li><li>• Cost</li><li>• Empirical &amp; qualitative</li><li>• Calendar</li><li>• societal input</li></ul>	<ul style="list-style-type: none"><li>• Monitoring</li><li>• Evaluation</li><li>• Reporting</li><li>• Political sign-off</li></ul>

# Core guidelines for Developing an ACA M&E system:

- **Set priorities. Focus on a few indicators at the outcome and impact levels, particularly if data collection external to the ACA is also required.**
- **Develop the reflective and analytical capabilities of those involved, including senior management and program officers as well as the M&E officer.**
- **Place emphasis on analysis and decision-making.**
- **Capture negative and unintended change, in addition to expected or planned change**
- **Structure the system around learning.**
- **Produce information that is useful for all levels of stakeholders.**
- **Issue thorough and regular monitoring reports based on consistent tracking of selected indicators**

# Thailand: Anti-corruption Strategy

## National Anti-Corruption Strategy

### Vision

A society founded on discipline, integrity, and ethics with all sectors participating in prevention and suppression of corruption.

### Missions

1. Promote and inculcate awareness of a society founded on discipline, integrity and ethics.
2. Create sustainable, integrated anti-corruption networks
3. Develop systems and mechanisms for the inspection, control, decentralization and check and balance of authority.
4. Promote and support anti-corruption knowledge-management.

#### Core Objective 1

Discipline, integrity and ethics in Thai society

**Strategy 1: Inculcate awareness, values, integrity, ethics and discipline in all sectors**

##### Measures/ Guidelines

- 1.1 Promote education in the sufficiency economy philosophy
- 1.2 Promote knowledge and implementation of integrity, ethics and discipline in all sectors
- 1.3 Deploy education as an anti-corruption tool
- 1.4 Promote good conduct, honesty, integrity and zero-tolerance of corruption as common national values

#### Core Objective 2

Networks comprised of all sectors participating in anti-corruption

**Strategy 2: Mobilize all sectors on anti-corruption**

##### Measures/ Guidelines

- 2.1 Increase anti-corruption PR
- 2.2 Strengthen participation by all sectors
- 2.3 Strengthen network capacity

#### Core Objective 3

Efficient systems and mechanisms for the inspection, control, decentralization, and check and balance of authority

**Strategy 3: Strengthen anti-corruption agencies**

##### Measures/ Guidelines

- 3.1 Strengthen the working independence of the office of the NACC and other independent anti-corruption agencies' operations
- 3.2 Establish anti-corruption mechanisms through the decentralization of authority for anti-corruption to the local level
- 3.3 Develop check & balance systems for authority
- 3.4 Strengthen the effectiveness of anti-corruption legislation
- 3.5 Strengthen asset scrutiny for holders of political office and civil servants and the investigation of policy corruption
- 3.6 Strengthen bribery resistance and promote honesty in private sector
- 3.7 Promote cooperation with international organizations

#### Core Objective 4

Social anti-corruption awareness

**Strategy 4: Develop professional anti-corruption personnel**

##### Measures/ Guidelines

- 4.1 Develop personal behaviour in accordance with Code of Conduct for anti-corruption personnel
- 4.2 Set up standards for career-path development and special remuneration
- 4.3 Promote technical cooperation with international organizations
- 4.4 Develop knowledge management organizations
- 4.5 Develop an anti-corruption IT center
- 4.6 Develop standard training curricula for anti-corruption agencies

# JACC Strategy 2.5 – 2.10

Action	Authorities in Charge	Deadline Short / Mid / Long	Performance Indicators
2.5 Develop and implement training programs on integrity and transparency in most vulnerable sectors.	JACC and relevant institutions.	Medium-term	<ul style="list-style-type: none"> <li>- Determining the most vulnerable institutions.</li> <li>- Developing a plan for Implementation of training course on integrity and transparency (2013- 2017).</li> </ul>
2.6 Review work procedures in entities subject to the JACC law to ensure observance of the legislation and commitment to the principles of codes of conduct integrity, transparency and good governance.	JACC, ministries, and relevant public institutions.	Medium-term	<ul style="list-style-type: none"> <li>- Review process in 15 institutions per year.</li> </ul>
2.7 Developing procedures of providing services to the public.	Ministry of Public Sector Development, JACC and relevant institutions.	Medium-term	<ul style="list-style-type: none"> <li>- Ensure publicize procedures for providing the service in all institutions and municipalities.</li> </ul>
2.8 Activate performance control in ministries, and public department.	Audit Bureau and JACC.	Medium-term	<ul style="list-style-type: none"> <li>- Review and assessment of performance of public institutions.</li> </ul>
2.9 Develop a code of ethics for private sector.	Chambers of commerce and industry, businessmen associations and JACC.	Medium-term	<ul style="list-style-type: none"> <li>- Developing a code of ethics for private sector.</li> </ul>
2.10 Activate corporate governance in the private sector.	Corporate control Department and JACC.	Medium-term	<ul style="list-style-type: none"> <li>- Implementation of corporate governance principles in the private sectors.</li> </ul>

