

## Reported Results of Targeted Anti-Corruption Measures within comprehensive DDLG or other sector programs, DDLG Network Members, January 2016

No	Country	Network Member	Targeted Anti-Corruption Measures (Overview B)	Survey Participants additional comments on main lessons learnt
1	Albania	Sokol Haxhiu	<p><b>LevizAlbania 6,4 Mio CHF</b></p> <p><b><i>Intervention Strategy:</i></b></p> <p>The project has fashioned an intervention approach that simultaneously addresses the overall enabling environment for local democracy while fostering a robust cadre of demand-driven civic engagement in local affairs.</p> <p>It is specifically designed to: (1) Improve the national enabling environment for local democracy, (2) Mobilize local democratic actors in creative ways, (3) Spotlight national attention on their ideas and activities, (4) Foster horizontal and vertical stakeholder coalitions to address vexing challenges, and (5) Promote strategic synergies between projects building demand for good governance and those strengthening the ability of public institutions to supply good governance.</p> <p><b><i>Reference documents:</i></b></p> <p>LevizAlbania ProDoc</p>	<p>Future plans are under the Demand-driven grants, fellowships and rapid-response to offer support for initiatives and proposals on anticorruption activities at local level coming either from the Civil Society, individuals or media. Such initiatives may be, but not limited, to introducing/implementing oversight mechanisms for LGUs (especially for councils), improving/monitoring procurement processes, unearthing corruption practices, working with media to investigate to denounce such practices and to present them to the justice system.</p> <p>Under the Strategic Enabling Instrument, the plans are for directly initiating projects to address the structural issues inhibiting local democracy in Albania. One of such proposal is for supporting Open Data Platform on Local Finance. Such platform will increase transparency in finances of government and improve access to other interested actors.</p>
2	Armenia	Lukas Lüscher	<p>Corruption is a serious issue in Armenia, but so far not a direct focus of our programs/projects. However, several activities within our Local Governance Program contribute to increased transparency/accountability. The program contributes to the implementation of a country-wide community enlargement reform. The introduction of one-stop shops, results oriented-budgeting, a web-based municipal information system and new municipal planning methodologies is expected to lead to better-quality public services. At the same time, women empowerment and the re-organization of the Community Association of Armenia shall help to make better use of human capital in local governance. Selected</p>	

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			infrastructure investments in enlarged or to-be enlarged municipalities complement the technical assistance with the aim of ensuring basic public services and boosting economic development.	
3	Bangladesh	Melina Trippolini Papageorgiou PAPME	<p><b>Sharique (Local Governance Programme) 9,7 Mio CHF</b></p> <p><b>Intervention Strategy:</b>  <i>Within broader interventions, anti-corruption specific measures in Sharique are the strengthening of the Public Finance Management at local level. The project developed a five-module capacity building approach on PFM including hands-on training. Through grants to LGs, small projects are implemented and apply the PFM learning provided.</i></p> <p><b>Reference documents:</b>  <i>PFM for LGs capacity development outline <a href="#">SDC DDLGN</a></i></p>	
4	Bénin	Rudi von Planta	<p><b>Programme Redevabilité (Accountability), 6.1 Mio CHF</b></p> <p><b>Intervention Strategy:</b>  <i>Support civil society organizations to better interact with public authorities (establishment of mechanisms to foster transparency in the management of public affairs at local and national level);</i>  <i>Support communal "proximity" radios to be veritable actors of accountability (Establishment of discussion platforms on corruption, justice, impunity etc.; Production and dissemination of civic education programs; Communication on communal/municipal activities etc.);</i>  <i>Aim for change of behavior with Beninese citizens, focus on young population (educate / inform girls and boys about their rights and duties relating to financial, political, social and legal accountability);</i>  <i>Organize open house presentations on the functioning of Beninese institutions; organize campaigns to strengthen national consciousness; finance (through a fund) initiatives in favor of the participation of marginalized groups (youth, women, disabled etc.) in public debates.</i></p> <p><b>What works:</b></p> <ul style="list-style-type: none"> <li>- <i>Democratic System in place (decentralization, freedom of expression, freedom of membership in associations or political parties);</i></li> <li>- <i>Existence of laws and institutions to promote good governance and fight against corruption;</i></li> </ul>	In Benin, the legislative and institutional framework for the fight against corruption exists. Nevertheless, it appears that in the absence of sanctions (impunity) corruption is growing. Hence, the application of laws and directives poses problems. It is therefore of utmost importance to promote, manifest and implement the existing laws and achievements (not necessarily new laws and rules are needed). Furthermore, it is significant to identify the veritable actors of change within the relevant institutions (judiciary, legislature, ministries, civil society, etc.). Besides, the citizens must be educated in order to have the required reflex to demand their rights but also fulfil their duties.

