



ANTICORRUPTION PROGRAMMES IN LATIN AMERICA AND THE CARIBBEAN

Study on Anti-Corruption Trends and UNDP Projects

Updated Version 2012

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Author:

Miguel Peñailillo

UNITED NATIONS DEVELOPMENT PROGRAMME-UNDP

UNDP REGIONAL CENTRE PANAMA

Freddy Justiniano

DIRECTOR a.i. UNDP REGIONAL SERVICE CENTRE FOR LATIN AMERICA AND THE CARIBBEAN

Gerardo Berthin

GOVERNANCE AND DECENTRALIZATION POLICY ADVISOR

Maria Angelica Vásquez

CONSULTANT –DECENTRALIZATION AND LOCAL GOVERNANCE

UNDP REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN-NEW YORK

Gerardo Noto

OFFICER IN CHARGE DEMOCRATIC GOVERNANCE CLUSTER

AUTHOR

Miguel Peñailillo

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Acronyms

| | |
|---------|---|
| CPI | The Corruption Perceptions Index |
| CSO | Civil society Organizations |
| ECLA | Economic Commission for Latin America |
| GGB | Global Corruption Barometer |
| GDP | Gross Domestic Product |
| GCB | Global Corruption Barometer |
| IACC | Inter-American Convention against Corruption |
| IGTP | Latin America General Index of Budget Transparency (Acronym in Spanish) |
| IDB | Inter-American Development Bank |
| LAC | Latin America and the Caribbean |
| MESICIC | Mechanism for the Implementation of the Inter-American Convention Against Corruption (Acronym in Spanish) |
| OAS | Organization of American States |
| OECD | Organization for Economic Co-operation and Development |
| PACDE | Global Thematic Programme on Anti-Corruption for Development Effectiveness |
| TRAALOG | Regional Initiative for Transparency and Accountability in Local Governments |
| UN | United Nations |
| UNCAC | United Nations Convention against Corruption |
| UNDP | United Nations Development Programme |
| UNODC | United Nations Office on Drugs and Crime |
| WHO | World Health Organization |

Presentation

The **Transparency and Accountability in Local Governments** (TRAALOG) Regional Initiative started in April 2010. The TRAALOG has been supported by the Democratic Governance Thematic Trust Fund (DGTTF), the Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE), and the United Nations Development Programme (UNDP) Spanish Trust Fund. The TRAALOG is an initiative of the UNDP Democratic Governance Practice Area of the Regional Bureau for Latin America and the Caribbean (RBLAC), and is implemented from the UNDP Regional Centre for Latin America and the Caribbean in Panama.

The TRAALOG targets small initiatives at the local level that can be scaled up through policy support and capacity development and partnerships. One of the key activities of TRAALOG is to promote the development and systematization of knowledge products and tools, focusing on specific initiatives aimed at increasing transparency and accountability, as well as to mainstream anti-corruption issues into other areas, such as access to information, ethics, climate change, health, Millennium Development Objectives and social audit. The idea is for these knowledge products to serve as means, to generate interest and discussion among UNDP Country Offices in and outside the region, regional service centers and other units of UNDP and the wider United Nations System, as well as development and democratic governance practitioners.

Similarly, it is hoped that these knowledge products could serve as reference in pursuing initiatives and in seeking opportunities for replication. These can also be used to develop and support projects and programs, as well as regional activities. These knowledge products are the result of partnerships with a number of UNDP Country Offices, donors, consultants and associate experts, academic institutions and civil society organizations. All helped to identify experiences that provide valuable practical information relative to improving democratic governance and increasing transparency and accountability.

These knowledge products are not meant to be prescriptive. Rather, their aim is to:

- Provide examples of transparency and accountability activities;
- Generate discussion and policy dialogue;
- Illustrate practices;
- Present tools, methodologies, approaches and frameworks;
- Highlight case studies;
- Direct readers to additional resources.

Gerardo Berthin
Policy Adviser
Democratic Governance Area
Latin America and Caribbean Regional Service Centre, UNDP

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Introduction

During the past two decades, awareness of the harmful effects of corruption has increased in Latin America and throughout the world. This awareness has motivated civil society and private sector organizations, international agencies and governments to promote initiatives to combat corruption. Due to this situation, the United Nations has pursued initiatives to encourage governments to take critical measures to strengthen the integrity of public officials, transparency and good governance. The negotiation and adoption of the United Nations Convention against Corruption (UNCAC) in 2003, the most far-reaching international agreement in this field, has been the greatest achievement.

In this framework, the United Nations Development Programme (UNDP) seeks to enhance democratic governance, focusing many of their actions on combating corruption. UNDP's Global Anti-Corruption Program for 2008-2011, has also sought to respond to the increased demand for support coming from the countries, following the 2005 adoption of the UNCAC. This program, called Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE), aims to increase institutional and governmental capacity of countries to engage more effectively in reducing corruption, and thus, improve their governance and sustainable development. PACDE strives to get the UNDP to collaborate with countries to strengthen capacity and institutional systems at national, regional and local government levels to improve governance through the implementation of anti-corruption initiatives. This effort becomes important when one considers that almost all countries on the continent, except some Caribbean countries, have signed and ratified the United Nations Convention against Corruption (UNCAC), the most important anti-corruption agreement in the world, and that only Barbados has not ratified the Inter-American Convention against Corruption (ICAC), the first of its kind.

Within the global effort of UNDP, and in particular regional efforts such as the Regional Initiative for Transparency and Accountability in Local Governments (TRAALOG) promoted by the Regional Centre for Latin America and the Caribbean and UNDP's Democratic Governance Practice Area, it has become necessary to update the information available on the depth and extent of corruption in the region to improve the ability of UNDP to provide technical and financial support to anti-corruption programs and projects. This study aims to contribute to the UNDP analysis carried out in Latin America and the Caribbean on the activities in the field that contribute to combating corruption.

The current study aims to update UNDP's 2011 study on Anti-Corruption Trends and UNDP Projects in Latin America and the Caribbean.¹ This updated 2012 version, aims specifically to updating the contextualization the main corruption trends in the region and identify and systematize UNDP's initiatives. Similarly, it aims to provide information to UNDP on trends and challenges of corruption in the region in light of the UNCAC, a contextualized map of the main transparency, accountability and anti-corruption initiatives of UNDP in the region over the past two years, and identify the main actors and partners of UNDP. This study, due to its amplitude, is not intended to examine in depth specific areas such as justice, human rights or the analysis of countries or sub-regions. Furthermore, given the limited scope of this study, reports from recognized sources within the region have been accessed.

¹See <http://www.regionalcentre-lac-undp.org/images/stories/DESCENTRALIZACION/herramientas/Anticorruption%20Programmes.pdf>

Consequently, this is a qualitative study of corruption and the main anti-corruption trends, as well as UNDP initiatives, based on a review of relevant secondary sources on the subject, the information from UNDP, as well as a review of published anti-corruption activities of international organizations, governments and civil society organizations has been carried out. Also qualified experts have been consulted. This analysis includes the access and analysis of data from the best known regional and global surveys and indexes. The analysis is based on UNDP's broad concept of corruption, and uses the categories and concepts of the UNCAC as a framework for classifying and analyzing. Using such tools, the study pretends to look beyond national caveats, to display a regional picture of the corruption-anti-corruption trends to better contextualize and understand UNDP initiatives and contributions in a diverse regional setting.

A CLOSER LOOK AT THE STATE OF CORRUPTION IN LATIN AMERICA AND THE CARIBBEAN

Chapter 1

A Closer Look at the State of Corruption in Latin America and the Caribbean

Background

Corruption is an expression that evokes a variety of acts. These include public and private fraud, influence peddling, bribery, extortion, embezzlement, nepotism, and illicit enrichment to name the most common. Individually, each of these acts is abnormal since they violate due rights and legal principles, and undermine the common good and what the social group may consider to be correct. When analyzed together, their occurrence is complex and abnormal, with historical, cultural, economic, political and social causes that affect people's lifestyles, one's chances of human development and the collective purpose of a political community.

From a general perspective that is applicable to this study, corruption can be understood as an "abuse of authority for personal gain." This notion allows one the advantage of considering the various forms of a corrupt act and understanding the emotion that causes the act, which is an improper use of authority that has been granted by others with the purpose of obtaining any personal benefit. It is a notion of corruption used by UNDP and that makes it easy to understand what corruption is within a company, a political organization or a public, national or international institution. This broad concept includes a series of modalities and/or forms that a corrupt act can take, as the concept of corruption can be clearer it is linked to a specific corrupt act, which is identified by the types of crimes used in national laws and international agreements (bribery, fraud, embezzlement, etc.).

The Context of Corruption in the Region

Latin America and the Caribbean (LAC) is a young region with a physical area equivalent to Oceania and Europe combined and divided into more than thirty countries which host nearly 600 million inhabitants. For four centuries, these countries were Spanish,² Portuguese,³ English,⁴ French⁵ and Dutch⁶ colonies and they continue to have ethnic diversity.

LAC has some general characteristics that should be taken into account when considering the phenomenon of corruption. One is that the region is not poor, but it does have many poor. The economic activities are mainly secondary and tertiary. It has abundant natural resources and, economically, it is the third richest region in the world with an annual Gross Domestic Product (GDP) of approximately US \$6 billion. The principal economies are Brazil, Mexico and Argentina, Colombia and

²Almost all countries in Central America, South America, and Cuba and the Dominican Republic in the Caribbean

³Brazil

⁴Bahamas, Belize, Trinidad and Tobago, Guyana, to mention a few.

⁵Haiti, French Guyana, Dominica, Santa Lucia, Martinique, to mention a few.

⁶Suriname or Dutch Guyana

Peru. However, according to many recent studies the poverty of the region amounts to 174 million people, i.e., 30% of the population⁷ (and up to 45% of children under 18).⁸

In addition to what was mentioned above, LAC is one of the most unequal regions in the world. In terms of countries, while its average GDP per capita is US\$ 8,952,⁹ there are differences ranging from US\$ 15,260 in Chile to \$ 1,370 in Haiti. Within countries economic inequality runs deeper. For example, the richest 10% of the population has 48% of income, while the poorest 10% only 1.6%, LAC is the region with the greatest inequality in land distribution; and half of children that start do not finish primary school and only 0.9% of students from the poorest quintile finish college.¹⁰ As derived from the First Regional Human Development Report of UNDP, the inequality in this region is so high and so persistent that, combined with low social mobility, it becomes inherited from one generation to another.¹¹

Similarly, LAC is a democratic region, but with governance problems. For two decades, almost all the countries in the sub-continent have lived in a democracy, and the citizens enjoy basic civil liberties and free press. There are serious doubts, however, about their stability and ability to meet the growing needs of people. According to the Second UNDP Report on Democracy in Latin America, the region faces serious challenges that have led to a deep popular dissatisfaction with democratically elected leaders. Insufficient economic growth, profound inequalities and inefficient legal systems and social services have caused popular unrest and undermined confidence in electoral democracy.¹²

Vulnerability Factors and the Phenomenon of Corruption

Examining in more detail some characteristics in the region, most LAC countries share certain aspects that make them vulnerable and facilitate public and/or private corruption.

- The first of these aspects of vulnerability to corruption is the existence of democratic government systems that can not improve their performance. The Second UNDP Report on Democracy in Latin America published in 2010 noted that democratically elected governments in the region are still failing to fully meet the political, social and economic aspirations of a majority of their populations. The huge disparities in income in Latin America represent a direct threat to the consolidation of democracy and citizen participation, a situation that has not changed substantially over the decade.
- The second aspect is that the governments are still weak in their capacity to implement policies and enforce the law. Government effectiveness is low in most of these countries, and almost all countries show a low level of rule of law. Judicial powers are perceived as corrupt and access to justice is restricted to a broad segment of the population, especially the poorest. According to the World Bank Institute's latest Good Governance Index,¹³ Peru, Argentina, Bolivia, Ecuador, Dominican Republic, Honduras, and Guatemala show an indicator of government effectiveness

⁷"Latin America, evolution of poverty and misery 1980-2011", ECLAC, 2012.

⁸Arletty Pinel, UNFPA, declarations in Santiago, Chile, 2011.

⁹According to the IMF, 2011

¹⁰Indicators for Latin America, Children in a situation of extreme and complete poverty, ECLAC, 2011.

¹¹UNDP, *Human Development Report for Latin America & the Caribbean*, 2010.

¹²OAS-UNDP. *Our Democracy*, 2010.

¹³Anti-corruption & Governance Index, World Bank Institute, 2009.

below 50%, and Paraguay, Nicaragua, Venezuela and Haiti show an index below 20% (and Haiti, 2.8%). The same can be said about the rule of law index with respect to Trinidad and Tobago, Jamaica, Mexico, Argentina, Peru, Nicaragua, El Salvador, Dominican Republic and Paraguay that fall below 50%, and Honduras, Bolivia, Guatemala, Ecuador, Haiti and Venezuela show indexes below 20% (this latter with 1.4%). Only six countries in Latin America and the Caribbean show rule of law indexes of more than 50% (Chile, Puerto Rico, Uruguay, Costa Rica, Brazil and Panama). In addition, in many countries the system of appointing members of the higher courts is considered to be strongly riddled by political influence. This creates further risks of corruption, in particular if one adds the inefficient management and poor performance in the middle and lower levels of the judicial system.¹⁴In most of the countries of the region, there is a deficit in relation to respect for the law, and of trust in justice. Both are factors that facilitate the perpetration of corrupt acts.

- A third issue that is heavily present in the region is insecurity due to crime and violence. According to the World Health Organization (WHO), Latin America and the Caribbean is the second most violent region in the world with high rates of interpersonal violence and crime. According to the *Latinobarometro*,¹⁵ 35.9% of respondents have been, or have a family member that has been the victim of a crime in the last 12 months. The highest levels in this study were registered in Venezuela (52%) and then Argentina, Brazil, Mexico, Honduras and Peru, with rates slightly above 40%. The region also has a high murder rate average, though with large differences, where the highest rates in Latin America and the Caribbean¹⁶ are in Honduras (82 H.), El Salvador (64 H.), Jamaica (52 H.), Venezuela (45 H.), Guatemala (41 H.) and Belize (41 H.).¹⁷ Respectively, the Caribbean is perhaps the world's most violent region, where the number of murders per 100,000 inhabitants exceeds the number in regions with countries in conflict, with figures similar to those of Colombia and El Salvador.¹⁸ In addition to this issue, there is an increasingly significant risk to public safety and political stability in the incidence of production, distribution and consumption of drugs throughout the region as well as power conflicts between territorial groups and between these and narco-trafficking groups. This is particularly worrying if one takes into account the evidence that shows in recent years a reduction of drug use in developed countries, which has increased drug marketing in the underdeveloped countries that do not have the necessary resources to fight this problem. According to the United Nations Office on Drugs and Crime (UNODC),¹⁹ in South America there has been an increase in cocaine use, and further north, while there is much drug-related violence in Mexico, the situation in the Northern Triangle of Central America, comprised of Guatemala, Honduras and El Salvador, is

¹⁴"Control and Lack of Control of Judicial Corruption. Evaluation of judicial corruption and the tools to fight it in Central America and Panama." Due Process Law Foundation, 2007.

¹⁵*Latinobarometro* 2007-2010. It is also worth noting that, even though in 2010, the economy appeared to be the most important problem in the region, several countries listed crime and delinquency as a main problem, namely Venezuela, Panama, El Salvador, Costa Rica, Argentina, Mexico, Guatemala, Uruguay, Honduras, Chile and the Dominican Republic. Moreover, the perception of personal insecurity is very high in Latin America: a third of the population believes that they may become a victim at anytime; another third feels that they could be a victim sometimes, and 21% occasionally. According to the 2010 report, it is a continent that lives frightened by crime.

¹⁶Measured in homicides (H) for each 100.000 people in year 2010. Source: UNODC Homicide Statistics 2012.

¹⁷ Ibid.

¹⁸ "Crime, violence and development; trends, costs, and policy options in the Caribbean," UNODC and World Bank, 2007. According to UNODC, the countries with the highest rates of homicides in the Caribbean are Jamaica, Saint Kitts&Nevis, Trinidad & Tobago and Dominican Republic.

¹⁹2010 World Report on Drugs, UNODC, 2010.

more serious with a homicide rate much higher than Mexico. Moreover, sources²⁰ indicate that Venezuela has become one of the main departure points of the cocaine destined for Europe. Strategic studies mentioned organized crime; drug trafficking, terrorism and government weakness as impediments to economic and political development in Latin America.²¹ The Caribbean is also mentioned as a region that is heavily affected by drug trafficking, where the safety of the population, tourism and lifestyles of young people are adversely affected by this situation.

- A fourth issue is the fact that the LAC region has a high concentration of wealth and a widespread distribution of poverty. Despite being a region with an annual GDP of six billion dollars, LAC's income inequality is one of the highest in the world. The richest 20% of Colombia gets 62% of income (2006),²² similar to that of Bolivia (61%, 2007), Honduras (60.8%, 2007), Brazil (58%, 2009), Guatemala (57.8%, 2006), Panama (56.8%, 2009), Paraguay (56.5%, 2008), Mexico (56%, 2008), the Dominican Republic (53%, 2007), Peru (52% 2009), El Salvador (51.9%, 2007) and Argentina (50%, 2009).²³ Moreover, according to the 2008 World Wealth Report,²⁴ during 2005 to 2008, the wealthiest individuals in Latin America increased their wealth by 20.4%. According to the report, the rich living in the Middle Eastern oil countries saw their income increase by 17.5% over the same period, in Africa by 15%, Asia 12.5%, in Europe by 5.3%, and in the U.S. and Canada by 4.4%. Also, as indicated in the report, the total wealth of Latin America's rich, defined as people who have more than one million dollars in liquid savings, increased from US\$420 trillion in 2005 to US\$620 trillion in 2007. The same report predicts that this situation will continue to rise as the wealth of the rich in the LAC region will grow by 10.8%, more than in any other regions in the world.

In addition to the four aspects mentioned, other more specific features, especially related to public corruption in countries of the region, have been noted. They are the following:²⁵ the existence of a civil service in transition; cumbersome legislation, overlapping responsibilities of different government agencies and legal confusion, bureaucratic procedures, complex and excessive regulations, weak institutional control and oversight, ineffective legislatures, dysfunctional judicial systems that are not efficient nor independent, weak social controls, poor coordination and lack of a voice, more awareness but mixed attitudes towards corruption, and lack of political will to control corruption. Indeed, the general aspects mentioned above, and the more specific features are conducive to corruption, and moreover they create conditions and incentives for the diversion and abuse of power in the majority of countries in the region. Also, as will be discussed below, international surveys and index rates not only give an impression of the extent of corruption in the region, but also identify many enabling conditions

²⁰2010 World Report on Drugs, op. cit.

²¹Strategic Challenges in Latin America. "Assessing the Threats and Managing the Responses", John Chipman, Conference on Strategic Perspectives on Latin America, IISS, 2009.

²²World Bank database <http://data.worldbank.org/>

²³Only Uruguay, Venezuela and Chile show improved levels in this specific aspect (although looking at the Gini index, Chile is among the most unequal in the region, along with Brazil, Bolivia and Colombia).

²⁴Study conducted by Caggemini and Merrill Lynch.

²⁵"Corruption in Latin America: Analytical study based on a bibliographic review and interviews," Parker, Berthin, de Michelle, and Mizrahi; 2004.

for corruption, such as low confidence in democracy, in institutions, and in government efficiency, and little law enforcement and low levels of accountability.

The Phenomenon of Corruption in Latin America and the Caribbean

After considering some relevant facts of the LAC region associated with corruption, it is necessary to describe the current situation of the phenomenon, looking at the present and, when possible, the last ten years. First understanding that corruption is not a new problem, but today is more studied and surveys and indexes can show us more of the extent and location of corruption than in the past.

It can be said that corruption has been so profound and traditionally present in the region, that during past decades the visions that attributed corruption to a cultural background in Latin America were widely accepted. Traditional phrases used by the region's population to describe, and even appreciate the existence of corruption: from the well-known "today for you, tomorrow for me" in Chile, to "the idiot that God forbid" in Nicaragua. On a more political level, the expressions "no one withstands being shot by 50 thousand pesos"²⁶ and "to my friends everything, to my enemies the law,"²⁷ are well-known in the region.

During the last decade of the Twentieth century, there have been high corruption scandals in which Latin American leaders have become directly or indirectly involved. This occurred in Brazil (1991), where President Fernando Collor de Mello was constitutionally charged for bribery and removed from office as President; in Venezuela (1993), former President Carlos Andres Perez was charged, along with some of his ministers, for embezzlement and fraud to the nation; in Chile (1994), after the dictatorship of General Augusto Pinochet, million dollar payments to the general's son were discovered in transactions made by the Armed Forces; in Mexico (1995) there was a case involving Raul Salinas de Gortari, brother of then President, with accusations of murder and illicit enrichment; in Ecuador (1997), where President Abdala Bucaram was accused of corruption and deposed by Congress but sought asylum in Panama; and in Peru (2000), President Alberto Fujimori was accused of crimes against humanity and corruption, he fled to Japan and then to Chile, where he was extradited to Peru and is now serving time; in Argentina (2001), former President Carlos Saul Menem was accused of corruption and arms trafficking to Ecuador and Croatia; and in Nicaragua (2002), where Arnoldo Aleman's case in which the former Nicaraguan president was accused of embezzlement and misappropriation of US \$ 100 million in public funds.²⁸

These scandals, allegations, and investigations provoked discontent and indignation in the region, but also, for their recurrence, a more or less widespread perception was created that corruption was part of the democratic political system, affecting negatively the verdict on democracy. The 2001 *Latinobarometro* described this perception by showing that "average satisfaction with democracy in the region declined from 37% in 2000 to 25% in 2001(...) The differences by country and how they evolved are numerous and are directly correlated to the performance of each government in the respective country (...)" The report concluded that the weaknesses of democratic systems in the region are "the

²⁶Attributed to Mexican President Álvaro Obregón (1880-1924)

²⁷Attributed to Peruvian Dictator Oscar Benavides (1876-1945).

²⁸In many cases, after extensive litigation, the direct participation of these senior officials in corruption acts could not be proved, at times their cases were overturned due to withdrawal or death of witnesses, or because the higher courts accepted appeals and overturned the accusations. Whatever the case, in the public opinion, a perception of corruption and impunity was left.

low importance of political assets, the high correlation between economic performance and supporting the democratic system, low confidence in institutions and governing officials, the recognition that the military does influence political events, along with the confusion of the general population's role within the democratic system.” The 2001 report concluded that *“Latin America has looked at the structural and economic reforms as the central objective to achieve development and political stability, but also has neglected to pay attention to the construction of democratic political assets.”*

Ten years later, the same report (2010) states that *“corruption is one of the issues that affect democracy and its support.”* But also highlights that the region perceived that there was progress made in reducing corruption. Indeed, there was a significant increase in this perception over the years 2004-2007, when it increased from 26% to 39%, and since then this perception has become rather stagnant, remaining at 37% in 2010, with a slight perception of decline in 2009, when it reached 39%. Despite the good news in recent years, the study confirms that since 1995, there is a significant and continuous group of unsatisfied democrats, ranging between 34% (1996) and 15% (2009). Corruption is one of the causes that generate this discontent with democracy.

In summary, during the 90's the resurgent democracies were affected by multiple cases of corruption that damaged the legitimacy of governments and the verdict of democracy, and in some countries meant the popular rejection and at times, the expulsion/removal of elected leaders from office. Corruption in democracy put democratic governance in the region at risk because it allowed for instability and political opportunism. The next decade shows signs of recovery, where democracy is primarily affected by economic crises, and in the middle of the second half there is a perception that the governments of the region had a better performance and even made advances in reducing corruption.

The State of Corruption in the Last Ten Years

After a contextual background on corruption in the region, it is possible to draw a snapshot about the extent of the phenomenon. To do this, the most regionally recognized indexes and regional²⁹ surveys were taken into account. First, the general level of corruption, its trends, and some notable cases of corruption in the countries will be examined, and then analyze the actors who seem more involved and entrenched in corruption. Finally, an analysis will be made of the citizen's perception about the state of corruption and the anti-corruption progress.

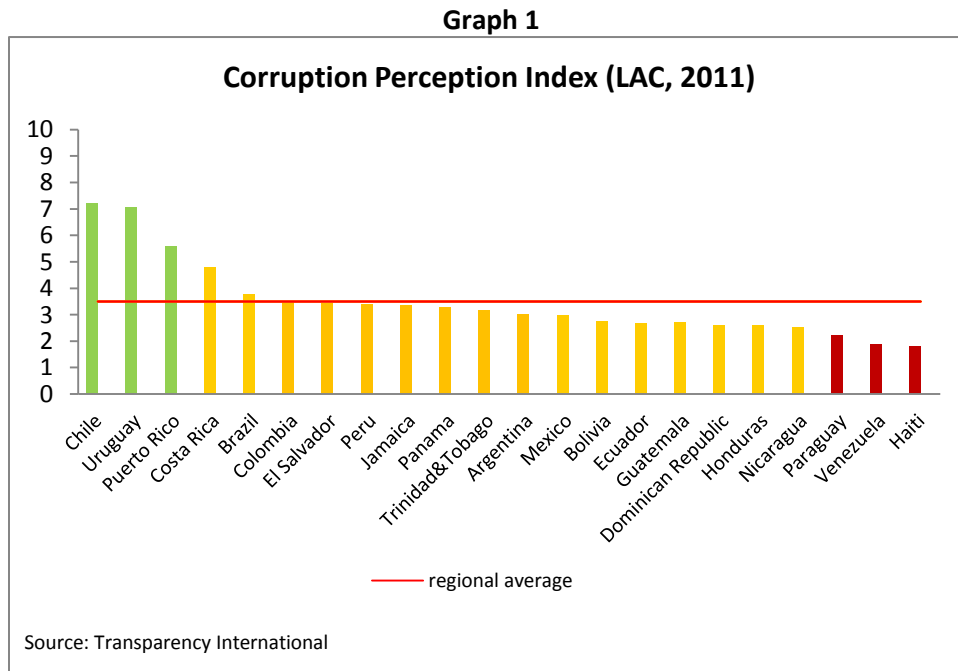
Corruption is a widespread phenomenon in the region

Latin America and the Caribbean (LAC) is a region that is widely affected by corruption. It can be said that in this region corruption is a problem with endemic characteristics, as it is a phenomenon located throughout the region that affects a high number of people. Also, compared to other regions, LAC is a region characterized by high levels of corruption.

The extent of the phenomenon is recognized by international officials and experts, and is clearly perceived by the population. The most internationally recognized indexes captured this vision from the

²⁹For practical reasons, the graphs include countries with a population over one million inhabitants.

general population. The Corruption Perceptions Index (CPI) 2011, of Transparency International, shows that the vast majority of the countries in the region perceive high levels of corruption (Graph 1).