# What is Monitoring?

- Monitoring is a continuing function that uses systematic collection of **data** on specific **indicators** to provide the management and the main stakeholders with indications of the extent of achievement of **objectives** and **progress** in the use of allocated funds.

**NIGERIA**

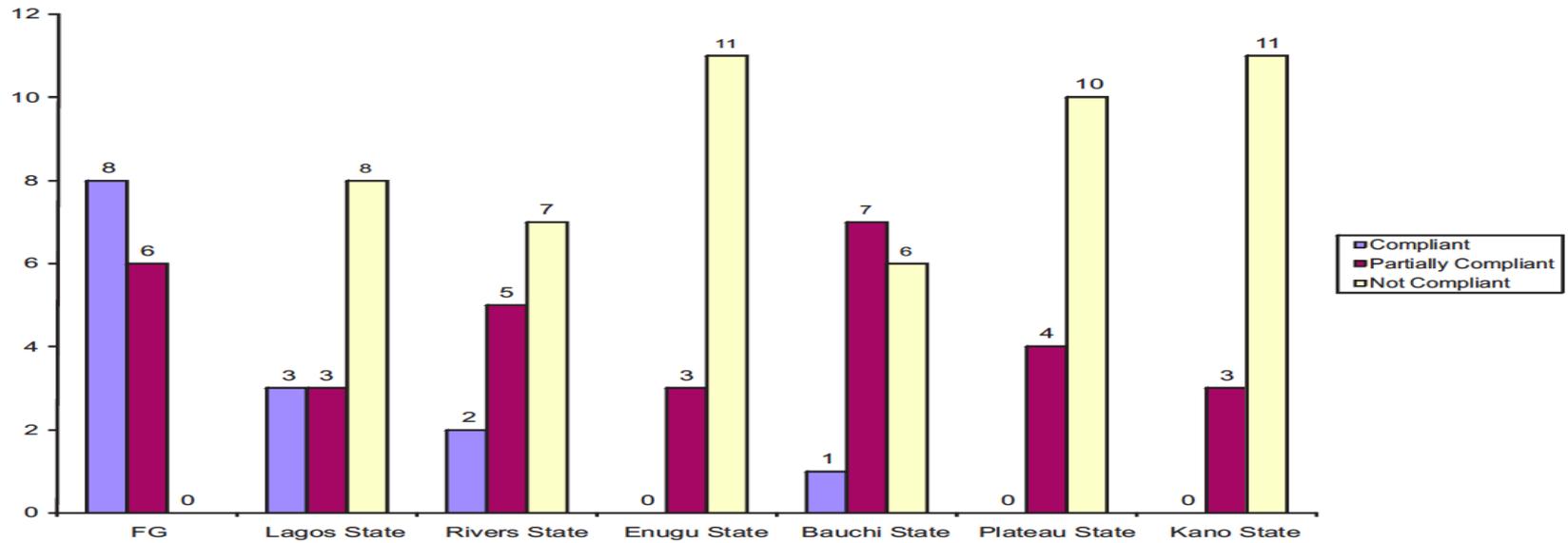
# NIGERIA: Compliance Mapping by State

Table 1: Summary of Compliance with Provisions of UNCAC, AUCCPC and ECOWAS Protocol Management of Public Finance

