



United Nations

Department of
Economic and
Social Affairs



Group of States against Corruption
Groupe d'États contre la corruption

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

Building Transparent, Accountable & Inclusive Institutions

Report of the Side Event at the Special Session
of the United Nations General Assembly against
Corruption 2021



United Nations Department of Economic and Social Affairs

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Group of States against Corruption of the Council of Europe

The Group of States against Corruption (GRECO) was established in 1999 by the Council of Europe to monitor States' compliance with the organization's anti-corruption standards. GRECO's objective is to improve the capacity of its members to fight corruption by monitoring their compliance with Council of Europe anti-corruption standards through a dynamic process of mutual evaluation and peer pressure. It helps to identify deficiencies in national anti-corruption policies, prompting the necessary legislative, institutional and practical reforms. GRECO also provides a platform for the sharing of best practice in the prevention and detection of corruption. Membership in GRECO, which is an enlarged agreement, is not limited to Council of Europe member States. Any State which took part in the elaboration of the enlarged partial agreement, may join by notifying the Secretary General of the Council of Europe. Moreover, any State which becomes Party to the Criminal or Civil Law Conventions on Corruption automatically accedes to GRECO and its evaluation procedures. Currently, GRECO comprises 50 member States (48 European States, Kazakhstan and the United States of America).

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TABLE OF CONTENTS

03 ABOUT THE REPORT

04 ACKNOWLEDGMENTS

05 KEY MESSAGES

Introduction and context

11 Principles of Effective Governance for Sustainable Development to fight corruption

Good practices on anti-corruption from countries

The role of supreme audit institutions for sustainable development and in the COVID-19 crisis

Capacity development to enhance Transparency, Accountability and Ethics in Public Institutions

12 KEY LESSONS LEARNED

13 ABOUT THE CURRICULUM ON GOVERNANCE FOR THE SDGS

16 FEEDBACK SURVEY RESULTS

19 LIST OF PARTICIPANTS

23 WORKSHOP AGENDA

24 CONTACTS

ABOUT THE REPORT

The United Nations Department of Economic and Social Affairs (UN DESA) through its Division for Public Institutions and Digital Government (DPIDG), together with the Group of States against Corruption of the Council of Europe (GRECO) co-organized a side event on the theme of Building Transparent, Accountable and Inclusive Institutions at the Special Session of the General Assembly against Corruption (UNGASS) 2021. The virtual event was held on the 2nd of June 2021. About 230 people – government officials, practitioners, experts, participants from the private sector and civil society organizations – attended the side event.

The side event showcased the importance of building transparent, accountable and inclusive institutions to foster effective governance, prevent corruption and gain public trust. The event featured interventions and discussion on the experiences of the organizers in strengthening integrity in the public sector, including by reflecting on specific initiatives and good practices. In this context UN DESA presented its Curriculum on Governance for the Sustainable Development Goals (SDGs) and the Toolkit on Transparency, Accountability and Ethics in Public Institutions that aims to build the capacities of governments and public servants in these areas. Participants also heard about the United Nations Public Service Award (UNPSA) from one of its winners, Bangladesh. GRECO reflected on the lessons learned from its monitoring experience and the resulting recommendations to prevent corruption and promote integrity in all three branches of government. Implementation of such measures acquires even greater importance in times of emergency. The pivotal role of oversight bodies, in particular anti-corruption agencies and supreme audit institutions, in relation to the proper management of public affairs and public property was also addressed.

Mr. Liu Zhenmin, UN Under-Secretary-General for Economic and Social Affairs, opened the event, stressing the importance of joint efforts to fight against corruption and implement the 2030 Agenda for Sustainable Development. Mr. Marin Mrčela, President of the Group of States against Corruption of the Council of Europe (GRECO), discussed

the main risks of unethical behavior in the public sector and corruption for the post-COVID-19 recovery and shared GRECO's role in supporting members to strengthen integrity. Speakers representing the UN Committee of Experts on Public Administration (CEPA), the Ministry of Land of Bangladesh, the Italian Anti-Corruption Authority (ANAC), and UN DESA focused on the following thematic questions:

- [How can the 11 Principles of Effective Governance for Sustainable Development help governments in their efforts to prevent and curb corruption?](#)
- [What can be learned from award winning initiatives on how to foster effective and accountable institutions, and ensure the inclusion of vulnerable groups?](#)
- [What role can anti-corruption authorities play in implementing and monitoring corruption prevention policies and practices, especially during a pandemic?](#)
- [How can supreme audit institutions contribute to the implementation of the SDGs and recovery from the pandemic?](#)
- [What capacities are further needed to enhance ethics, transparency and accountability in the public sector and how can international bodies support member states in their efforts to develop such capacities?](#)

Ms. Hanne Juncher, Executive Secretary of GRECO, concluded the event with closing remarks and a call for action.

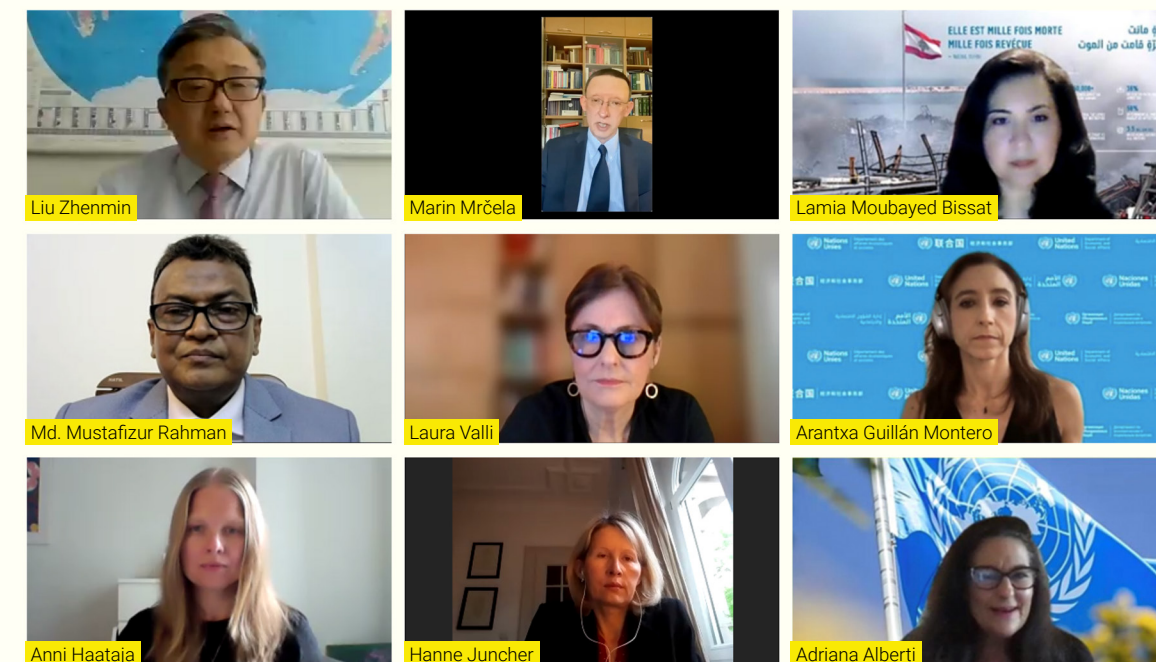
This report summarizes key messages emanating from the event, as well as participants' feedback. Further related material can be found on the side event webpage <https://publicadministration.un.org/en/news-and-events/calendar/ModuleID/1146/ItemID/3086/mctl/EventDetails>.