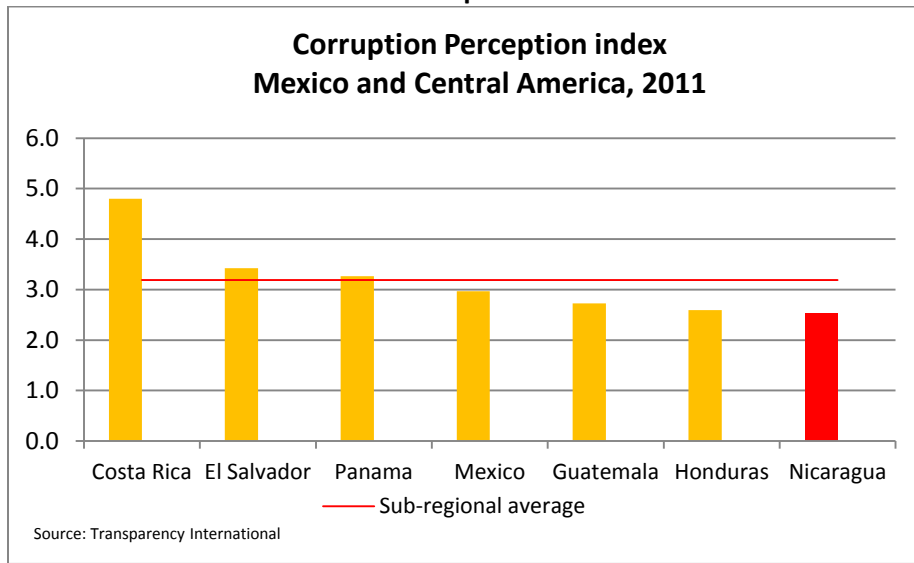


Since 1995, the CPI has measured perception of corruption in many countries using a scale of 1 to 10, where 1 is high and 10 is low. In the majority of LAC countries the CPI does not reach 4. The only exceptions are Chile, Uruguay, and to a lesser extent, Puerto Rico. A second group of countries, the largest, would consist of countries that scored between 2.6 and 5.0. Finally, there is a group of four countries that scored 2.5 or less. Within this latter group, the lowest ranking countries are Venezuela and Haiti.

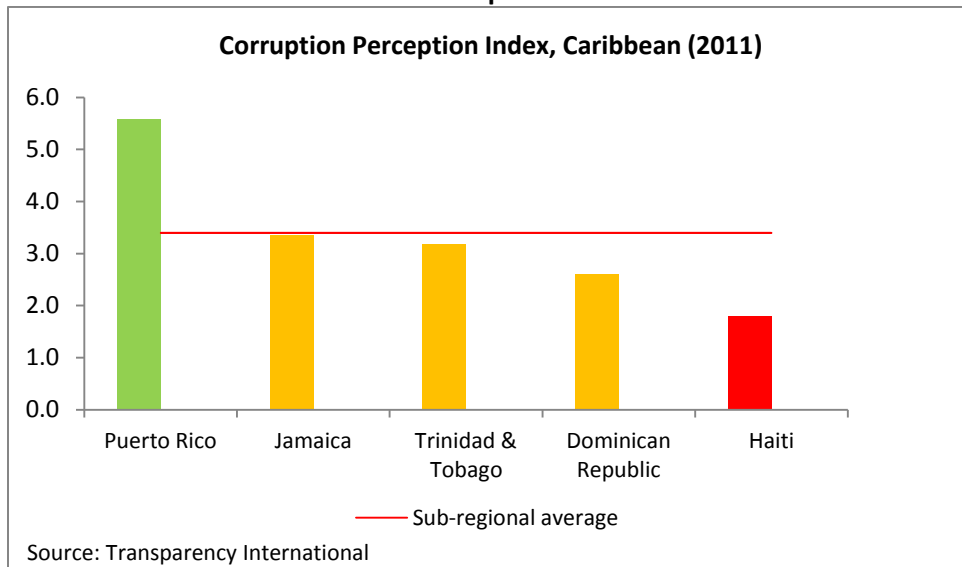
Observing the intra-regional CPI differences (Graph 2), one notices that in the sub-region of Central America and Mexico, no country registered above 5. Costa Rica, El Salvador and Panama are among the countries with scores slightly above the sub-regional average. Guatemala, Honduras and Nicaragua earn the lowest scores.

In the five Caribbean countries considered for observation in the sub-region, their CPI scores run between Puerto Rico, which is by far above the sub-regional average with 5.6, and Haiti at 1.8 the lowest, as can be seen in Graph 3.

Graph 2

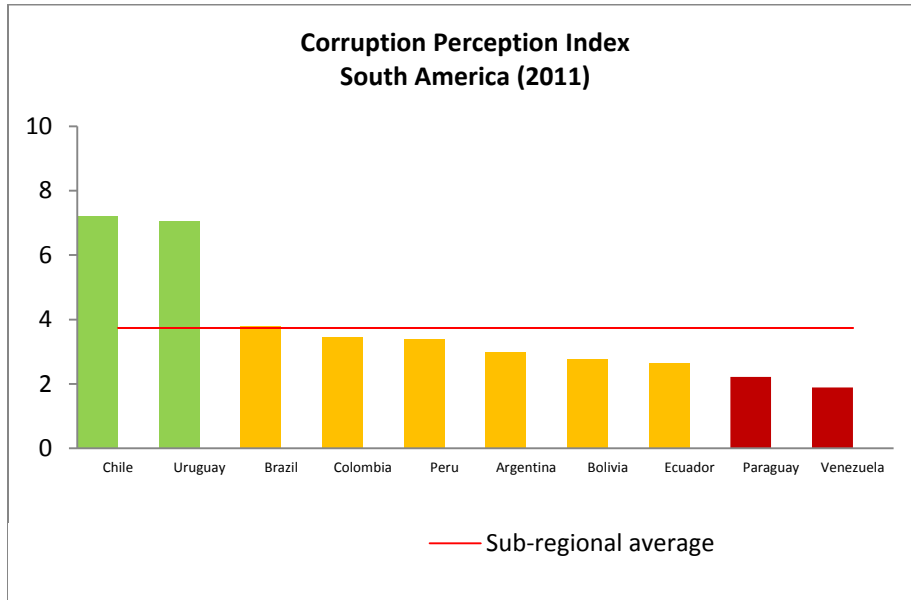


Graph 3



In the case of South America (See Graph 4) the countries that exceed the sub-regional CPI average (3.7) are Chile and Uruguay. Significantly below these two are Brazil, Colombia, Peru and Argentina. The rest of the countries do not exceed 2.8 and the lowest are Paraguay and Venezuela.

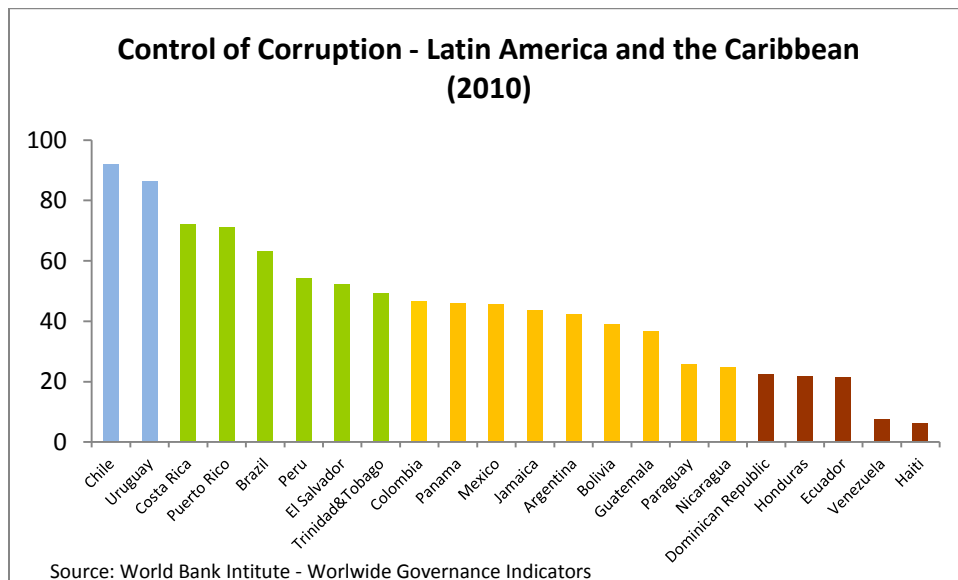
Graph 4



Source: Transparency International

This vision of the extent of the phenomenon is corroborated by other sources. The most recent Governance Index from the World Bank Institute shows that the vast majority of the countries in the region, exhibit low indicators on corruption control³⁰ (See Graph 5).

Graph 5



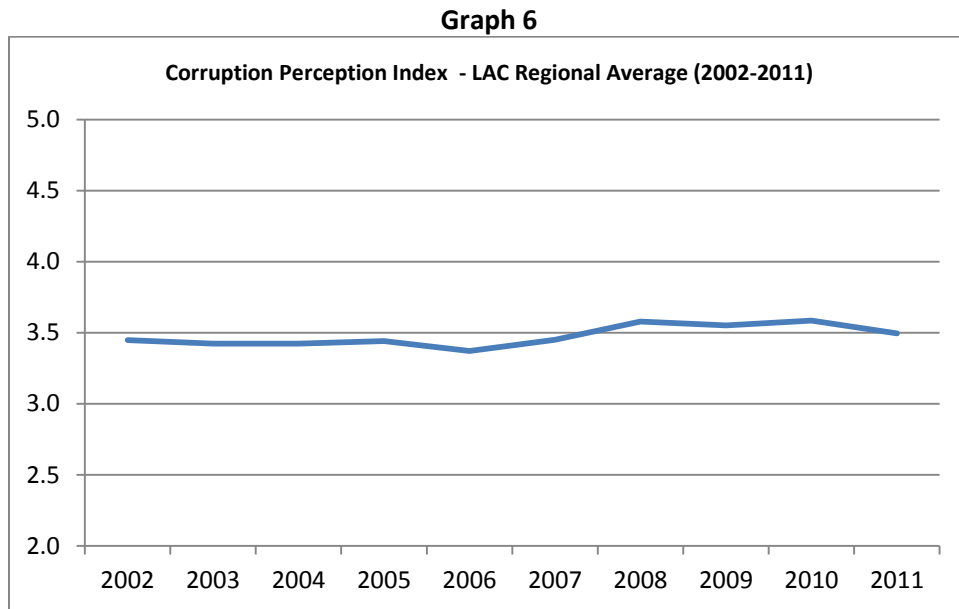
Source: World Bank Institute - Worldwide Governance Indicators

³⁰The Governance Index of the World Bank Institute, uses the following six indicators: voice and accountability, regulatory quality, political stability, rule of law, government effectiveness, and control of corruption.

For the *Corruption Control* indicator, the ratings range from 92 (Chile) and 6 (Haiti). Only Chile and Uruguay have a significantly higher rating than the rest of the countries in the sub-region. Countries scoring the lowest are Nicaragua, Dominican Republic, Honduras, Ecuador, Venezuela and Haiti. These results generally match the CPI and their differences are only a small degree.

The perception of the extent of corruption is persistent. Corruption in the region is a phenomenon that has a permanent presence. Data from the last ten years show that the landscape of corruption has not changed substantially, except in a few cases.

Using the CPI again, Graph 6 illustrates the average evolution of the index of all countries in the region between 2002 and 2011.³¹ For over a decade, the regional average has not reached 4 in the scale in any given year, although there is an upward trend starting in 2007.

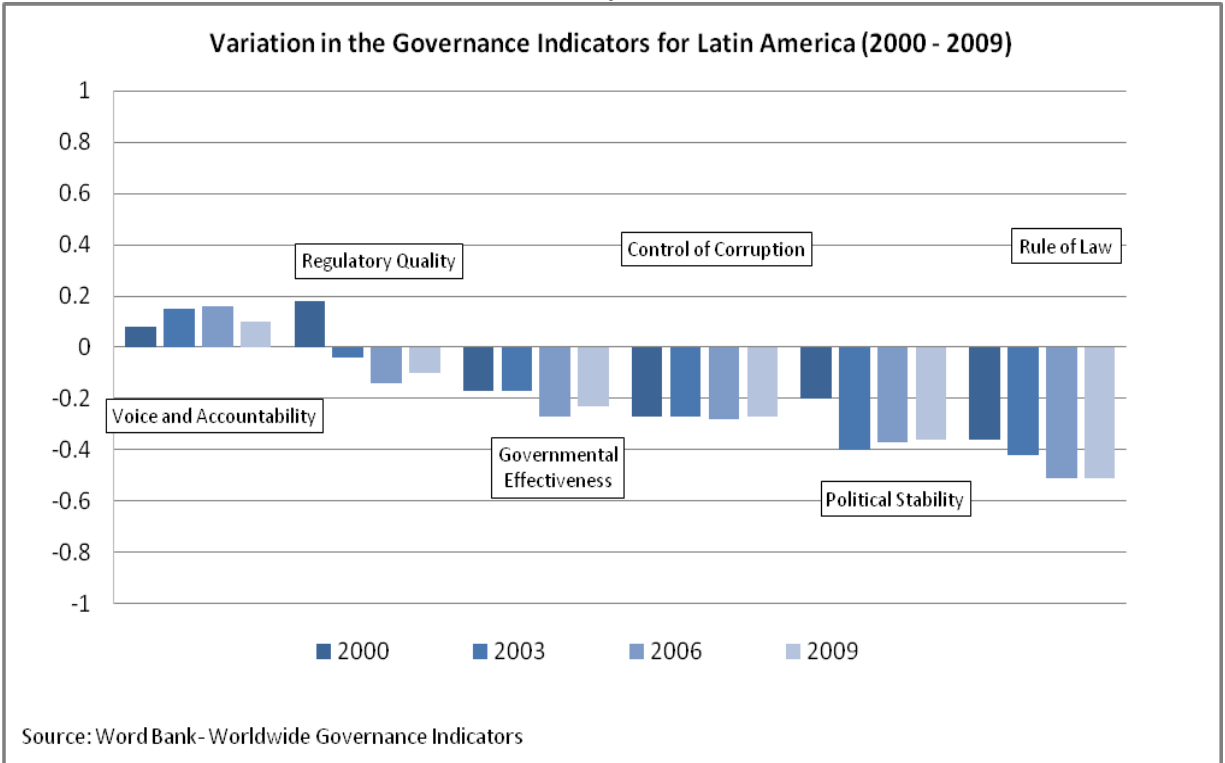


Source: Transparency International

The persistence of the problem is also corroborated by World Bank data. The six indicators (Voice and Accountability, Regulatory Quality, Government Effectiveness, Control of Corruption, Political Stability and Rule of Law) of the Governance Index of the World Bank Institute show this tendency, and in particular as was already mentioned the corruption control indicator has been consistently low over the last decade. It is worrisome to note that the same tendency is shown by the indicators of political stability and rule of law, as shown in Graph 7.

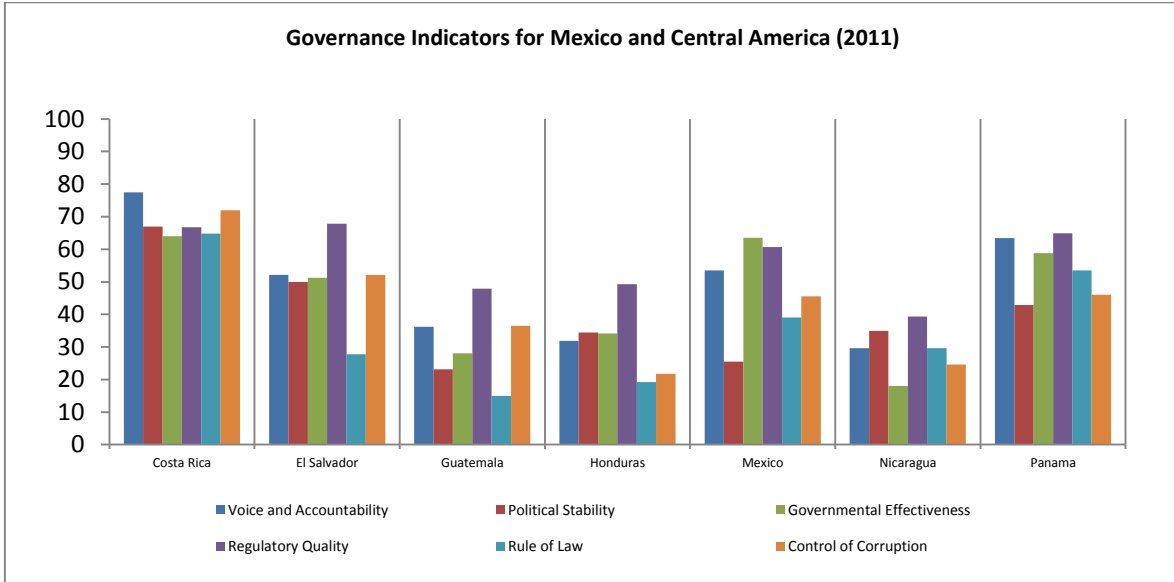
³¹The average includes all LAC countries considered in the Index.

Graph 7



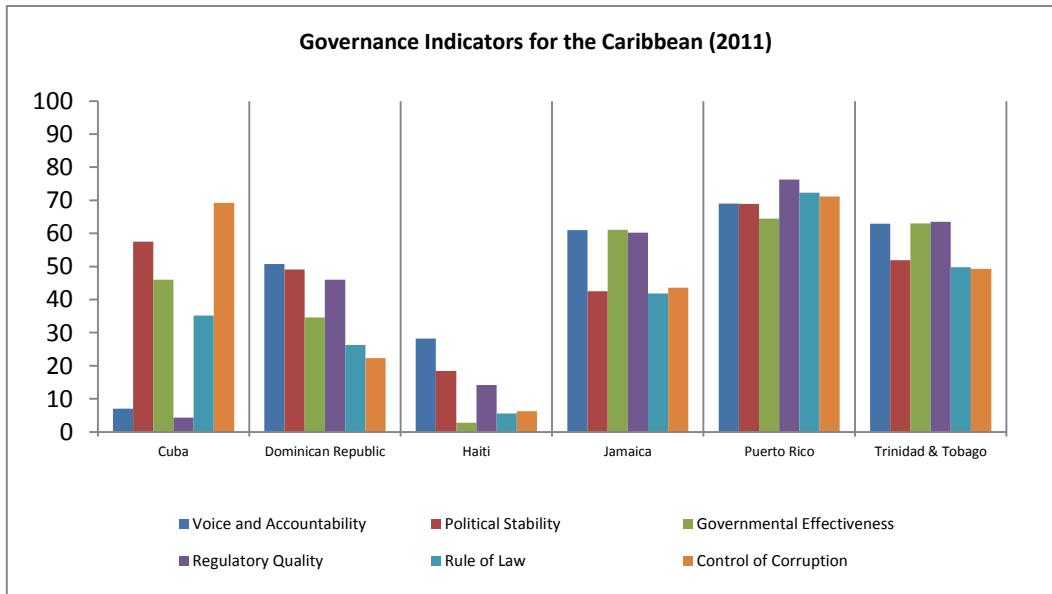
Looking in more detail at the data (see Graphs 8, 9 and 10 respectively), one can appreciate the diversity of trends in these areas (indicators) in each country and sub-regions.

Graph 8



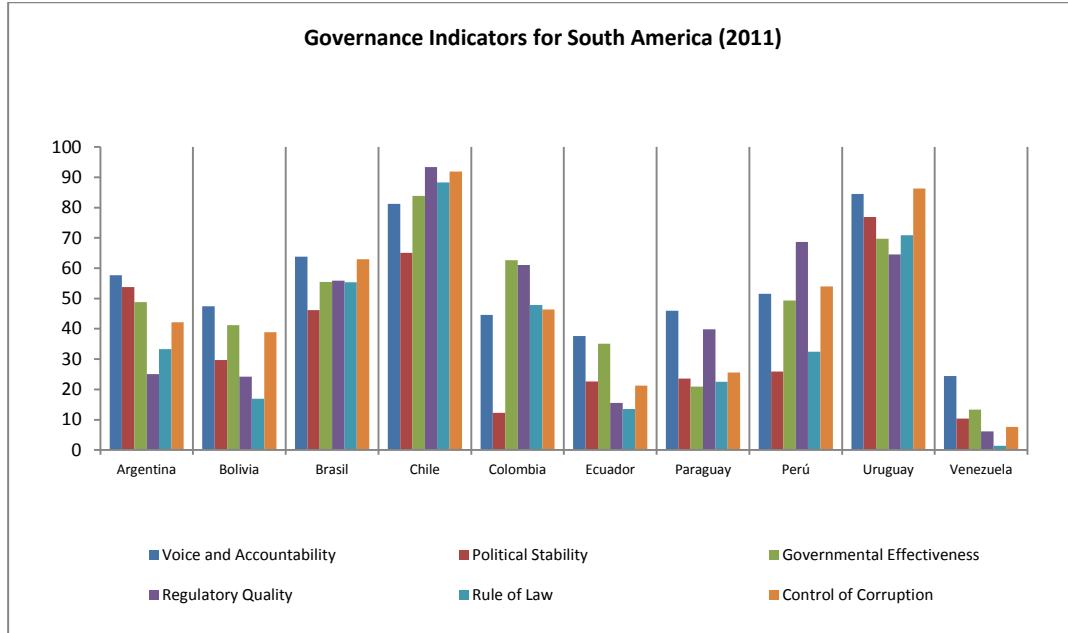
Source: World Bank Institute - Worldwide Governance Indicators

Graph 9



Source: World Bank Institute - Worldwide Governance Indicators

Graph 10



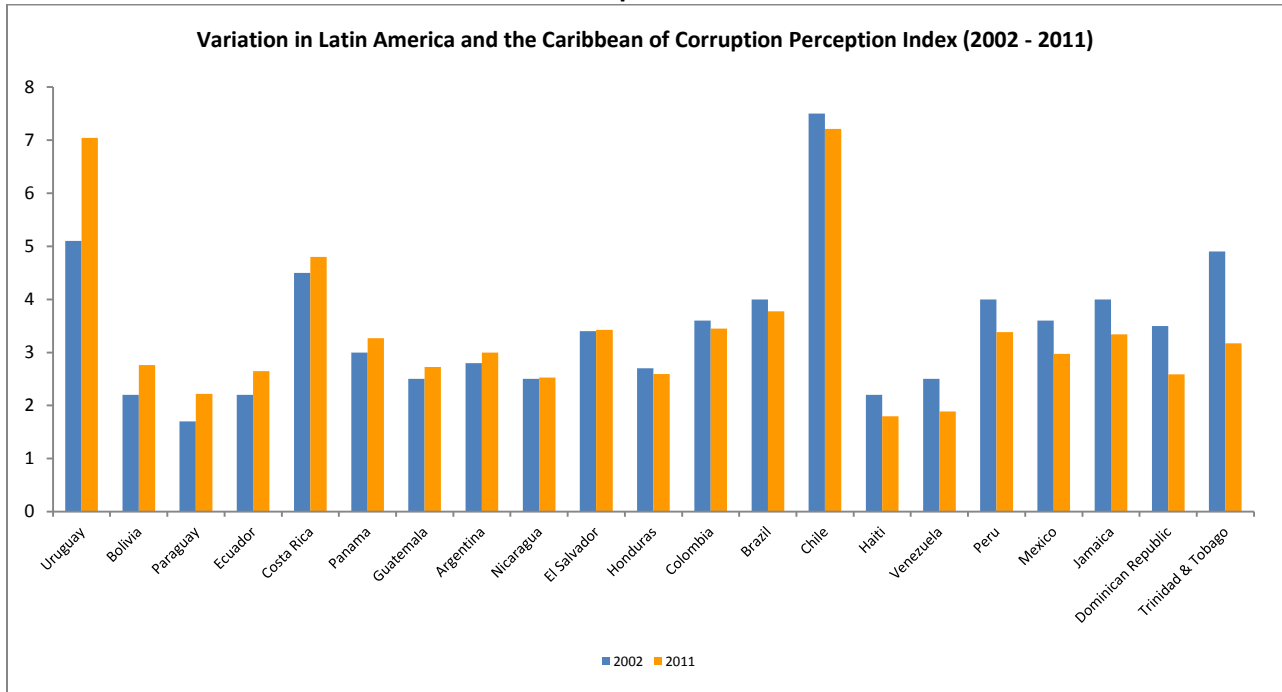
Source: World Bank Institute - Worldwide Governance Indicators

Nevertheless, changes can be noted in some countries. The CPI has changed significantly in some countries between 2002 and 2011 (Graph 11). This variation provides clues about possible cases of countries that have been more or less effective in the control and/or fight against corruption, or at least of significant changes in perception over a long period. A simple way to examine whether a country has had a positive or negative change in the CPI over the last ten years is to compare their scores, as in this case, between 2002 and 2011.³² **Error! Reference source not found.** 12 shows an average variation by sub-region.³³ By examining the variation by sub-regions,, one can observe a relative stability in the scale for South America, Mexico and Central America and the Caribbean averaging 3-4. After a decreasing trend in the Caribbean between 2005 -2007, one can see a slight increase in the average CPI.

³²For each country, the variation in the index between 2001 and 2010 was calculated (when data allowed).

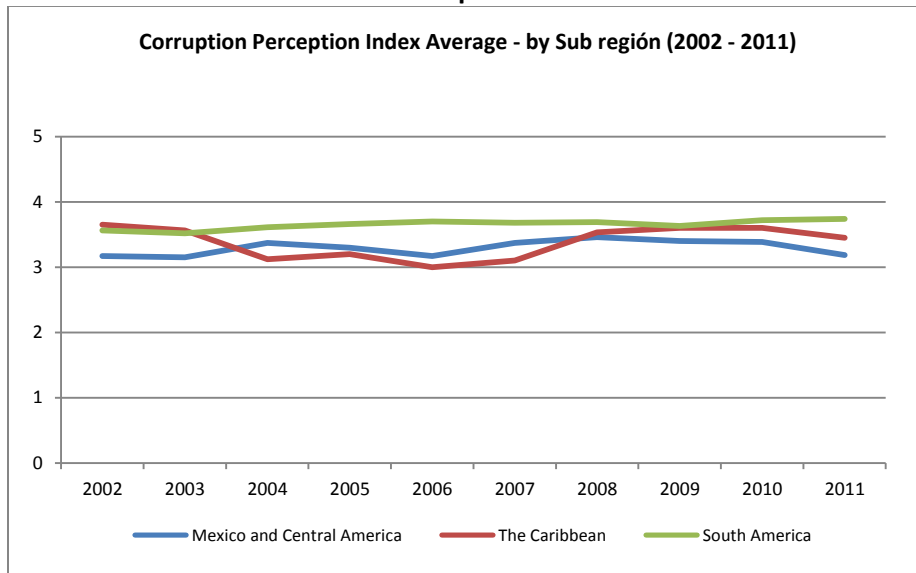
³³Information from some Caribbean countries was not included since there are no complete data series for this sub-region.