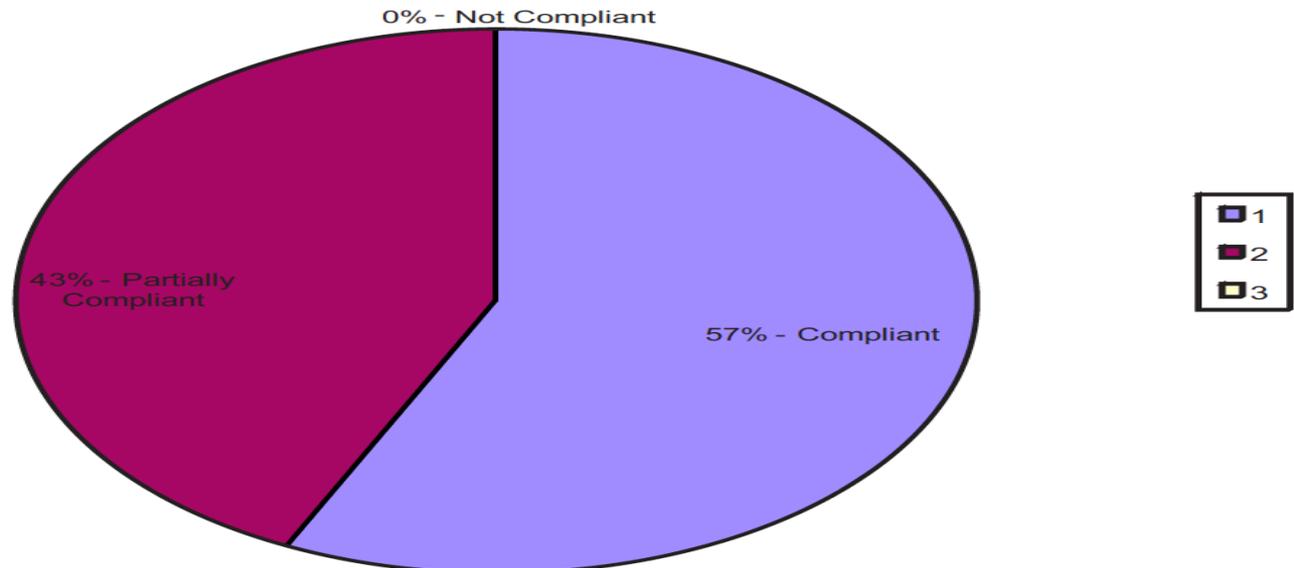
	Provisions	FGN	Lagos	Rivers	Enugu	Bauchi	Plateau	Kano
Code of Conduct for Procurement Personnel	UNCAC: Article 9(1)(e) AUCPCAC : Article 5(4); 7(4) ECOWA Protocol: Article 5(a)(g)	Section 57 of the Public Procurement Act 2007 provides for minimum code of conduct for public officers involved in procurement. The Bureau for Public Procurement developed 12 codes of conduct and oath of allegiance for public officers involved in procurement; also produced 16 codes and outlined five qualifications for procurement observers. Codes are published on line on BPP's website and is freely distributed	No information	No information	No information	Code of conduct still under development	No information	No information

# LEVELS OF COMPLIANCE TO INTERNATIONAL ANTI-CORRUPTION CONVENTIONS

**CHART I: FEDERAL AND STATE GOVERNMENTS**



**CHART II: FEDERAL GOVERNMENT**



**United States**



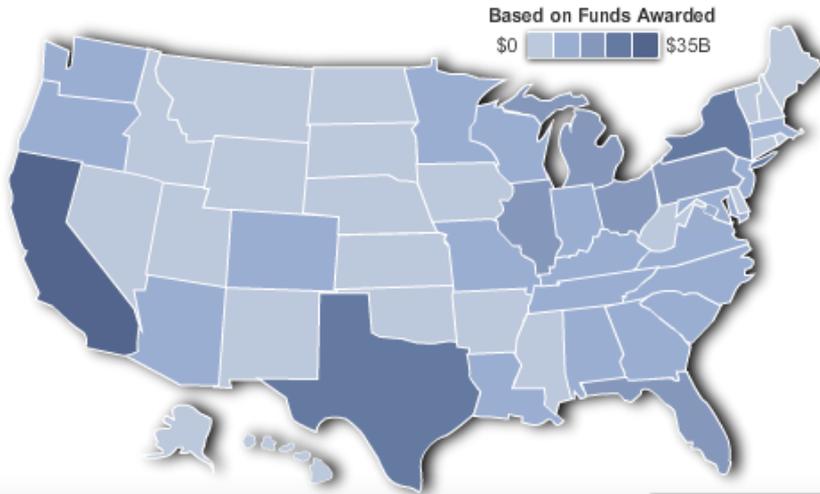
# RECOVERY.GOV

## TRACK THE MONEY

Recovery.gov is the U.S. government's official website that provides easy access to data related to Recovery Act spending and allows for the reporting of potential fraud, waste, and abuse.