ACKNOWLEDGMENTS

The side event was held under the responsibility of Juwang Zhu, Director, Division for Public Institutions and Digital Government (DPIDG), UN Department of Economic and Social Affairs (UN DESA). Adriana Alberti, Chief, Programme Management and Capacity Development Unit, DPIDG, UN DESA, guided and moderated the event. Anni Haataja and Markus Zock from UN DESA's team and Laura Sanz-Levia from the Council of Europe coordinated the event with support from Constantine Palicarsky and Zorana Markovic (both United Nations Office on Drugs and Crime). UN DESA's team also comprised Rosanne Greco, Huiyuan Lian, Gregory McGann, Benedicte Francoise Niviere and Huiwen Tan. This report was prepared by Huiyuan Lian, intern at UN DESA, and Markus Zock. The layout and design of the publication was undertaken by a UN Volunteer, Peiqi Tan.

Speakers in the side event included Liu Zhenmin (UN Under-Secretary-General for Economic and Social Affairs), Marin Mrčela (President of the Group of States against Corruption of the Council of Europe (GRECO)), Lamia Moubayed Bissat (Director, Institut des Finances Basil Fuleihan, Ministry of Finance, Lebanon and Member of the UN Committee of Experts on Public Administration (CEPA)), Md. Mustafizur Rahman (Secretary of the Ministry of Land, Bangladesh), Laura Valli (Board Member of the Anti-Corruption Authority (ANAC), Italy), Arantxa Guillán Montero (Senior Governance and Public Administration Officer, DPIDG, UN DESA), Anni Haataja (Governance and Public Administration Officer, DPIDG, UN DESA) and Hanne Juncher (Executive Secretary, GRECO).

The team wishes to thank all speakers for their insightful interventions, sharing of experiences and inspiration from their respective institutions.



KEY MESSAGES

1. Introduction and context

The 2030 Agenda for Sustainable Development recognizes the need to build peaceful, just and inclusive societies that are based on respect for human rights, effective rule of law and good governance at all levels. The SDGs are a blueprint to achieve a better and more sustainable future for all. They address the most pressing global challenges, including poverty, inequality, climate change, environmental degradation, peace and justice. Institutions play a critical role in the achievement of all the SDGs and their targets. SDG 16 calls explicitly for building effective, accountable and inclusive institutions at all levels. SDG 16 is not just a stand-alone goal but crucial for achieving the entire 2030 Agenda, its 17 SDGs and key principles such as leaving no one behind.

However, public administrations across the world face vexing challenges, among which corruption is a major issue in many countries. Corruption has a direct negative impact on the implementation of the 2030 Agenda for Sustainable Development. It impedes progress on achieving social, economic and environmental targets for example as follows:

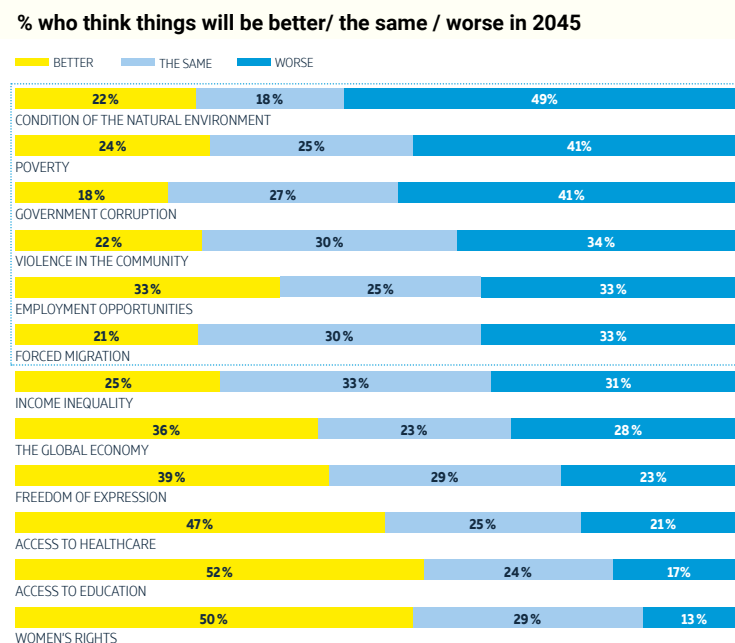
- On the social dimension, the inability to pay bribes in sectors such as education or health, leaves children without a quality education and pregnant women without proper medical care.
- On the economic dimension, corruption distorts competition – for example through unfair public procurement processes – and negatively affects especially small businesses.
- On the environmental dimension, the high value of illegally obtained natural resources like wildlife or timber makes exploitation highly probable – at the expense of the environment, biodiversity and livelihoods of local communities.

Corruption and its ill effects also drive people apart in times where unity is needed more than ever. Corruption – whether perceived or experienced by people – erodes public trust in the existing order and it is even more

damaging in times of crisis, as the UN Secretary-General stated some time ago.¹ What starts on a small scale with a corrupt transaction in public service delivery – and is neither prevented, nor detected nor penalized – can undermine the political system more broadly. The result is a climate of distrust, where people withdraw from participatory processes and alienate from norms and rules that are crucial for cohesive and peaceful societies.