Graph 11



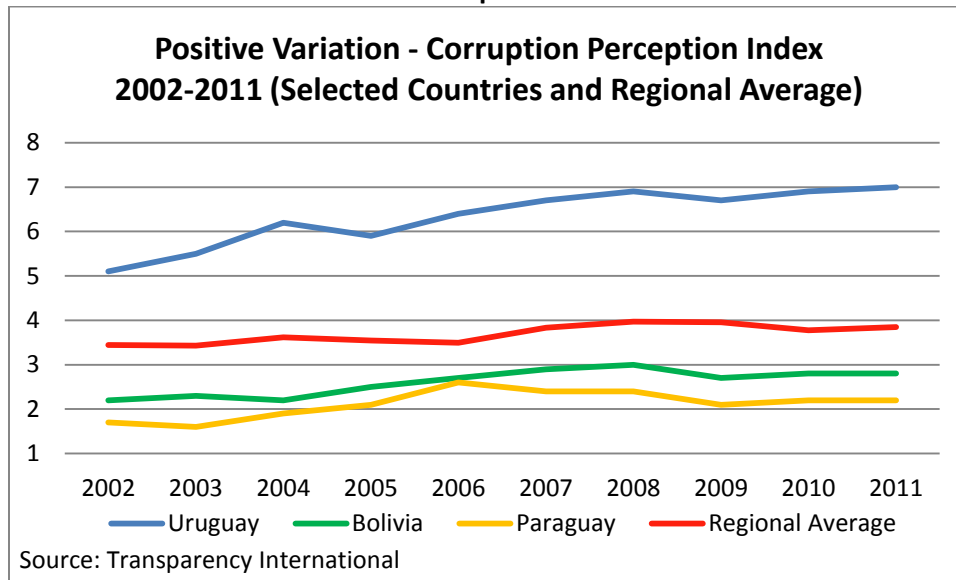
Source: Transparency International

Graph 12



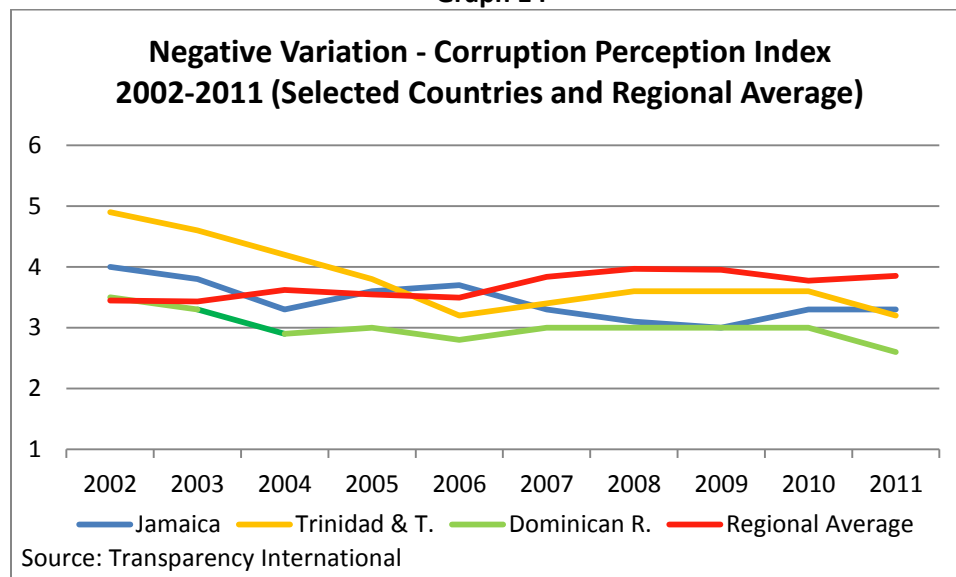
Source: Transparency International

Graph 13



As seen in Graph 13, where trends are shown for some pre-selected countries, Uruguay exhibits a remarkable positive variation as well variations to be relatively considered for Bolivia and Paraguay. At the other end, Jamaica, Trinidad & Tobago, Dominican Republic and Venezuela have sustained negative variations which are, in total, higher than -0.5 points (Graph 14).

Graph 14



In summary, according to the CPI one can see a persistence of the scope of corruption in LAC, as well as the lack of a significant variation in favor of better CPIs throughout the decade. While Uruguay and Costa Rica show positive increases in the CPI, and 6 countries (Bolivia, Paraguay, Ecuador, Panama,

Guatemala and Argentina) registered relative improvements in the CPI between 2002 and 2011, in general these are not significant. Similarly, while these types of indicators are useful to compare across countries, they often do not help to identify sectors of greater corruption or to show real improvements. This is possible through a different type of country assessments³⁴ that are designed to measure petty corruption.³⁵

Key Actors of Corruption in the Region as Perceived by Citizens

When it comes to identifying the key actors in corruption, one usually tends to focus on the usual suspects, which involves pointing the finger at corrupt officials and ambitious entrepreneurs. While a fundamental reality exists in this premise, it is also necessary to recognize that the key actors in corruption are more diverse, and identifying them more accurately could help to delineate scope and categories. The scope has to do with defining what is meant by corruption and the categories are to differentiate between types of corruption to allow for key actor identification.

As noted above, the concept of corruption used in this study is broad, and involves corrupt practices by public and private actors for personal benefits over collective ones. This means that, theoretically, there can be corrupt employees, managers and entrepreneurs within their organizations, public officials of all ranks, officers and authorities, whether national, foreign or international, political, social, religious and labor unions, and generally any person who exercises any legitimate authority or power within a community. It should also be considered that the actors of corruption can be active or passive, that is, as corrupting or being corrupted. This is why often a metaphor can be used to describe corruption, as in the tango, where it takes “two to dance.”

In LAC, traditionally grand corruption, administrative corruption and petty corruption³⁶ occur, involving many of the actors mentioned above. However, today one can make some observations about which actors can be perceived to have more propensities to get involved in corruption. The 2010 Global Corruption Barometer (GCB) inquired about key institutions and sectors that are most affected by the phenomenon³⁷ and highlighted that in Latin America³⁸ **political parties** are considered to have more propensities to engage in corrupt practices. They are closely followed by the **judicial system, Congress and public servants**. These regional trends are comparable to the global trends. To a lesser extent, but equally significant, in the region private **corporations** are also identified. According to the GCB 2010, the police in general is also identified, although appears to be less exposed to corrupt practices. According to the GCB, the countries in which political parties are the most exposed are Argentina, Brazil,

³⁴An example is the recent Corruption Assessment in Nicaragua sponsored by the Joint Donor Fund for Anticorruption in 2009.

³⁵See for example, Transparencia Mexicana’s National Index of Corruption and Good Governance in <http://www.transparenciamexicana.org.mx/>

³⁶The first type is that which involves powerful economic and political interests who seek to benefit from an important political decisions, and in some cases, affect the regulations and control of public sector, leading to state capture. The participation of big businesses, economic groups and foreign investors, together with political leaders, congressmen, senior judges and top-level political authorities fall under this type of corruption. The second type is one that seeks to affect decisions usually made by public authorities or the use of budget resources thereof for direct or indirect illegitimate financial benefit, as is the case in frauds, scams, and embezzlement of public funds. The third consists of small financial transactions to access an undue benefit of the State or organization, or to avoid compliance with the public functions and at the same time evade the law. Here the actors are the lowest echelon officials or those who interact with the public, citizens and business customers.

³⁷The institutions and sectors considered in the GCB are the political parties, congress, the police, business/private sector, the media, civil servants, the judicial system, NGOs, religious organizations, the army and the education system.

³⁸Only nine countries were considered in the study: Argentina, Bolivia, Brazil, Chile, Colombia, El Salvador, Mexico, Peru and Venezuela.

Chile, Colombia, El Salvador and Mexico. The judicial system was cited as having more propensities in Bolivia and Peru; the national Congress/assembly was noted in Brazil and Colombia; public servants were also mentioned in Brazil and the police were also noted not only in Brazil, but also in Colombia.

According to the same source, the institutions and key sectors that have less propensities to engage in corrupt practices are: the **media, NGOs, religious organizations, the army and the educational system**. Furthermore, it is important to note that in the GCB 2010, most respondents reported that they trusted the media the most to help fight corruption, and 25% of them stated that they do not trust any institution for this task.

According to the 2010 GCB, people throughout the world feel that the levels of corruption have increased in the last three years. In Latin America, this perception is lower than in other regions. Despite this report, half of respondents believe that corruption has increased, with this belief significantly more apparent in Venezuela (86%), Peru (79%) and Mexico (75 %). Along with this, nearly four in ten people believe that the level of corruption has sustained. This data is coincidental with that obtained by the 2010 *Latinobarometro*, which mostly recorded negative responses on reduction of corruption in government agencies in most of the countries in the region. Most representative of this trend are Argentina, Peru, Honduras and Guatemala. Of course, the *Latinobarometro* also found the perception of a reduction in public corruption in the past two years, particularly in Uruguay, Panama, El Salvador, Bolivia and Colombia.

The population believes that corruption is widespread, even though each person's experience is distinct. The citizens of the LAC region are accustomed to corruption and are of the opinion that it is widespread.³⁹ According to GCB, 2010, 23% of Latin Americans would have paid a bribe to access public services, a very high percentage when compared to North America, but less than in the Middle East and North Africa, Sub-Saharan Africa and Newly Independent States (former Soviet Union Republics)⁴⁰ would pay for the same services. Other studies show similar levels of victimization in the regional average.⁴¹ The highest percentages of victimization were registered in Haiti (53%), Mexico (35%), Bolivia (32%), Peru (32%) and Paraguay (27%) and lowest in Chile (5%), Uruguay (7%), Jamaica (7%), Trinidad and Tobago (9%) and Panama (9%) respectively. In this sense, there are major differences in victimization in the various countries of the region.

When comparing perception indicators with those of victimization corruption, it is common to find significant differences due to methodological and conceptual differences.⁴² The data presented should thus be interpreted considering the limitations of such studies, but taking into account that in any case they represent significant data that depicts a widespread problem of corruption in the region, with varying degrees and circumstances each country.

³⁹The data collected from the 2006, 2008 and 2010 in the LAPOP/Vanderbilt University surveys show, in a consistent manner, that greater than 60% of those surveyed in the region, consider the corruption of public officials is somewhat generalized and/or very widespread in their countries.

⁴⁰Global Barometer of Corruption 2010, Transparency International.

⁴¹LAPOP 2010, Vanderbilt University.

⁴²Additionally, the majority of the data on perception does not define it, and the information referring to victimization only refers to one of its many forms, bribery.

TRENDS IN ANTICORRUPTION IN LATIN AMERICA AND THE CARIBBEAN

Chapter 2

Trends in Anti-corruption in Latin America and the Caribbean

Background

To outline the trends in anti-corruption in LAC requires taking into account the historical process that has developed over the past two decades in the fight against corruption, the stance taken by governments and international organizations, and identifying those areas in which anti-corruption efforts have been targeted. Below, a brief description of the process of incorporating anti-corruption policy into governmental action in the region is developed. And further below, the main anti-corruption trends in governmental and in intergovernmental actions in the past five years will be analyzed.

Recent history shows reoccurring cases of grand corruption in the region, the persistence of petty corruption and lessons learned in the search for solutions. As noted in the previous chapter, in the region there was a series of considerable corruption scandals during the last decade of the twentieth century. Such scandals have generally affected and involved the highest political authorities of the countries, creating a governance risk and later calling attention to the seriousness of the phenomenon and its effect on democratic governance. However, this process has been long and has had several stages. The first stage, for much of the 90's, was characterized by warning signs of the problem, which began with political scandals and the search for justice, and subscribing a regional anti-corruption treaty. At this stage, the countries in the region realized that their national laws were precarious, but also that there were no international instruments to facilitate the arrest abroad of former senior officials accused of corruption after leaving the country. The initiative of having an international hemispheric agreement against corruption came to fruition in the First Summit of the Americas in 1994, and was negotiated within the Organization of American States (OAS), to be finally adopted in 1996. It was the Inter-American Convention against Corruption (IACC), a political milestone, being the first anticorruption convention in the world, while at the same time it created a challenge that resulted in a second stage, the one dedicated to implementation of the agreement and following-up on the compliance.

The IACC included a number of government commitments destined for the prevention of corruption, the criminalization of corrupt acts, and international anticorruption cooperation. Its implementation resulted, first, in the discussion and approval of new laws in most of the countries in the region. These were laws aimed at making the government more transparent, efficient and honest,⁴³ as well as, making laws criminalizing various forms of corruption.⁴⁴ Law initiatives began to arise in the region, some of them promoted by the OAS, which encouraged the development of model laws. Anti-corruption laws were adopted in various countries during the 90's, and in many cases governments set up anti-

⁴³The preventive measures referred to in the IACC pointed to the enactment of rules to prevent conflicts of interest, improve the control of public resources, encourage the reporting of corruption, strengthen oversight bodies, create transparency of assets and liabilities of public authorities, discourage tax exemption on corrupt payments and promote civil society participation, among others.

⁴⁴The IACC criminalized bribery, money laundering, embezzlement and misappropriation of public funds, abuse of privileged or confidential information, transnational bribery and illicit enrichment.

corruption offices that were responsible for implementation of anti-corruption laws, as well as for proposing anti-corruption policies to governments.⁴⁵

In other countries, the legal powers for control and oversight were strengthened or assigned to supreme audit bodies and other offices, such as the Comptroller, which added to their traditional functions anticorruption activities (i.e. asset declarations, and investigation of corruption cases). This second stage of legislative creation and the implementation of specialized agencies began in the late 90's and lasted into the next decade. At the same time, a new era was forged within the OAS, as a mechanism for monitoring the IACC was created and negotiations for a future international agreement for anti-corruption with a global scope were started. Thus, years of speeches, laws and openings gave way to the need to verify if the political and economic resources invested in the fight against corruption had a verifiable result. Several governments wished to follow the example of the Organization for Economic Co-operation and Development's (OECD) Anti-Bribery Convention, and others such as the United Nations Convention against Illicit Traffic in Narcotic Drugs, and establishing a mechanism to monitor or follow up on measures that governments in the region were taking in the fight against corruption. Therefore, in 2001 the Mechanism for the Implementation of the Inter-American Convention Against Corruption (MESICIC) was established as a mechanism of intergovernmental cooperation, which, with the help of the OAS, would make a periodic review of the implementation of the IACC provisions and issue recommendations for better implementation. To date, the MESICIC has held two rounds of review between 2002 and 2008, and is in the third. From the experience with this mechanism, a number of lessons can be generated, as will be discussed below.

Contemporarily, the United Nations increasingly believed that it was necessary to forge and have a global anti-corruption instrument. Between 2001 and 2003, the text of the UNCAC was negotiated and adopted in Mérida, Mexico. The agreement collected lessons learned in various regions of the world and became the largest and most powerful instrument in combating corruption, establishing from the outset the need to monitor implementation. It is true that the approval and implementation of the monitoring mechanism took six years. And only at the end of 2009, was the mechanism regulated and it began operating in 2010.

Thus, one can distinguish three stages in the regional response that governments have given to the problem of corruption. The first is characterized by awareness of the problem and the government's reaction; the second by the enactment of domestic laws and international agreements, and a third that focuses in monitoring and evaluating laws, normative frameworks and conventions.

This process has led to two decades of progress in fighting corruption in the region. At a first strategic level, there has been consensus in the region on the negative impact that corruption can have on democratic governance and the need to enact international anti-corruption standards, to incorporate them into national policy, and regularly monitor the compliance. Today, no one disputes the need for such measures and international and multilateral agencies maintain permanent lines of action aimed at supporting the countries anti-corruption efforts. The World Bank and the Inter-American Development Bank (IDB) have supported the governments in the region to implement administrative reforms to

⁴⁵For example, Colombia created the Presidential Anti-Corruption Program, located within the vice-presidency; Argentina created the Public Ethics Office, which was later replaced by the Anticorruption Office, in the Ministry of Justice; Ecuador created the Anticorruption Commission, later called Commission for Civic Control of Corruption.

improve democratic governance and strengthen the institutional anti-corruption system of numerous countries. The OAS and the United Nations have spearheaded programs and projects throughout the hemisphere to support technical assistance to governments and congresses in the enactment and implementation of anti-corruption laws.

Another important development is a new world of international, governmental, social and private stakeholders, who are dedicating their efforts to combat corruption. This constitutes a social capital that can support anti-corruption initiatives. Collaboration between public and private entities, governmental and civil society, governments, donors and international agencies, is already a reality of anti-corruption work in the region, and collaborative action and support networks have proven a factor of sustainability of anti-corruption projects and initiatives.

A third important advance is the existence of an international legal architecture that encourages the design and redesign of national anti-corruption laws. One can argue that in Latin America anti-corruption conventions were the engine and channel through which major reforms were initiated in the prevention and control of corruption. The IACC (1996), the OECD Convention (1997) and the UNCAC (2003) continually marked a route that, although it has challenges, cannot be turned back. These give legal and political support to citizens, organizations and governments to demand and promote anti-corruption agendas in their respective countries.

Anti-Corruption Trends

The phenomenon of corruption has generated responses of various kinds in the region. Citizen mobilization, speeches, political trials, announcements of legal reform, judicial processes for corruption and extradition requests have been the most common. But also, then, there have been substantial reforms of the domestic laws, plans have been implemented for institutional strengthening, awareness and educational campaigns, concerted action by civil society organizations, generating flows of public policy and anti-corruption specialized activity. Governments in the region since the late 90's, have assumed that anti-corruption and transparency are unavoidable issues on the public agenda, and in many cases have been committed to key actions and programs, building policies that facilitate the alignment and orientation of the information to governmental and non-governmental stakeholders.

At the international level, the activity of the OAS, the OECD and the United Nations in anti-corruption has helped create a common language, prevention tools and mechanisms to disseminate and combat corruption, and to lay the groundwork for some anti-corruption cooperation platforms.⁴⁶ The United Nations, especially since 2005, with entry into force of the UNCAC, has deployed ceaseless activity to promote the international treaty, consulting and technical support to governments and facilitating the operationalization of follow-up implementation mechanisms.

From the national level, public anti-corruption policies in the countries of the region vary and in most cases, and over the years have showed modifications and reorientations arising mainly from change in

⁴⁶Since the early 90s, the OAS has been an intergovernmental instrument of dialogue and promotion for the fight against corruption, and since 2001 has been monitoring the implementation of the IACC through the MESICIC. The OECD, in turn, has worked against transnational bribery since 1997, influencing policies and initiatives in Brazil, Chile and Mexico (Chile and Mexico are full members of the OECD; Brazil is a state in adhesion and enhanced cooperation).

government and the subsequent policy (re) orientations (exceptions to the above, have occurred in Brazil due to the consecutive governments of President Ignacio "Lula" DaSilva and in Chile, because of four consecutive governments of the Coalition of Parties for Democracy). However, there is considerable evidence about certain anti-corruption trends, which find their driven force in international activity,⁴⁷ in the government agencies that have been assigned responsibilities in the fight against corruption, and civil society organizations with national and regional presence.

Anti-corruption trends in the region are thus a complex process of the various initiatives that are promoted by national and international actors. Describing these, may involve more than providing an exhaustive list, but rather showing large areas of current action.

I. Trends from an international intergovernmental Perspective

In LAC, a major source of anti-corruption actions is intergovernmental initiatives that are agreed on within the framework of the OAS, through the MESICIC. From 2001 to 2011, twenty-eight of the thirty-three of the States Parties of the IACC⁴⁸ have monitored the implementation, and have implemented recommendations. Thus, a strong government emphasis has been given by regional agreements to implement the various provisions of the IACC. During the first five years (2002 to 2005), the MESICIC promoted the implementation of preventive measures and specific cooperation, then, in parallel to the above, encouraged the implementation of prevention and criminal enforcement measures (2006 to 2011).

Preventive measures, enforcement and international cooperation of the monitoring mechanism that focuses its action can be observed chronologically, in the following table:⁴⁹

⁴⁷As governments are a preferred partner of the UNDP, the areas of action by other multilateral banks and donors, have been excluded in this study, although in some countries they have a strong presence in the public decision process.

⁴⁸Barbados is the only Member State of the OAS, despite having signed the IACC in 2001, has not yet ratified so as to have national validity.

⁴⁹The monitoring mechanism sets rounds that for a certain period examine the implementation of certain provisions of the IACC, while reviewing the degree of implementation of recommendations given to each country in the previous round. Consequently, examination of the mechanism cumulatively rests on all of the provisions discussed in various rounds, gaining a greater emphasis than those selected for each round.

| Mechanisms analyzed ⁵⁰ | 2002-2005 | 2006-2008 | 2008-2011 |
|---|--|---|-----------------------------------|
| | First Round | Second Round | Third Round |
| | Standards of conduct | Transparent Procurement Systems of good services | Denial of favorable tax treatment |
| | Conflict of Interest | Hiring systems for public officials | Mechanism to prevent bribery |
| | Proper use of public resources | Whistleblower protection mechanisms | Transnational bribery |
| | Reporting acts of corruption | Bribery | Illicit enrichment |
| | Declaration of incomes, assets and liabilities | Trading in influence | Extradition |
| | Oversight bodies | Money laundering (related to corruption) | |
| | Access to information | | |
| | Public consultation | | |
| | Participation by civil society | | |
| | Mutual technical cooperation | | |
| | Mutual assistance | | |
| Central authorities of cooperation and assistance | | | |

Green: Preventive measures; **Orange:** Criminal provisions; **Blue:** International cooperation measures

Under the framework of the IACC, the anti-corruption measures that are promoted **focus heavily on the public sector, and within it, the Executive branch.** These measures have generated an intergovernmental demand to the States, directed primarily to prevention and later on to sanctioning corruption.

Prevention has been encouraged through the promotion of establishing, developing and implementing **national policy frameworks**, such as civil service reform, codes of conduct aimed at preventing conflicts of interest, standards for the proper use of public resources and withholding of tax benefits on private acts of corruption; **internal control and detection mechanisms**, such as the reporting of corruption, whistleblower protection, declarations of assets and liabilities, civil servant salary systems and hiring

⁵⁰ Several anticorruption methods are referred to in the IACC and those that have been selected for each round of review. In some cases, the provisions, implicitly or explicitly, include more than one element, and in these cases the table has differentiated them. It is important to note that since the IACC is the first convention of its kind, it does not include certain issues considered important today, such as transparency in politics and the private sector. For more information on the various rounds of the MESICIC see <http://www.oas.org/juridico/spanish/lucha.html>

public servants; and **external control mechanisms**, such as mechanisms for transparency and civil society participation, and the strengthening of oversight bodies. There have not been discussions nor recommendations specifically for the private sector (as a potential corruptor) nor private corruption (among private actors), probably because the IACC has not established specific provisions for this sector, although it might have been possible to promote a line of action in this direction (based on measures under Article III numbers 10⁵¹ and 11,⁵² and the restrictive measures of Articles VI, VIII and XI).⁵³

Sanctioning corruption has been enhanced by strengthening the regulatory framework, by typifying crimes especially associated with corruption, such as **national or transnational bribery, illicit enrichment, trading in influence and money laundering**, as well as by examining national conditions for **extradition and mutual assistance**. This also gives focus to a greater degree of force on corrupt officials and authorities, although by extending it in general to all branches of the government. As was already mentioned, the private sector and private corruption are not the focus of law enforcement, nor is it the recovery of assets.

Undoubtedly, these areas of anti-corruption action have been pushed forward with greater force in the countries of the region due to legal rigor that provides the IACC, and political support of the OAS as the main promoter of the IACC.⁵⁴

The trend of the last ten years shows a willingness of governments to implement anti-corruption measures of the IACC, even while it is clear that this has not resulted in a higher number of successful processes and outcomes, as discussed below. For that, it is necessary that the formal willingness of government be translated into political will of the key domestic anti-corruption players, starting with the highest authorities, and permeating through the management process of public policy⁵⁵ in a sustained manner.

The OAS follow-up reports show that in some areas, the MESICIC recommendations focused on various management *stages* of anti-corruption measures. In some areas, recommendations called for the implementation and enforcement of norms, expanding institutional coverage of normative frameworks or its application to officials during or after holding public office; in other areas, the emphasis of the recommendations gave light to the need for greater effectiveness in the existing national legal systems; and in others the emphasis was on dissemination, establishment of operating procedures and systems and institutional strengthening.

Thus, during the period prior to 2006, the MESICIC often demanded to the governments the following:

- **A policy framework** that favored the reporting of acts of corruption, a widening of the coverage of the rules on access to information for most public entities, and a wider scope of the rules on

⁵¹Implementation of measures to prevent bribery of domestic and foreign government officials.

⁵²Mechanisms to encourage civil society participation in corruption prevention efforts.

⁵³About corrupt acts, transnational bribery, misuse of insider information and influence peddling.

⁵⁴The focus of the intergovernmental activity on these matters has led to the development of other positive aspects in the fight against corruption, which has generated a regional consensus in anticorruption cooperation, in assessing the exchange of information on national corruption problems and participation of civil society in the task, and governmental acceptance – at least formally – of the possibility of receiving advice and support from other States.

⁵⁵That includes the allocation of resources and bureaucratic capacity to sustain the technical and operational development of each initiative.

preventing conflicts of interest so that they apply to other officials. These were demands that require government intervention, but especially the will of the legislative power. In these cases, the responsibility for carrying out the recommendations the majority of the time fell on the National Congress/legislatures and the government.

- A **more effective government** in terms of protection and control of public resources and in the fulfillment of existing rules on declarations of assets and liabilities. This responsibility of effectiveness falls specifically on the government, but also on the offices in charge of the financial control and such information, as they are in many cases, the Comptroller General and Court of Auditors, which sometimes are independent from the Executive.⁵⁶
- It also demanded the **implementation of political and operational actions**, such as the dissemination, administrative regulation and institutional strengthening in terms of the declarations of assets and liabilities, oversight bodies, civil society participation and assistance and cooperation. These are matters which essentially require governmental will and action.

After verifying the above data, a closer examination of the progress of the OAS mechanism, shows aspects that are being taken into account by governments more effectively than others. Unfortunately, the follow-up reports show that the majority of the recommendations given to governments are not implemented satisfactorily, nor are they properly reported to the MESICIC, casting doubt about the government's real willingness and ability to commit to them.⁵⁷

In this regard, the OAS⁵⁸ shows that in all subjects of the First Round there is a relatively low average of compliance with the recommendations made by the MESICIC.⁵⁹ From these valuable reports it can be concluded that, reviewing the most mentioned recommendations -- that is the recommendations that were given to more than half of the countries of the mechanism in each subject -- the results are even more concerning, because on average, half (52%) of the countries to which recommendations were given reported a compliance that was not satisfactory, in contrast to a quarter (26%) that was satisfactory, as shown in greater detail in Graph 15.⁶⁰

As shown in Graph 15, in 2008, State Parties to the mechanism had a low level of compliance with the most frequent recommendations made and, within that range, with variations according to the anti-corruption measure in question.⁶¹

⁵⁶In Chile, the Comptroller General of the Republic is responsible for external control of the proper use of public resources and it is a government agency, but it is independent of the executive. The Auditor General of Argentina depends on the Congress of the Nation.

⁵⁷For a review of the degree of implementation of the IACC in a given country, a detailed examination of individual country reports, as well as alternative CSO reports, is necessary

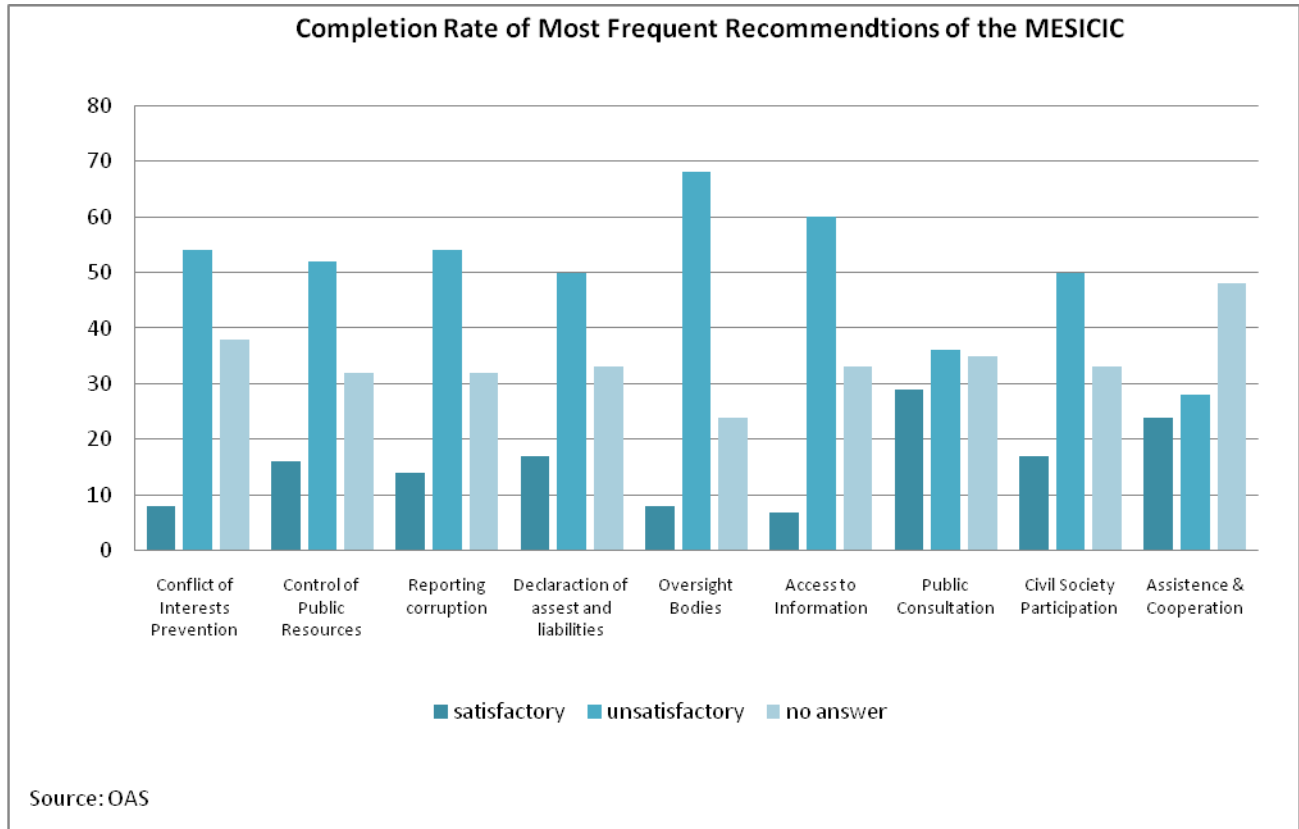
⁵⁸Hemispheric Report. The Second Round of Analysis, OSA, 2008.