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			<p>- <i>Dynamic civil society.</i></p> <p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>- <i>Difficult /hostile culture of accountability and transparency to a certain extent: The cult of the leader is well established and influential in African societies. "The chief is not accountable." The respect/fear of the chief sweeps off the efforts of promoting accountability.</i></li> <li>- <i>Instrumentalization / Manipulation of actions for political purposes both by leaders as well individuals.</i></li> <li>- <i>Tendency to stick a label of opposition to actors of the civil society and hence resulting security risks</i></li> <li>- <i>Limited access to sources of information and a resulting lack of prosecution of denunciations</i></li> </ul>	
5	Bolivia	Mila Reynolds Brun	<p><b>Fortalecimiento de las Unidades de Transparencia a nivel departamental, 300'000 CHF</b></p> <p><b>Intervention Strategy:</b></p> <p><i>Se apoyó al diseño e implementación de las Unidades de Transparencia a nivel nacional, lo que generó espacios públicos dentro de las entidades a fin de que las unidades puedan establecer parámetros para el acceso a la información de parte de los ciudadanos y el control del manejo de recursos públicos.</i></p> <p><i>Para ello, también se brindó apoyo técnico y apoyo en la formulación de procedimientos, para generar mecanismos eficientes de acceso a la información.</i></p> <p><b>What works:</b></p> <p><i>Actualmente las Unidades de Transparencia se encuentran institucionalizadas a nivel departamental. El Ministerio de Transparencia utilizó este modelo para implementarlo a nivel local.</i></p> <p><b>Challenges:</b></p> <p><i>En ese momento, el Ministerio de Transparencia continúa en sus esfuerzos por consolidar y ampliar estas unidades en todos los municipios del país.</i></p> <p><b>Conformación del equipo técnico municipal, 200'000 CHF</b></p> <p><b>Intervention Strategy:</b></p> <p><i>El Alcalde emite una resolución para la implementación de los procedimientos y utilización</i></p>	<p>At the departmental level we have supported in the design and implementation of Transparency Units in past years (2012-2013) (first attach), and we currently have contributed directly in the design and implementation of a Program of Seamless Transition "Transición Transparente", with the aim that after the municipal elections, the transition and change of authorities be ordered with information about plans, policies, operational programming and clear budgets (2015).</p> <p>Additionally, the Programme has promoted the participation of civil society in the monitoring and enforcement of commitments outgoing and incoming authorities so that meets both agreed in participatory planning processes and social control. All this work is at municipal level.</p>

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			<p><i>de las herramientas para la transición transparente municipal</i></p> <p><b>What works:</b> <i>Es de interés del Gobierno Municipal saliente tener información de la documentación que será entregada a las nuevas autoridades.</i></p> <p><b>Challenges:</b> Sin embargo a ser obligación de los funcionarios y autoridades entregar la documentación publica a las nuevas autoridades. En muchos municipios del área rural esto no sucede. Entregan documentación suelta y sin información mínima que oriente el seguimiento por parte de las nuevas autoridades.</p>	<p>In the attached files you can find more information but it is in Spanish, also you can find a booklet with the methodology and description of the process. If there is specific interest, we can discuss it later</p> <p>Cuando hay voluntad política de tener una línea clara sobre el manejo y uso (transparencia) de los recursos y es liderizado el proceso por una figura fuerte dentro del Poder Ejecutivo, tienes más probabilidad de implementarse rápidamente.</p> <p>El modelo inicial fue construido de arriba hacia abajo y no hubo una consulta y acuerdos suficiente con los otros niveles de gobiernos sub nacionales, lo que generó dificultades para su aplicación a nivel local.</p>
6	Burundi		<p><b>Programme d'appui à la décentralisation au Burundi, 6 Mio CHF</b></p> <p><b>Intervention Strategy:</b> <i>Appui à la <b>société civile</b> pour le monitoring de la gouvernance locale, y compris la passation des marchés,</i> <i>Appui aux séances <b>communales et collinaires</b> de redevabilité (accountability) pour faire de la redevabilité un mode de gouvernance</i> <b>Au niveau national, appui à l'audit des communes par la <b>Cour des comptes</b> pour évaluer la mise en œuvre des procédures légales dans la gestion des affaires communales.</b> <i>Appui à l'évaluation des performances des communes par le niveau central.</i> <i>Coaching par les équipes de terrain lors des passations des marchés en vue de la transparence dans la procédure, l'affichage des tarifs pour les services communaux.</i></p> <p><b>What works:</b></p>	<p>1. Les ministères sectoriels clés et d'autres institutions nationales comme la Cour des comptes sont des alliés essentiels et des partenaires stratégiques pour assurer la supervision nécessaire aux actions des communes.</p> <p>2. Il est très important pour les OSC d'établir la confiance avec les collectivités locales pour que les critiques soient positivement acceptés et suivies d'effet.</p>