In a recent survey of more than 35,000 people to commemorate the United Nation's 75th Anniversary, two out of three (68 percent) persons stated that government corruption will not get better by 2045 (Figure 1).² This paints a bleak picture of the future if no effective action is taken by countries and the international community to improve the present situation.

Figure 1: Issues relating to the environment, poverty, corruption, violence and employment many polled in developing countries expect to worsen



Edelman Polling Q4. At the global level, how do you think each of the following things will be in 2045 compared to how they are today? Base: All respondents (35,777). Percentage of respondents answering "don't know" not included.

¹ United Nations (October 15, 2020). Corruption is the ultimate betrayal of public trust. Statement by UN Secretary-General António Guterres on corruption in the context of COVID-19. Retrieved from <https://www.un.org/en/coronavirus/statement-corruption-context-covid-19> (last accessed on June 14, 2021).

² United Nations (September 2020). The Future We Want. The United Nations We Need. Update on the Work of the Office on the Commemoration of the UN's 75th Anniversary, p. 67. Retrieved from https://www.un.org/sites/un2.un.org/files/un75report_september_final_english.pdf (last accessed on June 14, 2021).

The decreasing levels of public trust in key institutions, with corruption allegations tainting their credibility and generating citizens' dissatisfaction, counter a well-functioning democracy where public participation and active involvement in public life is crucial. The three branches of government – the executive, the legislative and the judiciary – deliver all important public services. The COVID-19 pandemic has underlined how important it is that in state-of-emergency situations, all decisions and procedures should be designed with transparency, integrity and accountability.

The fight against corruption also requires proactivity, and no leaning back on self-satisfaction. New challenges, such as technology or environmental corruption, require innovative and timely solutions.

The Group of States against corruption of the Council of Europe (GRECO) has called for concrete improvements to build anti-corruption and integrity policies in the public sector. GRECO has issued specific recommendations to members, including on the disclosure of financial and other interests, the prohibition and restriction of certain activities, and more generally, the management of conflicts of interest, in-service and post-employment. They serve as benchmarks for assessing and pushing forward progress in the fight against corruption at national level. GRECO has also issued detailed observations on codes of conduct and other ethical standards, transparency in decision-making, lobbying and whistleblower protection, etc.³

Corruption prevention also needs to be coupled with vigorous law enforcement to counter impunity, including for corruption at high (political) level. The Council of Europe's Criminal Law Convention on Corruption⁴, its Additional Protocol⁵ and the Civil Law Convention on Corruption⁶ are clear in this respect and monitored by GRECO.

2. 11 Principles of Effective Governance for Sustainable Development to fight corruption

In July 2018, the UN Economic and Social Council endorsed the 11 Principles of Effective Governance for Sustainable Development, prepared by the UN Committee of Experts on Public Administration (CEPA), with a view to providing a baseline for future policy and practice and encouraging the study of more specific issues in public administration. The essential elements of effectiveness, accountability and inclusiveness of SDG 16 are at the core of these Principles, considering different governance structures, national realities and policy priorities, capacities and levels of development of countries.

Every principle is associated with a subset of indicators derived from the SDGs as well as a number of commonly used strategies, 62 in total. They can provide practical, expert guidance in a broad range of governance challenges associated with the implementation of the 2030 Agenda for Sustainable Development. For example, integrity, transparency and independent oversight are the three principles that focus on creating accountability (Figure 2).

³ More on GRECO's work can be found here: <https://www.coe.int/en/web/greco> (last accessed on June 16, 2021).

⁴ See https://www.coe.int/fr/web/conventions/full-list/-/conventions/treaty/173?coeconventions_WAR_coeconventionsportlet_languageld=en_GB (last accessed on June 16, 2021).

⁵ See https://www.coe.int/fr/web/conventions/full-list/-/conventions/treaty/173?coeconventions_WAR_coeconventionsportlet_languageld=en_GB (last accessed on June 16, 2021).

⁶ See https://www.coe.int/fr/web/conventions/full-list/-/conventions/treaty/174?coeconventions_WAR_coeconventionsportlet_languageld=en_GB (last accessed on June 16, 2021).

Figure 2: Excerpt from the 11 Principles of Effective Governance for Sustainable Development

Principle	Commonly used strategies
Accountability	
Integrity: To serve in the public interest, civil servants are to discharge their official duties honestly, fairly and in a manner consistent with soundness of moral principle.	<ul style="list-style-type: none"> Promotion of anti-corruption policies, practices and bodies; Codes of conduct for public officials; Competitive public procurement; Elimination of bribery and trading in influence; Conflict of interest policies; Whistle-blower protection; Provision of adequate remuneration and equitable pay scales for public servants.
Transparency: To ensure accountability and enable public scrutiny, institutions are to be open and candid in the execution of their functions and promote access to information, subject only to the specific and limited exceptions as are provided by law.	<ul style="list-style-type: none"> Proactive disclosure of information; Budget transparency; Open government data; Registries of beneficial ownership; Lobby registries.
Independent oversight: To retain trust in government, oversight agencies are to act according to strictly professional considerations and apart from and unaffected by others.	<ul style="list-style-type: none"> Promotion of the independence of regulatory agencies; Arrangements for review of administrative decisions by courts or other bodies; Independent audit; Respect for legality.

3. Good practices on anti-corruption from countries

3.1 Bangladesh – E-Mutation

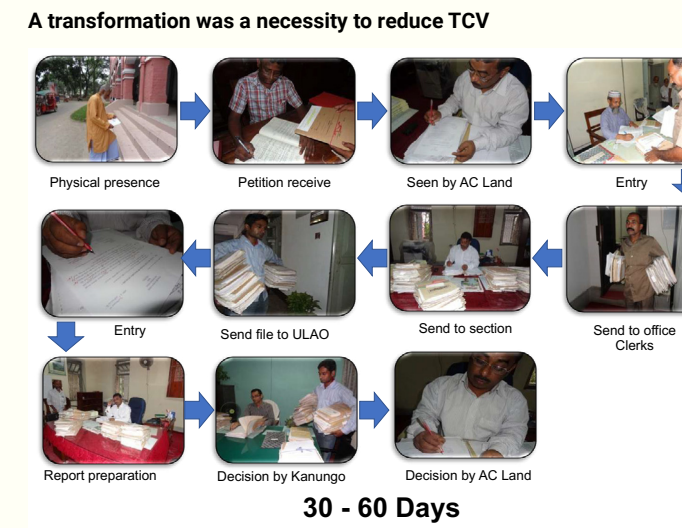
The United Nations Public Service Awards (UNPSA) is the most prestigious international recognition of excellence in public service. It rewards the creative achievements and contributions of public service institutions that lead to a more effective and responsive public administration in countries worldwide. Through an annual competition, the UNPSA promotes the role, professionalism and visibility of public service.