⁵⁹By the date of this report, the Third Round had not yet concluded. After this Third Round data on the degree of implementation of the Second Round recommendations will be obtained.

⁶⁰The Reports from each round of the MESICIC provide information on the frequency at which States Parties (governments) carry out recommendations to other states on a range of subjects of the IACC. The graph shows that the percentage of countries that appear to be successfully, or unsuccessfully, implementing the same recommendation, or what percentage did not provide information of its implementation, to the MESICIC Committee of Experts after approximately three years since recommendations were made to governments. The graph uses the category of *unsatisfactory* implementation to facilitate understanding, as the Report uses a phrase that is less clear and related to the fact that the State should pay special attention to the implementation of the recommendation on which they are required to inform the Committee.

⁶¹A minor detail that needs to be noted, is that on average, 34% of cases do not provide any information related to the State Party to the MESICIC. This indicates a poor ability, on the part of many countries, to implement the recommendations on a domestic level.

Graph 15



There is a more favorable trend in the preventive mechanisms for **public consultation and civil society participation**, and **international assistance and cooperation**, but always within the lower ranges (below 30%). Moreover, there is an alarmingly low level of satisfactory compliance with the recommendations (less than 10%) in core preventive areas, such as **access to information, strengthening the oversight bodies** and **prevention of conflicts of interest**.

During the period of 2006-2008, intergovernmental activity for the implementation of the IACC of the previous stage was complemented by new review areas in the monitoring mechanism. The recommendations to the countries from the MESICIC were characterized by the following:

- A marked impetus for the establishment of legal **frameworks**, first and foremost for the countries of the region to have a **whistleblower protection system**. This area is clearly a policy gap in the region, and still remains as such. Additionally, policy changes for the establishment of transparent and equity-based hiring systems, and transparent and efficient public procurement systems were recommended. It also recommended policy

changes to include all acts that refer to corruption,⁶² in many national criminal laws.

- A **more effective** application of the existing legislation on **public servant hiring systems** was also recommended to several countries. In many cases, existing laws are not being enforced, or their enforcement is suspended indefinitely by frequent application of exceptional and transitory policies.⁶³
- In addition of the above, the mechanism also recommended a **greater willingness for implementation** of regulation and processes in those countries where there was legislation to protect whistleblowers. It also demanded greater dissemination to the public, and training to staff on procurement and contracting officials systems, and greater control over procurement systems. These systems, which strongly affect public spending, business confidence and citizens' trust in public institutions, do not offer sufficient guarantees for effective operation and are often subject to bribery, trading in influence and nepotism.

In summary, monitoring the implementation of the IACC has helped governments and multilateral banks to focus on different anti-corruption thematic areas, and more specifically on those areas under consideration in each Round of Analysis. In this framework, the regional trends promoted by the OAS are characterized by their focus on public corruption, with a strong, though not exclusive, emphasis on the Executive Branch. Within this space of action, governments have agreed to promote legal and administrative policies, procedures, mechanisms and prevention systems and law enforcement, included in the IACC.

Trends in prevention have focused on the establishment of judicial **domestic preventive frameworks in topics related to conflicts of interest, public procurement, hiring public officials and whistleblower protection. They have also sought to strengthen the external control over acts of public officials, by promoting access to information, citizen participation and strengthening oversight bodies.** Along with the above, work is being done in other transparency areas, **such as declarations of assets and liabilities, the public procurement systems and contracting officers, and access to information.** In criminal law enforcement, there has been a tendency to **standardize criminal laws to punish corruption acts, such as national and transnational bribery, trading in influence, money laundering and illicit enrichment.** The demonstrated procedural and operational initiatives of cooperation in the prosecution of corruption beyond the borders have been present, although to a lesser degree.

II. A perspective from national anti-corruption programs and plans

Similarly, governments also show more specific anti-corruption trends. Numerous countries have developed anti-corruption programs and action plans that privileged certain options within the broad "catalog of anti-corruption measures" that are offered by existing conventions, such as the IACC and the UNCAC. These are some of the main trends:

⁶²The acts of corruption that the IACC includes are bribery offenses, active and passive, influence peddling and money laundering by the two previous criminal figures.

⁶³This has occurred in the cases of Argentina and Nicaragua, for example.

1. The pursuit of increasing social external control over the State

Increased transparency and access to information

There is regional consensus that transparency is a highly effective and efficient tool for the scrutiny of public acts, as well as a relationship builder between State and citizens that strengthens democratic governance. Active transparency, so called because it involves a voluntary and active surrender of information from the State to members of society, is incorporated into government programs and initiatives relative to e-government, citizens' services and participation. One of the great virtues of active transparency is that, it does not require additional resources to make information accessible; it only requires political will to move forward. Unlike the formal access to information, active transparency does not require laws.⁶⁴ Furthermore, active transparency facilitates the relationship between the users and beneficiaries and public entities, and promotes enhanced delivery of services. As such, it can be a means to promote efficiency in public administration and thus benefit members of society. In Brazil, Bolivia, Chile and Peru, initiatives have also been implemented to provide information to citizens on the functions, personnel and services provided by public entities, increasing the information available to people and encouraging public scrutiny of public services.

In Brazil, for years a policy of active transparency has been implemented. One of the best examples is the Transparency Portal, which allows anyone access to see the implementation of programs and actions of the federal government in the state and municipal levels. By providing plenty of budget information, it is intended that each citizen be a caretaker of the appropriated use of public resources on issues affecting their community. One can also access a wealth of information on public expenditure, public officials, procurement and acquisitions, among other items. This website is an initiative of the Union Comptroller General and was launched in November of 2004 to ensure the appropriate use of public resources. It can be accessed at the following address: <http://www.portalTransparency.gov.br/>

Access to information has also been developing strongly throughout the region. Chile, Ecuador, Guatemala, Jamaica, Mexico, Nicaragua, Panama, Peru, the Dominican Republic and Trinidad & Tobago, have specific laws on access to public information. Almost all of these have been passed during the last decade. There is a growing international movement to promote the right of access to information and in this framework, government policies and programs are aimed at the general public having access to information and promoting its use.

In the case of Bolivia, the Ministry of Institutional Transparency and the Fight Against Corruption drafted a bill that is in legislative debate. In Jamaica, there have been citizen campaigns to promote awareness and use of one's right to access information, (for example: through TV advertisements and campaigns such as the Access to National Information High School Essay Competition at <http://www.ati.gov.jm/essay-competition.html>) In Chile, state administration officials received, in a little over two years of the law, more than 70,000 requests for access to information (source: Ministry of the Secretary General of the Presidency, Chile, July 2011) and there is an initiative to create a website to release all data generated by public officials.

⁶⁴Unless certain information is legally confidential, or kept secret, in order to protect relevant rights or interests.

Encouraging the participation of civil society organizations in public affairs

Another important focus is government initiatives to increase civil society participation in public services and accountability of elected officials. Social control discourages corrupt practices and helps build support networks and social capital valuable to the welfare of local communities and citizen groups with common interests, such as the environment, road works or the provision of better public services. Some governments appear to recognize the obvious, which is that the State cannot self-control itself and requires other stakeholders to collaborate in the task. Anticorruption plans and programs of many of the countries in the region are considering policies and mechanisms for citizen participation in the public policy cycle. Such is the case of Argentina, Bolivia, Brazil, Chile, Colombia, Mexico and Peru, where in some cases they are explicitly encouraging citizens to actively monitor public policy, especially at the local level.

The government's anti-corruption policy in Bolivia has as one of its main initiatives to strengthen citizen participation through public hearings, audits and social control tools, encouraging citizen participation and association, and the incorporation of accountability mechanisms. In Peru since 2007, the Comptroller General's Office (CGR) has promoted citizen oversight (veedurias), to promote preventive activities by which citizens participate in overseeing the management of public resources in support of government control, and they are accompanied by and receive technical support from the CGR. The key intervention areas prioritized for citizen oversight are social programs, public works and government contracting and procurement. In Brazil, the program "Dineiro Publico OlhoVivo"(Watch our Public Money) is the Comptroller's initiative that since 2004, promotes social control, enabling more than 30,000 municipal officials, councilors and community leaders to have social control over five thousand municipalities in the country. (More information at: <http://www.cgu.gov.br/olhovivo/OPrograma/index.asp>)

There are also other initiatives that are complementary to government initiatives. For example, in Paraguay, the Topu'a⁶⁵ Civil Society Project aims to strengthen Paraguay's civil society and their ability to demand accountability from the public sector, promote partnerships and improve their interaction with the public sector.⁶⁶

In pursuit of a change in socially accepted behaviors

Awareness and education campaigns are looking to favorably affect society and change harmful for more beneficial behaviors. In some countries in the region, the campaigns are carried out supporting and promoting values and the culture of legality, to make efforts coherent and in favor of integrity within the public system, and to reduce particularly petty corruption. The governments of Colombia, Brazil, Mexico and Peru, for example, have promoted this type of anticorruption activities.

⁶⁵"To lift up Paraguay" in Guaraní.

⁶⁶The project, financed by USAID-Paraguay's Democracy Program, aims to implement activities during 2011 to 2013 in the areas of Democracy, Citizen Rights, Gender, Transparency and Anticorruption. See, http://www.semillas.org.py/lista_proyectos/proyecto-sociedad-civil-topua-paraguay/

The importance of education and creating quality citizens as components of an anti-corruption strategy are evident in Mexico, where the Ministry of Public Administration carried out a campaign years ago promoting the culture of legality by way of widely disseminated of public awareness videos ("What would have happened if," in 2008) and through the Hundred Minutes against corruption initiative consisting of a series of short films ("without tricks," "do the right thing" and "We can always be honest") were shown in movie theaters throughout the country.

2. The strengthening of governmental capacity to control and prevent corruption

Strengthening internal and external control entities

There is a clear trend to strengthen the government entities that perform mainly an oversight function. The supreme control entities, as they are known within the IACC, usually include the Comptroller General's Office, Court of Auditors and Attorney General, but also can involve other entities to which national law assigns exclusive competencies of administrative, financial and/or legal oversight. It has become evident in specialized forums that these entities play a key and essential role in preventing and detecting corruption due to their level of expertise, their training in public management processes and their relative autonomy from the Executive Branch. Anti-corruption treaties also give importance to oversight entities, and commit States to provide them with sufficient resources, capacity, expertise and independence to perform their functions. Since these entities seek to defend their autonomy from the Executive branch, while at the same time need resources, they often request funding from multilateral banks (IDB, World Bank) for their strategic institutional strengthening plans. Some governmental anti-corruption policy emphasize strengthening these oversight bodies, giving them greater competencies and power, providing resources or facilitating their involvement in anti-corruption policies or initiatives, such as what happens in Argentina (Anti-Corruption Office), Colombia (Presidential Program) and the Dominican Republic (Attorney General).

Incorporating anti-corruption policies into government plans

While in the past, the design of anti-corruption policies was not considered a necessary element, today it is virtually indispensable. The public increasingly demands proposals from government on how they expect to fight corruption and who will be responsible for this task. Additionally, the UNCAC has incorporated as an imperative, the development and coordination of a preventive policy against corruption.⁶⁷

The design, implementation and constant review of anti-corruption policies, can guide public and private actors, generate useful information for citizens, and allow for better coordinated action of governmental agencies in charge of political, financial and administrative control.

⁶⁷ For a detailed analysis of Article 5 of UNCAC and its implications, see "Anti-corruption policy making in practice: What can be learned for implementing Article 5 of UNCAC?" Karen Hussmann, 2007.

Today it is easier to identify the governing bodies that develop and coordinate prevention policies, as in Brazil, with the Comptroller Office (CGU); and Venezuela with the General Comptroller (CGR), in Colombia with the Presidential Program of Modernization, Efficiency, Transparency and the Fight against Corruption; in Argentina with the Office of Anti-corruption, in the Dominican Republic with the Attorney General (PGR), or in Bolivia with the Ministry of Institutional Transparency and Combating Corruption, or the Civil Service Secretary in Mexico, among others. There are countries in which the identification of a single policy management body is more difficult, either because of the political system (where the Parliament can share responsibilities with the Executive) or due to the division of functions between various public governing bodies, which requires a greater coordination effort between them.

In pursuit of better coordination among government agencies

Currently there is an acceptance by experts, authorities and governments that corruption is a complex phenomenon. Also the study of corruption patterns and processes has made it clear that each government entity is only a part of the aggregated amount of work that fighting corruption requires, and that as a consequence, the effectiveness of this fight depends on the individual entities ability to coordinate and support each other for the larger goal. Joint operations working to detect corruption cases have proved useful in Colombia and Brazil. The coordination between State agencies has been declared as a target in both Paraguay and Bolivia's prevention plans. Furthermore, Mexico and the Dominican Republic have plans to strengthen their investigation capacities.

In Chile, three autonomous agencies are coordinating efforts in the fight against corruption. The Comptroller General (CGR), a legal and administrative control organization, which is autonomous; the State Defense Council, an agency in charge of representing the State of Chile in and out of court; and the Public Ministry, in charge of investigating crimes. The three agencies agreed to strengthen coordination for the detection and investigation of corruption. One impact of this agreement is the collaboration that is now happening between the Comptroller and the Public Ministry, which facilitates the filing of criminal complaints by the Comptroller General, and furthers work with them on anti-corruption training. The Comptroller must provide the prosecution access to the statements of incomes, assets and liabilities of public officials and the agency's database. This activity improves coordination according to the assessment that was conducted by the Comptroller in 2008, on the country's institutional capacity to implement the UNCAC warning that, given the demands of the international instrument, it was necessary to strengthen coordination with other agencies who are competent in the matter.

An increase in activities between government agencies, academia and the private sector

The coordination with other stakeholders has proved to be an important element of policy and government initiatives in the region. Civil society organizations have shown to be qualified partners and politically important in the fight against corruption. While in the 1990's, a network of national chapters of Transparency International contributed substantially to citizen vigilance and promotion of transparency, there are now many other active organizations with initiatives that are directly or indirectly linked to the fight against corruption. Currently, many universities in the region focus their study and research centers in various topics related to corruption, which generates knowledge and databases, but also they involve themselves with projects, in partnership with governmental agencies and/or civil society. In Guatemala and El Salvador, the civil society monitoring of the implementation of

the IACC was more technically sound thanks to the participation of prestigious universities, and dialogue between these institutions of civil society and government offices that were responsible for monitoring. In Chile, the Chilean state universities provide important services of consultancy, education and training in probity, transparency and combating corruption. Moreover, the private sector, a stakeholder usually associated with the supply side of corruption, and to date has not been present in the government's anti-corruption plans, but now appears in the region, albeit timidly, being invited to participate in business ethics and corporate social responsibility initiatives and campaigns. In Brazil, Mexico and Argentina agreements with the private sector to reduce corruption and adopt good business practices are being promoted, as well as in Colombia where they continue to promote integrity pacts for public procurement, a good practice which is reproduced in other countries.

In recent years, Brazil has been developing cooperation between the government and organized civil society, which aims to promote business ethics, prevention and fighting corruption, and encourage the implementation of integrity measures in business relationships. The Comptroller Office (CGU) has carried out cooperation activities with the private sector through the organization Ethos, such as the development of the Manual to Combat Corruption in the private sector and the implementation of a virtual course for small and medium-sized enterprises. Activities have also been developed between the CGU, the Ethos Institute and Confea (The Federal Council of Engineering, Architecture and Agronomy), to develop mechanisms for preventing and combating corruption in procurement, contracting and public works, and has measures to promote ethics and integrity in construction companies and in areas of professional engineering. The most important ongoing initiative is the project "Fair Play Inside and Outside of the Stadiums" by participating companies that signed the Business Pact for Integrity and Against Corruption, which aims to combat corruption through collective action, education and training, and by promoting transparency and integrity in the infrastructure of the 2014 World Cup and 2016 Olympics. (Initiatives for cooperation between public and private sectors: the case of Brazil, Mario Vinícius Spinelli, 2011).

3. Interest in human resources in the public sector and their conduct

The importance of civil service career and limits of conduct in public service

For nearly two decades, civil service career and personnel management reforms have been in the works throughout the region. It is now a continuous effort originating from the introduction of human resource management technologies, financed by multilateral banks, and adopted by governments in the process of modernization and reform. In turn, the civil service career reform process, emphasizing an entrance and promotion civil service system based on merit and job security, has been considered in international forums as a central element for curbing corruption. It can help to separate politics in government and the delivery of regular and equal public services to the community.

The interest in management of public servants has been complemented and intensified by a strong interest from experts and governments to establish legal frameworks on the ethical conduct of public sector officials and authorities. Throughout the region, legal reforms have been undertaken to establish limitations on the conduct of officials, as well as on their entrance into the civil service. This is especially valid since the signing of the IACC, and after the first round of the MESICIC in 2002, as this was a key

topic of review. National systems have set new standards to manage entrance into the civil service, incompatibilities and prohibitions, mainly to ensure public official integrity and to prevent conflicts of interest. Along with legal standards, codes of ethics, or integrity manuals, have been established, which facilitate the dissemination of laws and norms among staff through training. More recently, in countries like Peru, Paraguay, Brazil, Argentina, Chile and the Dominican Republic, the governments have implemented in the last two years reform to existing rules, to expand their scope to other public officers, create tougher penalties and administrative criminal proceedings, and to further regulate key civil service activities.

Chile is one of the countries with some of the best transparency indicators, which has been building up since 1999 when the Law of Probity was passed and the Criminal Code amended to include corruption; in 2006 Chile ratified the UNCAC and sent many bills to Congress, one of which resulted in the current Law No. 20.285 on public transparency and access to information. Chile has laws regulating the incorporation of public employees and authorities in all branches of government, establishing requirements, disqualifications and incompatibilities associated with the prevention of conflicts of interest; delineating clearly prohibited conduct such as misuse of confidential information, trading in influence, the use of personnel or resources for purposes other than institutional objectives, receiving gifts, participation in issues that have conflict of interest implications, violating the ban on competitive bidding procurement, and breach of efficiency, effectiveness and legality duties. The duty to report acts of corruption was upheld and established the duty to provide declarations of interest and liabilities. In 2011, the government confirmed its willingness to legislate on matters of long debate in the country, as is the lobby and the blind trust to the highest authorities (source: <http://www.imaginacion.cl/seminario/comunicado.pdf>).

4. Interest in the operations of public spending: public procurement and transfers

A key and important activity in many countries is transparency and control over public spending. Many governmental and non-governmental initiatives are focused on public expenditures and oversight over the use of budgetary resources of public entities. The mechanisms of government procurement have been a subject of reform since the 90's, with a strong incorporation of information technologies as tools for transparency and efficiency. For example, the governments of Colombia, Peru, the Dominican Republic and Jamaica have implemented policy and reinforced control of procurement processes, especially by incorporating citizen control at the local level or the support of civil society organizations in integrity partnerships.

In Colombia, for example, the Presidential Program on Anti-corruption focuses their control efforts with the help of civil society in monitoring public investments in Health, Housing, Education and Environment, through the Visible Audits program. It also seeks to track contractual processes of high impact and large amounts, using tools previously proved effective in Colombia such as Integrity Pacts (source: Presidential Program of Modernization, Efficiency, Transparency and Combating Corruption (<http://www.anticorruptcion.gov.co/Paginas/PPLCC.aspx>))

In terms of public spending, some initiatives have taken place to control spending through transfers, in particular focusing on resources that are transferred from the central level to entities, departments and municipalities. In some countries, governments have focused efforts by encouraging citizen oversight and accountability, such as in Bolivia, and making the resources that are allocated to organizations, projects and investments transparent, or as in Brazil with the Transparency Portal and transparency portals for public entities. Oversight of public resources is the basis of work for citizen audits, and has been implemented in various forms in the region. For example, the 2009 Latin American General Index of Budget Transparency (IGTP) target Argentina, Bolivia, Brazil, Colombia, Costa Rica, Ecuador, Guatemala, Mexico, Panama, Peru, the Dominican Republic and Venezuela. The IGTP measures the level of budget transparency defined as the existence of a normative framework and clear practices in the budget process, public access to information and the formal mechanisms of participation during the budget process. The results of this study demonstrate disapproving perceptions for all countries of the region except Costa Rica.⁶⁸ The importance of budget transparency is clearly explained by the authors of the IGTP when they point out the great relevance it has for accountability, "...because the availability of information in various stages, processes and outcomes of public budgets is an essential component for understanding the most important public policy instrument of the government. The budget identifies the priorities of the government in monetary terms and from this the winners and losers of the budget policy can be identified."

5. Building capacity to detect and prevent public corruption

More than laws, eyes and arms. Another visible trend in the LAC region is the pursuit of building capabilities to detect and investigate corruption. Once a legal base to sanction corrupt practices is established, governments have realized that the best laws require the State to have eyes that can see opportunities for corrupt practices and to have agile and strong arms to catch and punish. Otherwise, the laws are merely "worthless papers." Investigating and sanctioning bodies require strong processes and technologically advanced entities to fight corruption. This has been recognized by the anti-corruption conventions, in particular by the UNCAC. Currently, in Mexico, Argentina, the Dominican Republic and Bolivia, among others, governments are developing initiatives to strengthen the investigation capacity, create more effective ways to detect and prosecute corruption. This involves training and specialization of human resources in entities such as attorney general, prosecutor and Comptroller, to allocate more budget funds for these institutions, the establishment of cooperation agreements and exchange of information and the development of modern detection and investigation mechanisms. In addition, these agencies must have tools to obtain valuable information, to detect and punish systems to report corrupt acts and means to obtain and verify the declaration of assets and liabilities of government and senior officials. In the aforementioned countries, and also in Brazil, Chile and Jamaica, there is an increased interest on declarations and the effective use of them to identify conflicts of interest and corrupt practices. Agencies responsible for monitoring compliance with this obligation are more alert, and in some cases the statements are regularly used in their detection and control functions.

⁶⁸ <http://www.iltpweb.org/>

In Argentina, the Office of Anti-corruption of the Ministry of Justice and Human Resources, for years has used wealth declarations in their tasks of prevention and detection. The Unit of Transparency Policy in the Office of Anti-Corruption has control of the financial disclosure reports. In 2010, 157 cases of verified statements in which data pointed to the possibility of serious violations. Moreover, the Investigative Unit has a mission to investigate cases of corruption, and use information from the financial disclosure to prosecute and/or to include in criminal proceedings for corruption. In Brazil, one of the most important steps to strengthen investigation capacity could be the 2006 creation of the Secretary for the Prevention of Corruption and Strategic Information, which has sought to give greater coordination and unity to the intelligence work of fighting corruption and to promote innovative techniques in preventing corruption.

Reporting acts of corruption is another regional trend in which some countries have implemented innovative mechanisms for complaints and for protecting whistleblowers. In 2003, Chile's report to the MESICIC confirmed that over one quarter of the reports of corruption made against the State Defense Council came from public sector trade union leaders, as the real whistleblower complained to legal representatives fearing potential reprisals. Currently in another situation, the Anti-Corruption Office in Argentina has confirmed that most claimants are people who have an employment relationship or business relationship with the public administration. Also, these people are afraid of physical retaliation, labor or economic conditions, and the inability to obtain useful information to supplement or conduct research. For this reason, complaints and whistleblower protection are being encouraged in the countries of the region, but in particular Mexico, Argentina, Bolivia and Colombia.

In Mexico, the Ministry of Civil Service is a priority for government action to inhibit and punish corrupt practices. Specifically, they decided that reducing levels of corruption in the Federal Public Administration is a strategic objective for the period of 2007-2012. Therefore, in 2010, the government of Mexico sent to Parliament a bill of amendment to the Federal Law of Administrative Responsibilities of Public Servants, which provides rules on the protection of whistleblowers and people who provide information regarding the possible breach of public servant obligations. The project also provides economic benefits, incentives and rewards for whistleblowers that provide information which is correct, sufficient and relevant to the identification and accreditation of administrative offenses. It was approved in the Senate and the Chamber of Deputies must act in 2011. Other initiatives aimed at involving civil society and civilian witnesses for the possible identification of corruption, and the application of the "simulated user" technique operating strategy which performs the detection and apprehension in the act of public servants corruption within the federal government, when there is real legal evidence and proven demand for money or gift by a Federal Public Servant.

6. In pursuit of greater adherence to international standards

Currently, there is greater political recognition of international agreements. Almost all governments in the region recognize that the IACC and the UNCAC provide a valuable foundation for public action in general and especially for anti-corruption action. Civil society organizations strengthen their positions by demanding compliance of the agreements, and exercise oversight in national implementation. This rapid and intense process of linking international standards with national standards has been promoted by

the OAS regional actions, that through its Secretariat for Legal Affairs provides support, assistance and coordination for initiatives in LAC, and constant action from the Anti-Corruption Conventions Program for the Americas, of Transparency International, through its chapters in the region that keep a consistent watch on the implementation of the IACC. Today 26 countries in the region are part of the MESICIC. Moreover, promoting the UNCAC has been made effective by the United Nations, through the program of actions executed by UNODC, a significant and positive effect on governments has been produced, urging them to take enforcement action and strengthen their legal framework and capabilities in asset recovery.⁶⁹ Some countries in their policies and programs explicitly noted the need to actively join the international anti-corruption platform, to obtain cooperation and even propose global level activities. Currently, the anti-corruption conventions are the political, technical and legal foundation of government policies and civil society initiatives.

The Office of the Comptroller in Brazil (UGC) has identified fulfilling international anti-corruption commitments and accompanying the evolution of international society to deal with corruption as two key areas of action. Accordingly, Brazil is a State Party of the IACC, the OECD Convention to combat transnational bribery, the UNCAC (Argentina, Chile and Mexico have also joined these three conventions), and is also part of the cooperation agreement with India, South Africa (the trilateral cooperation agreement with India, Brazil and South Africa), which was established with the goal of reaching different sectors of public policy, as stated in the Memorandum of Understanding for cooperation in the areas of administration and public governance in the following areas:

- 1. Integrated Monitoring and Evaluation*
- 2. E-governance*
- 3. Human Resource Development*
- 4. Provision of Citizen Services*
- 5. Ethics and Combating Corruption 6. Social Responsibility and Transparency*

Proposals for legal reform in line with these international legal instruments have been created.

(Source: CGU).

