

## COURSE THEMES AND TOPICS

- C. Enhancing performance and integrity
1. Understanding and applying the results framework
  2. Introducing and sustaining performance-based management
  3. Adopting the Organizational Performance Indicator Framework
  4. Preparing the Integrity Development Action Plan
- D. Best practices in corruption prevention
1. The Hong Kong Independent Commission Against Corruption (HK ICAC) experience
    - a. Systematic approach to corruption prevention
    - b. Prevention of bribery ordinance
    - c. ICAC ordinance
    - d. Corruption prevention in government departments and public organizations
    - e. Acceptance of advantages
    - f. Code of ethics and conduct
    - g. Corruption prevention in the private sector
    - h. Corporate governance
    - i. Purchasing and tendering
    - j. Conflict administration
    - k. Staff administration
    - l. Corruption prevention in construction industry
  2. The Singaporean experience
    - a. Singaporean model of corruption control: the 4 As approach (political will, effective laws or acts, effective adjudication, effective enforcement agency, and effective administration and governance)
    - b. Corruption prevention in Singapore
      - 1) Identifying systemic flaws that are 'corruption friendly'
      - 2) Redesigning of 'corruption-friendly' systems and procedures
      - 3) Managing the dynamics of systems-studies
      - 4) Case Studies: Exercise X-Ray to diagnose systemic failures in:
        - Procurement
        - Store management as an adjunct of procurement
        - Financial Systems
        - Personnel Practices as the "mother of all corruption"
        - Code of Ethics: What Model?
      - 5) Education and advocacy
    - c. What accounted for Singapore's relative success?
    - d. Lessons learned from Singaporean experience
    - e. Challenges and responses in managing an anti-corruption agency
    - f. Comparative effectiveness study – what's the wager?: enforcement vs. education vs. prevention



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## EXECUTIVE COURSE ON STRATEGIC PLANNING AND MANAGEMENT OF AN EFFECTIVE CORRUPTION PREVENTION PROGRAM

26-30 JANUARY AND 2-4 FEBRUARY 2009 \* NCPAG ASSEMBLY HALL,  
UNIVERSITY OF THE PHILIPPINES, DILIMAN, QUEZON CITY

## COURSE PROGRAM



PARTICIPATING AGENCIES:  
OFFICE OF THE OMBUDSMAN  
BUREAU OF INTERNAL REVENUE  
BUREAU OF CUSTOMS

IMPLEMENTED BY:  
THE CENTER FOR POLICY AND EXECUTIVE DEVELOPMENT  
NATIONAL COLLEGE OF PUBLIC ADMINISTRATION AND GOVERNANCE  
UNIVERSITY OF THE PHILIPPINES

## BACKGROUND

Since 2003, the United States Agency for International Development (USAID) has been supporting the participation of executive scholars from the Office of the Ombudsman and other anticorruption agencies to the Hong Kong University (HKU) Postgraduate Certificate Course in Corruption Studies. The scholarship has resulted in the development of expertise and contributed to the institutionalization of anticorruption policies and programs in the participating agencies. The roster of scholars include Assistant Ombudsman Mark Jalandoni, Presidential Anti-Graft Commission Chairperson Constancia De Guzman, Ombudsman Director Rafael Hipolito who developed the re-engineering plan of their corruption prevention office, and Deputy Special Prosecutor Jesus Micael and Director John Turalba who manage the prosecution of cases against high-ranking public officials.

Notwithstanding the gains reaped from the HKU program, more anticorruption agencies and front liners can benefit by tailor-fitting the program according to the Philippine context. With support from the Asian Development Bank, the University of the Philippines's National College of Public Administration (NCPAG) through its Center for Policy and Executive Development (CPED) developed and carried out a local version of the HKU certificate course in July 2007 for middle managers of executive and legislative offices. Combining international best practices with Philippine experience, the NCPAG-CPED course equipped the participants with technical skills and know-how in fighting public sector corruption.

In consultation with the Millennium Challenge Account (MCA) Philippines Threshold Program Technical Assistance Project and the Office of the Ombudsman (OMB), this localized HKU course was further adjusted to meet the needs of the Bureau of Resident Ombudsman (BRO) staff, who are the identified recipients of training. The BRO has been given the mandate to carry out the corruption prevention work of the Office of the Ombudsman. In line with this mandate, BRO prevention officers have been tasked to assess the various government agencies assigned to them and look into their systems and procedures to identify possible gaps that make the agency vulnerable to corruption.

NCPAG-CPED will now conduct two batches of the above corruption prevention course for about 72 Ombudsman's BRO staff and 10 participants from the Bureau of Internal Revenue (BIR) and Bureau of Customs (BOC).

## COURSE OBJECTIVES

The course generally seeks to enhance the professional competencies of the participants in corruption prevention work. At the end of the course, participants should be able to:

- a) Explain the concepts and effective approaches in corruption prevention;
- b) Identify and apply corruption prevention tools and techniques;
- c) Identify leading practices in corruption prevention; and
- d) Formulate a viable and effective corruption prevention strategy.