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			<ul style="list-style-type: none"> <li>- <i>Le monitoring de la gouvernance est faite par des relais communautaires formés à cet effet, vivant dans les collines, ils sont plus au courant des réalités.</i></li> <li>- <i>L'obligation de redevabilité est prévue par la loi, et ça fait partie de critères d'évaluation. Les communes se prêtent mieux à l'exercice.</i></li> <li>- <i>La formation sur tous les textes (loi communale, manuel des procédures administratives et financières des communes) est faite en faveur des administrations communales et de la société civile locale.</i></li> </ul> <p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>- <i>La répression des actes de corruption.</i></li> <li>- <i>L'acceptation du monitoring de la gouvernance par l'administration communale, et la mise en œuvre des recommandations issues des réunions d'accountability</i></li> </ul> <p><b>Reference documents:</b>  <i>Rapport de l'évaluation de la phase 3, disponible en Français</i>  <i>Rapport de la cour des comptes, disponible en Français</i></p>	
7	Cuba	Mayra Espina	<p><b>PRODEL – Programa para el fortalecimiento de las capacidades municipales para el desarrollo, 3 Mio CHF</b></p> <p><b>Intervention Strategy:</b>  <i>Articulación en cascada de 4 fases y ejes:- Formación e integración de actores locales,</i>  <i>- Implementación de Estrategias de Desarrollo Municipal (IDM), - Fortalecimiento de la autogestión de los actores locales, - Sistematización y difusión,</i>  <i>Demostrar la aplicabilidad y utilidad, en las condiciones cubanas, de instrumentos de gestión local participativa que han sido exitosos en otros países</i>  <i>1ra Etapa: Desarrollo de competencias y capacidades (“capacity building”).</i>  <i>2da Etapa: Generación de buenas prácticas de gestión local.</i>  <i>3ra Etapa: Incidencia en política.</i></p> <p><b>What works:</b></p> <ul style="list-style-type: none"> <li>- <i>Elevación de transparencia de procesos de diseño e implementación de las EDM mediante:</i></li> <li>- <i>Información a la ciudadanía a través de medios locales de comunicación;</i></li> </ul>	<p>En Cuba no se trabaja directamente en programas y acciones anticorrupción por ser este un tema de sensibilidad política y que las autoridades cubanas consideran terreno exclusivo del gobierno. No obstante, 4 programas de la cooperación suiza están enfocados hacia la descentralización municipal e introducen, de la forma posible, los principios de gobernabilidad, especialmente los programas PRODEL y GEPAC. En el proceso de implementación de estos programas resaltan dos lecciones aprendidas:</p> <ul style="list-style-type: none"> <li>- La necesidad de involucrar a la ciudadana desde el inicio de los proyectos de desarrollo local y en los diferentes procesos de la gestión</li> </ul>