III. A perspective from the activities of civil society organizations (CSOs)

CSOs in the region have developed an indispensable and comprehensive anti-corruption work. The types of organizations acting on these subjects are varied, for example: non-governmental organizations (NGOs),

⁶⁹ UNODC provides technical assistance to countries for the design of anticorruption policies and for institutional strengthening for the implementation of the UNCAC. Furthermore, it promotes preventive policies, institutions and greater awareness of corruption and its effects. But also establishes and provides for partnerships with international and regional organizations to combat corruption, such as the International Anticorruption Authorities, GOVNET, OECD, GRECO and GOPAC. Also since 2007, it has carried out, in partnership with the World Bank, the STAR Initiative for the recovery of assets. See more information on UNODC activities in "Thematic Programme. Action against Corruption & Economic Crime (2010-2011)", UNODC.

trade unions, universities, associations, professional organizations, human rights advocates, foundations and community organizations. In general, these organizations advocate for policies and promote legal anti-corruption reforms. They also encourage the use of anti-corruption tools, and seek to strengthen their own ability to access information, influence and exert oversight over the government, other branches of government and the private sector. These organizations action areas are usually less clear and change more frequently than the government;⁷⁰ however, there is a greater coincidence in some areas.⁷¹

Transparency in politics is one of the most convoking themes. In some countries, alliances have been forged between CSO to make citizen oversight part of the electoral process.⁷² In other countries, the stronger organizations have created permanent initiatives for electoral monitoring and campaign financing which promotes the monitoring and reporting of election irregularities, such as the project *Go Out and Vote; The Vote Wins*, in Nicaragua⁷³ and in other cases, technological tools for transparent political financing have been created. For example, the *All Clear*⁷⁴ project, a transparency initiative in Brazil, aimed at transparently demonstrating who finances elections. The *Crinis* Project has IT and Carter Centre initiatives that assess transparency levels in finance legislation and laws in the electoral campaigns, detecting vulnerabilities and strengths.⁷⁵

Another area of great activity is the promotion of **civil society participation** in public affairs, in public transparency and in citizen monitoring. Transparency Venezuela periodically assesses the levels of budget transparency in government agencies, through their participation in the *Open Budget Index Project*, in this activity, mayors agree on best budgetary practices;⁷⁶ Transparency Brazil has the *Excellent* initiative,⁷⁷ a website that provides extensive information on parliamentary practice, assets, travels, voting and positions on bills at the federal and state levels.⁷⁸ The Information and Resource Centre for Development, in Paraguay, meanwhile, dedicates time to strengthening civil society participation through the *Citizen Support of Initiative Program*.⁷⁹ In Colombia, a different approach is

⁷⁰The areas of activity of these organizations are broader since unlike the States, which are agencies that are specialized or responsible in areas of policy, these organizations are many and varied in each country, and operating nationally and sometimes through internationally supported networks, varying their themes depending on their own definitions of policy.

⁷¹For these effects, the web pages of 16 well-known CSOs and collective initiatives from 14 countries in the region were studied: Mexican Transparency (Mexico), Citizen Action (Guatemala), Ethics and Transparency (Nicaragua), Foundation for the Development of Citizen Liberty (Panama), My Transparent Panama (Panama), Finjus (Foundation of Institutions and Justice, acronym in Spanish) (the Dominican Republic), Citizen Participation (the Dominican Republic), Transparency Venezuela (Venezuela), Transparency for Colombia (Colombia), Group Lighthouse (Ecuador), Transparency Brazil (Brazil), CIRD (Paraguay), Proética (Peru), Participate (Chile), Chile Transparent (Chile), Citizen Power (Argentina). Additionally, the compilation of anticorruption initiatives of the Second Regional Meeting of Experts on Transparency, Accountability and Combating Corruption in Latin America, contained in the document "Anticorruption: updating challenges," Human Rights Center at the University of Chile, 2009, which collected the initiatives of 24 other organizations were taken into account: Fundar (Mexico), Civil Alliance (Mexico), Recrea (Costa Rica), Foundation Access (Costa Rica), Citizen Alliance for Justice (Panama), Synergy (Venezuela), Parcomun (Colombia), NGO Network for Transparency (Colombia), Visible Congress (Colombia), Corporation Citizen Participation (Ecuador), Coalition Access (Ecuador), Contas Abertas (Brazil), Ibase (Brazil), IPYS (Peru), Association Civil Transparency (Peru), Andean Citizen Commission of Jurists (Peru), Humanas (Chile), CIPPEC (Argentina) ADC (Argentina), CEDES (Argentina), ACIJ(Argentina) ICPC (Argentina), Latin American Center of Human Economy (Uruguay), and ICD (Uruguay).

⁷²Initiative Bolivia Transparency, a consortium of eleven organizations dedicated to making Bolivian citizens monitor elections in cooperation with Partners of America, NED, AECI, IDEA, y ASDI. More information at www.boliviaintransparente.org

⁷³Initiative of the NGO Ethics and Transparency. More information at www.evt.org.ni

⁷⁴More information at <http://www.asclaras.org.br>

⁷⁵The methodology was applied in eight countries in 2006, resulting in the report, "CRINIS: Money in politics, everybody's business". In 2009, it began as a project in Honduras.

⁷⁶See <http://www.transparencia.org.ve>

⁷⁷For more information visit <http://www.excelencias.org.br>

⁷⁸<http://transparency.globalvoicesonline.org/project/excel%C3%AAncias>

⁷⁹This line of action receives support from USAID. For more information visit <http://www.cird.org.py>

used, the organization Parcomun⁸⁰ aims to strengthen participation and self-management of communities and grassroots organizations.

Furthermore, issues of **access to public information and transparency** have also been a part of the agendas of many CSOs. These activities have been strengthened and supported year after year, by both the enactment of laws that recognize a citizen's right to be informed in the region, and by the consensus that surrounds transparency in public services governance as a prerequisite for effective citizen participation and oversight, and preventing corruption. Some organizations actively promote the right of access to information, as is the case of the organization Proacceso in Chile,⁸¹ the main promoter of the Chilean law on transparency and access to information, and the Violeta Barrios de Chamorro Foundation of Nicaragua, that led the transparency coalition that won approval in the assembly of law on access to information in 2007.⁸² This organization also develops an extensive work program with journalists and media.⁸³ As is true with this organization, other CSOs have confirmed that the promotion of transparency in alliance with journalists and media gives valuable results in the fight against corruption, as exemplified by the experience of Proetica and IPYS⁸⁴ in Peru, that developed actions to promote investigative journalism. On its behalf, IPYS in partnership with Transparency International, every year organizes the *Latin American Award for Investigative Journalism* and has a large regional database on the subject. A lot of pro-transparency organizations are joined in broad initiatives as was true with the *Atlanta Declaration and Plan of Action for the Advancement of the Right of Access to Information*. Over a hundred pro-transparency organizations recommended international donors to support efforts that make countries implement, enforce and monitor the right of access to information, providing technical assistance and long-term funds. Government agencies were asked to include the promotion of the right of access to information as part of national development and growth strategies, and sector policies,⁸⁵ an interesting aspect that would increase the public demand for access to information and link the information with better conditions for the effective exercise of other rights.

The **transparency of justice** is another high relevance action area in the region. Impunity is a major problem, as well as strong citizen perception of opacity and an ineffectiveness of the justice system.⁸⁶ Several civil society initiatives seek to tackle these challenges. *Accion Ciudadana*, in conjunction with Global Integrity, created *transparency indicators for the justice system* in Guatemala as a way to improve the justice system's bad performance and reduce impunity.⁸⁷ In Argentina, the Center for Research and

⁸⁰ See <http://www.parc comun.org>

⁸¹ Proacceso has become the main reference for the Chilean civil society in the successful promotion of a law on access to information (Law Nº 20.285, of 2009) and has participated in the design of policies and strategies for implementing the regulations in force from April 2009. See more at <http://www.proacceso.cl>

⁸² Also playing a role in promoting transparency in governance are Citizen Power, Transparency Bolivia, Lighthouse, Transparency Venezuela, Citizen Action and Participation.

⁸³ For more information about freedom of expression and transparency activities and programs, visit the following website <http://www.violetachamorro.org.ni>

⁸⁴ The IPYS is a society of journalists that promotes freedom of press and investigative journalism. Originating in Peru, its members are independent professionals from several Latin American countries. See more at <http://www.ipys.org>

⁸⁵ "International Conference on the Right to Public Information," Centro Carter, 2008.

⁸⁶ For information on Panama and Central America, one can read "Control and Lack of Control of Judicial Corruption. Evaluation of judicial corruption and the tools to fight it in Central America and Panama," Due Process Law Foundation, 2007. Also for more information about the connection of human rights and corruption and the distorting effects of the judicial system on victims and witnesses, see "Corruption and Human Rights", Christian Gruenberg and Pedro Biscay, International Committee for the Human Rights Study, 2007.

⁸⁷ See the reports at <http://www.transparenciajudicial-gt.org/sobre>

Economic Crime Prevention has a *social observatory against the abuse of corruption*⁸⁸ which publishes current information on court cases of corruption and legal initiatives. *Visible Election*⁸⁹ is a citizen group that monitors and promotes greater transparency in the selection of judges, high court officials and other authorities in Colombia.⁹⁰ In the Dominican Republic, FINJUS, a consortium of seven organizations, participates in the *Citizen Action Program for Justice and Transparency*, in order to contribute to expanding governmental reforms, increasing citizen participation and promote a culture of transparency and accountability within the justice system and government.⁹¹ There are other initiatives aimed at providing more effective corruption investigations. One is the project for the *dissemination of asset declarations of incoming and outgoing officials*,⁹² in the Dominican Republic being promoted by *Participacion Ciudadana*, which makes asset declaration more transparent and facilitates the detection of conflicts of interest or corruption in authorities. Another initiative is driven by *Accion Ciudadana* in Guatemala. The project is called *Anti-Corruption Legal Assistance*⁹³ to receive and manage corruption complaints, and offers legal assistance and support.

The promotion and implementation of **international agreements against corruption** is another area of CSO action, as they considered these strategic platforms for action plans and activities. Many CSOs have come to know the existence, content and value of the anti-corruption conventions, and use these to focus their activities, to participate in international forums and review mechanisms, as well as to influence the government's policy agenda. The Anti-Corruption Conventions Program for the Americas,⁹⁴ of Transparency International, has provided training and support to many CSOs, in the use of conventions and in monitoring its implementation. This international coalition has actively participated in all rounds of the MESICIC, intervening in multilateral forums and collaborating in presenting national monitoring reports, and participating in discussions for implementing the UNCAC review mechanism. Moreover, this international coalition has encouraged international donors to integrate the MESICIC recommendations into their strategies for assistance.⁹⁵ Along with this work, CSOs in the region have shown progress in strengthening their technical abilities in different areas, and have provided useful information for examining the phenomenon of corruption and for controlling corruption. Thus, many of these organizations publish **methods, reports and assessments** of corruption, and influence public opinion, encouraging debate and participation in the discussion of anti-corruption measures or when corruption scandals occur.⁹⁶

Unlike governments that develop cross-cutting anticorruption policies, for the most part, CSOs focus their limited resources on specific areas or sectors. For example, **social services and fighting poverty**

⁸⁸The ICPC is a nongovernmental organization dedicated to developing policies to prevent economic crime and the promotion of active recovery mechanisms of economic crime and corruption.

⁸⁹See more at <http://www.eleccionvisible.com>

⁹⁰Also acting in the area of justice and corruption: Citizen Power, Transparency for Colombia, Citizen Alliance for Justice and the Andean Citizen Commission of Jurists.

⁹¹FINJUS also executes other projects in the justice sector and popular legal education; for more information visit <http://www.finius.org.do/>

⁹²This project was financed by the UNDP and supported by Transparency International.

⁹³This project was financed by the UNDP and supported by Transparency International.

⁹⁴See more at http://www.transparency.org/regional_pages/americas/convenciones

⁹⁵Nancy Boswell, president of TI USA, cited in "Efforts against Corruption in Latin America. Lessons Learned," Peter De Shazo, policy documents about the Americas, 2007.

⁹⁶Transparency Brazil, Mexican Transparency and Citizen Action offer abundant information. Furthermore, Transparent Venezuela has information on the local level. In general, numerous organizations circulate indexes on participation, budget, judicial and procurement transparency, as well as useful analyses and technical reports.

are areas of work in different countries. Proetica in Peru develops corruption prevention activities in health, promoting plans to fight against corruption in local and regional governments; in education, promoting management oversight of educational institutions; and by linking the fight against corruption with the fight against poverty, seeking to reduce the risks of corruption in the provision of social services in the context of poverty.⁹⁷ Similarly, in 2009, the corporation *Participa* in Chile developed a project for transparent allocation of subsidies to irrigation farmers.⁹⁸ The transparency and debate on **energy policy** and its benefits is another key area being promoted by CSOs, in particular in countries that produce energy, as with oil, which is the focus of the work of Transparency Venezuela⁹⁹ and *Grupo Faro* in Ecuador.¹⁰⁰ Transparency in policies and **natural resources** management has also attracted CSO attention, especially when dealing with water, although interest has increased in the prevention of corruption in the forestry sector. Forests and the forest industry may be more vulnerable to irregularities and corrupt practices, especially in countries without strong oversight. In Honduras, Global Witness and the National Commission for Human Rights have made visits to the most deforested regions and made recommendations to the authorities to control the indiscriminate cutting of trees. In 2006 in Nicaragua a Pilot Project of Independent Forest Monitoring, with the support of GTZ, was carried out. The Water Integrity Network¹⁰¹ is a network of organizations supporting worldwide anti-corruption activities in the water sector by promoting coalitions. This network seeks to establish transparency mechanisms and prevent corruption in the sector, while promoting *practices of Water Integrity* for the poorest.¹⁰² The **environment** is another focus of growing interest of CSOs in the region, as LAC is rich in natural resources but with weak States and/or regulatory difficulties, which create incentives for corruption in extractive industries that cause pollution and environmental degradation. The initiative *Access Initiative* is an example of national and international effort to combat corruption in the environmental sector. It aims at pursuing access to information, participation and justice in environmental decision-making processes, and involves many organizations from 15 countries the region.¹⁰³

Other areas of CSO activity in anti-corruption are aimed towards **preventing corruption in the private sector**,¹⁰⁴ creating cooperation with the government in preparing **legislative proposals and anti-corruption policies**,¹⁰⁵ transparency and oversight in **public procurement**,¹⁰⁶ **ethics and transparency at the municipal level**¹⁰⁷ and **education in values and a culture of legality**.¹⁰⁸

Plans for civil society organizations at the international level have also been a source of anti-corruption trends, in particular when they have generated joint initiatives in specific anti-corruption areas. TILAC

⁹⁷ See more background information about these projects at <http://www.proetica.org.pe/Index.html>

⁹⁸ See at <http://www.participa.cl/archives/category/proyectos-2009>

⁹⁹ Transparency Venezuela, through its monitoring work on budget transparency has highlighted the opacity of the figures from the state petroleum production in Venezuela, and the overall opacity of the Venezuelan State in budget matters.

¹⁰⁰ Lighthouse Group invites debate on energy efficiency and conducted, with support from the International Development Bank, the International Transparency in the Petroleum Sector: New Challenges and Opportunities Conference.

¹⁰¹ Water Integrity Network (WIN) initially created by Transparency International, the International Center of Potable Water and Sanitation, the International Water Institute at Stockholm, the World Bank's Water and Sanitation Program.

¹⁰² Source: Strategic Action Framework for 2009–2015, Water Integrity Network, 2008

¹⁰³ More information at <http://www.accessinitiative.org>

¹⁰⁴ Chile Transparent, Mexican Transparency and Transparency for Colombia have work links with the private sector, through the promotion of best practices, another through indexes of corporate reputation, and the third, through integrity pacts in hiring contracts.

¹⁰⁵ For example, Transparency Brazil, Chile Transparent (in 2006), and Mexican Transparency.

¹⁰⁶ Citizen Power, Transparency Brazil, Mexican Transparency and Transparency for Colombia.

¹⁰⁷ Proética, Civil Society Participation, Transparency for Colombia, Chile Transparent.

¹⁰⁸ Proética, Civil Society Participation, Transparency for Colombia, Chile Transparent.

for example, Transparency International network for LAC, has worked in many of the areas mentioned¹⁰⁹ above and since 2007, has focused its work on increasing **transparency in financing political parties and election campaigns**, improving the mechanisms and **practices of accountability within Congress/legislatures**, generating information on State capture, associating the anti-corruption activity to the **fight against poverty** and promoting compliance and accountability for **international anti-corruption commitments**.¹¹⁰ In relation to the Caribbean, Transparency International has called attention to the need for greater transparency and accountability in political parties and government systems; political and constitutional reforms to reduce governmental discretion and to empower civil society; to build capacity in critical institutional entities such as the Office of the Auditor and the Attorney General; and promote awareness for a more effective action against corruption.¹¹¹

It is evident that there are strong complementarities between governmental and non-governmental anti-corruption initiatives, with minor differences in the degree of implementation and adherence to various components of the anti-corruption catalog, with special emphasis on preventive measures. Similarly, CSOs have activities that are more focused given scarce resources, while government activities have more crosscutting elements affecting all areas of public administration.

¹⁰⁹ Transparency in government procurement, corruption in political financing, promotion of integrity in the private sector, promotion of investigative journalism linked to corruption.

¹¹⁰ "Strategy for International Transparency in Latin America and the Caribbean", TILAC 2012.

¹¹¹ Antigua and Barbuda, Bahamas, Barbados, Dominica, Grenada, St. Kitts and Nevis, Santa Lucia and St. Vincent and the Grenadines. "The National Integrity System TI Caribbean Composite Study", TI, 2004.

**ANALYZING UNDP
ANTI-CORRUPTION
PROJECTS AND ITS
PARTNERS IN THE REGION**

Chapter 3

Analyzing UNDP Anti-Corruption Projects and its Partners in the Region

The UNDP works diligently to support the initiatives of the governments in LAC. At present some 31 projects are underway in the Region that are in one form or another, related to the fight against corruption. These projects have an approximate value of US\$ 67.6 million.¹¹² Of these, 90% are national projects and 10% are regional projects. In order to implement these initiatives, UNDP relies on working with national counterparts, together with international partners and actors. This will be analyzed in this chapter.

I. The Projects

To fully understand the extent and type of contribution that UNDP¹¹³ projects deliver to the fight against corruption in LAC countries, it is necessary to make a few distinctions. These are related first to the ultimate beneficiaries of the projects and the type of issues that are being addressed; secondly, the level of investment, and thirdly, the specific type of challenge that is being addressed.

Following these criteria, some general features of the national UNDP projects in the region can be observed. Foremost, they target public entities, whether executive, legislative or judicial. While civil society organizations and communities could be the ultimate beneficiaries of the project activities, with a few exceptions public entities and/or counterparts are the ones that manage, direct and use resources, mainly devoted to government capacity building in various anti-corruption areas. Also, these projects are carried out at different geographical levels of the countries, whether national, state, provincial or local. Moreover, the subjects dealt with are varied, but fall generally into the area of development cooperation, essentially seeking to contribute to capacity building in governmental entities and communities. These are aimed at strengthening the electoral process and the exercise of rights, organized and administrative government activity, legislative activity, the administration of justice, local governance, public transparency and accountability and civil society participation.

After this categorization, some specific characteristics of the projects can be pointed out:

1. The resources involved in the projects analyzed add up to U.S \$ 67,647,229. Currently around 32 national and 4 regional projects are being implemented, with some exceptions, in periods of time ranging from 2 to 4 years, and most of them are being completed between 2011 and 2012. According to data analyzed, the countries with the highest number of UNDP anti-corruption projects are Colombia (4), Guatemala (4), Argentina (3), Brazil (3), the Dominican Republic (3), followed by

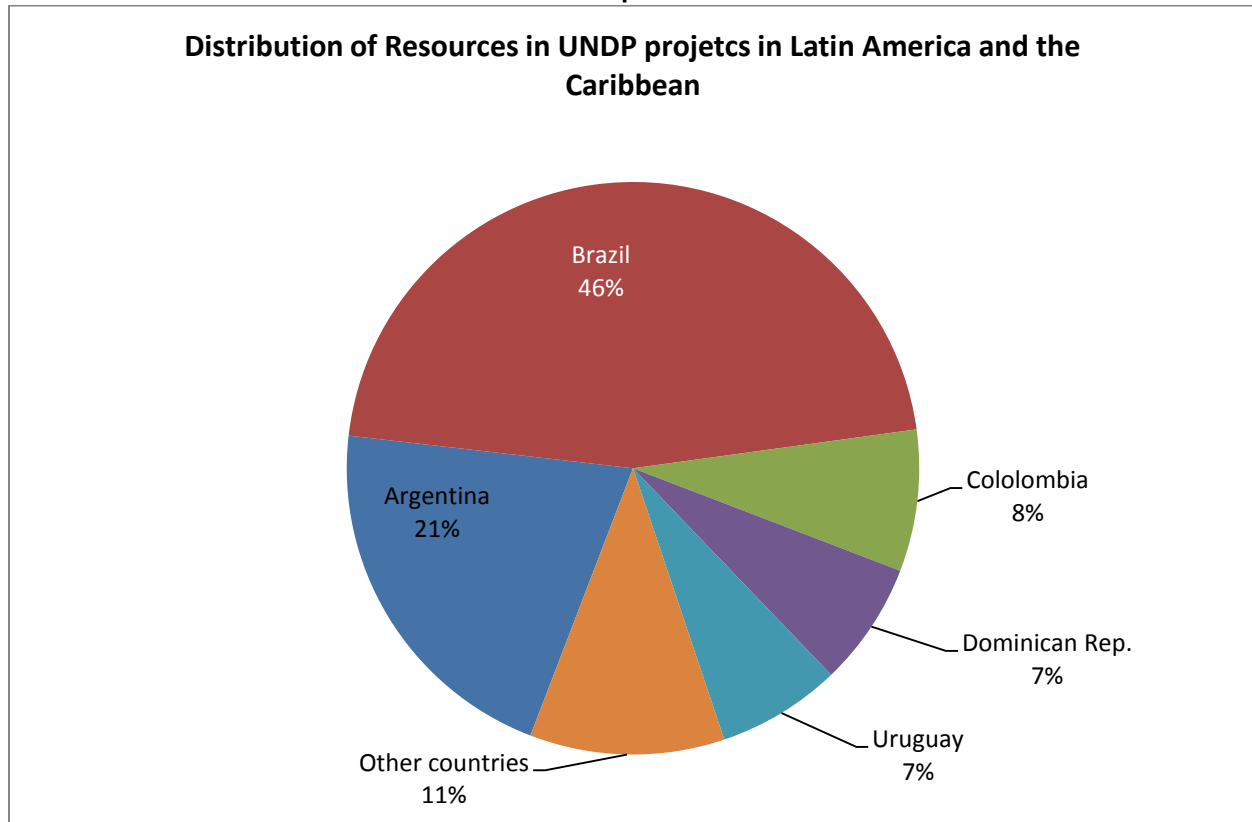
¹¹²The information presented here is an update of the 2011 report, including the 31 projects that are still open from 2010 to 2012 or beyond. These projects are largely in the area of democratic governance and related to the fight against corruption. The amounts are approximate, based on available information in the Atlas System. Brief project descriptions, by country, can be found in Annex 1.

¹¹³The study will focus on national projects, taking note of the significance of the vast majority of the total economic resources invested.

Honduras, Mexico and Peru with 2 projects each, and Bolivia, Chile, Costa Rica, El Salvador, Jamaica, Nicaragua, Uruguay and Venezuela with one single project.

2. Simply for illustrative purposes, it can be stated that the average monetary value of UNDP Projects is US \$2.1 million in 16 countries, although the distribution of resources is not even as it can be seen in Graph 16 (see full list of projects in Annex 1).

Graph 16



3. When examining the kind of projects underway, **actual anti-corruption projects and development projects with anti-corruption components** may be distinguished. The first are those whose main objective is to contribute to the implementation of anti-corruption capabilities, giving life to some of the issues outlined in international conventions.¹¹⁴ The latter follow broader objectives, typical of the cooperation for development, focusing primarily on institutional capacity building in a number of areas. An example would be providing better health services, decentralization or the implementation of technological systems for government services. These projects, while not strictly anti-corruption projects, contain a significant proportion of elements that justifies describing them as *development projects with anti-corruption components*. These initiatives include in their activities, or as part of the

¹¹⁴This study takes the UNCAC as a point of reference and a basis, to classify initiatives since it is the most extensive catalog of global anticorruption measures.

management processes, demands for transparency, civil society participation and monitoring and evaluation.