### FUNDING FOR FEDERAL CONTRACTS, GRANTS AND LOANS

February 17, 2009 - June 30, 2013



Roll over map to see Recovery data. Click on a state for more details.

Territories

### OVERVIEW OF FUNDING

The American Recovery and Reinvestment Act of 2009 distributes funds in three ways. Since its enactment in February 2009, \$803.1B has been paid out.

#### Tax Benefits

**\$290.7B**

#### Contracts, Grants and Loans

**\$257.8B**

#### Entitlements

**\$254.6B**

[Source](#)

[Text View of Funding](#)

As of 08/31/2013

**SEARCH FOR A RECIPIENT**

Recipient Name

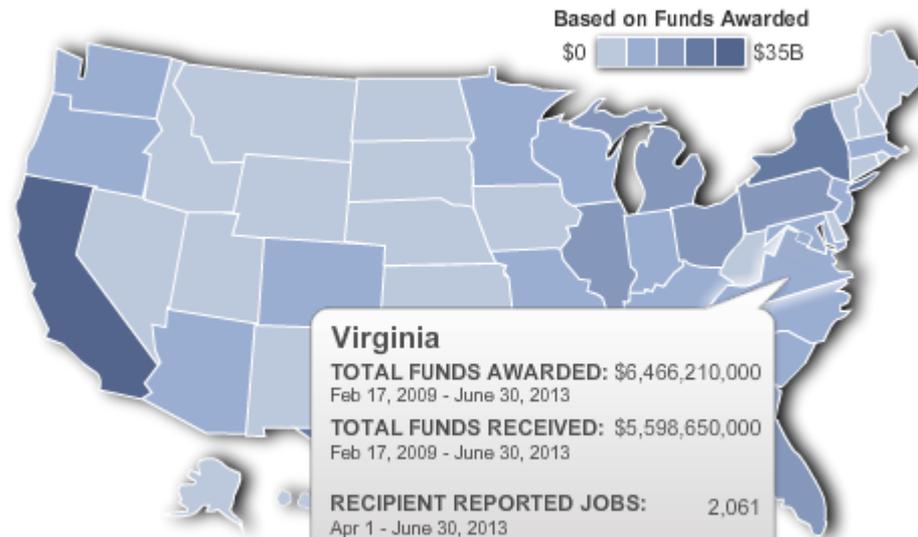
### RECOVERY FUNDED JOBS REPORTED BY RECIPIENTS

**80,625**

April 1 - June 30, 2013

## FUNDING FOR FEDERAL CONTRACTS, GRANTS AND LOANS

February 17, 2009 - June 30, 2013



Roll over map to see Recovery data. Click on a state for more details.