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			<ul style="list-style-type: none"> <li>- Convocatoria pública municipal para la presentación de propuestas de proyectos locales;</li> <li>- Rendición de cuentas en las Asambleas del Gobierno Municipal sobre los resultados de la estrategia y los proyectos.</li> <li>- Producción de herramientas y ensayos pilotos de :               <ul style="list-style-type: none"> <li>-Presupuesto participativo.</li> <li>-Consultas públicas.</li> <li>-Espacios de información ciudadana.</li> </ul> </li> </ul> <p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>- Introducir mecanismos directos de rendición de cuentas a la ciudadana y de control social de uso de recursos locales.</li> <li>- Crear espacios de información ciudadana permanentes sobre los procesos de diseño y gestión de las EDM.</li> <li>- Extender EDM y sus mecanismos de control ciudadano a todo el país.</li> <li>- Extender prácticas de gestión participativa local a todo el país</li> </ul> <p><b>Reference documents:</b></p> <p>"PRODEL - Cuba Desarrollo local: Red fortalece capacidades municipales" <a href="http://www.cosude.cu">En: www.cosude.cu</a></p> <p>Cataurito de Herramientas para el desarrollo local. Ed. Acuario, La Habana, 2011 Estrategias de desarrollo local en Cuba: Aparecen las soluciones. <a href="http://www.cubadebate.cu/noticias/2015/04/21/">En: http://www.cubadebate.cu/noticias/2015/04/21/</a></p> <p>"Con los pies en la tierra. Una red institucional que promueve una cultura en función de la capacitación para la ejecución de proyectos" <a href="http://www.bohemia.cu">En: http://www.bohemia.cu</a> <a href="http://www.bohemia.cubasi.cu">http://www.bohemia.cubasi.cu</a></p> <p>"Proyecto XtuBarrio: Oficina del Historiador promueve Presupuesto Participativo" <a href="http://www.habana.radio.cu">En: http://www.habana.radio.cu</a></p> <p>" GEPAC - Cuba Un laboratorio de prácticas para la gestión municipal"; <a href="http://www.cosude.cu">En: www.cosude.cu</a></p>	<p>municipal como factor clave para fortalecer transparencia en las administraciones locales.</p> <p>- Introducir en las herramientas de gestión participativa que generan y ensayan los programas de cooperación en el área de la gobernabilidad local mecanismos de control ciudadano sobre el uso de recursos y los resultados alcanzados.</p>

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8	Kosovo	Saranda Cana-Pruthi	<p><b>Anti-corruption DEMOS measures for our partner municipalities, 10.8 Mio CHF</b></p> <p><b>Intervention Strategy:</b>  <i>DEMOS anti-corruption measures are as follows:</i>  <u>Case:</u> <i>If the mayor or a politically appointed director of a partner municipality is indicted.</i>  <u>Measure:</u> <i>DEMOS will not transfer funds to the municipal account and manage them completely, including designing/planning, tendering, evaluating and monitoring the projects until the process is completed. Once the court process is completed and pre-conditions re-established DEMOS can again allow the municipality to receive funds.</i>  <u>Case:</u> <i>If civil servants are indicted.</i>  <u>Measure:</u> <i>DEMOS support continues only if the mayor takes immediate measures against the staff under investigation according to Article 69 of the Law on Civil Service. DEMOS will request the proof that the municipality has undertaken necessary disciplinary actions (suspension letter). If a municipality does not suspend its indicted staff then it will not receive funds from DEMOS. To verify the suspension DEMOS will compare municipal decisions for suspension of the staff with the court case numbers (if possible).</i>  <i>Above mentioned measures will be applicable throughout the project phase.</i></p> <p><b>What works:</b>  <i>A substantive number of indicted civil servants were suspended by their mayors in the first year of the DEMOS project that coincided with the first year of the municipal mandate. This stagnated in the second year.</i></p> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li><i>1. In the first year of the project - which coincided with the first year of the municipal mandate – most new mayors were eager to suspend civil servants that were recruited by their predecessors.</i></li> <li><i>2. In the second year this eagerness was gone once it became clear they had to suspend staff that they had recruited themselves in the previous year.</i></li> <li><i>3. Other municipalities were reluctant because they feared high financial costs (because the courts work slow and suspension is on 'half pay', while at the same time a new staff member needs to be recruited on 'full pay')</i></li> <li><i>4. Courts do not prioritize cases of indicted municipal officials.</i></li> <li><i>5. Since court official/judges are independent from other public institutions their priorities</i></li> </ol>	<p>Please be informed that in the framework of another project "Democratic Society Promotion DSP" there are project- and institutional grants available (among other fields) also for watch-dog organizations and anti-corruption initiatives as well.</p> <p>Each year by gathering data from the Regional Basic Prosecutions was a hurdle, there was a lack of database system in place and this caused problems to extract data from their registry books and it was time-consuming for them to assist us in this direction.</p> <p>On average we have about ten (10) municipal staff indicted per year in DEMOS partner municipalities. Therefore, this created additional costs for the municipalities to cover suspension period as per the Law on Civil Service.</p> <p>The new DEMOS anti-corruption strategy has been recently revised as follows:</p> <ol style="list-style-type: none"> <li><b>1. <u>Case:</u></b> <i>If the mayor or a politically appointed director of a partner municipality is indicted.</i>  <u>Measure:</u> <i>DEMOS will not transfer funds to the municipal account and manage them completely, including designing/planning, tendering, evaluating and monitoring the</i></li> </ol>

