

REGIONAL PROGRAM "WORKING TOGETHER"

International Conference "Cities without Corruption – Cities with Future" (Trainers 11th Meeting) November 14-16, 2008, Istanbul, Turkey

REPORT

REPORT CONTENTS

OBJECTIVES

PARTICIPANTS

DESCRIPTION

EVALUATION

ANNEXES

Annex 1: Agenda

Annex 2: List of Participants

Annex 3: Evaluation Synthesis

International Conference “Cities without Corruption – Cities with Future” (Trainers 11th Meeting), November 14-16, 2008

OBJECTIVES

Participants

- Exchanged experience among countries representatives - anticorruption practitioners and their clients, local governments representatives - about the processes of intervention in their organizations and the results of these processes, aimed at curing and preventing corruption.
- Discussed about ideas on how to improve the strategy for further dissemination of the strategic and practical anticorruption approach

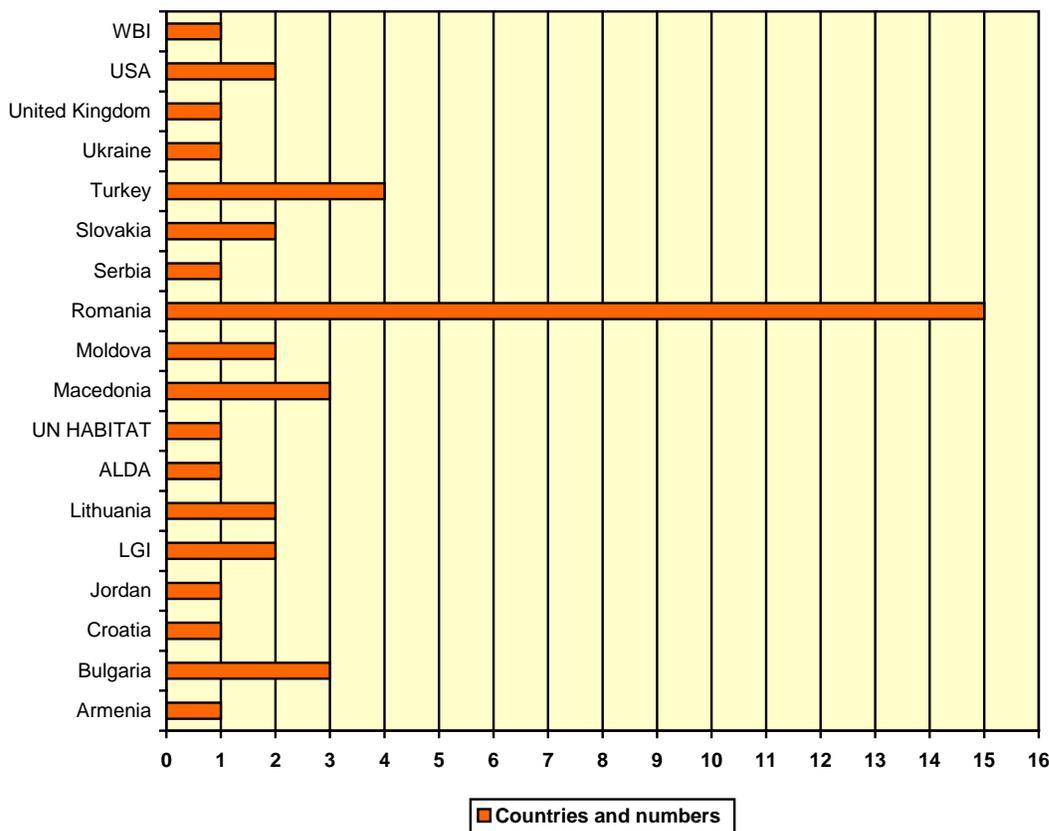
See Annex 1: Meeting Agenda

PARTICIPANTS

44 participants from 18 countries attended the Meeting, representing members of the Regional Program network and other organizations interested in the Regional Program activities, such as:

- Training organizations, Think tanks and universities (NGOs, Universities, Training and consulting companies)
- Public Institutions (Romanian Ministry of Interior and Administrative Reform, Romanian Consulate, Local Governments representatives from Romania, Macedonia and Moldova)
- Funding Agencies and International Organizations (LGI/OSI, UN HABITAT, World Bank Institute, FOSIM, UNDP Moldova, Transparency International, Partners for Democratic Change, UNDP Moldova, ALDA)

See Annex 2: List of Participants



MEETING DESCRIPTION

FRIDAY, NOVEMBER 14, 2008

An opening dinner was organized starting with 7.30 p.m. at Hotel Nippon, Istanbul, where the meeting was organized. Participants had the opportunity to socialize, discuss and exchange information on their activities.

SATURDAY, NOVEMBER 15, 2008

The Meeting was organized Hotel Nippon, Istanbul, Turkey. The Meeting had two sessions: 9.30 - 13.30 and 14.30-17.30

Morning Session

Short get acquainted session was organized, each participant presented his/her name, organization and interest in participating in the Conference organized under the Regional Program "Working Together" frame.

Meeting Objectives and Agenda were presented to be sure that everybody has a common understanding of what will happen during the meeting and what are the expected results of our working together.