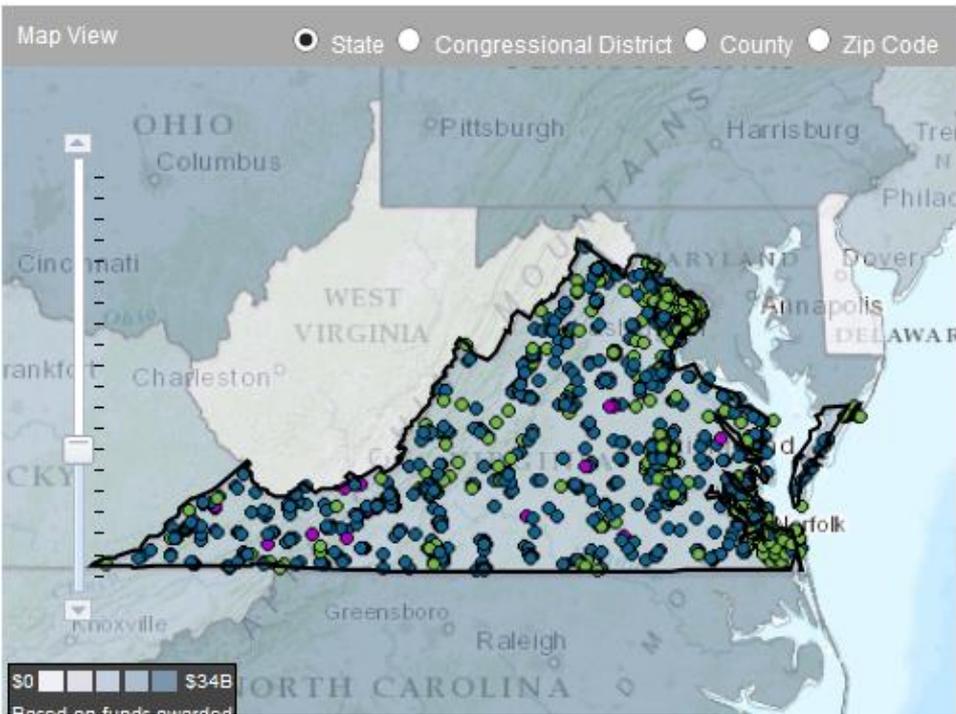
Territories

# Virginia

Total Funds Awarded  
**\$6,613,052,139**

Total Awards  
**6,472**

Jobs by Quarter [i](#)  
**2,061**



## List of Awards

1-15 of 6472 Results

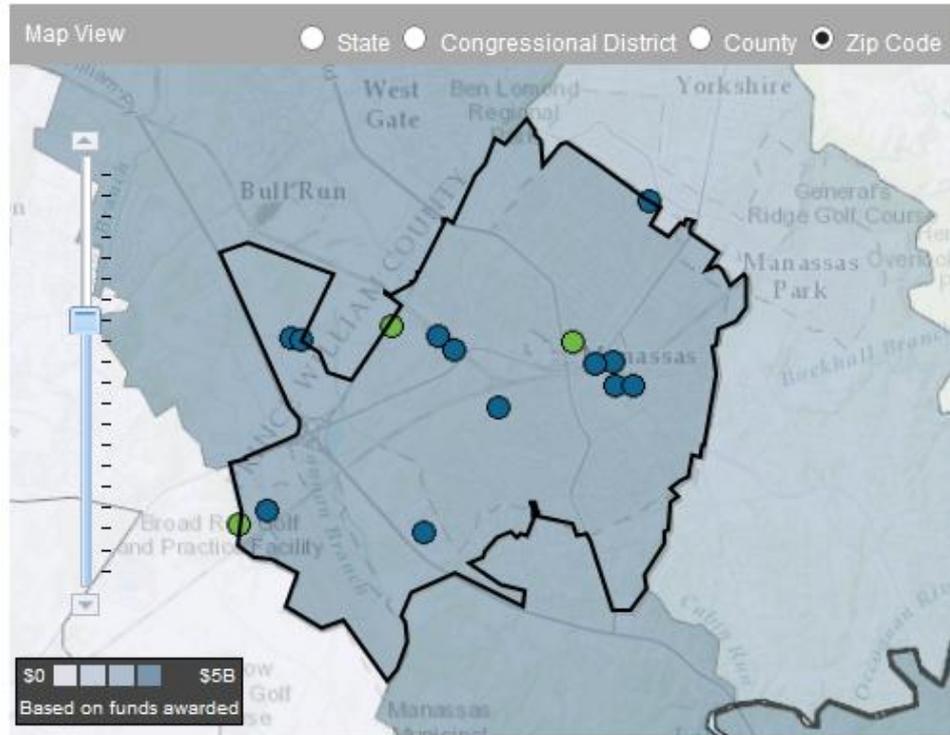
Recipients	Award	Details
1ST TEAM INSTALLATIONS LLC	\$6,880	<a href="#">PROFILE</a> <a href="#">AWARD</a>
2020 COMPANY, LLC	\$668,525	<a href="#">PROFILE</a> <a href="#">AWARD</a>
2020 COMPANY, LLC	\$668,525	<a href="#">PROFILE</a> <a href="#">AWARD</a>
3001, INC.	\$2,907,546	<a href="#">PROFILE</a> <a href="#">AWARD</a>
3001, INC.	\$984,635	<a href="#">PROFILE</a> <a href="#">AWARD</a>
3001, INC.	\$4,901,979	<a href="#">PROFILE</a> <a href="#">AWARD</a>
4 CONSULTING INC	\$70,560	<a href="#">PROFILE</a> <a href="#">AWARD</a>
402 TRAILS, LLC	\$270,322	<a href="#">PROFILE</a> <a href="#">AWARD</a>
5AM SOLUTIONS, INC.	\$268,160	<a href="#">PROFILE</a> <a href="#">AWARD</a>
5AM SOLUTIONS, INC.	\$390,950	<a href="#">PROFILE</a> <a href="#">AWARD</a>
5AM SOLUTIONS, INC.	\$1,632,189	<a href="#">PROFILE</a> <a href="#">AWARD</a>
5AM SOLUTIONS, INC.	\$524,845	<a href="#">PROFILE</a> <a href="#">AWARD</a>
5AM SOLUTIONS, INC.	\$1,193,489	<a href="#">PROFILE</a> <a href="#">AWARD</a>
5AM SOLUTIONS, INC.	\$2,926,403	<a href="#">PROFILE</a> <a href="#">AWARD</a>
5AM SOLUTIONS, INC.	\$34,872	<a href="#">PROFILE</a> <a href="#">AWARD</a>