E-Mutation, an initiative taken by the Ministry of Land of Bangladesh for the implementation of the country's Digital Bangladesh Agenda by 2021, won the UNPSA in 2020 in the category of Developing transparent and accountable public institutions.⁷ The main objective of the initiative is to reduce Time, Cost and Visit (TCV), and to ensure transparency and accountability, in record corrections and applications for land and property management through digital systems and processes.

Bangladesh, one of the most densely populated countries in the world, has both a land scarcity problem and a complex property transfer system. The mutation of land (the method of changing the title of ownership from one person to another when the property is inherited, transferred or sold) has long been a lengthy, expensive and complex process rife with corruption and a lack of transparency which affected the rights of women, the poor and the vulnerable to access land. The manual mutation process (Figure 3) often took up to 60 days, requiring 3 to 4 in person meetings and could often include the added expense of "middlemen" who helped with the application submission. Some public officials would solicit bribes.

⁷ See <https://publicadministration.un.org/unpsa/database/Winners/2020-winners/e-mutation> (last accessed on June 16, 2021).

Figure 3: Manual system of mutation



The E-Mutation initiative established a digital mechanism for mutation applications, which allowed for more efficient application, tracking of the process, and delivery of timely services. Its aim is to ensure transparency and accountability in the process, increase efficiency, and ensure a system that is fair to all citizens, particularly the most vulnerable including the illiterate, women, older persons and the poor.

The impact of E-Mutation has been huge. The initiative has helped increase the credibility and trustworthiness of the public institution in charge of land services. Corruption has declined as physical presence and the discretionary power of officials have been reduced. The time for land and property mutation was reduced from 60 to 28 days with only one visit (instead of 3 or 4 prior to the initiative). By 30 May 2021, there were 2.5 million E-Mutation cases across the country. 5 (wo-)man-hours, costs of Bangladesh taka (BDT) 500 and two times of visits were saved per case, resulting in circa 12,500k hours, BDT 12,500k and 5,000k times of visits saved in total.

The E-Mutation system has also been linked with diverse systems of other departments to make it more sustainable and effective. These include a call center for receiving and handling complaints from service requestors, online payment system, virtual hearing system, national ID / passport verification system and a connection with the one stop service of Bangladesh Investment Development Authority.

3.2 Italy – The role of the Italian Anti-Corruption Authority (ANAC) during COVID-19

The Italian Anti-Corruption Authority (ANAC), established in 2012 in accordance with Article 6 ("Preventive anti-corruption body or bodies") of the United Nations Convention Against Corruption, is an independent administrative authority in charge of the prevention of corruption in public administrations and state-controlled enterprises. ANAC is responsible for drafting and implementing the National Anti-Corruption Strategy, supervision of public procurement, promotion of integrity in the public sector and transparency and the protection of whistleblowers.

Every year, ANAC submits a report to the Italian Parliament and the Government. The report of 2020 shows how the COVID-19 emergency deeply affected public procurement in Italy. In the first quarter of 2020, there was a considerable decrease in public contracting, as shown by 24% less tenders and 33% less economic value. The majority of public contracts over EUR 40.000 were awarded through negotiated procedures with no publication of the tender (77%) and direct award of contracts (20%). Yet, in the second quarter of 2020, there was a constant growth in supplies and works compensated for the decline in services occurred in the first quarter of 2020.

The Italian Government has made a new emergency legislation in response to the crisis. Several deviations and exceptions to the procurement procedures of the national court were issued. In general, the Government allowed contracting authorities to use simplified procedures extending deadlines and to ensure the supply of medical equipment and devices related to the emergency.

During the pandemic, ANAC has been working with both contracting authorities and the Italian Government to find a balance between efficiency and legality, in the belief that simplification and anti-corruption oversight can and should go together. ANAC has promoted a transparency framework for all stages of the procurement process including direct documentation of procedures, publication of timely information and strengthening transparency and accountability in the Government's responses to crises.

ANAC also has been working with the Government on

simplification and transparency of public procurement.

Through the National Data Bank of Public Contracts (BDNCP), ANAC is promoting the digitalization of public procurement procedures. Through the BDNCP, ANAC also released a code for each public procurement to allow the traceability of financial flows. ANAC has furthermore issued a handbook as guidance for contracting authorities and taken measures on preventive risk management and pre-litigation mechanisms to quickly settle public procurement-related disputes.

4. The role of supreme audit institutions for sustainable development and in the COVID-19 crisis

Supreme audit institutions oversee public spending and produce relevant assessments of the performance of government entities, processes and policies, including in relation to SDG implementation.

They are a critical part of the anti-corruption framework at the country level in many countries. The UN General Assembly has acknowledged the role of supreme audit institutions in promoting an effective and accountable public administration conducive to the implementation of the SDGs. In its strategic plan 2017-2022, the International Organization of Supreme Audit Institutions (INTOSAI) recognizes the role of supreme audit institutions in the follow up and review of the 2030 Agenda through different approaches, including supporting the implementation of SDG 16.

Supreme audit institutions have actively contributed to SDG follow-up and review.

They have contributed to the Voluntary National Reviews in many countries and provided inputs to SDG monitoring, follow-up and review systems. The commitment of supreme audit institutions has translated into multiple initiatives to provide an independent assessment of SDG implementation. As of December 2020, INTOSAI reported more than 70 initiatives related to the SDGs. Supreme audit institutions are now auditing the implementation of programs to advance specific SDG targets. For example, the INTOSAI Development Initiative (IDI) is supporting 40 supreme audit institutions in an audit of strong and resilient public health systems, linked to target 3.d.

Rapid responses to the health emergency caused by COVID-19 and measures focused on the longer-term economic recovery create opportunities for corruption and integrity violations in public organizations, in the allocation and use of public resources and in core government functions such as public procurement. At the same time, fundamental safeguards of government accountability can be challenged or disregarded, including constraining the action of oversight bodies.

