Transparency and Anticorruption Study-trip

Executive Summary

21 – 28 February 2011
Singapore
Acknowledgements

UNITAR would like to express its deep gratitude to:

- The Afghan Civil Service Institute;
- USAID;
- The Singapore International Foundation (SIF);
- The Singapore Ministry of Finance;
- The GeBIZ (e-Government Procurement) Service Centre;
- The Corrupt Practices Investigation Bureau-CPIB;
- The Singapore e-Government Leadership Centre;
- The Singapore Auditor General’s Office;
- Public Service Division of the Singapore Civil Service;
- The Lee Kuan Yew School of Public Policy;
- The people of Singapore

Special thanks must also go to the Faculty and Participants who so graciously contributed their time and expertise.
INTRODUCTION

Emerging from 30 years of conflict, Afghanistan is faced with systemic and interconnected political, administrative, economic, and social issues. While there have been great advances made since the Afghan Interim Authority assumed control of public administration in 2002 and also during the subsequent Karzai administration, government administration is still far from effective.

Some of the key issues facing Afghanistan include some misconceptions about transparency and accountability within the Civil Service and related institutions, which allows for increased corruption. The more transparent an organisation is, the more accountable its employees are – assuming responsibility for actions, decisions, and policies while incorporating an obligation to remain answerable for such. The resultant decrease in corruption and increase in trust in the eyes of the public and the international community allows for a greater notion of involvement of various stakeholders, leading to a more effective implementation of public policy.

Jointly organized by the United Nations Institute for Training and Research (UNITAR) and the Afghan Civil Service Institute (ACSI) and with the financial support of USAID Afghanistan, the programme aimed at providing learning opportunities to selected representatives of the Afghan Civil Service by taking them to Singapore to observe various government and not-for-profit organizations implementing state-of-the-art transparency systems or involved in anti-corruption best-practices research and development.

Specifically, this Study-Trip offered an overview of the fundamental framework of accountability, transparency and anti-corruption within the public sector organizations and civil service of Singapore, as well as the research related to it in that country. These were in particular focused upon the relationship between transparency and development.
2011 STUDY-TRIP

The programme took place in Singapore between 21 – 28 February 2011 and was attended by a total of 17 Participants hailing from differing areas of speciality within the Afghan Public Service, these included:

- the Afghan Civil Service Institute (ACSI);
- the Ministry of Justice;
- the Independent Administrative Reform and Civil Service Commission (IARCS); and
- the Office of the President.

The differing organisational models and structural realities under which the participants work, and subsequent differing frames of reference held in regards to Transparency and Anti-corruption provided a very interesting dynamic to the event as a whole.

One of the issues stressed by many of the Singaporean entities visited during the course of the week was that fact that Singapore, immediately following its separation from Malaysia in 1965, faced a large amount of corruption and a very deep lack of transparency and accountability. Through the vision, the commitment, and the leadership shown by the Heads of State, the public institutions and most importantly, the people of Singapore themselves, the State now ranks amongst the most corruption free in the world.

The Programme was concluded successfully with positive comments being received from participants and institutional partners alike.
The Programme was inaugurated by the Honourable Indranee Rajah, Deputy Speaker of the Parliament of Singapore who outlined the history of the State, with a particular focus on the role of the political system and the individual in the areas of combating corruption. This presentation, organised with the assistance of the Singapore International Foundation (SIF) was followed by several representatives of ethnic communities of Singapore discussing the policies and structures which have contributed to the rise of Singapore.

Topics focused on in the interactive lectures for the programme included a focus on Modules as examined in UNITAR’s successful online course entitled *Combating Corruption in Public Financial Management*. All participants, upon the completion of the Study-trip were eligible for enrolment in this course and upon completion of the online version, will be eligible for a further United Nations certificate. The modules examined were entitled:

- Introduction to the Concept of Corruption
- Corruption in Public Financial Management
- Measures to Combat Corruption in Public Financial Management
- Integrity Management Systems: A Measure to Combat Corruption
- Corruption and Money Laundering

In addition, using UNITAR’s extensive network of educators and professionals, a relevant and focused faculty was assembled, delivering presentations outlining some of the real world implications for the implementation and mainstreaming of Transparency and Anti-corruption policies. They included:

- Mr. Yasuo Hashimoto, Director of the International Relations Division of Hiroshima Prefectural Government
- Ethics and Public Service: A view from Japan
- Dr. Ravichandran Moorthy of the Universiti Kebangsaan, Malaysia
- Ethics and Public Service: A view from Malaysia
- Col. (ret.) Sukhvinder Singh Chopra, Director of Administration, Lee Kuan Yew School of Public Policy
- Leadership and the Story of Singapore
- Dr. Li Lin Chang, Associate Director, Institute of Policy Studies, Lee Kuan Yew School of Public Policy
- Combating Corruption Through Public Education
- Mr. Alex Mejia, Head, UNITAR Regional Office for Asia and the Pacific
- Fighting Corruption in Afghanistan
Compounding the academic aspect of the event was a visit to the Lee Kuan Yew School of Public Policy whereupon the participants were given an executive training session by Associate Professor and Vice-Dean of Academic Affairs, Dr. Scott Fritzen, entitled;

- *Diagnosing Corruption Risks in Organisations, Sectors and Governance Systems*

Augmenting this knowledge and helping to provide context and vision to the topics covered, the event also saw Study-Tours to agencies and entities in Singapore who deal with the issues that surround Transparency and Anti-corruption. These included;

- Singapore e-Government Leadership Centre-eGLC
- Singapore Auditor General’s Office-AGO
- Singapore Corrupt Practices Investigation Bureau-CPIB
- Ministry of Finance / e-Government Procurement Service Centre-GeBIZ
- Public Service Division of the Singapore Civil Service