Based on this distinction, **in the region, 10% (USD\$ 6,825,226) of UNDP resources considered in national projects are destined for anti-corruption projects.** This type of project aims to implicitly or explicitly implement some of the measures outlined in the anti-corruption agreements, and especially the UNCAC. Most of these projects are focused on the strengthening of civil society and the supreme control institutions and specialized anti-corruption entities, such as the implementation of transparency mechanisms in public management. The following tables provide examples of this type of projects.

| Institutional Strengthening in the Office of Anti-corruption (II) | | |
|---|-------------------------------------|--|
| Country: Argentina | Type of project: Anti-corruption | Emphasis: Prevention Strengthening oversight bodies (OA) Implementing prevention tools Prevention Coordination |
| This project's main goal is to strengthen institutional capacity in the Office of Anti-corruption, to design and implement preventative and disciplinary policies that promote transparency and fight corruption through the development of the following areas: an information and documentation system, education of values, long-distance education for public servants and cooperation and technical assistance with sub-national governments and the private sector. | | |
| Cost: USD\$ 192.951,00 | | Time period: September 2013 |
| The Republic's Comptroller General: Strengthening Transparency and Probity in Public Services in Chile through International Cooperation and Monitoring by the UNCAC (a 48558) | | |
| Country: Chile | Type of project: Anti-corruption | Emphasis: Strengthening Oversight Bodies (CGR) Implementing Prevention Tools |
| This project aims to provide assistance, monitoring and institutional strength to the Comptroller General of the Republic of Chile, strengthening transparency and probity in public services through the development of consultancies, studies and publications on the subject; systematize and disseminate lessons learned in an international environment; execution of training workshops and requests for discussion. | | |
| Cost: USD\$ 305.250 | | Time period: 2012 |

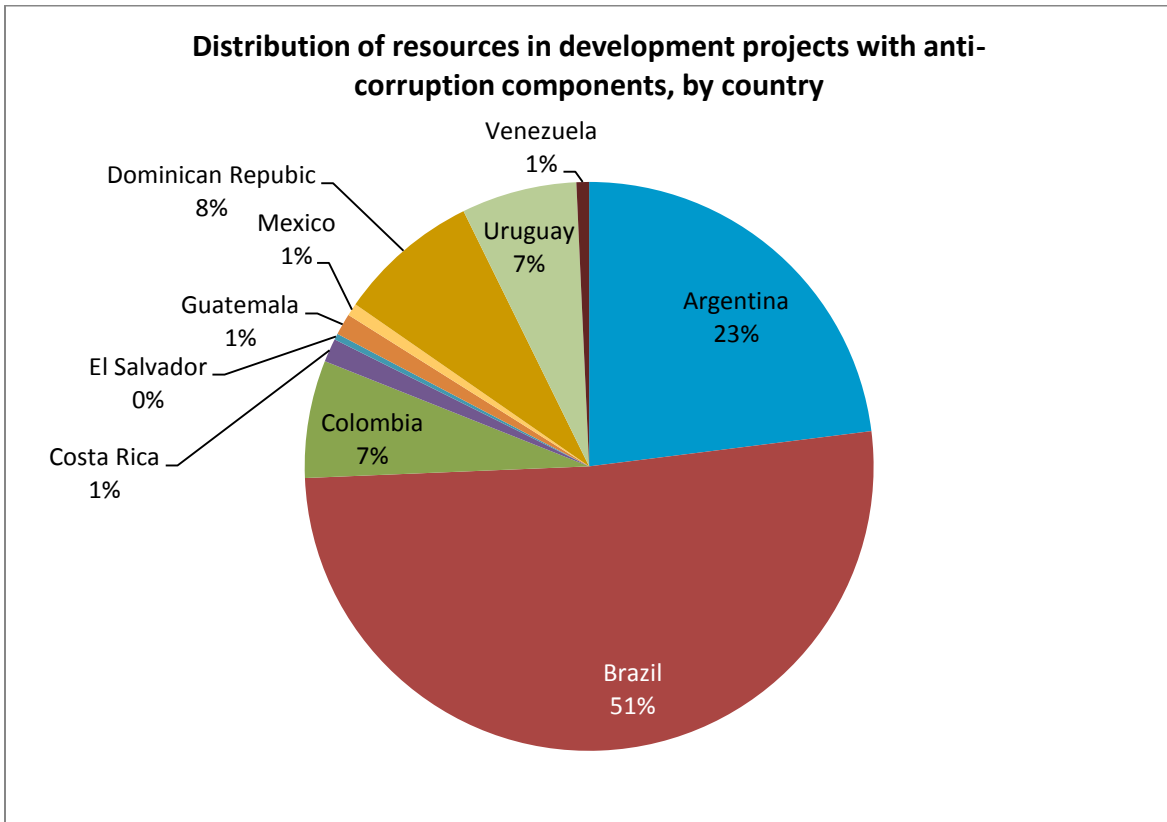
Fifteen projects are anti-corruption based, being implemented in 11 eleven countries, and 83% of resources are focused on Nicaragua, Colombia, Peru, Guatemala and Uruguay, as shown in figure below. **In line with the previous information, one can verify that 90% of the resources allocated (US\$ 60,822,003) is directed towards development projects with anti-corruption elements.** In these cases, the projects lean heavily towards institutional capacity building, public entities providing analysis, evaluation, training, and technology systems, to name a few, but they are also accompanied by elements of transparency, control and civil society participation ,for example, those described in the following table.

| Improving Public Services on a Local Level | | |
|--|--|---|
| Country: Colombia | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Civil Society Participation |
| This initiative seeks to provide technical support to the governors of La Guajira, Santander and the mayor of Cartagena to build capacity in public services and exercise political citizenship at the departmental level. This initiative aims to strengthen the abilities of public institutions to improve performance in terms of administrative and financial efficiency, planning and land management policies. It also seeks to establish regular and effective mechanisms of civil society participation, consultation and control of local public policies. | | |
| Cost: USD\$ 1.065.274 | | Time period: December 2012 |

| Support the Implementation of the Fiscal Modernization Strategy | | |
|--|--|--|
| Country: Guatemala | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Transparency |
| This project's objective is to support the implementation of a strategy for fiscal modernizing through strengthening the government financial position, through the creation of strategic alliances with diverse national and international stakeholders and through the implementation of the Citizens for Public Expenditures Observatory. | | |
| Cost: USD \$ 559.035 | | Time period: 2011 |

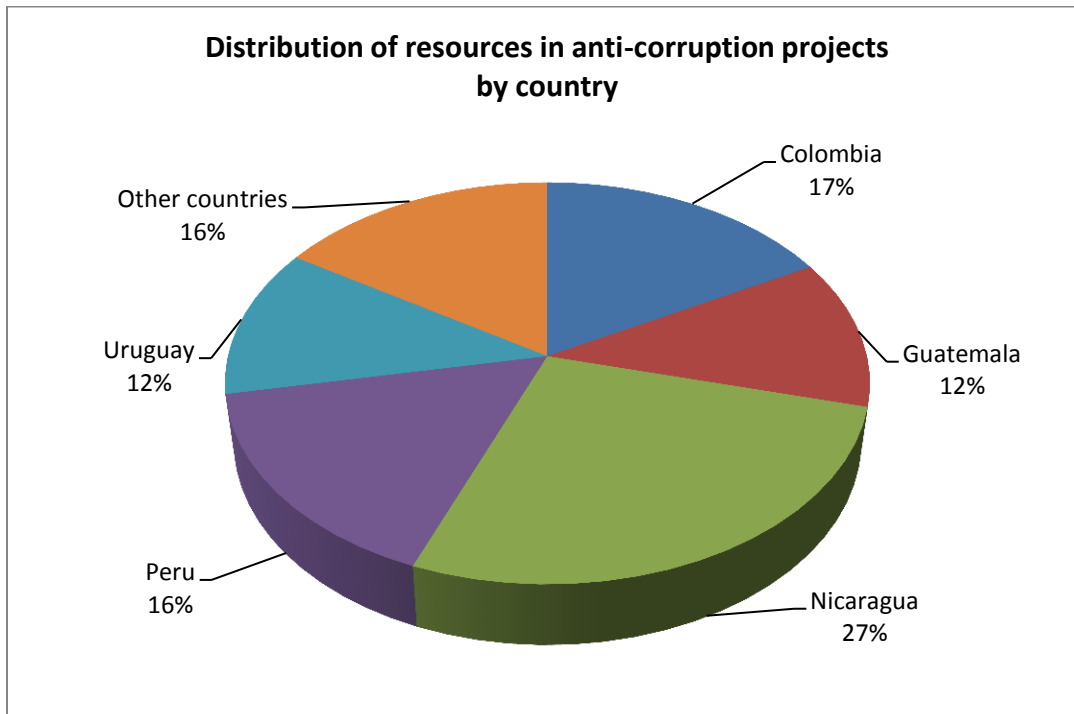
Seventeen development projects with anti-corruption components are implemented in 16 countries, where 95% of the resources is focused on Argentina, Brazil, Colombia, Dominican Republic and Uruguay, as shown in figure below:

Graph 17



4. On the other hand, the anti-corruption projects that involve investments of USD\$ 6.8 million are dedicated entirely to the prevention of corruption (see distribution in Graph 18).

Graph 18



Indeed, none of the projects is related to the enforcement side of the phenomenon.¹¹⁵ In terms of prevention mechanisms built into the anti-corruption projects, these vary¹¹⁶ but are mainly focused on:

- civil society participation;
- strengthening oversight bodies and anti-corruption offices;
- governmental transparency and access to information;
- implementation of specific anti-corruption tools;
- implementation of anti-corruption policies;
- coordination between public entities; and,
- Electoral transparency.

In summary, and as a result of examining all of the data and content of the projects, some useful conclusions can be drawn about the type and quantity of UNDP anti-corruption projects in the LAC region.

1. A significant number of projects and resources are focused on providing anti-corruption

¹¹⁵Usually involving the reform of penal laws and the establishment of measures to support criminal investigation at the domestic level, as well as international cooperation against corruption. It typically involves cross-border cooperation in investigations, prosecutions, extradition and repatriation of assets, as well as providing technical assistance.

¹¹⁶Based on the UNCAC, this study finds that anticorruption preventive measures can consist essentially of: a) the design and implementation of public corruption, b) the establishment or strengthening of anticorruption or oversight bodies; c) the establishment of ethical and official behavior standards; d) career development systems based on merit and transparency; e) more efficient and transparent public procurement systems; f) specific prevention tools (training, reporting systems, asset declarations, etc.); g) transparency and access to information; h) mechanisms for civil society participation; i) coordination among stakeholders for prevention and detection; and i) mechanisms of electoral transparency.

mechanisms mentioned in the UNCAC, whether they are anti-corruption projects or contain anti-corruption components. This finding is relevant because implementing this type of projects means they are working within areas that have important legal and political value and this can favor expediency, legitimacy and enforceability.

2. The vast majority of national UNDP projects examined in the region are development projects containing anti-corruption elements, especially focused on mechanisms that favor the external oversight of government actions. This reflects a tendency of the UNDP, which is attuned with strengthening democratic governance, where there is a greater demand and oversight of society's institutions and public authorities.
3. Almost all the anti-corruption project resources are directed to benefit countries where there is a strong perception of corruption, such as Nicaragua, Colombia, Peru and Guatemala that are rated below 3.5 in the Transparency International CPI. But at same time, most of the countries in the region comply with this feature and could be targeted for similar initiatives.
4. The anti-corruption projects focus especially on prevention, on strengthening civil society, on greater transparency of government institutions and on strengthening oversight bodies and the anti-corruption agencies.
5. This trend is related to the importance of supporting anti-corruption entities, the proven effectiveness of transparency as a mechanism for enabling collaborative strategies in the fight against corruption, and the contribution that civil society organizations have shown in this task. To a lesser extent, the projects are intended for anti-corruption policy design and implementation, a new requirement of the UNCAC for their signatories and the development of specific tools for the prevention of corruption, coordination between institutions and electoral transparency.
6. The development projects with anti-corruption components are mainly focused on the institutional strengthening, and their anti-corruption components are mainly focused on the public entities transparency, a higher participation by the civil society and in a lesser extent, the prevention of corruption-based practices and more control.
7. There are potentially useful areas of anti-corruption that are not incorporated in the UNDP projects, such as criminal law enforcement measures of corruption and international cooperation against corruption.

Indeed, none of the projects is related to the enforcement side of corruption, which typically go hand in hand, on a domestic level, with reforms in the penal laws and the establishment of tools to support criminal investigations, and at the international level, cooperation against corruption, including cross-border cooperation in investigations, prosecutions, extradition and repatriation of assets, and providing technical assistance. On the other hand, note that with some exceptions these matters are more relevant to the work of other United Nations agencies (UNODC).

8. Finally, there are areas not covered in anti-corruption prevention projects. These include the establishment of codes of conduct and standards of control, perhaps because they are areas that already have been extensively developed and implemented over the past two decades in the region. Also not covered, is the civil service, which is a challenge in the region and clearly more complex to implement, but indispensable to curb political and governmental corruption. Also, not covered are projects that specifically target the implementation or strengthening of public expenditure systems, although multiple and substantial reforms have been implemented in the region since the mid90's. Also, there are no anti-corruption projects that develop elements to prevent corruption in the private sector, an ongoing issue in the territory as a whole.

II. Partners of UNDP in the Region

In a broader perspective (2009-2014), the projects where the UNDP is involved in the LAC region are implemented through collaborative work with strategic partners. These partners implement and/or participate in the implementation of national and regional projects, and most are the recipients and beneficiaries of resources.

Each UNDP Country Office in the region relies on strategic partners (see list of partners by Country Office in Annex II). In addition, the UNDP Regional Centre in Panama and the UNDP Virtual School in Colombia have their own strategic partners, most also regional actors. These have added up to 127 partners across the region, and consist of public organizations and ministries, international agencies and units and programs of UNDP and the United Nations system, national cooperation, research centers, universities, civil society organizations and private non-profit organizations.

However, not all UNDP offices have a variety of partners. Some only have one or two partners that are linked to projects and programs in execution. Such is the case of the Country Office in Bolivia, with the Ministry of Autonomy and the Ministry of Transparency and Combating Corruption. This does not necessarily mean there is vulnerability or limitation to project objectives in the country as a result of limited partnerships, as the partner may have the political strength and skills necessary to carry out the projects and their mandates could also be broad. Obviously, this contrasts with the situation in other Country Offices, such as Mexico, which has a multiplicity of partners, as shown below:

Partners of UNDP in MEXICO(*acronyms in Spanish)

Alianza Civica/Civil Alliance
 Article XIX Mexico
 Superior Auditor of the Federation
 UNDP- Oslo Governance Centre
 Center of Investigation and Teaching of Economics, A.C. (CIDE)
 Northern Border High School (COLEF)
 DECA Equipo Pueblo, A.C.
 Fundar
 INFODF
 Institute of Legal Research– UNAM
 Institute of Transparency and Access to Information of Tamaulipas
 Federal Institute of Access to Information and Protection of Personal Data (IFAI)
 Mexican Institute for Competitiveness A.C. (IMCO)
 Mexico Evalúa
 Secretary of Social Development Mexico (SEDESOL)
 Secretary of the Comptroller of Oaxaca
 Mexican Transparency

The composition of partners in each Country Office may also be relevant to the extent that corruption is a complex phenomenon and whose study and treatment require multidisciplinary views. The development of legal standards often requires the support of research centers, discussion with renowned CSOs and academia, while approval involves legislative bodies. After the implementation of norms, they will be required to establish mechanisms and systems, often supported by Information Communication and Technology and the coordination of public organizations, such as Comptroller General of the Republic or the anti-corruption entity of the Country. Therefore, having a multiplicity and diversity of partners is a potential advantage for the offices of UNDP.

Noting the partners of UNDP in the region, it is clear that the majority (90) is governmental bodies and international public agencies, which corresponds to the public nature of UNDP and its mission. Other partners are civil society organizations, think tanks, foundations and universities.

A strong public composition (governmental) of partners can be an asset, depending on the objectives of the projects, but there is also a risk. Anti-corruption projects must not only seek concrete results, but also have some assurance that in turn they will not generate other forms of corruption. The existence of partners with the ability to monitor and support change processes, such as NGOs or recognized universities can decrease that risk. Two examples of Country Offices with high government presence among its partners are the Dominican Republic and Argentina (but also Colombia, Ecuador, Uruguay, Costa Rica, Brazil, Bolivia, Paraguay, Peru and Venezuela):

Partners of UNDP in the DOMINICAN REPUBLIC

(*acronyms in Spanish)

Supreme Court Justice
 National School
 Dominican Institute of Civil Aviation (IDAC)
 Chamber of Accounts of the Dominican Republic
 Presidency of the Dominican Republic
 Chamber of Representatives of the Dominican Republic
 Senate of the Republic

Partners of UNDP in ARGENTINA

(*acronyms in Spanish)

Office of Anti-corruption – National Government
 Sub-secretary for Institutional Reform and the Strengthening of the Democracy – Headquarters Cabinet of National Ministers.
 Sub-secretary for Institutional Reform and the Strengthening of the Democracy (SRIFD)
 Sub-secretary of Coordination – Ministry of the Nation’s Interior
 Provincial Enforcement Agency: Collection Agency for the Province of Buenos Aires
 Information Systems Agency for the City of Buenos Aires
 Ministry of Federal Planning, Public Inversion and National Services
 Ministry of Foreign Relations, International Trade and National Cult
 Ministry of Government for the Province of Buenos Aires
 Our Córdoba Network

A more balanced composition of partners, however, would have to include more actors. This is the case of the Country Office of Jamaica,¹¹⁷ with a university, civil society organizations, the media and governmental agencies, as shown in the box below:

Partners UNDP in JAMAICA

Centre for Leadership & Governance, University of the West Indies, Mona
 National Association of Parish Development Committees (civil society)
 Department of Local Government, Office of the Prime Minister
 Social Development Commission
 Press Association of Jamaica
 Planning Institute of Jamaica (PIOJ)

¹¹⁷ Also Mexico and El Salvador.

Multiple agencies and universities can be a great strength when it is necessary to deliver and perform knowledge management. Such is the case of the UNDP Regional Centre and the Virtual School, numbering among its partners several universities, research centers and other UNDP agencies, as is shown below:

| UNDP REGIONAL CENTRE Partners (Democratic Governance Practice Area) (*acronyms in Spanish) |
|--|
| University for Externship of Colombia - Finance, Government and Foreign Departments |
| University of Panama's Center for Public Policy |
| FLACSO - Mexico |
| Center of Investigation and Teaching Economics, A.C. (CIDE) |
| UNDP Mexico |
| Bolivian Indigenous University "Tupak Katari" |
| UNDP Bolivia |
| UNDP El Salvador |
| UNDP Colombia |
| Democratic Governance Thematic Trust Fund |
| UNDP Global Thematic - Programme on Anti-Corruption for Development Effectiveness (PACDE) |
| UNDP Costa Rica |
| School for Youth Leadership - Nicaragua |
| UNDP Nicaragua |
| UNDP-DGG/BDP |
| UNDP- Oslo Governance Centre |
| UNDP Virtual School |
| Generalitat Valenciana |
| Spanish-UNDP Trust Fund |

| Partners in the VIRTUAL SCHOOL |
|--|
| (*acronyms in Spanish) |
| UNDP-DGG/BDP |
| UNDP CO Honduras. |
| UNDP CO Guatemala |
| UNDP CO Colombia |
| UNDP CO Mexico |
| National Center for Anti-corruption of Honduras (CNA) |
| Foundation Carolina. |
| University of the Andes - CIDER. Colombia. |
| Center for Investigations and Superior Studies in Social Anthropology of Mexico. |
| One world Trust. |
| IDEA - International Institute for Democracy and Electoral Assistance. |
| UNDP- Oslo Governance Centre |
| Democratic Governance Thematic Trust Fund – |
| UNDP Regional Centre-Panama |

As shown, the UNDP offices have a number of partnerships. Their distribution in number and composition is diverse from one country to another and in some cases a limitation or risk may be the uniformity and short list of strategic partners to strengthen the anti-corruption component along the lines of UNDP's work. Expanding the network of potential partners, formally incorporating them into a community of practice could generate benefits and could be a practical tool to increase the potential of the UNDP portfolio of anti-corruption projects, or even a more relevant still in development projects with anti-corruption elements.

Finally, the fact that UNDP has the diversity and strength of these strategic partners can become an opportunity to identify good practices and create benchmarks. Meetings and exchanges with governmental agencies, as well as the detection of partnership projects between government agencies and civil society organizations can ultimately strengthen and project the results of UNDP anti-corruption initiatives at regional level.

CHALLENGES AND RECOMMENDATIONS

Chapter 4

Challenges and Recommendations

The analysis of the implementation process of the anti-corruption conventions and policies that countries have developed to fight corruption, shed light on the challenges of the LAC region. Moreover, the opinions of experts consulted for this study also provide valuable information on aspects not always considered in intergovernmental approaches.¹¹⁸ In this last chapter, the findings on regional challenges and recommendations for UNDP will be analyzed.

I. REGIONAL CHALLENGES

Improve the design and assessment of anti-corruption policies and initiatives

-First of all, the need to strategically understand the link between the problem and anti-corruption initiatives. These initiatives often seem to follow more financial objectives of the government agency and/or of a donor, without reference to a greater institutional and sustainable goal. In these cases, anti-corruption can translate into an expensive and meaningless exercise. Also, sometimes those people in charge of anti-corruption have great technical strengths, which prevent them from seeing beyond anti-corruption, so the task becomes an end in itself and not a means. In these cases, the anti-corruption efforts become formally bureaucratic or highly technical and fail to change the conditions under which corruption takes place resulting in a loss of meaning and justification of the anti-corruption effort.

National and international actors involved in the fight against corruption must not forget that Latin America and the Caribbean is a region with important political, economic and social challenges. **Some of these challenges and their solutions bring together human development and democratic governance efforts, and these actions must be integrated into** anti-corruption efforts. Well-functioning markets and national economies, the improvement of public goods and services, and the deepening and strengthening of democratic governance are the main objectives of governments, multilateral banks and international organizations. When designing anti-corruption policies and initiatives it must be understood that such efforts should contribute to those objectives, incorporating greater structural anti-corruption capacities in economic, political and social areas, and/or designing anti-corruption mechanisms to serve specific political objectives, such as overcoming poverty and inequality, improving citizen security or the creation of jobs and increased economic activity. Anti-corruption initiatives that do not take into account the problems and needs of each country, will only increase bureaucracy and/or provide unsustainable solutions.

- Moreover, the promotion of anti-corruption policies in the LAC region often does not consider the characteristics of the target countries and their resources. Projects without assessments or with purely legal formal assessments are diaries of a death foretold, by not responding to political and social

¹¹⁸ For this section, interviews and consultations were done with various experts on the subject mentioned earlier in this report.

conditions of each country or institution.¹¹⁹ Another important condition that seems absent in the previous analysis of anti-corruption policies and initiatives is the institutional strength of a country, especially if they require effort, coordination or leadership of several government actors.

Hence, the importance of having contextualized country analyses and institutions that include information such as the main problems of corruption, causes and manifestations; the negative impact and the main sectors affected. Also important is the characteristics, strengths and resources of the entities responsible for anti-corruption, as well as those actors that would support or oppose anti-corruption efforts.

- The design of policies should include a permanent role in prevention efforts. The search for results in the short term, and the visibility given by corruption scandals, often invite governments to use political persecution and short-term measures, which has no lasting impact or effectiveness if they are not integrated within a larger strategy in which prevention, and strengthening institutions and building capacity for citizen oversight, are a permanent engine of action. Therefore, it is also important to seek mechanisms for anti-corruption policy dialogue, to go beyond each government period.

- Later in the process, it is necessary to strengthen the capacity and willingness of governments to provide reliable, complete and timely information on developments and challenges in their anti-corruption programs. There are still many cases where governments fail to provide information to the OAS or the United Nations or to the citizens of their country about the degree of implementation or compliance of the anti-corruption agreements; or are insufficient or differ from what is provided by other sources.¹²⁰ This challenge requires building the capacity of entities responsible for anti-corruption initiatives to collect process and deliver information relevant to the assessment. But it also requires building political or budgetary incentives to deliver integrated information, in a reliable and timely manner. Given the precariousness of some government agencies, CSOs, universities and research centers can provide significant technical support and resources.

To better understand the phenomenon of crime and possible antidotes

- Many times the anti-corruption initiatives lack a national study on the areas that are most exposed to corruption, the type of corrupt practice and the actors involved. As was shown by this study, there is still a lack of strategic assessments showing the depth and scope of corruption. Nationally, there are many studies on the legal framework, but there are no sufficient studies or data on corrupt acts. It is on the local and sectoral levels where identification of the phenomenon becomes more useful in its most recurrent and severe forms, to understand its dynamics and actors, and to select, in an informed manner, the most effective and feasible options to counter attack them.

An unavoidable and long-term challenge is **facing grand corruption and State capture**. Illegal groups and some legal groups that engage in corrupt practices work contrary to the anti-corruption efforts. They

¹¹⁹ Legal reform initiatives, for example, can have a significantly different cost and impact if implemented in a country with an extremely low or high level of rule of law. From this perspective, expectation, deadlines and resources of anticorruption projects can be very different if implemented in Guatemala or in Uruguay.

¹²⁰ This follows Reports from the First and Second Rounds of the MESICIC. Some other regional background on this weakness can be found in "How prepared are we to evaluate the real implementation of the anti-corruption conventions? Lessons from the Americas" Miguel Peñailillo, CMI, 2009.

seek to skew public decisions towards their particular interests, affecting the quality of public policy and democratic governance. The money-political power link should be incorporated into the agenda, but considering that the fight against grand corruption needs to previously create great social and institutional strengths to be effective. Also, to end the capture of State requires building long-term capacity and conditions, including governmental policies for progressive dismantling.¹²¹ Also, as suggested in the Transparency International LAC 2007-2012 Plan, it is necessary to analyze the strategies of action of the different groups and to have focused efforts and initiatives, affirming that anti-corruption efforts against these special interest groups can be reinforced with the existence of international institutions, pointing to the value of having anti-corruption agreements and international anti-corruption stakeholders.

Moving from law to action

- Several studies of the implementation processes of relevant anti-corruption conventions yields information that suggests that the time of great legal reforms has passed and now it is the time for real and effective anti-corruption law enforcement and action. Follow-up studies of the implementation of international agreements and international indicators on rule of law show that a great challenge for governments is to ensure enforcement of laws.

This means putting the emphasis on achieving a quality performance from the agencies responsible for enforcing laws, but also includes actions that favorably affect adherence to legal norms in the social environment or a sector. The improved performance of the agencies responsible for enforcing the law is related to building institutional capacity through training, provision of technological tools and more resources. But it also requires an entity to commit to building real processes and gaining useful results. The desk work, activity indicators and assessments of formal legal frameworks, so frequently done, must make way for policy dialogue, participation, and commitment to results and impacts that take into account the contribution of each initiative to reduce and/or control corruption. In short, the challenge is more government action and results, and fewer words. As to favorably affect the enabling environment or a specific sector, this means achieving greater degrees of political support for the responsible entity, and taking actions that deliberately seek to change the habits of citizens, communities and/or sectors.

- Another major challenge remains improving communication of information on the progress and challenges of anti-corruption between the national and international levels, and providing access to that information. Despite these efforts, it is common that the discussions on a given country's corruption problem in international forums are not well known by the national stakeholders, and vice versa; thus, reducing their knowledge to participants of these forums, while most of the time experts in government have no means or intentions to share information that may be politically sensitive. The widest possible dissemination of the governmental and non-governmental reports delivered in forums and monitoring mechanisms, and incorporating other relevant stakeholders at national and international debates, is a practice that encourages transparency, promotes policy dialogue and consensus and the creation of national agreements with greater legitimacy

¹²¹For the author, the big fish can be fried only if you have enough fire and oil.

Giving greater meaning to the fight against corruption

The fight against corruption has a greater force and adherence in individuals and organizations when they understand the value being brought to political life and everyday people. This is related to associating anti-corruption initiatives with public goods, such as human development, democratic governance and human rights. Exhibiting links between political corruption, electoral transparency and the right to vote is vital to give strength and direction to anti-corruption efforts in favor of democratic governance. It is also necessary to facilitate the partnership between the anti-corruption fight and satisfactory receipt/delivery of public goods and services. When organizations and people understand the link between State discretion in the delivery of health services, education, housing subsidies, and rights to free, transparent and fair access to them, one gets a stronger reaction to potential abuse. The same applies to linking anti-corruption with environment and access to water and energy.

II. RECOMMENDATIONS FOR UNDP

This section intends to make recommendations for the activities of UNDP in LAC in the fight against corruption, strengthening the potential of the organization's work in areas of possible joint intervention with governmental counterparts. Furthermore, recommendations are made taking into account what UNDP can provide as a facilitator of policy dialogue at the regional, national and local levels and thus generate knowledge that will enhance the desirability of the participation of CSOs, academia and other stakeholders in projects with public entities.

1. Reducing poverty and anti-corruption

A coincidence is produced in the fight against poverty. The goals of UNDP on reducing poverty and meeting the Millennium Development Goals (MDGs) coincide with those of the public entities involved in implementing social policies and national and international organizations that have anti-corruption in their framework for action to combat poverty and inequality. **From a strategic level, it is highly desirable to consider transparency and corruption prevention as a central element in human development policy**, increasing control over the use of aid resources, strengthening social cohesion of target groups and facilitating national and local ownership of initiatives.

On the one hand, international anti-corruption conventions provide political and legal justification to introduce anti-corruption elements in plans and programs of cooperation, and in policies and projects of development cooperation and disaster. Those governments who are committed domestically or internationally with specific anti-corruption measures, or are subject to other incentives for more transparent management, will be more willing to find these kinds of initiatives.

CSOs have more flexibility to participate in and lead anti-corruption initiatives. They can promote awareness campaigns on norms and the culture of transparency, through leadership training, exercising citizen oversight on government budgets and cooperation, and encouraging participation in public policy and decision-making processes. Their action focuses on human development, on the rights of the most disadvantaged, women and children. At the local level, these organizations benefit from the sustainability of participatory initiatives to support local governments to increase their capacity of participative public policy.

These circumstances present an opportunity to strengthen the MDGs by integrating anti-corruption components into human development projects, applied to social service sectors such as health and education, or water supply.

2. Strengthening democratic governance

Greater voter turnout, increasing women's suffrage, and the independence of the media can be encouraged by governments, but with more incentives coming from civil society. Governments are in a position of interest in the election processes, which have no incentive to promote change and are in a privileged position of power to decide facts and ballot propositions. This is especially true in countries where presidential reelection exists. In general, governments do not have incentives to encourage autonomy, nor the strengthening of the media. This does not mean they cannot be valuable allies in the spread of democracy and freedom of media, but rather they have lack the motivation and incentives to do so, and in some cases promote initiatives that seek to limit or control the media. Therefore, in this area there are valuable partnerships and projects to strengthen democratic governance with political parties and organizations promoting election, an informed voter and transparency in politics, as well as research centers and universities. Other relevant stakeholders are media associations, journalists' associations and professional associations. These stakeholders can enhance the spread of a democratic and participatory agenda, defend the right to freedom of expression and exercise oversight over the electoral bodies and political parties.

Access to information and public consultation are in a similar situation. This situation means that the UNDP should encourage the promotion of partnerships between universities, civil society organizations and conglomerates that are pro access to information and citizen participation in government. This is necessary in order to generate the focus of public action so that they strengthen each other. In this sense, the positive results in promoting partnerships between civil society and media in the region provide encouraging hope for such initiatives, to strengthen the public agenda of participation, transparency and freedom of expression. The exchange of international experiences is also helpful in those countries where even the tools of participation are not sufficiently developed.

