

# World Bank engagement on governance and anti-corruption in the Africa Region



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Brookings Institute October 23, 2007

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# WB Governance and Anti-corruption Strategy

## The 7 Principles guiding implementation

1. Focus on GAC is based on the Bank's Mandate to reduce poverty—a capable and accountable state creates opportunities for the poor
2. The Bank's GAC work must be country driven
3. There is no “one size fits all” – implementation is adapted to individual country circumstances
4. The GAC strategy requires the Bank to remain engaged so that “the poor do not pay twice”
5. The Bank aims to engage in its GAC work with a broad array of stakeholders
6. Work to strengthen, not by-pass, country systems through stronger institutions
7. The Bank will work with governments, donors, and other actors at the country and global levels to ensure a harmonized and coordinated approach





# Governance landscape

## Institutional Checks & Balances

- Independent, effective judiciary
- Legislative oversight (PACs, PECs)
- Independent oversight institutions (SAI)
- Global initiatives: UN, OECD Convention, anti-money laundering

## Civil Society & Media

- Freedom of press
- Freedom of information
- Civil society watchdogs
- Public hearings of draft laws
- Report cards, client surveys
- Participatory country diagnostic surveys

 Primary focus of WB operations in governance

## Effective Public Sector Management

- Ethical leadership: asset declaration, conflict of interest rules
- Meritocratic civil service with adequate pay
- Transparency & accountability in budget mgnt
- Transparent, competitive procurement
- Anticorruption in sectors

## Political Accountability

- Political competition, broad-based political parties
- Transparency & regulation of party financing
- Disclosure of parliamentary votes

## Private Sector Interface

- Effective, streamlined regulation
- Transparent public-private dialogue
- Break-up of monopolies
- Transparency in Extractive Industries
- Corporate governance
- Collective business associations

## Local Participation & Community Empowerment

- Decentralization with accountability
- Community Driven Development (CDD)
- Oversight by parent-teacher associations & user groups
- Beneficiary participation in projects

GOOD GOVERNANCE



## Governance support in Africa region

**July 2006-June 2007, total new loans and grants made to Africa region was \$5.8bn (from \$4.9bn FY06).**

**Of this, \$1.35bn (23%) supported the Public administration and law and order sector (from \$1.26bn in FY06).** World Bank Annual Report 2007

**Areas include : Anti-Corruption, Legal and Judicial, Administrative Reform, Political Economy, Public Financial Management, Decentralization**



## Several examples from the Africa region

- **Leadership transformation in Madagascar**
- **Tanzanian Facility for Ethics, Accountability and Transparency**
- **Decentralization analysis in Burkina Faso**
- **Results for Kenyans**
- **Building local governance in Sierra Leone**
- **Collective action for anti-corruption in Cameroon**



# Madagascar Leadership Transformation Project

- **Objective** : President recognized importance of leadership in the government and the nation
- **Approach** : President, Prime Minister, and several ministries supported through coaching, facilitation, meditation and training. Leadership coaches supported skills for organization analysis and rejuvenation, clarity of ministerial roles, effective use of cabinet meetings
- **Features** :
  - Leadership training of village and regional leaders
  - Creation of a new young dynamic team
  - A coherent results framework
- **Breakthrough achievements** include:
  - Madagascar Action Plan – comprehensive, widely consulted and owned.
  - Major restructuring and mobilization of Ministry of Transport, including reactivation of \$400m transport projects.
  - Resolution of breakdown of national power company.



# Tanzania Fund for Ethics, Accountability and Transparency (FEAT)

- **Objective** : Strengthening oversight and watchdog institutions (OWI) to hold government accountable.
- **Aims** : (i) generate and disseminate information on performance of government, (ii) improve ethics of members of professional associations, (iii) build capacity in OWIs.
- **Approach** : Innovative, demand-based approach to build oversight capacity and enhance the ethical environment in public and private sectors.
- **Partners** : Eligible organizations include
  - Parliament and its committees
  - NGOs and CSOs
  - Professional organizations
  - National Audit Office
  - Prevention of Corruption Bureau
- **Launch** : FEAT launched by the Vice President in October 2007, to be managed by the Ethics Secretariat.



# Governance analysis in Burkina Faso

**Objective :** Provide analysis and facilitate debate to support decentralization process

**Approach :**

- Report incorporated findings of a political economy background study on decentralization in the country
- Report focused on crosscutting issues and then applied the challenges identified to two sectors at the core of Government's PRSP to suggest recommendations: Primary Education and Drinking Water Supply
- Report was written by a multisectoral team (in the Bank and in the Government): Governance (public finances, civil service reform, decentralization), CDD, Urban, Education, Water
- Report combined a deep analysis of the country's specific constraints with highlights from best practices/interesting practices from other countries (this was a request from Government and is all the more important for a francophone country for which development literature is not always available in French)

**Impact of the report:**

- Dissemination allowed broad debate on decentralization among very different stakeholders
- Following dissemination, several of the recommendations are being implemented (some of them Bank-financed)
- In parallel, several world bank units are facilitating the creation of a francophone network of decentralization practitioners, to continue exchanges on experiences within and outside the subregion.





# Results for Kenyans

- **Objective** : Shift towards effective management of key parts of the economy by the relevant ministries
- **Approach** : Results Based Management (RBM) regime, supported by performance contracts for senior public servants
- **Features** :
  - Demand-driven capacity building fund
  - Code of ethics
  - Change management capacity building for leaders
  - Results units to support RBM in ministries
- **Progress from commencement in July 2006** :  
Paradigm shift initiated toward a results-based culture, through
  - Rapid Results initiative - RRI is jump-starting major change efforts and enhancing implementation capacity in about 50 public institutions
  - Performance Contracting adopted throughout the Public Service
  - New Performance Appraisal System in all ministries and 95% of Regional Development Authorities
  - Service Charters published by all ministries and departments. .



## Building local governance in Sierra Leone

- **Objective** : Help post-conflict Government establish a functioning local government system, to support consolidation of peace and improved governance.
- **Approach** : Establishing decentralization policy and framework while building local government accountability, capacity, and resourcing.
- **Features**
  - Elected councils in 2004
  - Start-up investment
  - Local Government Development Grant, linked to capacity developed
  - Comprehensive monitoring and evaluation
- **Progress to date**
  - 19 functioning local councils across Sierra Leone
  - All implementing priority development programs using LGDG
  - Greater control by councils over funds provided for key sectors esp health. Has empowered local councils and deconcentrated staff.
  - Participatory budgeting in all 19 councils by June 07
  - Significant capacity development in financial management and procurement



# Anti-corruption in Cameroon

- **Objective** : Improve coherence and effectiveness of support for anti-corruption efforts in Cameroon
- **Approach** : CHOC (Change Habits-Oppose Corruption) program, signed Feb 2007
- **Features** :
  - Collective action : Government, development partners, Civil Society, Private Sector
  - Joint government-development partner funding
  - Diagnosis and development of nationally-owned anti-corruption strategy with independent monitoring
  - Support implementation of UN Convention Against Corruption including strengthening anti-corruption agencies
  - Demand-driven funds to support CSO oversight
- **Progress to date** :
  - More collective approach by development partners on corruption agenda
  - Steering Committee to meet in October 2007
  - Governance study in the health sector undertaken to support revised sector strategy design and monitoring.
  - Political economy study to commence November 2007.
  - Support for budget tracking by NGO network in preparation.



**THANK YOU**