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			<p><i>cannot be influenced.</i></p> <p><b>Reference documents:</b> <i>Anti-corruption - DEMOS strategy – revised</i></p>	<p>projects until the process is completed. Once the court process is completed and pre-conditions re-established DEMOS can again allow the municipality to receive funds.</p> <p>2. <b>Case:</b> If civil servants are indicted. Measure: DEMOS requests the mayor to take immediate measures against the staff under investigation according to Article 69 of the Law on Civil Service. DEMOS will request the proof that the municipality has undertaken necessary disciplinary actions (suspension letter). If a municipality does not suspend its indicted staff then DEMOS will not transfer funds to the municipal account and manage them completely, including designing/planning, tendering, evaluating and monitoring the projects until the process is completed.</p>
9	Mali	Dieng Abdoul Wahab	<p><b>Programme Partenariats pour l'Exercice d'une Gouvernance Partagée, Bamako, 8.8 Mio CHF</b></p> <p><b>Intervention Strategy:</b></p> <ol style="list-style-type: none"> <li>1. Support civil society organizations for developing their skills regarding public-spirited control, regarding questioning and regarding plea (in local and national level, and with a focus on women and youth);</li> <li>2. Support communal "proximity" radios to be veritable actors of accountability, transparency and fight against impunity (capacity building, Professionalization on the ethics and the business ethics, the animation of local and national debates in local languages, civic information);</li> <li>3. Support for the traditional authorities: (support for their structuring, implication in the management of the conflicts and in the local governance)</li> </ol>	<p>To fight effectively against the corruption, those who agree to corrupt have to have to understand their duties and have to have to exercise their rights and those who are corrupted are denounced and punished. The laws against the enrichment illicit exist, but are not applicable to the politics close to the power. The political will is fundamental</p>



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			<p>4. Support for the elaboration schedules premise of fight against corruption and the impunity with the combination of multiple communication channels (By proceeding by a permanent public-spirited control, public terminations and especially by the raising awareness of the citizens on their rights and duties)</p> <p><b>What works:</b></p> <ol style="list-style-type: none"> <li>1. Democracy of closeness, creation of spaces of questioning handling subjects specific to the women and to the young people and by themselves, the training of the community relays and the basic associations</li> <li>2. Popularization of the principles of functioning of public services, the opportunities of appeal in case of abuse or of rackets, to incite the public institutions to make transparent their services</li> </ol> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. Low culture of accountability, existence of a civil society very close to the system:</li> <li>2. Lack of training and organization of the local radio</li> <li>3. Limited access to sources of information</li> </ol>	
10	Mongolia	Zolzaya Lkhagvasuren	<p>SDC Mongolia is supporting the <i>improvement of public procurement processes</i> at the local level and improving <i>budget transparency</i> at all level, especially with regard to the comprehensiveness of information included in budgetary documentation and transparency of inter-governmental fiscal relations.</p> <p>In relation to the investigations/<i>oversight by parliamentary committees</i>, SDC with UNDP is supporting the strengthening capacity of local Parliaments to carry out its oversight and monitoring. Local parliaments in Mongolia are also uniquely placed to act as watchdog over the efficiency, quality, equity and probity of the entirety of local budget implementation and related public service delivery activities – thereby ensuring horizontal accountability of local governments. Thus the project aims at institutional development within the local councils to promote the oversight role.</p>	
11	Niger	Ibrahima BA	<p><b>Programme d'Appui aux Collectivités Territoriales, 17 Mio CHF</b></p> <p><b>Intervention Strategy:</b></p> <p><i>La mise en œuvre du programme est basée sur une approche globale fondée sur la responsabilisation des citoyens et citoyennes. Elle combine la concertation multi-acteur, le renforcement des compétences techniques et politiques des acteurs de la décentralisation et du développement local et l'influence sur les politiques publiques, au niveau local et</i></p>	L'existence de lois et règlements anti-corruption en soi ne suffit pas pour juguler le phénomène. L'élément fondamental qui freine est la propension à faire de l'impunité une règle. Les auteurs présumés même

