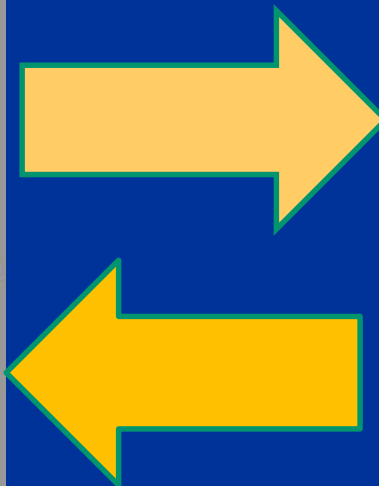


# Public Sector Excellence to Prevent Corruption: What we Know, What We Don't Know and What needs to be Done?



## Sharing Lessons Learned from Recent UNDP Study



Presentation By Anga Timilsina, Programme Manager, UNDP Global Anti-Corruption Initiative (GAIN), 9 November 2017

# Outline

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1. Background: Why public sector excellence to prevent corruption?
2. Do we have a common understating of what we mean by public sector excellence to prevent corruption?
3. What have we learned from the practice in terms of whether AC interventions had impact on PSE?

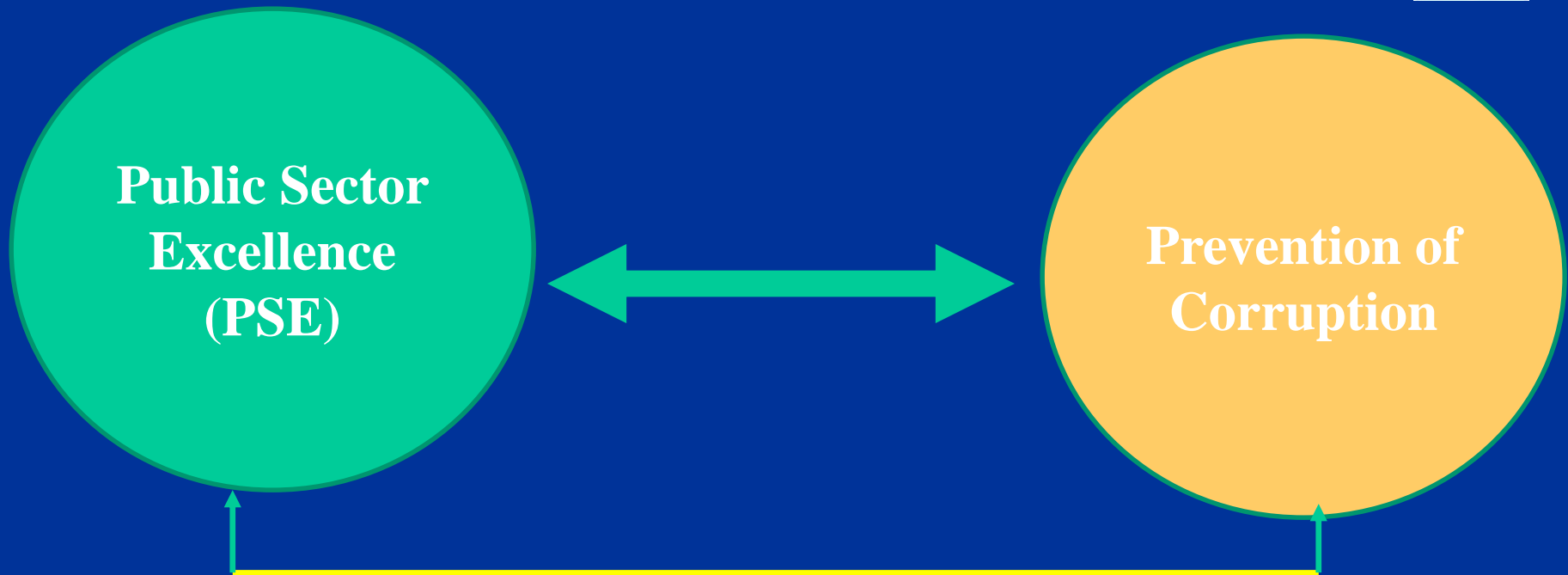
# Why public sector excellence to prevent corruption? Three key question:



1. 12 Years – UNCAC came into force. How successful have we been in utilizing UNCAC as a framework for public sector reforms?
2. Have those preventing measures from UNCAC Chapter 2 have been able to contribute to sustaining their impact on public sector reforms?
3. Are we failing in terms of effective implementation of UNCAC or are we too impatient to criticize that UNCAC has limited impact in fighting corruption?