The reform and transparency of justice is a potentially long-term challenge. No doubt the situation of access to justice is weak and perceived corruption in the sector is persistently negative. In the absence of sufficient political will for radical reforms of the justice system, such systems continue to function without major changes, hurting especially large groups of poor people. Governments, and in some cases political parties, may be favorably disposed to take up the banner of judicial reform, meaning that it is a politically beneficial opportunity to promote this type of measures for the most vulnerable. It should also be incorporated into the analysis the magnitude of corruption crimes and drug trafficking, since such activities work illegally to weaken the State. But these reforms require actors to support them, to demand greater access, to create proposals, and to denounce corruption and judicial inefficiency. The universities, through their law schools, and organizations specializing in justice, human rights and anti-corruption, can be important allies in this long-term task.

There is a convergence of interests to build national capacity and to implement sub-national anti-corruption measures. The United Nations, the OAS and multilateral banks are promoting and supporting

the implementation of anti-corruption conventions, and they put special interest in strengthening oversight bodies and anti-corruption agencies. Moreover, these conventions are a legal and political imperative for governments, especially in LAC, where virtually all the countries have signed on. This area of action is reinforced by the existence of CSOs and networks, such as Transparency International LAC and others, that have been feature here that have experience in advocacy and monitoring international standards. Universities can also be allies, especially in the design phase of policies and proposals. In some countries, the UNDP should encourage the strengthening of inter-institutional coordination, providing analysis of institutional capacity to implement anti-corruption conventions, taking into account the legal framework, but especially in the agencies and the implementation mechanisms. Such initiatives should have a strong emphasis on the implementation process.

3. Caring for the environment, access to energy and water

Environment, energy and water are growing areas of interest for various anti-corruption stakeholders.

Wealth in natural resources such as water (electricity), oil and gas, are plenty in Latin America and the Caribbean. Globally there is increasing interest in these resources. International organizations and multilateral banks in the region focus on creating conditions for sustainable exploitation of water, forest and energy resources, while there is also a growing international movement for protecting the environment, animals and forests. Until two decades ago, there were no government policies, nor oversight bodies for environmental standards, but today there are still countries without them, despite the growing public interest in it. **The creation of environmental institutions is a necessary challenge,** and experiences can be drawn from those countries that have gained more ground in favor of others.¹²²

The transparency of environmental information is another challenge, since it has been shown to inhibit corrupt practices such as illegal logging, the deliberate absence of control, and the opaque allocation of lands and concessions. **The challenge of transparency is an equally important when dealing with resources such as water and energy.** But transparency in all these areas involves more than giving and receiving information, but having the capacity to process it, and translate it into action. It is essential that discussions and decisions do not occur only among the specialized agencies, governments and private companies interested in an investment with social and environmental impact. **Permanent participants and opinion mechanisms should be created** that allow for integration into policy dialogue and even negotiation, of local organizations (affected/beneficiaries), local authorities, anti-corruption CSOs, research institutes and universities. Recognizing that the creation of institutions, policies and participation mechanisms is a demand that requires time and resources on a larger scale, the interest that these initiatives may have on the international financial institutions becomes important. Moreover, to encourage private companies to engage in transparent business activities they must be incorporated into Corporate Social Responsibility and business ethics will be an added value by differentiating the company from the rest, improving corporate image and generating positive entry barriers for businesses.

¹²² A contribution to the prevention of corruption in the response to climate change, with recommendations for the countries based in the UNCAC, can be found in the interesting UNDP document "Staying on track: The management of corruption risks associated with climate change", 2011.

4. Information about analyses and stakeholders

In order to implement action plans there is a strategic need for more information for evaluation and decision making. A starting point is to conduct a review of existing information on national and sector analyses, and potential partners in projects and programs associated with the fight against corruption. A database and a map of national and sub-regional stakeholders will aid plans, decisions and actions of UNDP national offices and the UNDP Regional Centre. Studies to understand the anti-corruption processes and its factors of success can also strengthen the work of technical support from UNDP. Countries with histories of English, French and Dutch heritages can yield significant differences than those of Spanish and Portuguese heritage, as well as shed light on the Caribbean countries where there is insufficient documented experiences. From this perspective, it is desirable to encourage the access of anti-corruption reports to donors and multilateral agencies operating in the region in order to disseminate knowledge and strengthen the advisory capacity of UNDP.

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ANNEXES

ANNEXES

ANNEX 1

UNDP PROJECTS BY COUNTRY/REGIONAL IN LATIN AMERICA AND THE CARIBBEAN

PROJECTS BY COUNTRY

ARGENTINA

| Institutional Strengthening in the Office of Anti-corruption (II) | | |
|---|-------------------------------------|--|
| Country: Argentina | Type of project: Anti-corruption | Emphasis: Prevention Strengthening oversight bodies (OA) Implementing prevention tools Prevention Coordination |
| This project's main goal is to strengthen institutional capacity in the Office of Anti-corruption, to design and implement preventative and disciplinary policies that promote transparency and fight corruption through the development of the following areas: an information and documentation system, education of values, long-distance education for public servants and cooperation and technical assistance with sub-national governments and the private sector. | | |
| Cost: USD\$ 192,951 | | Time period: September 2013 |
| Modernizing the Technology of the Nation's General Archive | | |
| Country: Argentina | Type of project: Development | Emphasis: Institutional Strengthening ICTs |
| This project's objective is to design, develop and implement a new archive management model based on the utilization of new information and communication technologies in the Nation's General Archive. | | |
| Cost: USD\$ 8,486,080 | | Time period: December 2012 |
| Modernizing the Technology and Information of the National Register of the Population | | |
| Country: Argentina | Type of project: Development | Emphasis: Institutional Strengthening |
| The project objective is to design and implement a new technology and informative policy for the National Register of the Population through the development of an integrated management system, a single database that will impact all transactions made from the Register's information systems and the creation and implementation of tools and resources to be shared with throughout the agency. | | |
| Cost: USD\$ 208,319,337 | | Time period: December 2013 |
| Institutional Development of the Tax Collection Agency in the Province of Buenos Aires | | |
| Country: Argentina | Type of project: Development | Emphasis: Institutional Strengthening ICTs |
| This project works to provide institutional strengthening, administrative support, and management ability for the Tax Collection Agency in the Province of Buenos Aires. To achieve this, it is necessary to redesign and improve systems, offer information support, implement a center for documentation and archive management and a development program for the agency's image. | | |
| Cost: USD\$ 31,603,562 | | Time period: December 2014 |
| Support for an E-Government in the Autonomous City of Buenos Aires (ARG 08009) | | |

| | | |
|--|---|---|
| Country: Argentina | Type of project: Development with anti-corruption components | Emphasis: Institutional Strengthening Transparency |
| This project seeks to contribute to the reform, innovation and strengthening of technical and managerial abilities of the Government of the City of Buenos Aires through installing, working and developing the Information Systems Agency for the Government of the Autonomous City of Buenos Aires, the design, implementation and coordination of a Plan of Action for an E-Government and the creation of an E-Government Observatory. | | |
| Cost: USD\$ 4,318,098 | | Time period: 2013 |
| Information and Communication Technologies (ICTs) | | |
| Country: Argentina | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Transparency Civil Society Participation |
| This project's objective is to digitally include unfavorable sectors of society to facilitate local community participation in the Information Society, through the development of new inclusion strategies and the strengthening of specific projects and programs whose objectives are along these lines. | | |
| Cost: USD\$ 9,684,265 | | Time period: December 2012 |
| Improve Information and Communications Technology Systems of the MRECIyC | | |
| Country: Argentina | Type of project: Development | Emphasis: Institutional Strengthening ICTs |
| This project seeks to improve the Ministry of Foreign Relations and the Ministry of International Trade and Cult's management abilities by incorporating new information and communication technologies. | | |
| Cost: USD\$ 6,306,244 | | Time period: June 2012 |
| Integrated Technological and Information System Modernization for Registering the Population of the Province of Buenos Aires | | |
| Country: Argentina | Type of project: Development | Emphasis: Institutional Strengthening ICTs |
| This project works to strengthen the institutional capacity of the Population Register in the Province of Buenos Aires through the design and implementation of a new technological and information system policy. Said objective deals with the expansion of the information network, the integration of information and the development of new information management services, applications and tools and capacity building in human resources on how to use the new information tools, systems and applications. | | |
| Cost: USD\$ 1,144,948 | | Time period: November 2011 |

BOLIVIA

| | | |
|---|---------------------------------|--|
| Building Institutional Capacity within the Ministry of Autonomy | | |
| Country: Bolivia | Type of project: Development | Emphasis: Institutional Strengthening |
| The project looks to strengthen institutional capacity within the Ministry of Autonomy so that this agency contributes to the creation of legal and technical capacity conditions – administrative conditions in the autonomous, provincial and decentralized agencies to implement autonomy in the departments and municipalities. | | |
| Cost: USD\$ 357,352 | | Time period: 2012 |
| Building Institutional Capacity within the Ministry of Public Works and Housing | | |
| Country: Bolivia | Type of project: Development | Emphasis: Institutional Strengthening |

| | | |
|---|-------------------------------------|---------------------------|
| This project aims to strengthen the management ability of the Ministry of Public Works by way of strengthening its ability to manage, monitor and evaluate inversion projects that the Ministry is responsible for and to further estimate the impact of employment generation; and to implement a system of “preventative advocacy” with the Ministry that is designed to analyze, detect and correct the gaps in legal and existing procedures in contract processes. | | |
| Cost: USD\$ 140,280 | | Time period: 2010 |
| Design of the Citizen Warning Service Program SAC Bolivia | | |
| Country: Bolivia | Type of project: Anti-corruption | Emphasis: Transparency |
| This project aims to design and implement Citizen Warning Service Program; its main objective is to analyze different public institutions based on relevant information about opportunities and transparency of the service offered within the institution. | | |
| Cost: USD\$ 36,943 | | Time period: 2010 |

BRAZIL

| | | |
|---|--|---|
| Modernization and Institutional Strengthening in the Real Estate Securities Commission | | |
| Country: Brazil | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Market transparency |
| This project aims to modernize and strengthen the Real Estate Securities Commission by way of updating the regulatory framework of the capital markets, by facilitating the process of regional integration and by developing competition, the modernization of the processes of information input, the strengthening of supervision on the derived contracts and putting into practice the quality certification system in the stock market. | | |
| Cost: USD\$ 809,840 | | Time period: 2013 |
| Institutional Strengthening for the Evaluation and Management of Information within the Ministry of Social Development | | |
| Country: Brazil | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Strengthening of policies Transparency |
| This project aims to institutionally strengthen in the Department of Information Evaluation and Management (SAGI) in the Ministry of Social Development, through the development of a systematic process of evaluation and monitoring of the politics and social programs run by the Ministry; an information system that responds to the need for monitoring, evaluation and management of social politics; the training of personnel in social politics and programs; and mechanisms for the public to access information about social politics and programs. | | |
| Cost: USD\$ 19,388,118 | | Time period: 2012 |
| Support the Implementation of National Policies in Health Information and Information Systems | | |
| Country: Brazil | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Transparency |
| This project seeks to expand and strengthen the dissemination and use of health information, and to update processes, put them into use and have tools for programmatic and institutional integration into the Ministry of Health. | | |
| Cost: USD\$ 11,018,890 | | Time period: Junio 2012 |

CHILE

| The Republic's Comptroller General: Strengthening Transparency and Probity in Public Services in Chile through International Cooperation and Monitoring by the UNCAC (a 48558) | | |
|---|-------------------------------------|--|
| Country: Chile | Type of project: Anti-corruption | Emphasis: Strengthening Oversight Bodies (CGR) Implementing Prevention Tools |
| <p>This project aims to provide assistance, monitoring and institutional strength to the Comptroller General of the Republic of Chile, strengthening transparency and probity in public services through the development of consultancies, studies and publications on the subject; systematize and disseminate lessons learned in an international environment; execution of training workshops and requests for discussion.</p> | | |
| Cost: USD\$ 305,250 | | Time period: 2012 |

COLOMBIA

| Transparency in Public Services at a Territorial Level in Colombia | | |
|---|--|---|
| Country: Colombia | Type of project: Anti-corruption | Emphasis: Transparency Civil Society Participation |
| <p>This project works to improve transparency measures in the Departments of Santander and La Guajira and in the District of Cartagena de Indias, building transparency into public services at a provincial level. All of this will be achieved through training officials and social organizations; through adopting pacts and plans for improvement; and through the creation of a methodology for an exchange of successful experiences of a good government and a document of best practices in transparency at the local level.</p> | | |
| Cost: USD\$ 191,779 | | Time period: June 2011 |
| Improving Public Services on a Local Level | | |
| Country: Colombia | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Civil Society Participation |
| <p>This initiative seeks to provide technical support to the governors of La Guajira, Santander and the mayor of Cartagena to build capacity in public services and exercise political citizenship at the departmental level. This initiative aims to strengthen the abilities of public institutions to improve performance in terms of administrative and financial efficiency, planning and land management policies. It also seeks to establish regular and effective mechanisms of civil society participation, consultation and control of local public policies.</p> | | |
| Cost: USD\$ 1,065,274 | | Time period: December 2012 |
| The Strengthening of the Democracy Project Phase II | | |
| Country: Colombia | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Transparency |

The project seeks to contribute to improving the quality of democracy in Colombia. Expected results will be joining political parties in designing and implementing transparency politics and their own institutional strengthening action plans; improving transparency conditions and accountability in the Republic's Congress; to strengthen and support evaluation and monitoring initiatives for managing affiliated organizations on national and provincial levels.

Cost: USD\$ 2,998,567

Time period: July 2014

Strengthening National and Territorial Transparency Policies and Good Government

Country:
Colombia

Type of project:
Anti-corruption

Emphasis:
Strengthening anti-corruption policies
Transparency
Civil Society Participation

The project will build capacity within the government scheme and within Colombian civil society for visible, honorable and accountable use of public servants. Work to strengthen the process of accountability in different provinces; strengthen institutional capacity of the Ministry of the Interior and Justice; define the nature, scope and structure of an Anti-corruption Observatory; and create a formulation document of public policies in the fight against corruption.

Cost: USD\$ 937,908

Time period: December 2012

COSTA RICA

Strengthening Municipal Capacity for Local Human Development Planning in Costa Rica

Country:
Costa Rica

Type of project:
Development with anti-corruption component

Emphasis:
Strengthening local policies
Civil Society Participation

This project works to strengthen the abilities of planning and evaluation of human development at a local level and with decentralization and gender equality. Expected results include the creation of participatory and inclusive Municipal Development Plans together with the implementation of a National Observatory for decentralization and the articulation four local observatories.

Cost: 813,094

Time period: 2011

DOMINICAN REPUBLIC

Building Management Capacity of the President of the Supreme Court Justice and the National School

Country:
Dominican Republic

Type of project:
Development with anti-corruption component

Emphasis:
Institutional strengthening
Transparency

This project's objective is to strengthen institutions working towards transparency and integrity in the management of the Supreme Court Justice of the Dominican Republic by way of implementing computerized management systems that guarantee the effective exercise of rights of the population, and assure quick, free and safe access to the judicial administration.

Cost: USD\$ 27,430

Time period: 2011

Modernization of the IDAC

Country:
Dominican Republic

Type of project:
Development

Emphasis:
Institutional Strengthening

This project works to contribute to the institutional, operational and technical modernization of the Dominican Civil Aviation Institute (IDAC) through strengthening transparency mechanisms and through training personnel who offer services that guarantee greater air traffic security in the Dominica Republic. At the same time, it seeks to strengthen the Superior Academy of Aeronautic Sciences as a

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| specialized education institution and to strengthen the institutional capacity of the IDAC to guarantee the management of the entity responding to the needs of the country and the government policies. | | |
| Cost: USD\$ 8,050,000 | | Time period: December 2013 |
| Strengthening the Chamber of Accounts of the Dominican Republic | | |
| Country: Dominican Republic | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Civil Society Participation |
| Contribute to a greater efficiency, equity and transparency in the institutions of the Dominican government by way of strengthening the general Chamber of Accounts. | | |
| Cost: USD\$ 4,847,892 | | Time period: June 2013 |
| Building Management Capacity in the Presidency of the Dominican Republic DIAPE-SIGOB | | |
| Country: Dominican Republic | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening |
| The objective of this project is to strengthen the institution of the Presidency of the Dominican Republic through the implementation of management systems and through capacity development that favors transparency, efficiency in government policies, promoting the impartial interaction of citizens and guarantees effective exercise of political, social, economic and judicial rights of the population. | | |
| Cost: USD\$ 34,279 | | Time period: December 2010 |
| Modernization and Strengthening of the Senate of the Dominican Republic | | |
| Country: Dominican Republic | Type of project: Development | Emphasis: Institutional Strengthening |
| The project looks to give the Senate of the Dominican Republic operational procedures that guarantee the use of their services with efficiency and transparency, furthermore, to contribute to giving the necessary tools that facilitate and permit the Senate to satisfy citizen requirements. | | |
| Cost: USD\$ 29,688 | | Time period: June 2011 |
| Institutional and Operational Strengthening in the Chamber of Representatives of the Dominican Republic. | | |
| Country: Dominican Republic | Type of project: Development | Emphasis: Institutional Strengthening |
| The project strives to modernize and institutionally strengthening the Chamber of Representatives through improving managerial and legislative abilities. Mainly it supports the training of representatives and administrative officials in the focus of human development and giving said officials the tools to create public policy in this environment. | | |
| Cost: USD\$ 1,437,597 | | Time period: December 2012 |

ECUADOR

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| Strengthening the Municipality of Guayaquil | | |
| Country: Ecuador | Type of project: Development | Emphasis: Institutional Strengthening |
| The project goal is to implement new administrative, technical and financial processes in the Municipality of Guayaquil, through support | | |

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| from trend initiatives to improve public transportation, support the coordination and promotion of local social action and support the process of obtaining non-refundable funds apprehended by the MIMG. | |
| Cost: 958,521 | Time period: 2011 |

EL SALVADOR

| Evaluating Democratic Governance in El Salvador: Transparency and Accountability (p77646) | | |
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| Country: El Salvador | Type of project: Development | Emphasis: Institutional Strengthening |
| This project seeks to contribute to the expansion of the democratic system in the country through the development and implementation – by way of a participatory process – of a mediation system of Democratic Governance focused on transparency and accountability, similar to the sharing of results to manage knowledge. | | |
| Cost: USD\$ 210,520 | Time period: 2013 | |

GUATEMALA

| Project of Support for the Vice President of the Republic on actions related to Transparency, Anti-corruption and Access to Information in Guatemala | | |
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| Country: Guatemala | Type of project: Anti-corruption | Emphasis: Preventive Strengthen oversight bodies Implementation of anti-corruption policies |
| This project focuses on strengthening the vice presidency of the Republic in transparency, anti-corruption and access to information themes. They hope to institutionalize the government and its dependents by promoting these themes and providing for the construction of a Standard Framework that will contribute to its promotion. | | |
| Cost: USD\$708,463 | Time period: July 2012 | |
| Strengthening the Account Comptroller General in the Republic of Guatemala – CGC | | |
| Country: Guatemala | Type of project: Anti-corruption | Emphasis: Strengthen oversight bodies |
| Improve the supervisory functions of the Account Comptroller General through strengthening of auditors, professionalizing the auditors and producing opportunities to share best practices and experiences and create agreements for institutional development. | | |
| Cost: \$USD 130,356 | Time period:2010 | |
| Program of Alliances with Civil Society | | |
| Country: Guatemala | Type of project: Development with anti-corruption component | Emphasis: Civil Society Participation |
| This project seeks to create strategic alliances between civil society organizations and government institutions, in themes of discrimination, access to justice by and for the indigenous towns, and social and transparent audits. To achieve the above goals, public policy implementation instruments and tools relative to these themes together with the identification of viable actions and work plans for greater impact in the distinct departments will be created. | | |
| Cost: \$USD 186,701 | Time period: 2012 | |
| Support the Implementation of the Fiscal Modernization Strategy | | |

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| Country: Guatemala | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Transparency |
| This project's objective is to support the implementation of a strategy for fiscal modernizing through strengthening the government financial position, through the creation of strategic alliances with diverse national and international stakeholders and through the implementation of the Citizens for Public Expenditures Observatory. | | |
| Cost: USD \$ 559,035 | | Time period: 2011 |

HONDURAS

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| Electoral Transparency | | |
| Country: Honduras | Type of project: Anti-corruption | Emphasis: Transparency in electoral processes |
| This projects seeks to complete a social audit of the electoral political process as a mechanism for accountability, civil society will participate. This consists of monitoring, observing and accompanying the electoral process in relation to the parties' programmatic budgets, the financial aspects, the role of the media and the observance of Electoral Law. | | |
| Cost: USD\$ 86.351.36 | | Time period: 2010 |
| An Observatory System to Monitor the Millennium Goals | | |
| Country: Honduras | Type of project: Anti-corruption | Emphasis: Civil Society Participation Citizen Observation |
| This project looks to implement three observatories in the country, with a goal of creating tools that permit the evaluation of policy impact and national and international inversions oriented at carrying out the Millennium Goals on a provincial level. The project seeks to strengthen the provincial organizations for the empowerment and influence of ability in the local decision making processes. | | |
| Cost: - | | Time period: 2011 |

JAMAICA

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| Building Civil Society Capacity to Support good Governance by Local Authorities | | |
| Country: Jamaica | Type of project: Anti-corruption | Emphasis: Transparency Civil Society Participation |
| This project is aimed at strengthening civil society and the institutional abilities to monitor public expenditures on a local level through the development of politics and legislation, the creation of support committees for financial transparency and accountability and the development of the medias ability to report local authorities' use of public funds. | | |
| Cost: USD \$ 232,185 | | Time period: December 2011 |

MEXICO

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| Quality of Government and Accountability in Mexico's Federal Entities | | |
| Country: Mexico | Type of project: Anti-corruption | Emphasis: Prevention Implementation of prevention tools Transparency |
| This project seeks to create a conceptual and methodologically unified framework that permits for the construction of objective indicators for analysis and evaluation of public management and service of Mexico's governments, similarly there will be accountability | | |

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| tools. | | |
| Cost: USD\$ 284,559 | | Time period: December 2011 |
| A Platform of Information about Institutionalizing Social Policy | | |
| Country: Mexico | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Transparency |
| With a goal of institutionally strengthening social programs, the definition and a list of minimum criteria for social policy institutions are being sought, together with the creation of public tools and available for monitoring the changes of said standards. | | |
| Cost: USD\$ 432,86 | | Time period: December 2011 |

NICARAGUA

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| Support the Governance and Anti-corruption Strategy through the Donors for Anti-corruption Fund Phase II | | |
| Country: Nicaragua | Type of project: Anti-corruption | Emphasis: Strengthen oversight bodies |
| This objective of this project is to coordinate and increase the ability of the Executive branch institutions to prevent and combat corruption. Results should include the opening of Comptroller General offices in all regions of the country and the creation of the Office of Citizen Complaints within the Comptroller General Offices. | | |
| Cost: USD\$1,811,901 | | Time period 2010 (Phase III) |

PARAGUAY

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| Building Institutional Capacity in the Ministry of the Interior for the Execution of a Police Census | | |
| Country: Paraguay | Type of project: Development | Emphasis: Institutional Strengthening |
| This project's objective is to support the development of institutional capacity in the Ministry of the Interior to offer better security to citizens by strengthening institutional capacity for managing human police resources. | | |
| Cost: USD\$ 50,000 | | Time period: 2010 |

PERU

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| Communication, Media and Democracy | | |
| Country: Peru | Type of project: Anti-corruption | Emphasis: Transparency Civil Society Participation |
| The project looks at encouraging transparency and self-regulation through media and the participation of the press in order to guarantee dialogue with the judicial powers, such as guaranteeing the process of implementing transparency laws and access to public information and radio and television by strengthening abilities of the press, the judicial power, authorities, public servants and citizens. | | |
| Cost: USD\$ 566,261 | | Time period: 2011 |
| Implementation of an Electronic Voting Observatory in Latin America | | |
| Country: Peru | Type of project: Development | Emphasis: Institutional Strengthening |
| This project strives for the implementation of an Electronic Voting Observatory for the collection and systemization of information dealing with electronic voting in Latin America and the design of computer applications, for electronic voting information. | | |

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| Cost: USD\$ 31,674 | | Time period: 2011 |
| Observatory for Information and Communication Technologies (ICT) on a Community Level | | |
| Country: Peru | Type of project: Development | Emphasis: Institutional Strengthening |
| This project seeks to implement of an observatory for Information and Communications Technologies in the countries of the Andean Community, taking into account the needs of the policy decision makers and receiving the word of the countries that they will regularly update the observatory. | | |
| Cost: USD\$ 33,484 | | Time period: 2012 |
| Building Regional Government Capacity and Civil Society Organizations to Ensure Transparency in Public Services. | | |
| Country: Peru | Type of project: Anti-corruption | Emphasis: Strengthening oversight bodies Transparency Civil Society Participation |
| The project seeks to strengthen the supervisory capacity of the Defense through creation and validation, through defense action guidelines in accessing public information, transparency and accountability. The supervision of the dissemination of information about basic services in the transparency portals of the regional governments is also considered. Lastly, trainings on the aforementioned themes for civil society organizations will be included. | | |
| Cost: USD\$ 530,583 | | Time period: 2011 |

SURINAME

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| Support for Implementing the Policy Plan for Protection of Legal Rights and Safety - Legal Protection and Human Rights, and Anti-Corruption. (a 57091) | | |
| Country: Suriname | Type of project: Development | Emphasis: Human Rights |
| The project seeks to increase the knowledge, consciousness and abilities of decision makers and the general population in relation to human rights and respect. Furthermore, it aims to sensitize public institutions on the impacts of corruption and the mechanisms for corruption prevention and management. | | |
| Cost: USD\$ 915,036 | | Time period: December 2013 |

URUGUAY

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| Support for the Execution of the Program to Improve the Quality of the Expenditures and Budget Process | | |
| Country: Uruguay | Type of project: Development | Emphasis: Institutional Strengthening |
| The project seeks to improve the efficiency of the Central Administration by mean of improving the quality of the expenditures and budget processes. In this framework, the project will create an agency for the development of an e-government; the technological actualization of the Uruguayan State Portal and the integration of new offices; and the establishment of new rules for the health services system. | | |
| Cost: USD\$ 6,351,012 | | Time period: December 2013 |
| Support for the Management of the E-Government in Uruguay | | |
| Country: Uruguay | Type of project: Development with anti-corruption component | Emphasis: Prevention Institutional Strengthening Transparency |
| The general objective of this project is to support and strengthen the development of an e-government strategy (GE) in Uruguay through the evaluation of the effects of the implementation of different initiatives of the e-government that is currently in execution in public services and the definition of an e-government standard; support for the development of e-government solutions, and | | |

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| strengthening the Agency for the Development of E-Services and the Information Society and Knowledge (AGESIC). | | |
| Cost: USD\$ 3,991,149 | | Time period: December 2011 |
| Support the Execution of the National Public Inversion System | | |
| Country: Uruguay | Type of project: Development | Emphasis: Institutional Strengthening |
| This project objective is to improve the quality of public inversion in Uruguay through the design and application of a Bank of Projects through a public portal, with systemized and standardized information about the process of public inversion and the central administration. Furthermore, it deals with the constitution of a technical team to support the process and creation of the National Public Inversion System. | | |
| Cost: USD\$ 590,647 | | Time period: August 2012 |
| Support for the Execution of the Country Program | | |
| Country: Uruguay | Type of project: Anti-corruption | Emphasis: Strengthening oversight bodies Implementation of prevention tools |
| The project includes a training program for the implementation of a Network of Public Officials that specializes in Anti-corruption Standards and are looking to create officials who are willing to collaborate in the dissemination of this material to their respective agencies. | | |
| Cost: USD \$ 819,734 | | Time period: December 2012 |

VENEZUELA

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| Support for the Consolidation and Modernization of the Customs System | | |
| Country: Venezuela | Type of project: Development with anti-corruption component | Emphasis: Institutional Strengthening Control |
| This project plans to support the National Integrated Service of Customs and Tributary Administration (SENIAT) in optimizing and consolidating the process of modernizing the customs system. For this, it is necessary to increase the system's elements of efficiency and transparency; increase the levels of vigilance and control; regulate the customs infrastructure to the space and functionality requirements; and increase the technology capacity. | | |
| Cost: USD\$ 436,265 | | Time period: December 2011 |

REGIONAL PROJECTS¹²³**SIGOB**

The objective of the Management for Governance regional project, SIGOB (for its initials in Spanish), is to strengthen high level management capacities of governments to generate the necessary governance conditions for transformation processes towards a sustainable Human Development.