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			<p><i>national.</i></p> <p><i>Outre l'appui direct aux acteurs locaux pour la mise en place d'une gouvernance participative et inclusive, le programme favorisera le développement du tissu économique local. Il s'agira d'une part de relever le bas niveau de la fiscalité, notamment par la lutte contre l'incivisme fiscal. Il s'agira également de soutenir l'émergence d'un environnement institutionnel local favorable à l'entrepreneuriat.</i></p> <p><b>What works:</b></p> <ul style="list-style-type: none"> <li>- <i>Existence d'un cadre légal et réglementaire de lutte contre la corruption. Un organe a été mis en place pour connaître les cas et les porter devant les juridictions.</i></li> <li>- <i>Liberté d'expression et d'association assurée avec un paysage médiatique diversifié (presse et médias privés)</i></li> <li>- <i>Existence d'une société civile active de lutte contre la corruption</i></li> </ul> <p><b>Challenges:</b></p> <p><i>Le Niger n'a pas de législation particulière sur la redevabilité. Sur le fond, l'absence de modalités d'organisation de la redevabilité nuit gravement à la bonne gouvernance locale en affaiblissant la qualité de la dépense publique locale. La reddition des comptes améliore aussi l'efficacité de l'aide car elle concerne les importantes sommes venant de la Coopération internationale.</i></p>	<p>lorsqu'ils sont interpellation, sont généralement remis en liberté provisoire. Il est rare que le procès intervienne, donc il n'y a presque jamais sanctions pénales. En renforçant la citoyenneté, cette tendance pourra être inversée.</p>
12	Nicaragua	Jose Luis Sandino	<p><b>Local Governance Program Nicaragua (APIM), 7.9 Mio CHF</b></p> <p><b>Intervention Strategy:</b></p> <p><u>Municipal budget support</u> will provide flexibility to allocate some resources on current expenses.</p> <p><u>Direct investment support.</u> To specific projects in the Municipal Investment Plan.</p> <p><u>Capacity Building and Technical Assistance.</u> To national partners will improve learning on cadasters and Real Estate Revenues, project cycle management, tariff systems, Citizens' Budget, etc.</p> <p><u>The National Comptroller Office</u> strengthens the municipal internal control systems and performs annual audits.</p> <p><b>What works:</b></p> <p><u>Cadaster Improvements:</u> 17 municipalities in the period 2012-2014 increased their tax revenue up to 30%.</p>	<p>Promoting social control over local governance is a rewarding strategy; and sometimes could end on a win-win situation.</p> <p>Strengthening of social communication, promoting the empowerment of citizens through awareness campaigns and/or based on Citizens' Budget exercises has shown a strong potential to improve social cohesion.</p>

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			<p><i>Capacity Building:</i> Improved internal control mechanisms of public finances, certified by the National Comptroller.</p> <p><i>Citizens' Budget:</i> Is useful as a communication tool and has persuaded some majors about how accountability legitimates their work and creates public empathy.</p> <p><i>Annual Audits:</i> As a process to build capacity in the local governments.</p> <p><b>Challenges:</b> Patriarchal culture threats democratic governance. Low citizens' engagement, sometimes close to the indifference about public issues, requires special efforts to change that attitude.</p> <p><b>Reference documents:</b> Mid Term Review of the previous phase (Spanish) to share within SDC.</p>	
13	Serbia	Petar Vasilev	<p><b>Strengthening Transparency and Oversight Function of the Parliament, 3 Mio CHF</b></p> <p><b>Intervention Strategy:</b> Enable financial oversight portal and empower MPs and parliamentary staff to use it</p> <p><b>What works:</b> The financial portal was made functional in the first phase. It will be used by the finance parliamentary committee, while the use will extend to other committees and departments in the second phase</p> <p><b>Challenges:</b> Tough negotiations with the Ministry of Finance / Treasury to release data</p> <p><b>Resources for Local Democracy (Enhancement of Municipal Audit for Accountability and Efficiency in Public Finance Management), 1.5 Mio CHF</b></p> <p><b>Intervention Strategy:</b> More frequent and risk based external audits of municipalities; performing internal auditors in local governments; higher public attention on finance management</p> <p><b>What works:</b> State Audit Institutions has a high credibility. They annually audit up to 1/5 of all local governments</p>	