# Theory of change: Public Sector Excellence and prevention of corruption



1. Political economy (Macro level, e.g., Georgia)
2. Institutional level (Highway police Pakistan)
3. Individual level

# What is Public Service Excellence? No single or authoritative definition of PSE. The term is used in a variety of settings:



- PSE awards (e.g. South Africa, Singapore Australia);
- PSE-titled publications (e.g. Public Sector Excellence Magazine (Abu Dhabi));
- PSE badged initiatives (see, e.g. Canadian Initiative on Public Service Outcomes);
- Public management and public administration literature;
- Adoption by an interest group (e.g. The Association for Public Service Excellence (APSE));
- The ‘Excellence Model’ in management.
- UNDP: Leadership, motivation, innovation, foresight

# Workable definition of PSE

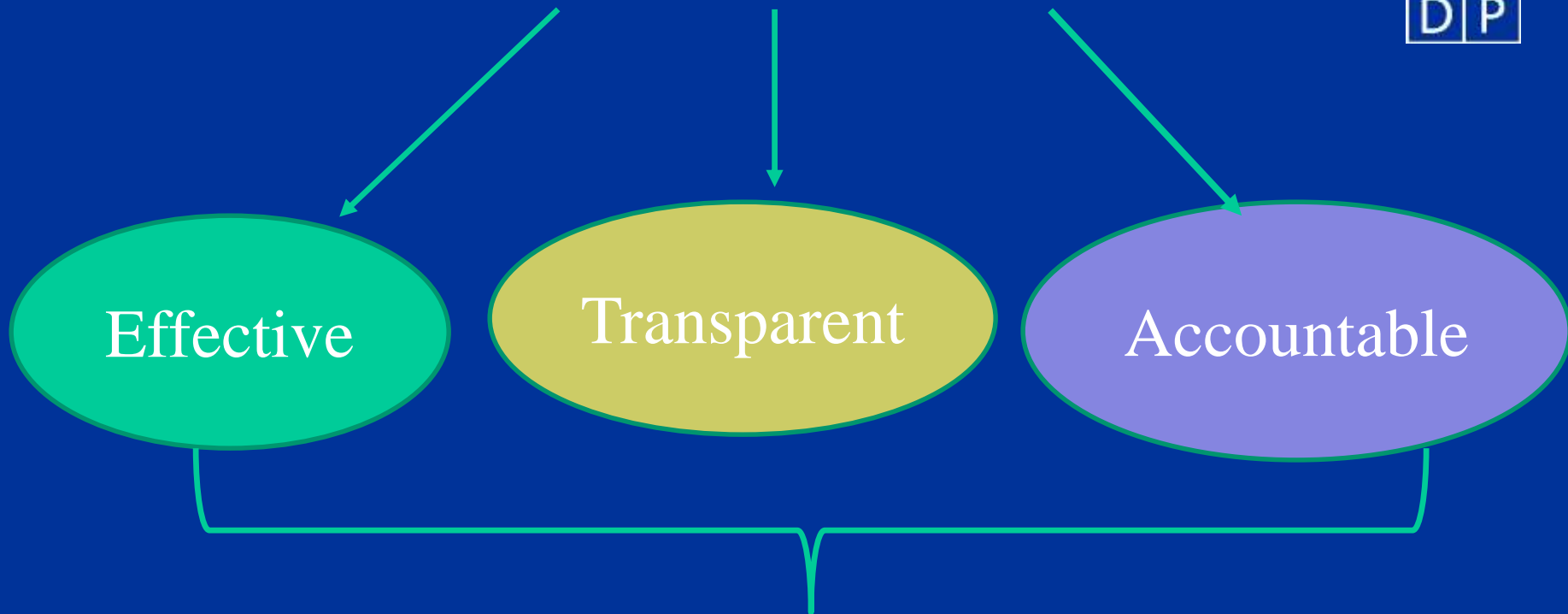


- Workable definition should ask: What PSE is seeking to achieve?
  - SDG 16.6 , which aims to: “Develop effective, accountable and transparent institutions at all levels.”