SIGOB provides several modules and systems for senior management processes, of which three are directly related to transparency and anti-corruption policies (all acronyms for their initials in Spanish):

1. TRANSDOC: Document Transparency System
2. TRE: Regular Structure System
3. METAS: Goal-Oriented Programme and Management System

TRANSDOC: The document transparency system aims to make the official documents or correspondence that enter, exits, and/or circulate within the institution, more transparent and agile, as well as maintain adequate virtual file documentation in order to properly document the “institutional memory.” It also allows the citizens to be able to follow their submitted correspondence and its status. A further objective of TRANSDOC is to support the “zero-paper policy.”

TRE: The objective of the Regular Structure System is to combine an intra- and inter-institutional network oriented towards the strengthening of management capacities by improving the efficiency and transparency of their services. This system is based on a process previously streamlined, oriented towards simplifying the administration where the aggregated value chains and the elimination of unnecessary bureaucratic intermediations are used as main criteria for the production of the service.

METAS: The system is oriented to implementing and supporting the administration network to achieve the objectives and the results of the Governmental Action Programs (PAG, for its initials in Spanish). The system is based on programming methods that inform about the progress of the Programs and its milestones: the indicators of progress, political constraints, financial and other constraints, the alerts of probability of these constraints, and also the possibilities for communication and political actions directed at informing citizens about governmental affairs.

¹²³ In many of the projects and programmes implemented by the Country Offices there is no distinction between products and expected results. Therefore, an approximation was made according to the description of each of the interventions. In addition, in most anti-corruption interventions by UNDP Country Offices, the background of other intervention and the impact are not explicit. Finally, most interventions are still ongoing or recently completed.

UNDP REGIONAL CENTER FOR LATIN AMERICA AND THE CARIBBEAN PROJECTS**TRANSPARENCY AND ACCOUNTABILITY IN LOCAL GOVERNMENTS (TRAALOG) REGIONAL INITIATIVE**

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| OBJECTIVES |
| The purpose of TRAALOG is to offer technical advice and assistance to UNDP Country Offices in Latin America and the Caribbean, and specially offer targeted support to ongoing initiatives and/or new initiatives that focus on transparency, accountability and anti-corruption at the sub-national level (municipalities, counties, provinces, departments, states). |
| PROJECT DESCRIPTION |
| <p>TRAALOG has two specific objectives:</p> <ol style="list-style-type: none"> 1. Offer advice to UNDP Country Offices in order to support current initiatives at sub-national level, as well as new initiatives; and 2. Development and systematization of knowledge products and tools to assist sub-national governments in implementing the principles of transparency and accountability. <p>The Country Offices working with TRAALOG are: UNDP-Colombia, UNDP–El Salvador, UNDP-Mexico, UNDP–Dominican Republic, UNDP-Bolivia, UNDP-Nicaragua, UNDP-Costa Rica, UNDP-Jamaica, among others.</p> |
| DURATION, START AND END OF THE PROJECT |
| May 2010 – December 2012 |
| COORDINATION CENTRE AND PROGRAM MANAGEMENT |
| UNDP Regional Centre for Latin America and the Caribbean |
| RESULTS and/or EXPECTED PRODUCTS |
| <p>First result: System to share good practices of transparency and accountability, and public policies to raise awareness and capacities.</p> <p>Second result: Identification and promotion of responsibility mechanisms at sub-national and local level in a number of programs and projects of the Country Offices.</p> |

Local Governance Proposals (PROLOGO)

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| OBJECTIVES |
| PROLOGO – Local Governance Proposals, is a regional project of the UNDP Democratic Governance Practice Area, financed by Generalitat Valenciana, and is implemented by three UNDP Country Offices with support from the Regional Centre. PROLOGO is an initiative to promote local democratic governance in a Human Development context through inclusive participation and strengthening of local institutions. |
| PROJECT DESCRIPTION |
| <p>The Regional Centre, has established partnerships with UNDP Country Offices in Colombia, Dominican Republic and El Salvador, and local stakeholders (authorities and civil society) to create the Network PROLOGO. Network PROLOGO articulates three components:</p> <p>a. The establishment and implementation of three Local Centers to analyze and monitor the local conditions for achieving the Millennium Development Goals, MDGs, disseminate and share information and provide a forum for dialogue between local authorities and civil society organizations.</p> <p>b. Establishment and implementation of a Regional Node in order to consolidate the PROLOGO Network. The Regional Node provides the Local Centers with knowledge tools and methodologies on good local governance; consolidates, compares and systematize the information provided by the Local Centers; promotes and facilitates the cooperation between Local Centers; and offers training in leadership and governance issues to local actors.</p> <p>c. The design and implementation of a virtual training on local democracy: the training system provides conceptual tools and promotes the development of practical skills of local actors; provides a space for citizens using the learning platform Virtual School and the Regional Centre for LAC, both UNDP.</p> |
| DURATION, START AND END OF PROJECT |
| <p>Program period: 2008 - 2010.</p> <p>Starting date: September 2008.</p> <p>Conclusion date: December 2010.</p> |
| COORDINATION CENTRE AND PROGRAM MANAGEMENT |
| The UNDP Regional Center, and UNDP Country Offices in Colombia, Dominican Republic and El Salvador |
| RESULTS and/or EXPECTED PRODUCTS |
| <p>PROLOGO has empowered citizens committed to Human Development, at local level to actively participate politically and commit them to further training in order to undertake a major political role in the future. The evaluation verifies the validity of the two main hypotheses of change that sustained PROLOGO:</p> <ul style="list-style-type: none"> • The “two-way” focus; to strengthen the strategic capacity and organization of excluded and |

vulnerable groups while promoting partnership between municipal authorities and civil society organizations, is an effective strategy to promote local governance and social inclusion.

- The PROLOGO policy of identifying and support potential leaders, “champions,” in the municipal sphere and civil society is crucial in ensuring the necessary political and institutional change and empowerment; both to promote transparency and accountability in the local government and to ensure the organization and participation of marginalized groups.

UNDP VIRTUAL SCHOOL

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| NAME OF THE COURSE/INITIATIVE |
| Design and piloting of the course <i>Essentials on Anticorruption</i> |
| OBJECTIVES |
| The objective of the course <i>Essentials on Anticorruption</i> is to provide conceptual tools, analysis and practices in anti-corruption, including measurement and evaluation tools. (English Version) |
| PROJECT DESCRIPTION |
| The course is 100% virtual and will occasionally be accompanied by attended “face to face” closing-sessions. The course lasts ten weeks and requires a commitment of ten hours a week by the students. It is designed for UNDP staff and practitioners interested in deepening their knowledge in the area of anti-corruption. The course will be structured in four units: Unit 1. Conceptual Framework. Unit 2. Methodologies for the Assessment of Corruption and Anti-Corruption Unit 3. Programmatic Tools and Mainstreaming Unit 4. Regional Variations and implications on programming |
| DURATION, START AND END OF PROJECT |
| January-December 2011 |
| COORDINATION CENTRE AND PROGRAM MANAGEMENT |
| UNDP: Regional Bureau for Latin America and the Caribbean, Regional Centre for Latin America and the Caribbean and Democratic Governance Group, DGG |
| RESULTS and/or EXPECTED PRODUCTS |
| <ol style="list-style-type: none"> 1. Virtual course (10 weeks) <i>Essentials on Anti-corruption</i>. The design of the course should be finalized in the end of August 2011. 2. Piloting the course <i>Essentials on Anti-corruption</i>. The course will be piloted between September and November 2011, with students from all regions in the world. |

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| Peer review and evaluation of the course. The course will be evaluated by experts, students and teachers to make adjustments between November and December. |
| NAME OF THE COURSE/INITIATIVE |
| Global Initiative on Accountability and Water Rights |
| OBJECTIVES |
| The main objective of the project is to conduct a comparative study to evidence relationships and synergies between mechanisms of horizontal and social accountability and how these impact the services and access to water. In this way we hope to contribute to the work of Democratic Governance Group, UNDP. |
| PROJECT DESCRIPTION |
| In the first phase of the study, four case studies will be conducted in four countries in the region: Mexico, Colombia, Bolivia, Chile (and possibly Barbados). The initiative expect the participation of the following stakeholders: <ul style="list-style-type: none"> a. UNDP globally (Democratic Governance Group and Oslo Governance Center) b. United Nation System (UN-HABITAT and the Millennium campaign) c. Regional UNDP (Virtual School) d. UNDP Country Offices (and other UN agencies) Mexico, Colombia, Bolivia, Chile y Barbados (possibly). e. Local Think tanks – counterparts in the countries: CIESAS (Mexico), CIDER-Andean University (Colombia), Bolivia, Chile and Barbados (possibly). f. International Counterparts: IDEA, One World Trust. |
| DURATION, START AND END OF PROJECT |
| January 2011-March 2012 |
| COORDINATION CENTRE AND PROGRAM MANAGEMENT |
| UNDP: Regional Bureau for Latin America and the Caribbean, Regional Centre for Latin America and the Caribbean and Democratic Governance Group, DGG |
| RESULTS and/or EXPECTED PRODUCTS |
| <ol style="list-style-type: none"> 1. Four case studies that evidence the relations and synergies between social and horizontal accountability and its impact on the protection of the rights to water and sanitation. 2. A discussion paper with recommendations on policies and programmes regarding accountability. |

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| <ol style="list-style-type: none"> 3. Dissemination of results and findings in international forums on water governance. 4. Database of international literature and case studies about accountability and water and sanitation. |
| NAME OF THE COURSE/INITIATIVE |
| Implementation of the course <i>Anti-corruption and Human Development in Honduras</i> . |
| OBJECTIVES |
| <p>The Virtual School has, taking into account the requirements of the National Council of Anti-corruption in Honduras, adapted a training course that includes the following objectives:</p> <ul style="list-style-type: none"> - Understand the conceptual approaches of corruption, taking into account the Human Development paradigm and the current institutional, political and regulatory climate. - Analyze the impact of corruption on Human Development and democratic governance in Honduras. - Understand the importance of tools to fight corruption, taking into account the principles and values provided by local and international mechanisms to fight corruption. |
| PROJECT DESCRIPTION |
| <p>The virtual course lasts 11 weeks. The target audience is 41 students who are members of the National Council of Anti-corruption in Honduras and who have various professional profiles.</p> <p>The course is part of the strengthening of capacities of the Training School of Anti-corruption that the National Council of Anti-corruption will launch in September.</p> |
| DURATION, START AND END OF PROJECT |
| May-August 2011 |
| COORDINATION CENTRE AND PROGRAM MANAGEMENT |
| <p>UNDP: Regional Bureau for Latin America and the Caribbean, Regional Centre for Latin America and the Caribbean and Democratic Governance Group, DGG</p> <p>National Council of Anti-corruption in Honduras</p> |
| RESULTS and/or EXPECTED PRODUCTS |
| <ol style="list-style-type: none"> 1. Strengthening the capacities of the National Council of Anti-corruption in Honduras and its Training School of Anti-corruption. 2. Strengthening the capacities of the teachers at the Training School of Anti-corruption in Honduras in conceptual tools, analysis and practice in anti-corruption. |
| NAME OF THE COURSE/INITIATIVE |
| Design and implementation of the course <i>Local Governance and Decentralization Processes for</i> |

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| <i>Human Development.</i> |
| OBJECTIVES |
| The course <i>Local Governance and Decentralization Processes for Human Development</i> falls within the objectives of PROLOGO (Local Governance Proposals, see regional projects, UNDP) The objective of the course is to provide a space for learning and sharing, to address the dynamics of Democratic Local Governance. The decentralization processes and their contribution to human development and the deepening of democratic processes in Latin America and the Caribbean. For this purposes, in the last unit of the course, analytical tools and practices on accountability and transparency will be offered to the students. |
| PROJECT DESCRIPTION |
| <p>The course lasts 13 weeks and is structured in four subject topics. The methodology used will be “blended learning”, with a combination of virtual and learning “face to face”. The course includes three face to face workshops that complement the learning in the virtual course.</p> <p>Unit 1: Definition and Concepts of Human Development, Democratic Governance and the Local Dimension.</p> <p>Unit 2: Local Governance Processes and Decentralization and the links to Human Development.</p> <p>Unit 3: Public Policies, Local Governance, Decentralization and Human Development.</p> <p>Unit 4: Tools to strengthen Local Governance and Decentralization for Human Development.</p> <p>The course is designed to civil society leaders who are interested in advocacy and participate in local public policy making in their communities.</p> <p>Pilot version: Initially, the course was implemented in a pilot version with students from Santa Tecla (El Salvador), El Cercado (Dominican Republic) and Cartagena (Colombia).</p> <p>Version 1: The course was implemented in a second version for Honduras, implemented with 30 students.</p> |
| DURATION, START AND END OF PROJECT |
| PROLOGO: April – June 2010 |
| Honduras: September – December 2010 |
| COORDINATION CENTRE AND PROGRAM MANAGEMENT |
| Regional Bureau for Latin America and the Caribbean: UNDP – Regional Centre for Latin America and the Caribbean. |

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| Generalitat de Valencia |
| RESULTS and/or EXPECTED PRODUCTS |
| <ol style="list-style-type: none"> 1. Strengthening of capacities of the different local PROLOGO centers, as well as strengthening and creation of a support network between the centers. 2. Facilitating learning by addressing practical concepts, tools, cases, best practices and experiences as tools for action and immediate implementation. |
| NAME OF THE COURSE/INITIATIVE |
| Design and implementation of the course <i>Local Governance and Public Management with focus on Development, for the Health Sector in Guatemala</i> . |
| OBJECTIVES |
| <p>Within the framework of a leadership training project in the health sector in Guatemala, various agencies and institutions (Ministry of Health of Guatemala, United States Agency for International Development, USAID, and UNDP Country Office in Guatemala) joined to strengthen the development of a program to expand the coverage (PEC Project) of the Ministry of Health in Guatemala. The purpose is to train officials of the health sector, specifically from the PEC project.</p> <p>The purpose of the course on <i>Local Governance and Public Management with focus on Development</i> is to strengthen the administrative, technical and management capacities of the technical staff of the management of the municipal health districts of Guatemala. In the last unit of the course the students will be provided with analytical and practical tools in accountability, citizen participation and governance.</p> |
| PROJECT DESCRIPTION |
| <p>The course is estimated to last 12 weeks and is structured in four subject topics. The methodology used will be “blended learning”, with a combination of virtual and learning “face to face”. The course will include three “face to face” workshops that complement the learning in the virtual course.</p> <p>Unit 1: Human Development and Democratic Governance: The new role of the State.</p> <p>Unit 2. Public Policy, institutional planning and management for Human Development.</p> <p>Unit 3: Public Management tools for the health sector with a focus on Human Development.</p> <p>Unit 4: Participatory governance at local level.</p> <p>In total, the Project aims to train 400 public officials, with the features mentioned, during the development of ten online courses; 5 in 2011 and 5 in 2012.</p> <p>2011</p> <p>Pilot version: Initially, the course is implemented in a pilot version which has two virtual classrooms,</p> |

each with a capacity of 40 students to complete the training of 80 students in Guatemala.

Version I: Implementation of the course similarly as the pilot version: two virtual classrooms, each with a capacity of 40 students, a total of 80 students.

Version II: Implementation of the virtual classroom course with a capacity for 40 students.

DURATION, START AND END OF PROJECT

2011 Pilot version: March – June 2011

2011 Version I: July – September 2011

2011 Version II: September – December 2011

COORDINATION CENTRE AND PROGRAM MANAGEMENT

Regional Bureau for Latin America and the Caribbean: UNDP – Regional Centre for Latin America and the Caribbean

UNDP Country Office Guatemala

USAID, United States Agency for International Development

RESULTS and/or EXPECTED PRODUCTS

1. Promoting local governance oriented at Human Development and Democratic Governance with focus on strengthening citizen participation in public affairs: accountability, participation and advocacy, participatory governance.
2. Training of 400 public officials, technical staff of the management of the municipal districts of Health in Guatemala. The course is particularly aimed at: Directors (Human Resource Management, administrative and financial Managers and coordinators of the Coverage Extension Program) and municipal coordinators.
3. Implementation of 10 virtual courses: 5 in 2011 and 5 in 2012.

ANNEX 2

Strategic UNDP Partners Country Offices

(*acronyms in Spanish)

UNDP MEXICO

| Partner | Project and/or Program |
|--|---|
| Center for Investigation and Teaching Economics, A.C. (CIDE, acronym in Spanish) | Quality of Government and Accountability in Mexico's Federal Entities |
| UNDP- Oslo Governance Centre | |
| Mexican Transparency Agency | A Platform of Information about Institutionalizing Social Policy |
| Secretary of Social Development Mexico (SEDESOL) | |
| Superior Auditor of the Federation | |
| Mexico Evaluates | |
| Fundar | |
| Alianza Cívica/Civil Alliance | |
| Federal Institute for Access of Information and Protection of Personal Data (IFAI) | |
| INFODF | |
| Mexican Institute for Competitive A.C. (IMCO) | |
| Article XIX Mexico | |
| Institute de Transparency and Access to Information of Tamaulipas | |
| North Border High School (COLEF) | |
| Secretary of the Comptroller of Oaxaca | |
| Transparency Mexicana | |
| Institute for Legal Research – UNAM | |
| DECA Team Pueblo, A.C. | |

UNDP COSTA RICA

| Partner | Project and/or Program |
|--|---|
| Ministry of Planning (MIDEPLAN) | Strengthening Municipal Capacity for Local Human Development Planning in Costa Rica |
| Institute of Promotion and Municipal Advisory Decentralized Democracy and Local Strengthens (IFAM) | |
| ONU - HABITAT | |
| European Union | |
| National Union of Local Governments | |

UNDP EL SALVADOR

| Partner | Project and/or Program |
|--|------------------------|
| National Institute of Cooperative Promotion | |
| Center for Democratic Studies of Latin America (CEDAL) | |

UNDP GUATEMALA

| Partner | Project and/or Program |
|---|--|
| Vice-presidency of the Republic | Project of Support for the Vice President of the Republic on actions related to Transparency, Anti-corruption and Access to Information in Guatemala |
| Comptroller General of Accounts of the Republic | Strengthening the Account Comptroller General in the Republic of Guatemala – CGC |
| Ministry of Public Finances | Support the Implementation of the Fiscal Modernization Strategy |

UNDP HONDURAS

| Partner | Project and/or Program |
|--|---|
| Center for Research and National Studies (CIEN) | Electoral Transparency |
| National Autonomous University of Honduras | |
| Alliance for Justice AJ | |
| Civil Movement for Democracy (MCD) | |
| Center of Human Rights Research and Promotion (CIPRODEH) | |
| Social Council of Ministries | An Observatory System to Monitor the Millennium Goals |

UNDP PANAMA

| Partner | Project and/or Program |
|--------------------------------|--|
| National Assembly | Investigation, Transparency and Access to Information in the National Assembly of Panama |
| Ministry of Economy | |
| Universities of Panama | |
| Foundation for Citizen Liberty | |
| Citizens Pro-Justice Alliance | |
| Secretary of Anti-corruption | |

UNDP JAMAICA

| Partner | Project and/or Program |
|---|---|
| Centre for Leadership & Governance, University of the West Indies, Mona | Building Civil Society Capacity to support good Governance by Local Authorities |
| National Association of Parish Development Committees (civil society) | |
| Department of Local Government, Office of the Prime Minister | |
| Social Development Commission | |
| Press Association of Jamaica | |
| Planning Institute of Jamaica (PIOJ) | |

UNDP SURINAME

| Partner | Project and/or Program |
|------------------------------------|---|
| The Ministry of Justice and Police | Support for implementing the policy plan for protection of Legal Rights and Safety - Legal Protection and Human Rights, and Anti-Corruption |

UNDP DOMINICAN REPUBLIC

| Partner | Project and/or Program |
|--|--|
| Supreme Court Justice | Building Management Capacity of the President of the Supreme Court Justice and the National School |
| National School | |
| Dominican Institute of Civil Aviation(IDAC) | Modernization of the IDAC |
| Chamber of Accounts of the Dominican Republic | Strengthening the Chamber of Accounts of the DR |
| Presidency of the Dominican Republic | Building Management Capacity in the Presidency of the Dominican Republic DIAPE-SIGOB |
| Chamber of Representatives of the Dominican Republic | Institutional and Operational Strengthening in the Chamber of Representatives of the Dominican Republic. |
| Senate of the Republic | Building Management Capacity in the Presidency of the Dominican Republic DIAPE-SIGOB |

UNDP ARGENTINA

| Partner | Project and/or Program |
|---|--|
| Office of Anti-corruption – National Government | Institutional Strengthening in the Office of Anti-corruption |
| Sub-secretary for Institutional Reform and the Strengthening of the Democracy – Headquarters Cabinet of National Ministers. | Citizen Audit. Quality Democratic Practices in Municipalities |
| Sub-secretary for Institutional Reform and the Strengthening of the Democracy(SRIFD) | Building Bridges: Collaborative Planning to Strengthen Ties between the Local Government and Civil Society in Argentina |
| Sub-secretary of Coordination – Ministry of the Nation’s Interior | Modernizing the Technology of the Nation’s General Archive Modernizing the Technology and Information of the National Register of the Population |
| Provincial Enforcement Agency: Collection Agency for the Province of Buenos Aires | Institutional Development of the Tax Collection Agency in the Province of Buenos Aires |
| Information Systems Agency for the City of Buenos Aires | Support for an Electronic Government in the Autonomous City of Buenos Aires |
| Ministry of Federal Planning, Public Inversion and National Services | Information and Communication Technologies (ICTs) |
| Ministry of Foreign Relations, International Trade and National Cult | Improving Information and Communications Technology Systems of the MREClYC |
| Ministry of Government for the Province of Buenos Aires | Integrated Technological and Information System Modernization for Registering the Population of the Province of Buenos Aires |
| Our Córdoba Network | |

UNDP BOLIVIA

| Partner | Project and/or Program |
|---|---|
| Ministry of Autonomy | Building Institutional Capacity within the Ministry of Autonomy |
| Ministry of Transparency and Combating Corruption | Design of the Citizen Warning Service Program SAC Bolivia |

UNDP BRAZIL

| Partner | Project and/or Program |
|---|--|
| Real Estate Securities Commission | Modernization and Institutional Strengthening of the Real Estate Securities Commission |
| Federal District Justice and Territories Tribunal (TJDFT, acronym in Spanish) | Modernization of the Federal District Justice and Territories Tribunal |
| Ministry of Social Development (MDS, acronym in Spanish) | Institutional Strengthening for the Evaluation and Management of Information within the Ministry of Social Development |
| Ministry of Health | Support the Implementation of National Policies in Health Information and Information Systems |

UNDP COLOMBIA

| Partner | Project and/or Program |
|---------------------------------------|--|
| Ministry of Housing and Public Credit | Transparency in Public Services at a Territorial Level in Colombia |
| Mayor of Cartagena | Transparency in Public Services at a Territorial Level in Colombia Improving Public Services on a Local Level Strengthening National and Territorial Transparency Policies and Good Government |
| Government of La Guajira | |
| Government of Santander | |
| Congress of the Republic | The Strengthening of the Democracy Project |

UNDP ECUADOR

| Partner | Project and/or Program |
|---|---|
| Municipality of Guayaquil | Strengthening the Municipality of Guayaquil |
| National Secretary of Transparency and Management. | |
| Association of Municipalities of Ecuador | |
| Comptroller General of the State | |
| National Council for Transparency and Social Control. | |

UNDP PARAGUAY

| Partner | Project and/or Program |
|---|--|
| Ministry of Housing | Anti-corruption Action Plan for Transparency Agencies and Civil Society Participation |
| Comptroller General of the Republic | |
| National Administration of Ports and Navigation | |
| Ministry of the Public | |
| Ministry of Public Works and Communication | |
| Supreme Court Justice | |
| Ministry of the Interior | Building Institutional Capacity in the Ministry of the Interior for the Execution of a Police Census |

UNDP PERU

| Partner | Project and/or Program |
|--|--|
| Comptroller General of the Republic | Citizen Oversight Pilot Project of “Citizen Oversight in TOGETHER” |
| Peruvian Press Committee(CPP) | Communication, Medias and Democracy |
| National Office of Electoral Processes (ONPE) | Implementation of an Electronic Voting Observatory in Latin America |
| Institute National of Statistics and Informatics (INEI) | An Observatory for Information and Communication Technologies (ICT) on a Community Level |
| Presidency’s Council of Ministers - PCM Office of Public Defense | Building Regional Government Capacity and Civil Society Organizations to Ensure Transparency in Public Services. |
| Regional Governments: Ayacucho, Ancash, Apurímac, Lambayeque, San Martin and Tacna | Building Regional Government Capacity and Civil Society Organizations to Ensure Transparency in Public Services |

UNDP URUGUAY

| Partner | Project and/or Program |
|---|--|
| Ministry of the Interior AECID | Support for the Process of Reform of the Ministry of the Interior |
| Office of Planning and Budget of Uruguay BID | Support for the Execution of the Program to Improve the Quality of the Expenditures and Budget Process Support the Execution of the National Public Inversion System |
| Agency for the Development of E-Services and the Information Society and Knowledge (AGESIC) | Support for the Management of the E-Government in Uruguay |
| Transparency and Public Ethics Board (JUTEP) | Support for the Execution of the Country Program |

UNDP VENEZUELA

| Partner | Project and/or Program |
|--|--|
| National Integrated Service of Customs and Tributary Administration (SENIAT) | Support for the Consolidation and Modernization of the Customs System |
| National Institute of Statistics | Institutional and Managerial Strengthening in the National Institute of Statistics |

VIRTUAL SCHOOL

| Partner | Project and/or Program |
|--|------------------------|
| UNDP-DGG/BDP. | |
| UNDP CO Honduras. | |
| UNDP CO Guatemala | |
| UNDP CO Colombia | |
| UNDP CO Mexico | |
| National Center of Anti-corruption of Honduras (CNA) | |
| Foundation Carolina. | |
| University of the Andes - CIDER. Colombia. | |
| Center for Investigations and Superior Studies in Social Anthropology of Mexico. | |
| One world Trust. | |
| IDEA - International Institute for Democracy and Electoral Assistance. | |
| UNDP- Oslo Governance Centre | |
| Democratic Governance Thematic Trust Fund - DGTTF | |

UNDP REGIONAL CENTRE

| Partner | Project and/or Program |
|---|--|
| University of Externship of Colombia – Finance, Government and Foreign Departments | |
| University of Panama’s Center of Public Policy | |
| FLACSO - Mexico | |
| Center for Investigation and Teaching Economics, A.C. (CIDE, acronym in Spanish) | Access to Governmental Information in Central America and Mexico - Project TRAALOG |
| UNDP CO Mexico | |
| Bolivian Indigenous University “Tupak Katari” | Project TRAALOG |
| UNDP Bolivia | |
| UNDP Colombia | |
| Democratic Governance Thematic Trust Fund - DGTTF | |
| UNDP Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE) | Project TRAALOG |
| UNDP Costa Rica | |
| School for Youth Leadership - Nicaragua | |
| UNDP Nicaragua | |



Regional Centre for Latin America and the Caribbean, Panama

Local Governance and Decentralization Area/Democratic Governance
Transparency and Accountability in Local Governments (TRAALOG) Project
Internet: <http://www.regionalcentrelac-undp.org/en/local-governance-and-decentralization>

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