Despite the difficult circumstances, supreme audit institutions have continued to provide oversight and accountability for their citizens. They have taken various approaches to auditing their government's responses to the pandemic. For instance, the General Comptrollers of Costa Rica and Peru have developed online platforms and apps to enhance transparency of government responses to COVID-19. In addition to ongoing audits, the US Government Accountability Office (GAO) is mandated to report to Congress on a bimonthly basis on pandemic spending. Similarly, United Kingdom's National Audit Office has planned work on areas such as supporting the vulnerable and contracting under the pandemic.

Four relevant lessons learned from the COVID-19 experience can be highlighted:

1. Identifying clear goals and plans and defining roles and responsibilities for government entities and other actors are important in addressing emergencies with a whole-of-government response.
2. Establishing transparency and accountability mechanisms early on provides greater safeguards and reasonable assurance that government funds reach the intended people for the intended purposes, strengthening integrity and addressing fraud risks.
3. Clear, consistent communication among all levels of government, with healthcare providers and to the public is key.
4. Collecting and analyzing adequate and reliable data to inform decision-making and future preparedness is critical.

Going forward, two action points can be underlined:

1. The importance of strengthening supreme audit institutions and ensuring they have the independence and resources needed to exercise oversight of short-

term emergency responses and to support the longer-term recovery.

2. Supreme audit institutions have identified important lessons from the responses to COVID-19. It is critical that these findings and recommendations are addressed and that appropriate remedial measures are implemented in collaboration with stakeholders.

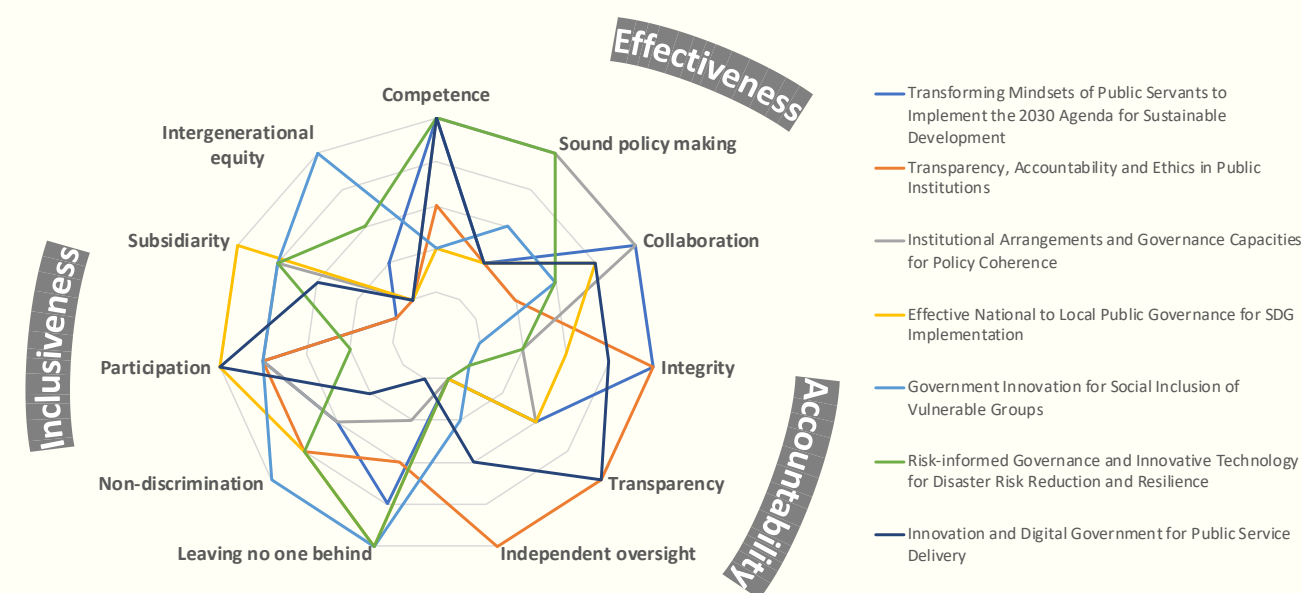
5. Capacity development to enhance Transparency, Accountability and Ethics in Public Institutions

UN DESA has developed a Curriculum on Governance for the Sustainable Development Goals that consists of seven capacity development toolkits. The toolkits contain ready-to-use and customizable training materials on key governance dimensions to develop the skills, competences and mindsets of public servants that are needed in a post-COVID-19 world and advance the implementation of the SDGs. The toolkits comprise 100+ modules including concepts, practical examples, case studies, activities and audiovisual material that

can be facilitated by the UN system, schools of public administration, Resident Coordinator's Offices, academia and other training providers in virtual and in-person settings.⁸

The Curriculum was developed taking into consideration recommendations from the High-Level Political Forum, and the 11 Principles on Effective Governance for Sustainable Development, and the work that UN DESA is carrying out on capacity development. The Curriculum supports to comprehensively translate expert guidance from the Principles into practice for pragmatic and ongoing improvements in national and local governance capabilities to reach the SDGs. Figure 4 illustrates how the Curriculum addresses the 11 Principles. All toolkits of the Curriculum address all principles but by comparison they also have specific priority areas vis-à-vis others. For example, the Toolkit on Government Innovation for Social Inclusion of Vulnerable Groups addresses particularly the principles vii) leaving no one behind, viii) non-discrimination and xi) intergenerational equity under the inclusiveness dimension, while the Toolkit on Transparency, Accountability and Ethics in Public Institutions addresses particularly the principles iv) integrity, v) transparency and vi) independent oversight under the accountability dimension.

Figure 4: How Toolkits address the 11 Principles on Effective Governance for Sustainable Development



⁸ The Curriculum is published on the website of the United Nations Public Administration Network (UNPAN): <https://unpan.un.org/capacity-development/curriculum-on-governance-for-the-sdgs> (last accessed on June 16, 2021).

The Toolkit on Transparency, Accountability and Ethics in Public Institutions⁹ approaches integrity and effective anti-corruption in public institutions as the results of three interlinking factors:

1. Transparency of government, which enables people and civil society to hold governments to account;
2. Accountability, which can be enhanced by strengthening oversight institutions; and
3. Transforming mindsets to adopt ethical standards for public servants, who play an enabling role in upholding good governance and anti-corruption. The course intends to promote public servants' ethical awareness and transform mindsets for ethical behavior and decision-making, enabling them to become change agents and lead on integrity transformations.

