UNODC

United Nations Office on Drugs and Crime

# National Anti-Corruption Strategies: A Practical Guide for Development and Implementation

Discussion on Anti-Corruption Strategies/ Commissions
Honiara, Solomon Islands; 27 May 2015

UNODC
United Nations Office on Drugs and Crime

# The United Nations Convention Against Corruption

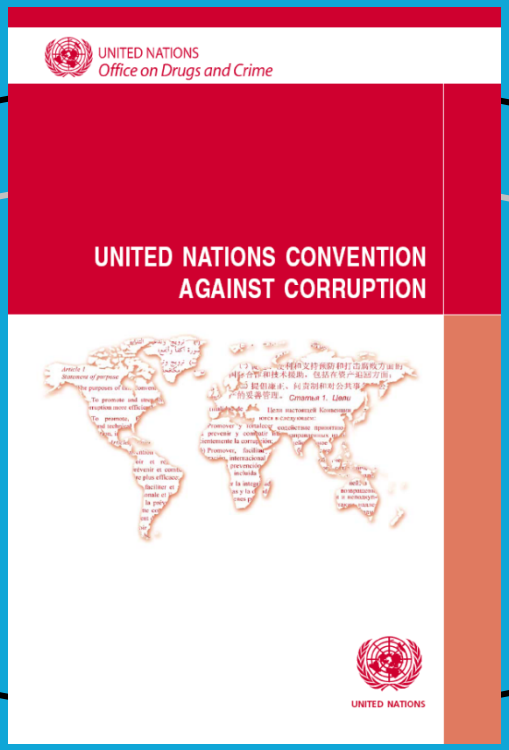
## 177 States parties, including the European Union

UNODC
United Nations Office on Drugs and Crime

# Thematic Areas of UNCAC

*Chapter II*
*Preventive measures*

*Chapter III*
*Criminalization & Law Enforcement*




*Chapter V*
*Asset Recovery*

*Chapter IV*
*International Cooperation*

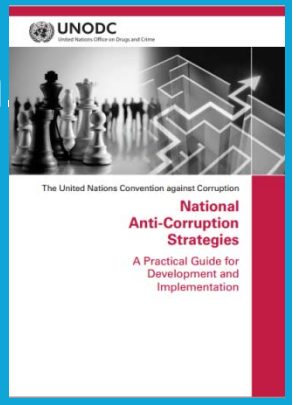
UNODC
United Nations Office on Drugs and Crime

# UNCAC article 5.
# Preventive anti-corruption policies and practices

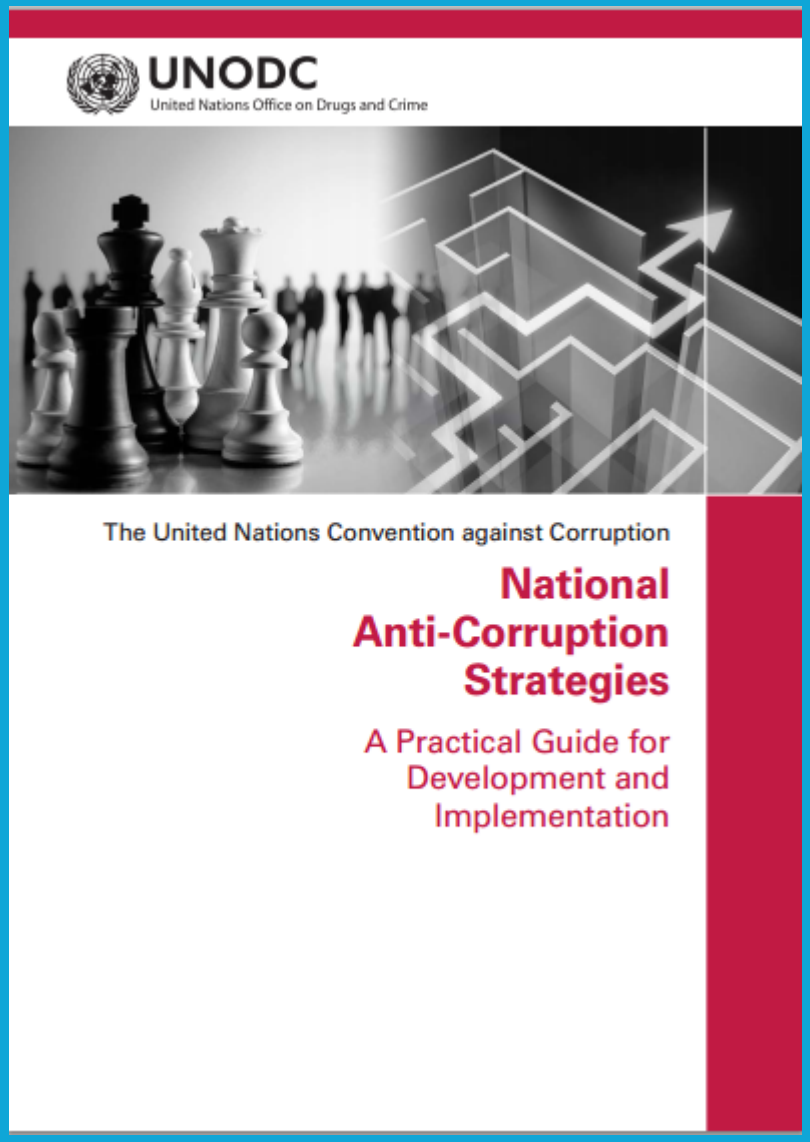
1. Each State Party shall, in accordance with the fundamental principles of its legal system, develop and implement or maintain effective, coordinated anti-corruption policies that promote the participation of society and reflect the principles of the rule of law, proper management of public affairs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