## Reported Results of Targeted Anti-Corruption Measures within comprehensive DDLG or other sector programs, DDLG Network Members, January 2016

No	Country	Network Member	Targeted Anti-Corruption Measures (Overview B)	Survey Participants additional comments on main lessons learnt
			<p><b>Challenges:</b>  <i>Not many municipalities have established internal audit function due to unawareness or scarce financial and human resources</i></p>	
14	Macedonia	Ibrahim Mehmeti	<p><b>Institutional support to the CSO Center for Civil Communications (CCC)</b></p> <p><b>Intervention Strategy:</b></p> <ul style="list-style-type: none"> <li>-Continued monitoring of the public spending.</li> <li>-Introduction of a new mechanism – ranking the public institutions by active transparency.</li> <li>- Relevant information, data and results from CCC’s work and researchers are made understandable and available to citizens through active and intensive involvement in the open data process.</li> <li>-Constituents (CSOs, journalists, media and businesses) provided with necessary information, tools and assistance.</li> <li>-Generally accepted values of good governance are transferred to the constituents.</li> </ul> <p><b>What works:</b></p> <ul style="list-style-type: none"> <li>- Beside the institutions on local government level which are more cooperative, some of the central government institutions have started to be responsive to CSOs longstanding recommendations. The business sector has also started to participate more easily in researches as a way to articulate their standings and proposals.</li> <li>- Regional cooperation by stakeholders fostered by CSOs turned to be very productive in networking and sharing good practices.</li> <li>- CSOs recommendations to the government for reforms became more often part of the various international organizations’ assessment reports, which serve as a bypass to the dominant irresponsiveness of the national institutions, especially those of higher level of government to the CSOs’ pressure for changes.</li> </ul> <p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>- The biggest challenge is the current political crisis in the country which became a general crisis that affects all aspects of living and working.</li> <li>- On the other hand, solving the crisis will most certainly open some room for greater social changes in the country, which should be seen as a potential for many CSOs. Besides, some of the biggest challenges remain: unwillingness of the authorities to cooperate with NGOs especially when it comes to good governance, low level of</li> </ul>	

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No	Country	Network Member	Targeted Anti-Corruption Measures (Overview B)	Survey Participants additional comments on main lessons learnt
			<p><i>participatory policy-making and decision making process, violations of media freedoms and human rights which contribute towards unfavourable civil society environment.</i></p> <p><b>Media reporting of the cases handled by the special public prosecutor, Phase 1: Investigation</b></p> <p><b>Intervention Strategy:</b>  <i>40 journalists – court reporters to be trained</i>  <i>Everyday media reporting</i>  <i>Rule of law promoted</i></p> <p><b>What works:</b></p> <ul style="list-style-type: none"> <li>- <i>Training for the journalists – court reporters</i></li> <li>- <i>Continuous reporting of the collected news and information</i></li> <li>- <i>Investigative journalism</i></li> <li>- <i>Promoting of the web platform to the huge number of people: <a href="http://www.svedok.org.mk/">http://www.svedok.org.mk/</a></i></li> </ul> <p><b>Challenges:</b>  <i>No challenges have occurred during implementation of the project</i></p>	
15	Tanzania	Sonya Elmer Dettelbacher EMS	<p><b>Good Financial Governance – accountability and mobilization of state revenue (GFG), 4.4 Mio CHF</b></p> <p><b>Intervention Strategy:</b>  <i>Deployment of technical experts to National Audit Office and Office of Internal Auditor General</i>  <i>Select local government authorities</i></p> <p><b>What works:</b></p> <ul style="list-style-type: none"> <li>- <i>As the project start is foreseen for April 1st 2016 there is only one lesson learnt till date based on the design process of the project:</i></li> <li>- <i>GIZ being the implementing agency and the project being co-funded by EU and Germany, the initial design had only foreseen technical advisory. With SDC coming on board we lobbied for the introduction of a component on citizen-authorities interaction and synergies with social accountability initiatives in order to enhance the project's</i></li> </ul>	