# Virginia - 20110

Total Funds Awarded  
**\$42,587,330**

Total Awards  
**29**

Jobs by Quarter **4**



## List of Awards

1-15 of 29 Results

Recipients	Award	Details	
BAE SYSTEMS INFORMATION AND	\$1,504,434	PROFILE	AWARD
BAE SYSTEMS INFORMATION AND	\$222,031	PROFILE	AWARD
BOYS & GIRLS CLUBS OF GREATER	\$42,500	PROFILE	AWARD
GEORGE MASON UNIVERSITY	\$200,433	PROFILE	AWARD
GEORGE MASON UNIVERSITY	\$799,958	PROFILE	AWARD
GEORGE MASON UNIVERSITY	\$394,646	PROFILE	AWARD
GEORGE MASON UNIVERSITY	\$295,135	PROFILE	AWARD
GEORGE MASON UNIVERSITY	\$319,214	PROFILE	AWARD
Green Team, Inc.	\$128,417	PROFILE	AWARD
LOCKHEED MARTIN CORPORATION	\$3,001,600	PROFILE	AWARD
MANASSAS, CITY OF	\$3,163,674	PROFILE	AWARD
MANASSAS, CITY OF	\$159,400	PROFILE	AWARD
MANASSAS, CITY OF	\$6,350	PROFILE	AWARD
MANASSAS, CITY OF	\$148,652	PROFILE	AWARD
MANASSAS, CITY OF	\$633,778	PROFILE	AWARD

Pages: < **1** 2 > >>

Map FAQs

Text view of this map

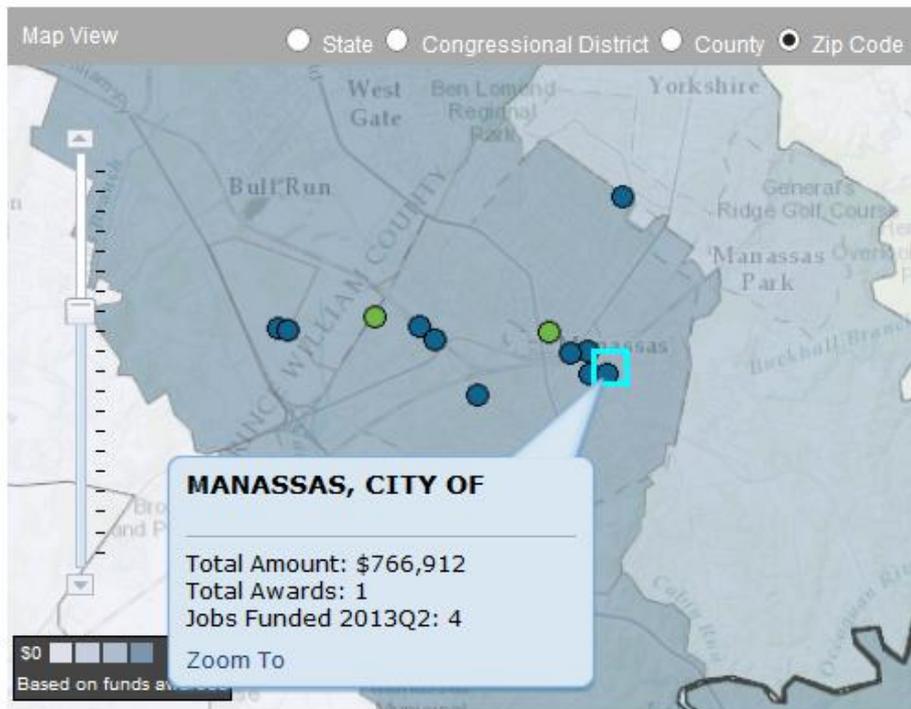
View all Recipients

20110

Total Funds Awarded  
**\$766,912**

Total Awards  
**1**

Jobs by Quarter **4**



List of Awards

1-2 of 2 Results

Recipients	Award	Details	
MANASSAS, CITY OF	\$766,912	<a href="#">PROFILE</a>	<a href="#">AWARD</a>
MANASSAS, CITY OF	\$148,652	<a href="#">PROFILE</a>	<a href="#">AWARD</a>