In the final round of presentations, the development, implementation and monitoring of individual and organisation-wide action plans was outlined. This *Training-of-Trainers* approach is an integral component of the UNITAR programmatic structure in which not only are participants given in-depth, relevant and accessible information, but also the skills to take this knowledge back to their home country and organisation and implement it in a meaningful manner. The presentations included:

- *Stakeholder Identification and Implementation*
- *Organisational Needs Assessment*
- *Leading Change in Organisations*
- *Conflict Resolution*
- *Action Plan Development*
METHODOLOGY

In all aspects of the programme UNITAR methodology was employed as a means to empower all of the participants to replicate the training in their respective communities and organisations. The Methodological processes included:

- **INTERACTIVE LECTURES**
  Throughout all lectures participants were encouraged to raise questions and comments as well as draw parallels between the issues being covered by the faculty and those of their own realities in Afghanistan. Several times this led to relevant, timely and important tangential discussions in which participants were able to utilise the presence of the faculty to outline and or question the real world implementation of some of the policies and actions being discussed.

- **STUDY TOURS**
  In an effort to underscore the real world implementability and mainstreaming of a culture of anti-corruption and transparency the theoretical issues outlined during the presentations was augmented by Study-visits to relevant Singaporean agencies. This allowed not only for all participants to relate what had been seen and discussed in the presentations with actual examples of policy development and implementation, but also for focused questioning by participants to their Singaporean counterparts.

- **AFTER-ACTION REVIEW (AAR)**
  Following each Study Tour or Presentation an After Action Review took place wherein participants were required to discuss within small groups the impact said event had had upon their understanding of the concepts behind the Programme, as well as the relevance and implementability of such on their own organisations. Following this, each group was required to report back, outlining the discussions that took place and opening these to the floor for input or further questioning. The presence of faculty was again utilised in these instances to further flesh out the learning of the participants.

- **WORKING GROUPS**
  The final section of the agenda was devoted to participants working in small groups to develop action plans for implementation following their return to Afghanistan. The differing frames of reference and organisational realities as faced by the participants proved beneficial in this instance, with each member of the group able to outline differing modes of implementation and integration as they saw fit for their own circumstances.
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<tr>
<th>SURNAME</th>
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<td>ANDAR</td>
<td>Nargis</td>
<td>Member</td>
<td>Follow Up and Evaluation of Judicial Issues Department</td>
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<td>ARSHAD</td>
<td>Mohammad Khalid</td>
<td>Director</td>
<td>Monitoring and Evaluation Department</td>
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<td>AZIMI</td>
<td>Azizurahman</td>
<td>Member</td>
<td>Court Control and Evaluation Department</td>
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<td>DAUDZAI</td>
<td>Salahuddin</td>
<td>Member</td>
<td>Human Resources Department</td>
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<td>DAWARI</td>
<td>Maliha</td>
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<td>DEHQAN MAL</td>
<td>Mohd. Naqim</td>
<td>Finance Officer</td>
<td>Independent Administrative Reform and Civil Service Commission (IARCSC)</td>
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<td>FARYABI</td>
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<td>Military Judicial Member</td>
<td>High Court Control and Evaluation Department</td>
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<td>HABIBU RAHMAN</td>
<td>Manizha</td>
<td>Coordinator</td>
<td>Afghan Civil Service Institute (ACSI)</td>
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<td>HAIDARI</td>
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<td>Head</td>
<td>Control and Evaluation Unit Operation and Maintenance Department</td>
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<td>KHETAB</td>
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<td>Parvez</td>
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<td>RUHULLAH</td>
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<td>Project Contract Procurement Officer</td>
<td>Afghan Civil Service Institute (ACSI)</td>
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<td>SALEHI</td>
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<td>Cultural Introduction: Singapore, its people and government (Singapore International Foundation)</td>
<td>Integrity Management Systems (Alex Mejia)</td>
<td>Corruption and Money Laundering (Alex Mejia)</td>
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United Nations Transparency and Anticorruption Study-trip to Singapore  
21 – 28 February 2011

INFONOTE

Background

Emerging from 30 years of conflict, Afghanistan is faced with systemic and interconnected political, administrative, economic, and social issues. While there have been great advances made since the Afghan Interim Authority assumed control of public administration in 2002 and also during the subsequent Karzai administration, government administration is still far from effective.

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Objectives

Jointly organized by UNITAR and the Afghan Civil Service Institute, the programme aims at providing learning opportunities to selected representatives of the Afghan Civil Service by taking them to Singapore to observe various government and not-for-profit organizations implementing state-of-the-art transparency systems or involved in anti-corruption best-practices research and development.

Specifically, this Study-Trip will offer an overview of the fundamental framework of accountability, transparency and anti-corruption within the public sector organizations and civil service of Singapore, as well as the research related to it in that country. These will in particular be focused upon the relationship between transparency and development. In addition, they will also have the opportunity to discuss the inherent issues in interactive After-Action Reviews.

Dates and Activities

Taking place from 21 – 28 February 2011, the schedule includes visits or tours of:

- Singapore Ministry of Finance;
- GeBIZ (e-Government Procurement) Service Centre;
- Corrupt Practices Investigation Bureau - CPIB;
- Singapore International Foundation (SIF);
- The Singapore Auditor General’s Office;
- Public Service Division of the Singapore Civil Service;
- Lee Kuan Yew School of Public Policy;
- Singapore e-Government Leadership Centre – eGLC.

Target Audience

Seventeen (17) Civil Service representatives from Afghanistan will be selected by the Afghan Civil Service Institute (ACSI) and UNITAR to participate in this programme with one senior ACSI representative in accompaniment.

Contact

For more detailed information, please contact Mr. Berin McKenzie at berin.mckenzie@unitar.org