Upon completion of the course, learners will:

- Undertake a values assessment vis-a-vis the SDGs and map capacity gaps and opportunities;
- Understand concepts, and practical mechanisms for integrity and anti-corruption, focusing on international frameworks and standards, laws and institutions at the national level, organizational tools and processes, as

well as behavioral insights to translate formal rules into desired behaviors;

- Map and engage with key stakeholders in defining an ethics and integrity strategy;
- Develop a roadmap and an action plan to incorporate relevant knowledge into public servants' day-to-day work.

The Toolkit consists of 18 modules which can be facilitated in a five-day training (Figure 5). Modules can be used in full or partially, independent from each other and are customizable, meaning they can be adjusted to the sociocultural or geographic context where a training is delivered.

The Toolkit contains practical examples of anti-corruption initiatives from the African Union, Argentina, Australia, Austria, Brazil, Canada, Chile, Denmark, Georgia, Ghana, Guatemala, India, Indonesia, Israel, Jordan, Kenya, Latin America, Mexico, Mongolia, Nigeria, Norway, Pakistan, Peru, Philippines, Russian Federation, Rwanda, Slovenia, United Arab Emirates, the United Kingdom and the United Nations.

Figure 5: Toolkit agenda for a five-day workshop

Time	Day 1 Fundamentals of Ethics and Public Integrity	Day 2 Ethics and Public Integrity at the Institutional and Policy Level	Day 3 Organizational Change for Enhanced Ethics and Integrity	Day 4 Individual Ethical Behavior	Day 5 Developing a Strategy and Action Plans for Enhanced Ethics and Public Integrity
Morning	Module 1: How would a World without Corruption Look?	Module 6: Oversight Institutions	Module 11: Staff Management and Developing Capacities for Integrity	Module 14: Ethical Leadership	Module 18: Presentation phase
	Module 2: Essentials of Ethics and Public Integrity	Module 7: Social Accountability Mechanisms	Module 12: Creating an Organizational Culture of Ethics and Integrity	Module 15: Assessing Personal vis-à-vis Organizational Values	
Lunch break					
Afternoon	Module 3: Transparency and Accountability	Module 8: Integrity Codes	Module 13: Transparent Public Procurement	Module 16: Behavioral Insights and Staff Incentives	Module 18: Presentation phase
	Module 4: Understanding and Assessing Corruption	Module 9: Managing Conflict of Interest		Module 17: How to Promote Desired Behavioral Change?	
	Module 5: International Frameworks for Integrity and Anti-Corruption	Module 10: Whistleblowing			

⁹ The training material is available at <https://unpan.un.org/node/591> (last accessed on June 16, 2021).

KEY LESSONS LEARNED

Corruption remains one of the biggest challenges facing countries around the world. It undermines the institutions and values of democracy, and it jeopardizes sustainable development, human rights and the rule of law.

The cornerstone for preventing corruption is a high degree of integrity, transparency, inclusiveness and accountability in conducting public affairs.

This is a matter of rules, but it is also very much a matter of ethics and ethical mindsets. This is even more true at a time of crisis, such as the COVID-19 pandemic. Anti-corruption standards should not be relaxed or compromised during a crisis. It is important to find proactive and innovative solutions without compromising transparency, accountability and ethics.

This requires careful reflection on which anti-corruption measures work, which ones have not produced the expected results, and which ones are looking promising. It also requires education and training to instill and sustain the right beliefs and attitudes, for example on governance and changing mindsets.

The interventions highlighted several initiatives and good practices to strengthen integrity in the public sector. For example, the role of oversight institutions, including in relation to the pandemic, is likely to prove crucial for the proper

management of public affairs and public resources. The case of the Italian experience can be a useful reference for others. Supreme audit institutions play a critical role in the anti-corruption framework, and in monitoring the implementation of the SDGs.

International bodies also play a decisive role in pushing forward sustained anti-corruption reforms, at regional and global levels. The event provided an invaluable platform to share some key policy messages, measures and concrete examples to prevent and combat corruption, such as due compliance with international standards, the development of international cooperation networks, the granting of excellence awards in recognition of public service achievements, capacity development and the issuing of anti-corruption and ethics tools and guidance, among others.

Preventing and fighting corruption requires the full commitment of governments and societal actors. It also requires reinforcing the capacities of governments and public servants. Leaving no one behind, which is a key principle of the 2030 Agenda for Sustainable Development, rests on public service integrity and transparency. The latter is even more important in times of crisis, such as the COVID-19 emergency and while building back better.

ABOUT THE CURRICULUM ON GOVERNANCE FOR THE SDGS

The Curriculum on Governance for the Sustainable Development Goals aims to promote critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to the achievement of the SDGs. It aims at developing the knowledge and capacities required to implement the 2030 Agenda for Sustainable Development and support concrete outcomes and lasting impact.

What is the Curriculum on Governance for the SDGs?

The Curriculum on Governance is a comprehensive set of Training of Trainers Capacity Development Toolkits, which contain ready-to-use and customizable training material on key governance dimensions needed to advance the implementation of the SDGs. The Curriculum provides methodologies and approaches to advance knowledge and assist governments in developing capacities at the individual, organizational, and institutional/societal level, to drive the transformational change needed to implement the 2030 Agenda.

The Training of Trainers Capacity Development Toolkits are structured around modules that include readings, self- assessment situation analysis, application of theories learned to concrete issues and challenges, priority setting exercises, cooperative and experiential learning through case studies, action planning, and other activities that can assist countries in advancing governance transformation for sustainable development. The Curriculum is composed of the following:

- A set of Training of Trainers Capacity Development Toolkits for 5-day or 3-day face to face capacity development workshops;
- Online Courses on key governance issues to implement the SDGs;
- Facilitated Online Training and Capacity Development Workshops;
- Customized Online and Offline Capacity Development Workshops upon request of Member States;
- Offering a Certificate of Attendance upon successful completion;

- Global Community of Practice on key governance issues;
- Hosted on UNPAN for networking and online exchange of knowledge.

How was the Curriculum Developed?

Based on extensive research on key governance issues, innovative methodologies and approaches, and incorporating reference to the findings of the UN inter-governmental work and existing relevant publications and analytical work related to governance and public institutions, the Curriculum on Governance for the SDGs is composed of Training of Trainers Capacity Development Toolkits. The Toolkits have been developed in a holistic way and are complementary. They are designed and implemented through the engagement of governments and schools of public administration. The Curriculum's methodology is based on key building blocks:

- Promoting systems thinking;
- Leveraging the potential of ICT and digital government;
- Fostering collaboration and co-creation;
- Driving institutional transformational change;
- Focusing on impact;
- Enhancing flexibility.

