



Monitoring the implementation of national strategies in concept and practice

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Strategy

- Theory and Practice
- Most strategies remain on paper/shelves
- Results are not delivered
- Strategy and execution are divorced
- Brilliant strategies but poor results
- UNCAC = anti-corruption action plans
- UNCAC = national integrity strategies
- **Choice of strategies**

Socio-political analysis – the nature of the beast

- Analysis of a country's entire set of anti-corruption laws, institutions and mechanisms
- Systematic steps to identify necessary legislative reforms and internal capacity needs
- Identification of weaknesses with regard to gaps in both in law and practice
- Prioritization of reform
- **Action Plan – M&E framework**

Action Plan

- Process & Methodology
 - Make the process participatory; identify the relevant ministries and departments/agencies
 - Identify the main recommendations of the strategy
 - Prioritize the major issues
 - Formulate the recommendations
 - **Identify specific activities, performance indicators, time line and responsibilities of various stakeholders – the cascade principal**

Action Plan – M&E framework

- Goals
 - to establish an operational guidance for relevant institutions to implement UNCAC or National Integrity Strategy (NIS) or any other strategy
 - To fulfill a country's commitment to comply with UNCAC or NIS or any other strategy
 - **To monitor the progress in terms of implementation**

Example

- Goal: To achieve UNCAC compliance
 - Objective 1 : UNCAC related domestic legislation and bilateral agreements are updated and being implemented (article 5 of UNCAC)
 - Result 1 : anti-corruption legislations are reviewed and amended
 - **Action 1 : review anti-corruption act**
 - » **Indicator : amended ACC act is enacted**
 - » **Time frame : By June 2011**
 - » **Responsibility : Ministry of Justice**
 - Objective 2 & 3 & 4

Implementation Arrangements

- UNCAC Advisory Committee – a high-powered body ultimately responsible for implementation
 - Co-ordination committee – to be formed by the advisory committee to facilitate the implementation of the action plan & collaborate with other agencies
 - **Co-opt media, civil society organizations and private sector to raise awareness**

Scope of UNCAC monitoring

- Action plan - suggests monitoring, review and reporting
- Action plan links actions with agency-specific objectives, indicators, timeframe and responsible implementers
- In short - **who should monitor? what to monitor? whom to report? how to propose changes?**

Internal versus External Monitoring

- Every agency is expected to monitor its own affairs (internal monitoring) and be ready for monitoring by outsiders (external monitoring) such as, civil society, NGOs/think tanks and donor agencies
- **Openness is key**

Challenges of domestic monitoring

- Appreciation as a core management activity
- Clear linking of the function with a person
- Agency-specific capacity (tools, instrument, process management, research/investigation capacity, analytical capacity, and reporting) needs strengthening
- Initiatives so far are less towards local capacity building and more to one-shot events
- External monitoring agency needs a dynamic approach (research, publicity and advocacy) under changing political context

Domestic versus international monitoring

- Domestic (all internal and external undertaken by domestic agencies) and international monitoring (CoSP, other donor agencies) are possible.
- International monitoring (CoSP, UNODC, bilateral & multilateral) might induce little change if domestic monitoring is not taken seriously.
- Domestic monitoring is more process-oriented and tend to be more frequent.
- Domestic monitoring covers more depth and width compared to international.

Conclusion

- Goodwill of parties – particularly governments
- Political will & commitment of governments
- Understanding of the country's political economy – **qualitative and quantitative**
- Availability of information in public domain
- Design of monitoring system is critical
- Resource availability – accountability



Thank you

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