Anti-corruption & Local Governance

[Image of people holding a sign saying "STOP CORRUPTION"]
In this presentation:

- Why Transparency, accountability in local governance?
- Entry points for programming
- Pilot projects at the country level
- Way forward
Why transparency, accountability and Integrity?

- Decentralization processes and their expected benefits (democratization, improved service delivery and government responsiveness to citizens’ demands) have been undermined by corruption.

- Resource leakages, inadequate service provision and lack of public trust undermine local level development.

- Lack of institutional capacity and functioning, and weak transparency and accountability mechanisms hinder effective local governance.
Local Governance as a Process

A process to incrementally improve governing institutions, decision-making and information flows, policy formulation and implementation processes and procedures based on internal and external conditions, to ensure optimal relationships and interaction between all stakeholders in governance.

- Market-based economic system
- Ubiquity of basic infrastructure
- Participatory society
- Strong, interactive, enabling state
Local Governance and Accountability

• For effective local governance, it is fundamental that Local Governments comply with various lines of accountability:
  – *downward accountability* between local governments and CSO;
  – *horizontal*: local governments, decentralized institutions, bodies/representatives at the local level
  – *Vertical*: accountability mechanisms between local and central government.
Corruption at the local level

Lack of transparency and weak accountability systems (upwards and downwards)

Lack of capacities, undefined roles and responsibilities of local officials and elected representatives

Weak participation and monitoring from civil society and public at large

Corruption
Transparent Local Governance

- Citizens Participation & NGO Engagement
- Administrative and Human Resources Management
- Local Governance & Transparency
- Performance Measurements
- Institutional Capacity
- Fiscal Decentralization
- Information Systems
Local government as a system: Opportunities for Corruption

Local/national context

Social demands
- Interests
- Political influence
- Needs

Organizational culture

Human resources

Decision-making

Planning

Structure and procedure

Finance

Policies

Services

Info

Values

Less effectiveness
Less inclusiveness
Less legitimacy
Less professionalism

Corruption
- Bribery
- Extortion
- Embezzlement
- Nepotism
- Patronage systems
- Theft of public goods
- Political corruption
- Clientelism
UN-Habitat Framework For Promoting Transparency At The Local Level

UN-Habitat framework builds on UNDP governance approach, which is based on an institutional perspective that sees corruption as primarily a failure of institutions.

“Governance approach" to promoting transparency at the local:

(i) Assessment and monitoring
(ii) access to information
(iii) Ethics and integrity
(iv) Institutional reform
(v) Targeting specific issues
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Anti-corruption interventions at local level

Reinforcing the result-based management approach (PACDE approach)

**Step 1:** Conduct a corruption risks/vulnerability assessment

**Step 2:** Multi-stakeholder dialogue to discuss the report and action plan (sector officials and oversight bodies)

**Step 3:** Capacity development of civil society organization, officials, media, Private sector, women’s organizations

**Step 4:** Implementing risk reduction plan and up-scaling and replicating

**Step 5:** Evaluating impact; compiling and disseminating lessons learned to feed into knowledge for more interventions

**RBM approach**
PACDE’s work at local level

- Work in sectors – 16 COs implementing projects to reduce corruption risks in education, health and water sectors.

- Social Accountability initiative – launched in 2013, 4 countries already involved – Ghana, Serbia, PNG and Philippines

- Work with grassroots women organizations on mainstreaming gender into fighting corruption at local level

- Support to local governance initiatives - Macedonia
ANTI-CORRUPTION IN SECTORS
(Education, Health, Water and Climate Change)

Anti-corruption in REDD+

Bangladesh
Developing capacity for outcome-risk and socialempact assessments in REDD+

Bhutan
Developing Options for Benefit Distribution andAddressing Corruption Risks

DRC
Technical Support toCorruption Risk Assessment in the REDD+ process

Kenya
Conducting InstitutionalContext Analysis on REDD+Governance, Transparency andCorruption risks

Nepal
Building approaches to addresscorruption risks and equitablesupport of REDD+-related benefits

Nigeria
Integrating anti-corruption in the pilot ParticipatoryGovernance Assessment for REDD+

