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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