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No	Country	Network Member	Targeted Anti-Corruption Measures (Overview B)	Survey Participants additional comments on main lessons learnt
			<p style="text-align: center;"><i>effectiveness.</i></p> <p><b>Reference documents:</b> Can be shared within SDC: Credit Proposal phase 1 for the GFG project</p> <p><b>Social Accountability Programme (SAP), 5 Mio CHF</b></p> <p><b>Intervention Strategy:</b> <i>Building on the results and lessons learnt from phase 1, the SAP will continue to be implemented through core contributions to the three national CSO partners (Policy Forum, SIKIKA and ANSAF) towards their strategic plans and organizational strengthening. Through this, SDC will establish ways of better embedment of social accountability in their strategies that enhances formation of more strategic alliances and partnerships with government actors at all levels and enhancing synergies with other SDC projects in the three domains across which financing has been split up in order to enhance sectoral synergies and coverage. It is envisaged that the stronger link with sectors will enhance uptake in policy dialogue and hence facilitate the uptake of programme findings and experiences in sector dialogues among DPs and with government</i></p> <p><b>What works:</b> <i>The program builds on key lessons from phase 1, in which the key lesson learnt was that: Social accountability initiatives should not only provide support to the “demand side” (citizens), but also to the “supply side” (public officials) to foster their understanding of public resource management and to build a relationship of trust between authorities and citizens.</i></p> <p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>- <i>One of the challenges has been monitoring of the systemic change that is resulting from social accountability monitoring activities and how the change influences policy processes. SDC is tackling this by strengthening the partners’ monitoring and evaluation departments on one hand while taking on stronger engagements in policy dialogues with DPs and high level government actors.</i></li> <li>- <i>Another challenge has been limited access to information within the LGAs by the CSO partners although this is improving with better and stronger relationships.</i></li> </ul> <p><b>Reference documents:</b> <i>Various case studies available on the websites of our partners Sikika, ANSAF and Policy</i></p>	<p><b>Social Accountability</b></p> <p>Further lessons included the following:-</p> <ol style="list-style-type: none"> <li>1. The key sector ministries and other national organs such as the corruption bureau and the national audit office are crucial allies and strategic partners.</li> <li>2. A good entry into the LGAs enhances positive effects of social accountability and reduces conflicts around sensitive issues. It’s very important for CSOs to build trust with the LGAs</li> <li>3. SAM teams are instrumental in analysing public resource management data on the ground, verification of spending, dissemination of results as well as the follow up of agreed actions.</li> <li>4. CSO partners’ joint lobbying has led to citizen-friendly changes in the national budget, e.g. reducing unnecessary spending in the health budget by 18% and an increase in the agriculture budget by 5%. This positive work will be pursued in phase 2 with a particular emphasis on gender-sensitive budget analyses, a thus far much neglected area by CSOs, government and legislators.</li> </ol>

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No	Country	Network Member	Targeted Anti-Corruption Measures (Overview B)	Survey Participants additional comments on main lessons learnt
			<p><i>Forum</i></p> <p><i>SDC internal documents available for SDC colleagues such as final End of Phase report from SAP ph. 1; CP for SAP ph. 2</i></p> <p><b>Empowering Media in Tanzania (Tanzania Media Foundation), 3.6 Mio CHF</b></p> <p><b><i>Intervention strategy:</i></b></p> <p><i>TMF provides mentoring to journalists and grants through regular calls for proposals. The grants focus on the production of content that encourages accountability of public bodies and the development of structures that enable investigative and public interest journalism. TMF also supports the development of media houses' business plans for financial sustainability</i></p> <p><b><i>What works:</i></b></p> <p><i>Sustained media coverage through investigative journalism of suspected wrongdoing in public office is important in leading to calls for accountability.</i></p> <p><b><i>Challenges:</i></b></p> <p><i>There is relationship between revenue generation and quality content production of a media house. Any support to media institutions for accountability purposes cannot ignore this link with the business side of the media.</i></p> <p><b><i>Reference documents:</i></b></p> <p><i>Various documents on the Tanzania Media Foundation on the TMF website</i>  <a href="http://www.tmf.or.tz/">http://www.tmf.or.tz/</a></p>	