Philippines
Conducting corruption riskassessment and inform thenational REDD+-strategy

Vietnam
Integrating anti-corruption in the pilot ParticipatoryGovernance Assessment for REDD+

Lebanon
EDUCATION, HEALTH AND WATER SECTORS

The project aims to work closely with the relevantparliamentary committees, including National Education and Higher Education; Public Works, Transportation, Energy and Water; and the Public Health, Labor and Social Affairs to develop sector-specificexpert groups with relevant stakeholders to introduce andimplement a path for reform. The project will strengthen thecapacity of Lebanese Parliament to address critical reform issuesas they relate to sector policies.

Jordan
EDUCATION SECTOR

The objective of this project is to enhance monitoring,transparency and accountability in service provision in the health sector and reporting on violations through a web portal that provides citizens with theopportunity to have their voice heard and contribute tomonitoring service delivery in the health sector.

Armenia
EDUCATION SECTOR

In partnership with the Republic of Armenia Ministry of Education and Science, UNDP and civil society, this project aims to implement a SocialInnovation Camp, including a comprehensive campaign of workshops and web-based outreach.

Kyrgyzstan
EDUCATION AND HEALTH SECTORS

UNDP in Kyrgyzstan is working with the Ministry of Health and Ministry of Education to address corruption issues. The project focuses on building a culture of transparency and accountability in the education sector.

Cambodia
EDUCATION SECTOR

The objective of this project is to get a better understanding of the nature and type of corruption in Cambodia and to identify appropriate ways to prevent it.

Ethiopia
WATER SECTOR

This project is focused on institutional reforms to improve water management and reduce corruption in the water sector.

Swaziland
HEALTH SECTOR

The overall objective of the project is to strengthen community participation and to ensure that water services are delivered efficiently and effectively.

Uganda
EDUCATION SECTOR

The project aims to increase the efficiency and effectiveness of maternal and neonatal health service delivery through advanced procurement systems in two major hospitals.

Philippines
WATER SECTOR

The objective of this project is to mitigate corruption risks in water governance through participatory and inclusive governance processes.
Results as of Today: Work in Sectors

- Corruption risk assessments completed in all 16 countries
- Mitigation plans being developed
- Plans for up-scaling initiative in countries developed
- Some countries like Colombia, Kosovo, Philippines mobilized more resources, partnerships strengthened
- Local communities and citizens got more engaged in oversight activities and now ensure that local authorities and service providers work in more transparent and accountable way
- Capacities of local governments and communities improved
Way forward

• Transparency and Accountability at local level UNDP vision paper— to be finalized by autumn 2013

• Regional Conferences in RBEC and RBLAC to be organized in autumn 2013

• Continue country level support on work in sectors, social accountability initiatives, gender.

• Building synergies with local development/urban governance initiatives
Anti-corruption at the local level – Entry points

1. Support utilization of governance/anti-corruption risk assessment tools to identify loopholes, vulnerabilities and risk in service delivery

2. Increase the capacity of local governments to conduct performance audits, oversight and putting in place corruption risk mitigation plans.

3. Strengthen the capacities of media and civil society to monitor and demand accountability

4. Improve harmonization and coordination of anti-corruption initiatives at the national and local level through increased partnerships and joint programming; implementation of national AC strategies

5. Improve awareness and knowledge on anti-corruption norms, standards, and methodologies and their application for policy reform.
Anti-corruption at the local level – Entry points (contd.)

1. Implementation of national development plans
2. Service delivery at the local level (sectors)
3. Decentralization and local governance reform processes
4. Public administration reform
5. Gender empowerment and equality initiatives
6. Urban governance
7. Implementation of national anti-corruption strategies
8. REDD+ mechanism and community monitoring
9. Post-conflict reconstruction and recovery processes
Challenges

1. Securing buy-in of the government
2. Capacity vs. political context
3. Missing-middle (brining two or more areas/disciplines together)
4. Risk of adopting a silo approach
5. Sustainability (e.g., tools and their application – pilot testing and applicability)
Effective, inclusive and accountable governance: Multi-level, multi-sector and multi-stakeholder approach

Thank You!