

Council of Europe
Support to the anti-corruption strategy of Georgia (GEPAC)

**Tools of reporting, co-operation and
implementation of Anti-corruption
measures in line with the new
Anti-corruption Action Plan**

Tbilisi, 28 January 2008



Council of Europe
Support to the anti-corruption strategy of Georgia (GEPAC)

**Tools of reporting, co-operation and
implementation of Anti-corruption
measures in line with the new
Anti-corruption Action Plan**

Tbilisi, 28 January 2008

Marijana Trivunovic

Action Plan Implementation

- Action Plans are management tools
- Objectives: coordination, measuring progress, public information
- Key features:
 - setting out tasks/obligations
 - reporting on progress
- Basic approach: project management framework
- 2 types of difficulties:
 - management, coordination, reporting
 - substantive challenges

Excerpt from AC Action Plan

Activities	Implementing Agency	Partner Agency	Time-frame	Implementation Indicator	Current state
Ensure financial oversight of state-owned enterprises	Chamber of Control	State Minister on Reforms Coordination	2007-2008	The role of the oversight Bodies has been advanced and financial oversight of the state-owned enterprises is currently underway	
Establish uniform and transparent standards in order to ensure improved conditions for employment as well as promotion of civil servants	Public Service Bureau	State Minister on Reforms Coordination	2007-2008	These standards have been approved	

Analysis

- “as of” date—how current is the document?
 - Lack of detail (esp. on activities and current status)
 - Insufficiently/not clearly linked with strategy and previous action plan
 - Some categories overlap; cross-referencing needed
 - Confusion between objectives and activities
 - Confusion between indicators/ status
 - Indicators insufficiently defined
- How does this impact implementation?

How to define indicators

■ **Process indicators:**

- activity-level indicators
- benchmarks showing that elements of a “project” are implemented on schedule
- easy to track

■ **Outcome/impact indicators:**

- performance indicators (e.g. score cards)
- more difficult (and expensive) to define and measure
- repeat perception and/or experience surveys
- partnership with civil society/academia often useful

Tools for reporting: definition of needs

- What is information needed from implementing agencies?
- For each objective:
 - Steps/activities undertaken
 - Specific dates of/for each activity
 - Progress toward implementation indicator
 - Challenges (waiting for passage of laws, financial constraints, human resources, etc.)
 - Plans for next reporting period
- Reporting obligations of agencies sufficiently defined?

Tools for reporting: templates

- Agency
- Reporting Period
- Objective
- Measure
 - Brief description of activity/measure
 - Estimated cost
 - Dates implemented
 - Movement toward indicator/benchmark
 - Challenges
 - Next steps (with timeframe)

Possible templates for reporting:

List/narrative or table

Agency _____ Reporting Period _____					
Objective: Ensure financial oversight of state-owned enterprises					
measure	Dates implemented	partner(s)	progress toward indicator	challenges	next steps
1. Revise powers of internal audit dept	Jan.-June 2007	Min. for Reform Coordination, OECD	Legislation revised and adopted June 2007	Expertise on standards	education/training of auditors
2. Training of 50 auditors	July 2007 –July 2008	n/a, potentially OECD/Sigma	30 of 50 auditors trained in 3 sessions	Insufficient funds: 10,000 USD needed	Requested funding 9/2007; reply 1/2008

Example: Montenegro

“THE FIRST REPORT ON THE REALIZATION OF MEASURES FROM THE ACTION PLAN FOR IMPLEMENTATION OF THE PROGRAM FOR FIGHT AGAINST CORRUPTION AND ORGANIZED CRIME / 1.9.2006- 31.5.2007 / “

MEASURE	COMPETENT INSTITUTION	TIME FRAME	ASSESSMENT / RECOMMENDATION FOR EACH MEASURE INDIVIDUALLY
Drafting and implementation of the Code of ethics of judges and the Code of ethics of prosecutors	Judicial council, Prosecution council	continuous	<p>Supreme State Prosecutor: Code of ethics for state prosecutors and their deputies was adopted on 10.11. 2006 and it is being implemented. Other employees in Prosecution Office abide by the Code of Ethics of public servants and employees.</p> <p>ASSESSMENT: Obligation partly realized</p> <p>RECOMMENDATION: Supreme Court/ Court council is to deliver the information on enforcement of this measure, until the end of 2007.</p>

Example: Albania

Anti Corruption Monitoring Group, Anti Corruption Unit at the Minister of State “Inventory of Achievements (August 2002 - June 2003)”

Goal	Measures to Accomplish the Goal	Responsible Institution	Time Limit	Accomplished Yes / No / Ongoing	Achievements Success Indicators/ Worrisome Issues
Increase of the professional level of the civil servants	Training by the TIPA for the implementation of the Civil Service Law;	DPA TIPA Respective Ministry	ongoing	Not Complete/ Ongoing	2002-2003 There are trained 600 employees of the public administration;
	midterm strategy for “Policies on Wages”;	DPA TIPA Respective Ministry	October 2002	Not Complete/ Ongoing	The System of Wages started to be implemented
	Approval of law “Code of Ethics for the Civil Servants”.	DPA TIPA Respective Ministry	December 2002	Not Complete/ Ongoing	The draft law has been passed from the PM and is in the Parliament.

Feasibility of next steps:

- Update/revise action plan with specific ministries/agencies action plans:
 - Review/articulate objectives (define what problem is being addressed)
 - Define specific measures/activities
 - (Estimate costs, including that of new staff)
 - Define indicators
- Revise reporting period (quarterly?)
- Develop reporting templates
- Assess level of progress of each agency
- Publicize progress reports