Map FAQs

Text view of this map

View all Recipients

## AWARD OVERVIEW

Award Number	2009-SB-B9-2791	Funding Agency	Department of Justice
Total Award Amount	\$148,652	Project Location - City	manassas
Award Date	08/12/2009	Project Location - State	VA
Project Status	Completed	Project Location - Zip	20110-5829
Jobs Reported	0.00	Congressional District	10
Project Location - Country	US		

## RECIPIENT INFORMATION (GRANTS)

Recipient Name	MANASSAS, CITY OF
Recipient DUNS Number	030342448
Recipient Address	9027 CENTER ST
Recipient City	MANASSAS
Recipient State	Virginia
Recipient Zip	20110-5462
Recipient Congressional District	10
Recipient Country	USA
Required to Report Top 5 Highly Compensated Officials	No

# What is Evaluation?

- A program evaluation is a **systematic study using research methods to collect and analyze data** to assess how well a program is working and why.
- Evaluations answer **specific questions** about program performance and may focus on assessing program **operations** or **results**. Evaluation results may be used to assess a program's effectiveness, identify how to improve performance, or guide resource allocation.

**LATVIA**

# KNAB Lithuania- Evaluation Indicators

- **Number of draft legal regulations presented**
- **Number of new laws successfully introduced**
- **Number of amendments to existing laws successfully adopted by parliament**
- **Amount of money spent illegally on political party financing discovered**
- **Amount of money spent illegally on political party financing reimbursed by parties**
- **Number of asset declarations analyzed**
- **Amount of money earned by people due to breaking the laws on conflict of interest and additional employment and discovered by the ACA**
- **Amount of money recovered by the ACA**