How can the Curriculum's Capacity Development Toolkits be Used?

The Training of Trainers Capacity Development Toolkits are intended to be used in interactive, results-oriented and engaging training courses. They can be used for a five-day face-to-face training workshop or selected modules can be used for shorter training workshops. Modules from various toolkits can be combined based on a country's needs. The Training of Trainers Capacity Development Toolkits will be continuously updated and expanded based on the feedback received from schools of public administration and governments. The Toolkits are to be considered as "living documents".

What is the Toolkit on Transparency, Accountability and Ethics in Public Institutions?

Related SDGs: SDG 16.

Keywords: Ethics, accountability, corruption, transparency, institutions, mechanisms and mindsets for accountability, SDG 16.

Language: English

Objective: The Toolkit approaches integrity and effective anti-corruption in

public institutions as the results of three interlinking factors: (1) Transparency of government, which enables citizens and civil society to hold governments to account, (2) accountability, which can be enhanced by strengthening oversight institutions, and (3) transforming mindsets to adopt ethical standards for civil servants, who play an enabling role in upholding good governance and anti-corruption. The course intends to promote public servants' ethical awareness and transform mindsets for ethical behavior and decision-making, enabling them to become change agents and lead on integrity transformations.

Upon completion of the course, learners will:

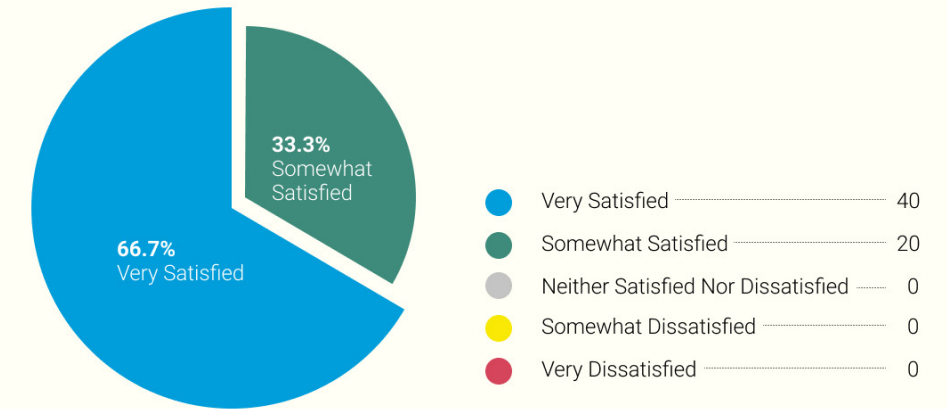
- Undertake a values assessment vis-à-vis the SDGs and map capacity gaps and opportunities;
- Understand concepts, and practical mechanisms for integrity and anti-corruption, focusing on international frameworks and standards, laws and institutions at the national level, organizational tools and processes, as well as behavioral insights to translate formal rules into desired behaviors;
- Map and engage with key stakeholders in defining an ethics and integrity strategy;
- Develop a roadmap and an action plan to incorporate relevant knowledge into public servants' day-to-day work.

The Toolkit consists of 18 modules which can be facilitated in a five-day training. Modules can be presented in full or partially, independent from each other and are customizable, meaning they can be adjusted to the sociocultural or geographic context where a training is delivered. The training material is available at <https://unpan.un.org/node/591>.

FEEDBACK SURVEY RESULTS

After the side event, a short online feedback survey was conducted among the participants between June 3 – June 11, 2021. 60 participants responded to the feedback survey – 45 percent of respondents were female, 52 percent were male and the rest indicated "Prefer not to say". Respondents represented mainly national government entities (26), followed by other categories (19), academic institutions (8), local government entities (6) and the UN (1). The quantitative and qualitative results from this feedback survey are presented below under the specific evaluation questions that were asked. 100 percent of the respondents stated that they were very satisfied or somewhat satisfied with the side event.

Overall, how satisfied were you with the side event?



Overall, how satisfied were you with the side event?

On this question, respondents made the following remarks:

- "The country presentations."
- "The summary of key points by Hanne Junker."
- "Some interesting ideas."
- "Straight to the point; short but rich presentations."
- "Content presentation."
- "Example of Bangladesh."
- "Quality of the presentations and link to CEPA principles of effective governance."
- "The presentations were enriching."
- "11 principles of effective governance and experience of ANAC (Italy)".
- "Short."
- "Very well-organized. Each speaker was well prepared and highlighted the need to tackle organized corporate crime."
- "The presenters kept time and they were very clear. Congratulations to them and well done to the chairlady."
- "I learnt from other countries how they built transparency and accountability."
- "Sharing of experiences from different countries."
- "Bangladesh story."
- "Sharing of experience, mainly the Italian one during COVID-19."
- "The panel discussion."
- "Real issues being discussed and solutions offered."
- "The insights into the various e-Government initiatives which curbed corruption."
- "The success stories from different countries."
- "It was very comprehensive and well-organized."
- "The topic."
- "Diverse views of the issue."
- "The will to bring a positive change."
- "Sources of corruption, how

to prevent them and practical examples to tackle them.”

“The initiative of the UN to conduct such side event is notable and commendable. It affords an opportunity to all people around the world including public officials, non-governmental organisations, stakeholders, private individuals to reflect on the subject of corruption and its deadly consequences in the daily life of everybody. Moreover, it enables the public officials to refresh their memories in the subject matter and especially the importance of demonstrating high ethical conduct and integrity in the performance of their public duties. Capacity development of all stakeholders is an important aspect in the fight against corruption, therefore, as a responsible organization, the UN has shown its unflinching effort and commitment to achieve this objective. I would seize this opportunity to express my deepest gratitude and thanks to all the distinguished resource persons for their valuable presentations.”

- “The overview of each participant of what is being done in their respective country to promote transparency, accountability and integrity.”
- “The presentations were top-notch.”
- “Overall insight of the impact of anti-corruption measures being implemented worldwide.”
- “Everything.”
- “Example of Bangladesh.”
- “The quality of interventions.”