In PSE definition, the need for effectiveness should not be overlooked (e.g., the notion of capability)



# Public Sector Excellence

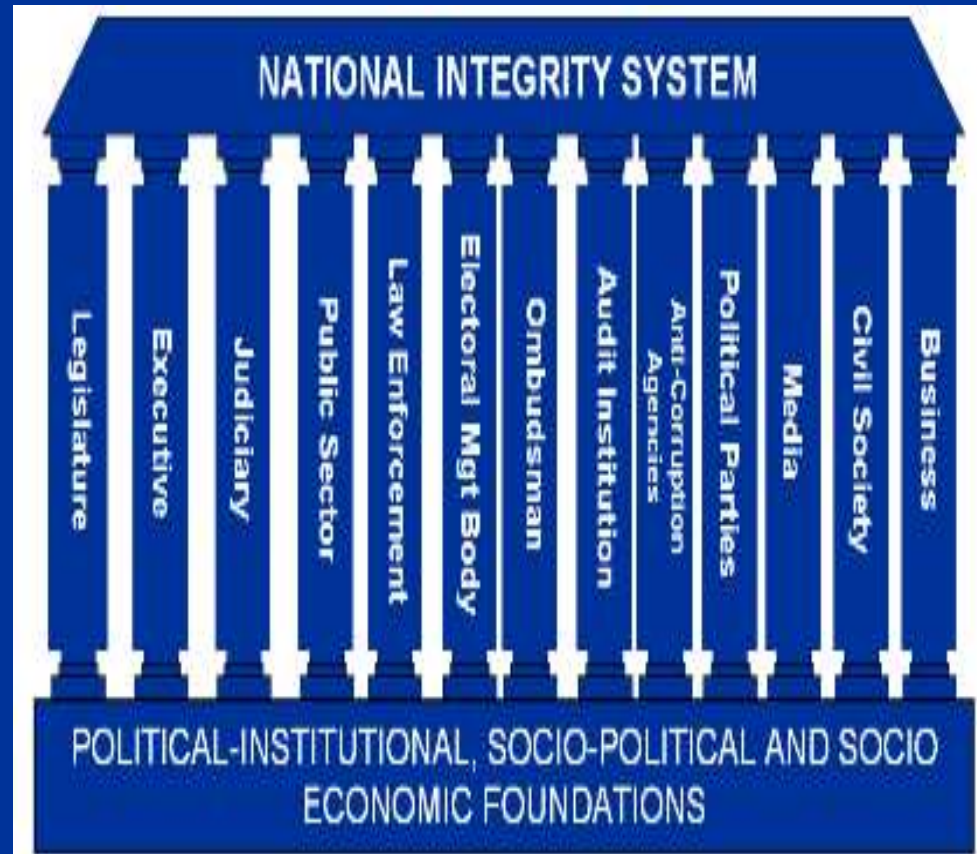


- PSE to demonstrate excellence, it must be dynamic at State, institutional and individual official level
- Political economy, leadership, political will (WB's three C's: Commitment, Coordination, Cooperation)

# What is prevention of corruption?



- Like PSE, corruption prevention is also an aspirational concept
- No standard definition; trend is to highlight the measures, tools and good practices that may be adopted under each of the Articles contained in UNCAC's Chapter II (Preventive Measures).
- TI's national Integrity system







# A range of practices to prevent corruption

- Identification of corruption risks (at State & institutional)
- Legislation (to include criminalisation and the introduction/strengthening of the UNCAC Chapter II institutional measures); Effective enforcement;
- Digitalisation (particularly PFM, promoting transparency and accountability in public administration);
- Engagement with and buy-in of groupings & coalitions/civil society/media/donors;
- Public awareness raising, through education etc.);
- National strategy/ethics/integrity plan
- Financing political parties, asset declaration, code of conducts, public ethics, and regulations regarding conflict of interests and gifts; Anti-corruption assessment of laws (legislative [corruption] proofing)