# **HONG KONG, CHINA**

# ICAC Hong Kong – Evaluation

## Indicators: Process

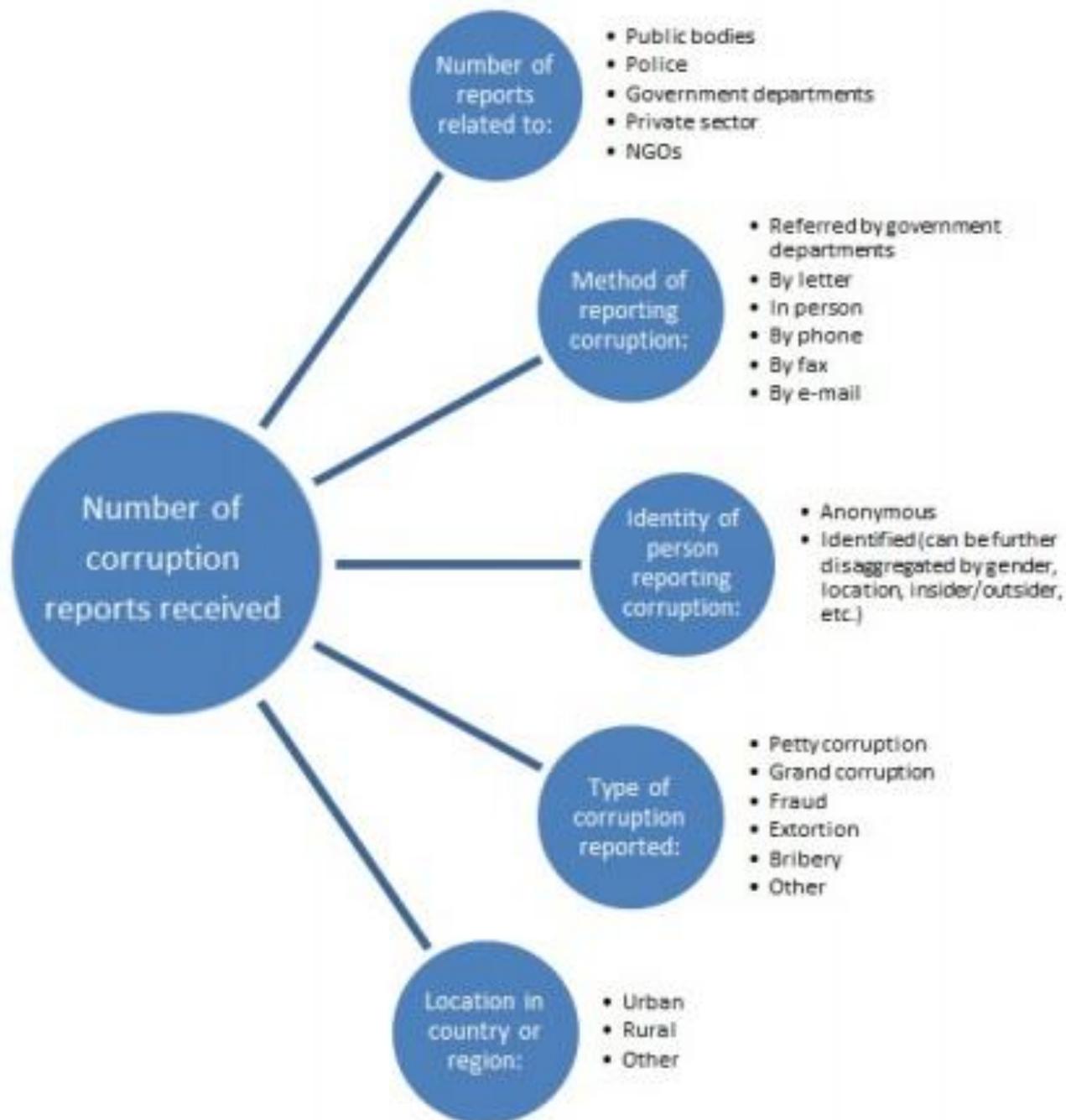
- Respond to a report of corruption within 48 hours (indicator: ratio of number of corruption reports answered within 48 hours to number of corruption reports not answered within 48 hours)
- Respond to a report which does not involve corruption within two working days (indicator: ratio of number of non-corruption reports answered within two working days to number of non-corruption reports not answered within two working days)
- Respond to a request for corruption prevention advice within two working days (indicator: ratio of number of advice requests answered within two working days to number of advice requests not answered within two working days)
- Respond to a request for anti-corruption education services or information within two working days (indicator: ratio of number of service requests answered within two working days to number of service requests not answered within two working days)

# ICAC Hong Kong – Evaluation Indicators: Performance

- Case based conviction rate
- •Number of corruption reports received (disaggregated)
- •Number of pursuable reports
- •Number of investigations ongoing
- Number of investigations commenced, carried forward, and completed
- •Total caseload
- •Number of prosecutions (disaggregated by type of corruption)
- •Percent of population having confidence in the ICAC

# Hong Kong - Disaggregation

- Sometimes answers are “buried” inside variables
- Measure only the number of corruption reports?
- Or the types of corruption reports?
  - Who reported
  - Method of reporting
  - Where it occurred
  - About what agency or body
  - Type of corruption



# Why monitoring and evaluation are important?

- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot see success, you cannot learn from it.
- If you cannot recognize failure, you cannot correct it.
- If you can demonstrate results, you can win public support.

Source: Osborne and Gaebler 1992

## تمرين تطبيقي بشأن الرصد والتقييم:

- استخدام الإجراء 2.4 "تفعيل تطبيق مدونات قواعد السلوك في مؤسسات القطاع العام":
- حدد مؤشرات المدخلات والوسائط والمخرجات والنتائج التي يمكن استخدامها في تحديد فعالية عناصر الاستراتيجية.
- ما هي العناصر التي ستستخدمها لرصد فعالية الإجراء رقم 2.4؟
- كيف ستقوم بتقييم فعالية الإجراء رقم 2.4؟

### 2. الهدف الاستراتيجي الثاني: تعزيز الوقاية من الفساد.

الإجراء	الجهات المسؤولة عن التنفيذ	الموعد النهائي قصير/متوسط/طويل الأجل	مؤشرات قياس الأداء
4.2 تفعيل تطبيق مدونات قواعد السلوك في مؤسسات القطاع العام.	هيئة مكافحة الفساد، وزارة تطوير القطاع العام، الوزارات والمؤسسات الحكومية.	متوسط	- تحديد المؤسسات الأكثر عرضة للفساد خلال العام (2013) - وضع خطة لتطبيق مدونات قواعد السلوك في الوزارات والمؤسسات العامة.