REPUBLIC OF SERBIA
ANTI-CORRUPTION AGENCY

REGIONAL WORKSHOP
for validation of the
Methodology on Corruption Risk Assessment

Becici, September 10, 2014

Implementation of CRA.

Lessons learnt in Serbia

Marijana Obradović,

Assistant Director for Prevention

LEGAL FRAMEWORK

Law on Anti-corruption Agency (Article 59)

Integrity plan shall be adopted by state bodies and organizations, territorial autonomy bodies and local state bodies, public services and public companies (4483 entities) in accordance with the guidelines developed by the Anti-corruption Agency.

Public entities are obliged to submit a report on the implementation of the integrity plan at the request of the Agency, within 15 days of receiving the request.

THE ROLE OF THE AGENCY

To make and publish

the guidelines for development and implementation of the integrity plan

the assessments of integrity

To monitor

the adoption and implementation of integrity plans

What has been done so far ?

The Agency has:

made and published “The guidelines for the development and implementation of the IP” in October 2010

developed 69 draft i.e. model IPs, adjusted to various types of institutions

developed software application for the IP

sent the user names and passwords for accessing the application for integrity plan development to the email addresses of 4483 public entities

By the end of March 2013, 2121 public entities in Serbia have developed integrity plans.

Based on self-evaluation that was done through integrity plans, the Agency has developed and published „The report on integrity self-evaluation - done by public entities in Serbia".

Findings of the Report indicate weaknesses in the public authority bodies' operation in all systems such as unregulated area of the ethical conduct of public officials and employees, deficiencies pertaining to institution management, lack of efficient control systems, unregulated procedure of staff recruiting in public services, public enterprises, etc.

From January 2014 the Agency has visited 41 public entity in order to assess the quality of self-risk assessment and integrity plans.

In 2015 the Agency will start to monitor implementation of the integrity plans as well as initiate new three-year cycle of development and adoption of integrity plans.

Lessons learned about the process of self-assessment

- For large number of public entities (especially for heads of institutions) the fact that there are no sanctions resulted in their disregarding of the whole process.
- In sectors where corresponding Ministries invited public institutions to join the process of developing integrity plans, percentage of public entities, having done so, was significantly higher comparing to those sectors where relevant Ministries did not actively support the process.
- Regular contacts (seminars, consultations, raising awareness) between the Agency and public institutions during the process of integrity plans development have led to increased number of institutions that became part of this process.

Lessons learned about the quality of self-assessment

The quality of self-assessment depended on support of head/director/manager of an institution.

It also depended on managerial capacities (knowledge, skills) of civil servants and public officials that were managing the process of self-evaluation and IP's adoption.

Public entities that have already introduced ISO standards, financial management and control have conducted objective and comprehensive self-assessment and developed good IPs.

Public entities that have had external help from NGOs, international organizations, experts, etc. have done much better self-assessment .

What are the benefits of integrity plans ?

It can increase integrity and governance of entity/institution and professionalism and integrity of employees.

It can raise awareness and knowledge of employees on tools and instruments that can improve quality of management and governance, ethics, integrity and on how to detect and react to unethical and unprofessional behavior/ corruption in early stage in order to prevent more serious forms of corruption.

Data obtained through integrity plans can be useful for monitoring dynamics of occurrence and change of

corruption risks as well as other irregularities in the key areas of public authority bodies' functioning and providing corresponding recommendations for its prevention.

How effective can be integrity plan as a tool for building institutional and personal integrity and corruption prevention (voluntary vs obligatory)?

- Lack of capacity (knowledge and skills) of people in charge of managing the process of self-assessment can significantly influence the quality of the process.
- Lack of support from head/director/manager of institution can also influence the quality of self-assessment and implementation of integrity plan.
- Process of self-assessment or self-evaluation always entails the risk that it won't be objective.

IN OTHER WORDS

In case that both management and employees understand significance and benefit of the process and if the process is performed not only for the purpose of complying with the formal legal obligation, integrity plan can be effective tool for reinforcing both personal and institutional integrity, good management as well as corruption prevention. In addition to that, quality of the process and an integrity plan would be enhanced if the quality of self-assessment was subject to external monitoring and evaluation.

Republic of Serbia
Anti-Corruption Agency

Contacts:

Carice Milice 1
11000 Belgrade
Phone: +381/11 4149100
Fax: +381/11 4149129
E-mail: office@acas.rs
www.acas.rs