The United Nations Convention against Corruption

Safeguarding against Corruption in Major Public Events

LESSON 7: Governance, accountability and leadership
In this lesson, we will consider:

- The importance of providing a robust and accountable governance structure for the organization responsible for the major event.
- The kind of integrity policies required of such an organization.
- The important role of leadership in the implementation of a culture of integrity and in the implementation of anti-corruption measures.
The lesson introduces a method for analyzing the governance and accountability structure put in place for the Authority responsible for a major event and for assessing its strengths and weaknesses, as well as the strength of the leadership capacity upon which the Authority rests.
There must be a clear, transparent and accountable governance structure for the Authority.

The governance structure must support accountable and transparent management and decision-making practices.

Early in the process, an independent and external oversight body should be mandated to monitor the Authority’s activities.
Leadership and organizational culture

There must be a competent leadership team made of experienced and credible individuals known for their probity and integrity, that is able to

✓ establish relationships with stakeholders and the public;
✓ resist unacceptable political interference or other undue pressure;
✓ assess and mitigate the risk of corruption as part of a broader risk management strategy.
➢ The leadership team must also be involved in and be held accountable for all key decision-making related to the risk of corruption.

➢ The Authority and its leaders must resist the pressure to succumb to an attitude where the “ends” seem to “justify the means”.
Fostering a culture of integrity

- A culture of integrity, transparency and accountability must be instilled within the whole Authority.

- Those at the top level of the Authority are best placed to foster a culture of integrity and to communicate a commitment to a culture of zero-tolerance of corruption.

- There are some proven strategies for promoting a culture of integrity, transparency and accountability within a public organization.
Policies and responsibilities for anti-corruption activities within the Authority

➤ Most countries have anti-corruption policies that would normally apply to the Authority responsible for a major event.

➤ The leaders of the Authority must be well aware of existing national policies and legislation and how they apply to every aspect of the organization of the major event.

➤ There should be no exception to the application of national anti-corruption policies to the Authority or any other agency or stakeholder involved in the organization of the event.
The Authority should develop its own complementary policies and regulations and ensure that they are well understood, implemented and complied with throughout the organization.

If the Authority is established by legislation, the legislation should specify the anti-corruption rules and standards to which the Authority is subjected.
Small Group Discussion

What would be some of the main strategies you would employ to create a culture of integrity within a new organization?

⏰ You have 15 minutes before reporting back to the group as a whole
Questions for an assessment

Have a look at sections 1.2, 1.3, and 1.4 of the Corruption Prevention Checklist.

Any questions, comments, suggestions?
Key points to remember

- The Authority must rest on a solid governance and accountability structure.
- The Authority must comply with the country’s anti-corruption policies and legislation and implement its own internal policies and regulations.
- Structural arrangements can provide controls over the Authority’s activities, by assigning responsibilities and establishing a chain of command and coordination mechanisms.
- Independent and external oversight bodies should monitor the Authority’s activities.
- The leadership team plays a central role in the prevention of corruption and must set the right example.
- A culture of integrity, transparency and accountability must be created.