## COURSE THEMES AND TOPICS

- A. Recognizing and preventing corruption
    1. Definitions, forms, causes, and effects of corruption
    2. Anti-corruption policy and institutional framework
    3. Basic concepts and principles of corruption prevention
    4. Challenges to corruption prevention
    5. Elements of an effective strategy for corruption prevention
    6. Roles and responsibilities of stakeholders
  - B. Applying corruption prevention tools and techniques
    1. Creating and sustaining a zero-tolerance organizational culture against corruption
      - a. Institutional/Organizational diagnosis and development
      - b. Benchmarking and continuous improvement techniques
      - c. Corruption vulnerability assessment
      - d. Corruption resistance review
    2. Using social accountability mechanisms
      - a. Participatory audits
      - b. Community driven development approaches
      - c. Citizen report cards
    3. Conducting systems and internal audit
      - a. Internal control and audit
      - b. Tools and techniques for planning and undertaking the audit
      - c. Reporting and follow-up of audit results
    4. Applying anti-corruption scorecard
    5. Role of managers, employees, and stakeholders in corruption prevention
    6. Public education, community relations, and partnership building
- (Continued overleaf)*

**Executive Course on Strategic Planning and Management of an Effective Corruption Prevention Program**  
 26-30 January and 2-4 February 2009 | NCPAG Assembly Hall, U.P. Diliman, Quezon City

**Program Schedule**

TIME DAY	8:15-8:30 AM	8:30-10:00 AM	10:00-10:30 AM	10:30-12:00 NN	12:00 NN-1:30 PM	1:30-3:00 PM	3:00-3:30 PM	3:30-5:00 PM	5:00-5:30 PM
Jan 26 Monday	Registration	Opening ceremonies, course briefing, and introduction of participants	Tea Break	Recognizing and preventing corruption	Lunch	Panel discussion on corruption prevention: gains, challenges, and the way forward	Tea Break	Panel discussion on corruption prevention: gains, challenges, and the way forward (continuation)	Learning Diary
Jan 27 Tuesday	Sharing of Learning Diary	Corruption prevention tools and techniques: institutional/organizational diagnosis and development	Tea Break	Corruption prevention tools and techniques: institutional/organizational diagnosis and development (continuation)	Lunch	Case Study 1: Reforming the Bureau of Customs	Tea Break	Case Study 1: Reforming the Bureau of Customs (continuation)	Learning Diary
Jan 28 Wednesday	Sharing of Learning Diary	Corruption prevention tools and techniques: corruption vulnerability assessment and corruption resistance review	Tea Break	Corruption prevention tools and techniques: participatory audits	Lunch	Corruption prevention tools and techniques: the citizen report card	Tea Break	Corruption prevention tools and techniques: the citizen report card (continuation)	Learning Diary
Jan 29 Thursday	Sharing of Learning Diary	Case Study 2: Reforming Prague City Hall: The efforts of Mayor Jan Kasl to increase transparency and fight corruption	Tea Break	Case Study 2: Reforming Prague City Hall: The efforts of Mayor Jan Kasl to increase transparency and fight corruption (continuation)	Lunch	Enhancing organizational performance and integrity	Tea Break	Corruption prevention tools and techniques: engaging the stakeholders	Learning Diary
Jan 30 Friday	Sharing of Learning Diary	Corruption prevention tools and techniques: planning and performing audit engagement	Tea Break	Corruption prevention tools and techniques: communicating audit results and follow-up	Lunch	Corruption prevention tools and techniques: internal control and audit	Tea Break	Corruption prevention tools and techniques: internal control and audit (continuation)	Learning Diary
Feb 2 Monday	Sharing of Learning Diary	Case Study 3: High Road or Low? – Transparency International and the Corruption Perception Index	Tea Break	Corruption prevention tools and techniques: the anti-corruption scorecard of the executive branch	Lunch	Case Study 4: Transforming the Bureau of Internal Revenue	Tea Break	Case Study 4: Transforming the Bureau of Internal Revenue (continuation)	Learning Diary
Feb 3 Tuesday	Sharing of Learning Diary	Corruption Prevention of the Hong Kong Independent Commission Against Corruption	Tea Break	Corruption Prevention of the Hong Kong Independent Commission Against Corruption (continuation)	Lunch	Corruption Prevention: The Singaporean Experience	Tea Break	Corruption Prevention: The Singaporean Experience (continuation)	Learning Diary
Feb 4 Wednesday	Sharing of Learning Diary	Group Work: Developing an effective corruption prevention strategy	Tea Break	Group Work: Developing an effective corruption prevention strategy (continuation)	Lunch	1:30-2:30 PM Ombudsman Investigation	2:30-3:30 PM Individual action planning	3:30-4:00 PM Course Evaluation	4:00-5:30 PM Closing Program