…



UNODC
United Nations Office on Drugs and Crime



UNODC
United Nations Office on Drugs and Crime

# Ingredients of an Effective National Anti-Corruption Policy

1. Drafting process

2. Preliminary analysis and diagnosis

3. Anti-corruption policy plan

4. Effective implementation

5. Monitoring, evaluating, reporting

UNODC
United Nations Office on Drugs and Crime

# 1. Drafting Process

- Responsibility assigned to small, semi-autonomous group
- Senior political leaders support
- Regular consultations with Government representatives
- Political opposition views
- Involvement of all sectors of society
- Sufficient time and resources
- Expertise and experience of other countries

UNODC
United Nations Office on Drugs and Crime

# 2. Preliminary Analysis and Diagnosis

To include:

A. An initial analysis of corruption challenges
(Nature, extent and impact of national corruption);

B. Obstacles to implement anti-corruption reforms.

UNODC
United Nations Office on Drugs and Crime

# *A. Initial Analysis of Corruption Challenges*

- Self-assessment, peer reviews etc.
- Cross-country comparisons of corruption or governance
- Country-specific corruption surveys
- Surveys of actual experience with corruption
- Internet platforms and social media
- Information from Government agencies
- Comparison of different data sources
- Vulnerability assessment

UNODC
United Nations Office on Drugs and Crime

# *B. Initial Analysis of Obstacles to Effective Reform*

- Resource constraints
- Supporters and opponents

UNODC
United Nations Office on Drugs and Crime

# 3. Formulating an Anti-Corruption Plan

- Tailor the plan to the diagnosis
- Be ambitious but realistic
- Identify concrete, specific measures to be employed
- Describe the objective of each reform element
- Identify costs, benefits, burdens, opposition and support for each element
- Prioritize and sequence

UNODC
United Nations Office on Drugs and Crime

# 4. Effective Implementation

- Assign coordination and implementation to a single, high-level entity
- Foster cooperation between the coordination body and the implementing agencies
- Harness the power of reputation
- Get each implementing agency to agree on an evaluation schedule
- Provide the coordination and implementation body with sufficient power (see eg.)

UNODC
United Nations Office on Drugs and Crime

# 5. Monitoring, Evaluating and Reporting

A. Monitoring and Evaluating Implementation

B. Monitoring and Evaluating Impact

UNODC
United Nations Office on Drugs and Crime

# *A. Monitoring and Evaluating Implementation*

1. Disaggregate policy reforms into discrete steps
2. Select one or more indicators of progress
3. Choose a baseline for each indicator
4. Establish realistic targets for each implementation indicator
5. Use agency self-evaluations cautiously
6. Utilize evaluations to adjust implementation targets and strategy goals
7. Allocate sufficient time and adequate resources for evaluation

UNODC
United Nations Office on Drugs and Crime

# *B. Monitoring and Evaluating Impact*

1. Select impact indicators that can be compared over time
2. Employ multiple indicators, triangulation, and proxies
3. Isolate the causal impact of the NAS, factoring out confounding effects
4. Be sensitive to the cost and time required
5. Involve civil societies, scholars, research organizations, citizens
6. Provide methods for ongoing revision to the strategy
7. Do not use year-to-year changes in corruption index scores to measure an NAS' impact!!! (see eg.)

UNODC
United Nations Office on Drugs and Crime

# *Why yearly changes in corruption perceptions are not reliable measure*

1. They are not necessarily signal a reduction in corruption
2. The statistical margins of error associated with these indexes are often quite large
3. Corruption perceptions are slow to change over time
4. Changes in perceptions can also be affected by changes in things other than the actual level of corruption
5. Difficulty in identifying what perception indexes imply for the impact of the NAS

UNODC
United Nations Office on Drugs and Crime

## *C. Public Reporting of Results of Monitoring and Evaluation*

1. Educational purposes
2. To exert pressure for full implementation
3. To increase public support, provide the opportunity for input

UNODC
United Nations Office on Drugs and Crime

# Thank you


For further information:

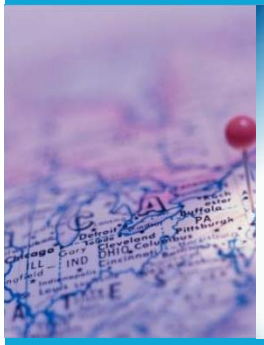
Division for Treaty Affairs

United Nations Office on Drugs and Crime

P.O.Box 500 Vienna

A-1400 Austria

Tel: +43-1-26060-4534

Fax: +43-1-26060-5841

constantine.palicarsky @unodc.org