# Preventive measures have proved difficult to measure for a range of reasons:



1. The lack of sufficient prevention ‘success’ case studies (often studies and research on ‘success’ have been centred on investigations and prosecutions of high level)
2. Difficulty in identifying feasible methodologies and tools to measure successes of many preventive measures
3. The absence of an emergence of transferable ‘good practices’ that are capable of being adapted for context-specific use (**mostly, we look at model policies or legislation, but not prerequisite**)



# We looked at 18 case studies on how the prevention of corruption contributes to the PSE and vice-versa

1. Why were these practices successful in their national context?
2. How did these good practices contribute to preventing corruption?
3. What guidance can be offered to apply them in other contexts?

# Case Studies



- 1. Systems for Recruitment, Hiring, Retention of civil servants:** *Countries: Kenya, Jordan, Romania*
- 2. Political Party Financing:** *Countries: Canada, Mexico, Ireland*
- 3. Conflict of Interest:** *Countries: UK, Australia, Hong Kong*
- 4. Code of Conduct of Public Officials:** *Countries: South Africa, Mauritius*
- 5. Public Procurement and PFM:** *Countries: Brazil, Chile, Cambodia, Albania*
- 6. Public Reporting and Transparency in Public Administration:** *Countries: Georgia, South Korea, India*

# Political Party Financing: Canada-brief overview



## Context

- Prior to 2003 spending limits of political parties and candidates during the electoral period not regulated
- Disclosure and reporting requirements for political parties in respect of foreign donations were not regulated
- Limits on advertising expenses not set

## Contribution to corruption prevention

- Imposition of spending limits regarded as the '*cornerstone of Canadian democracy*'
- Disclosure and reporting requirements introduced
- Requirement for individual candidates to provide receipts and supporting documents in respect of expenses incurred during elections
- Independent oversight provided by Elections Canada

# Public Procurement and PFM-Chile

## brief overview



### Context

- Prior to 2003, the procurement system was entirely paper based
- Each public body had its own systems, processes and rules

### Contribution to corruption prevention

- Introduction of ChileCompra online procurement system
- CPB (Central Procurement Bureau) established managing procurement of goods and services for over 650 public bodies
- Comptroller General's Office established, that conducts audits and is the oversight body for public procurement with powers to examine the entire procurement process

# Public Reporting and Transparency in Public Administration – Georgia brief overview



## Context

- Prior to Rose Revolution of 2003, there was widespread corruption in Georgia that paralyzed functioning of public service

## Contribution to corruption prevention

- Creation of a national registry agency: the National Agency of Public Registry (NAPR)
- Introduction of photo identification cards, restructuring of roles and responsibilities of the staff to avoid conflicts of interest
- Online simplified land registration, clarity of fees payable and the introduction of ‘public service halls’ which allow members of the public to access services across a number of agencies from a single portal

# Conflict of Interest: Hong Kong-brief overview



## Context

- Scale of corruption sector in Hong Kong in the early 1970s very high
- Corruption in public sector was endemic as well

**Awareness,  
capacity and  
Enforcement**

## Contribution to corruption prevention

- Independent Commission Against Corruption of Hong Kong (ICAC) was created with preventive mandates
- ICAC organized public awareness campaigns and educated public on negative impact of corruption
- Public demanding public officials to be transparent, accountable with high ethical standards



# SUMMARY: THEORY OF CHANGE

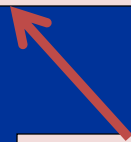
(REFLECTING PSE/PREVENTION OF CORRUPTION LINKS)



Public Sector  
Excellence



Prevention of  
Corruption



Adherence to Rule of Law; Trust

Capability (**institutional capacity; effectiveness**)

Consistency

Good Governance

Resilience

Service Delivery

Shaping International Agenda

**Transparency and accountability**

Thank you !



PREVENTION  
IS BETTER THAN  
CURE