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The United Nations Convention against Corruption
Safeguarding against Corruption
in Major Public Events

**LESSON 7: Governance, accountability
and leadership**



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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.



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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.



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Governance, accountability and oversight body

- 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.



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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.



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- 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”.



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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.



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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.



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- 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.



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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?



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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.