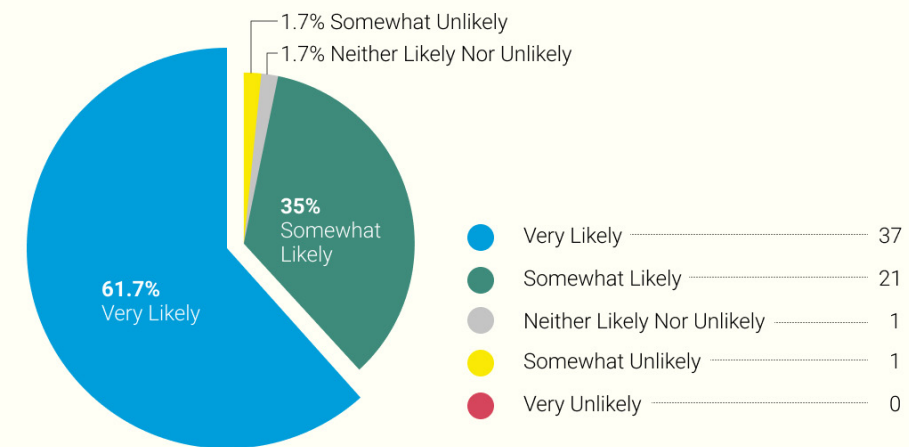
- “Different perspectives.”
- “Overall a very excellent presentation of the topics now very relevant.”
- “Some of the more concrete practical tools.”
- “E-mutation in Bangladesh.”
- “The quality of presentations.”
- “The diversity of institutions and topics.”
- “The presentations were short and direct to the point and the sharing of experience of other audit institutions.”
- “Information about the UNDESA toolkit. The interventions were rather practical information than mere statements (as in some other side events).”
- “Diversité des presentations.”
- “The speakers specifically focused on COVID-19 emergency implications in their work.”
- “Professional experts.”
- “The speech of Dr. Lamia Moubayed Bissat and the Italian representative.”
- “Good presentations with lots of valuable information and sharing of experience from award winners.”
- “The information on success stories.”
- “Presentation on Lebanon and others.”
- “Useful presentations from diverse participants.”
- “Different countries case studies and Lamia Moubayed Bissat’s insights.”
- “Very interesting information from NGOs and anti-corruption researchers.”
- “Experience of representatives of

different countries.”

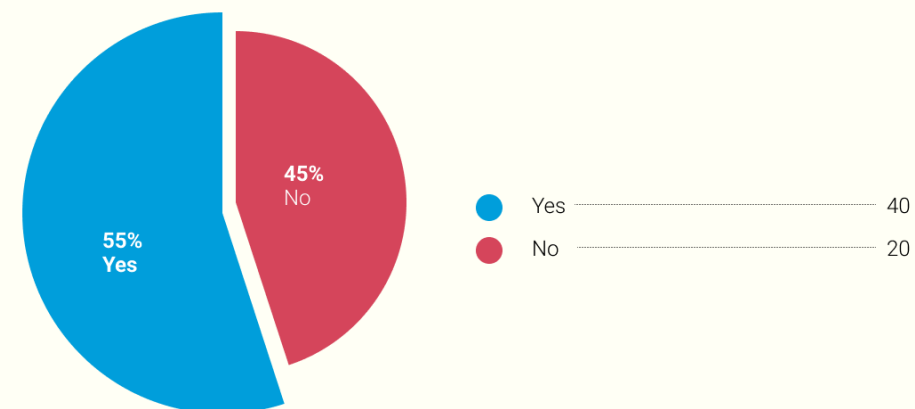
- “Italian ANAC slides explanation.”
- “Many knowledgeable resource persons working in the anti-corruption sector.”
- “Presentations from different parts of the world, especially best practices.”
- “The slides that were available from most of the speakers.”

- “How other countries are handling procurement in the current COVID-19 period.”
- “Professionalism of speakers.”
- “The time for each presentation.”
- “Learn about the best practices presented during the event.”

How likely are you to apply the knowledge gained in your daily work?



If you are a government official, are you interested in capacity development support from UN DESA in the area of transparency, accountability and ethics in public institutions?



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WORKSHOP AGENDA

Moderator: Ms. Adriana Alberti, Chief, Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government, UN DESA

Time	Item
14:00 – 14:06 pm	Opening remarks: <ul style="list-style-type: none"> • Mr. LIU Zhenmin, Under-Secretary-General for Economic and Social Affairs, United Nations
14:07 – 14:13 pm	Preventing corruption by reinforcing integrity in the public sector: GRECO's role model: <ul style="list-style-type: none"> • Mr. Marin Mrčela, President of the Group of States against Corruption of the Council of Europe (GRECO)
14:13 – 14:19 pm	11 Principles of Effective Governance for Sustainable Development: <ul style="list-style-type: none"> • Ms. Lamia Moubayed Bissat, Director, Institut des Finances Basil Fuleihan, Ministry of Finance, Lebanon and Member of the UN Committee of Experts on Public Administration (CEPA)
14:19 – 14:25 pm	Innovative Practices on Developing Effective and Accountable Public Institutions: e-Mutation, 2020 UN Public Service Award Winner: <ul style="list-style-type: none"> • Mr. Md. Mustafizur Rahman, Secretary of the Ministry of Land, Bangladesh
14:25 – 14:31 pm	The role of the Italian Anti-Corruption Authority (ANAC) during COVID-19: <ul style="list-style-type: none"> • Ms. Laura Valli, Board member of the Anti-Corruption Authority (ANAC), Italy
14:31 – 14:37 pm	The role of supreme audit institutions for sustainable development: <ul style="list-style-type: none"> • Ms. Arantxa Guillán Montero, Senior Governance and Public Administration Officer, Division for Public Institutions and Digital Government, UN DESA
14:37 – 14:43 pm	Capacity development for strengthening accountability, integrity, transparency: UN DESA's Curriculum on Governance for the Sustainable Development Goals (SDGs): <ul style="list-style-type: none"> • Ms. Anni Haataja, Governance and Public Administration Officer, Division for Public Institutions and Digital Government, UN DESA
14:43– 14:49 pm	Concluding remarks: <ul style="list-style-type: none"> • Ms. Hanne Juncher, Executive Secretary of the Group of States against Corruption of the Council of Europe (GRECO)

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To request support for a capacity development training, please submit a written request to Mr. Juwang Zhu, Director, DPIDG, UN DESA at unpan@un.org.

The background is a solid blue color with a complex, repeating pattern of light blue geometric shapes. These shapes include concentric circles, solid circles, and grids of small dots. The pattern is composed of various sizes and arrangements of these elements, creating a textured, modern aesthetic. The text is centered horizontally and vertically in the lower half of the image.

Building Transparent, Accountable & Inclusive Institutions