A short hiStory of the Regional Program 4 year's efforts, 2004-2008 have been presented by Ana Vasilache and Nicole Rata, through a combination of power points presentations and participants interventions. The following main ideas have been presented:

- FPDL goal is to (1) make local governments work in a more effective and efficient way (2) make local governments be respected and trusted by citizens
- In order to achieve the first objective FPDL with LGI support, through the Regional Program "Working Together" developed a network of "change agents" – trainers and training organizations from more than 40 CEE/SEE countries, building the capacity of more than 1500 trainers and facilitators, disseminating high quality training manuals and methodologies, in topics such as democratic leadership, management, participatory planning or design of organizations
- But one of the biggest obstacles in making local governments trusted and respected by citizens is corruption - the misuse of the office by public officials for their private gains. Again, in the frame of the Regional Program FPDL strategy to address corruption included:
 - Developing a manual for Professional Associations working with local governments *"Elaborating and enforcing codes of ethics"* in order to help them protect their professions' standards and themselves, from abuses and political pressures
 - Training civil society organizations in *Advocacy Skills*, to be able to effectively put pressure on local governments to make them more accountable and transparent
- But the approaches did not have the expected impact and the lessons learned were that:
 - Professional Associations, even if interested, were not enough powerful organizations to promote changes in local governments
 - Pressures through advocacy campaigns led to conflict and strained relationships, not collaborative problem-solving ones
 - Promoting new legislation, even if necessary, was not sufficiently action oriented
 - Gaining leadership and political support was essential for making changes happen in local governments (as in any other organization)
- The encounter with Mayor Ronald Maclean Abaroa experience described in the book *"Corrupt Cities"* made FPDL adopt a new strategy: elaborate a manual for the "change agents" – members of the Regional Program network, in order to transfer to public leaders from our region the successful approach to address corruption.
- The manual *"Restore the Health of Your Organization – a practical guide to curing and preventing corruption in local governments and communities"* was elaborated based on trainers' interest expressed during March 2004 Annual Meeting, in which Ronald Maclean Abaroa, was invited to present the innovative approach he applied in curing and preventing corruption in his city and local government. Trainers understood how corruption was successfully addressed using a practical, participatory strategic approach. Trainers expressed their interest to improve their capacity to apply this approach in their

- countries, working as consultants and facilitators with local governments' leaders and managers.
- They understood also that they will apply, in this complex organizational intervention, the knowledge and skills acquired previously through the Regional Program TOTs focused on leadership and general management, financial and public services management, facilitation of participatory planning processes, conflict management and organizational development.
 - After the manual finalization, FPDL/Regional Program strategy included:
 - *Printing the manual* and making it available on FPDL website
 - *Awarding LGI Small Grants* for the book and/or manual translation and printing in 10 countries
 - *Organizing Trainers' Annual Meetings* attended also by other potentially interested international organizations (World Bank Institute, Transparency International, National Soros Foundations, UNDP, Balkan Trust for Democracy)
 - *Organizing Trainers' Planning Meeting*, October 2007, for 27 trainers selected from 11 countries, in order to build common understanding on the main concepts on which the strategic anticorruption approach relies, clarify their roles in supporting mayors to initiate and implement curing and preventing corruption strategic plans, elaborate Action Plans for 2008 in order to disseminate and implement the anticorruption approach in their countries
 - *Providing* financial and professional support to 5 training organizations from 5 countries who received small grants of 6,000 USD as co-funding for their Action Plans implementation: Albania, Armenia, Bulgaria, Croatia, Serbia
 - *Providing* professional support to other 4 countries, to implement the Action Plans, with other sources of funding: Macedonia, Moldova, Romania and, in a smaller measure, to Slovakia

After coffee break, four countries representatives (Bulgaria, Macedonia, Moldova and Slovakia) presented their experience of working with local governments in order to support them elaborate curing and preventing corruption strategic plans, through participatory processes.

Presentations had similar structures in order to easier compare the experiences:

- Short description of the local government(s)
- Description of the intervention process and results
- Conclusions (challenges, lessons learned)

Bulgaria

Presenter: Rossitsa Raycheva, FLGR Project Manager

- Two Bulgarian local governments received FLGR Team support: Panagyuriste and Mezdra
- The intervention started with forming in each city Local Action Groups – LAG, with mayors' agreement: (1) in Panagyurishte the LAG included members of municipal council, municipal secretary and municipal experts, municipal coordinators of trade unions, representatives of local businesses, representatives of local media (2) in Mezdra the LAG included members of municipal council, municipal secretary and municipal experts, mayors of villages of the municipality, representative of the police, representatives of local media, representatives of local businesses, representatives of community centers
- Using the tools provided in the manual "Restore the Health of Your Organization" in workshops facilitated by FLGR trainers, participants identified the local governments' functions that offer most opportunities for corrupt behaviors. (1) In Mezdra the LAG identified: Building permit issuing and governance of territory, Management of municipal property, Tourism and Culture (2) In Panagyurishte the LAG identified: Supplies (for example the fuel supply), Public utility services, Public budget spending
- In order to address some of the areas identified as vulnerable to corruption, Mezdra LAG elaborated an action plan for the "Establishment of an intermediary unit for resolution of disputes arose between citizens and municipal administration". In the framework of the project some actions were financially supported: (a) Survey among the citizens; Survey among the municipal employees; (b) Preparation, printing of an information brochure on good governance principles and prevention of the corruption; (c) A rubric in the local newspaper "Mezdra 21 st Century", series of TV spots, interviews on the issues of good

- governance principles implementation and anti-corruption measures on the Local cable TV – Intersat
- In order to address some of the areas identified as vulnerable to corruption, Panagyurishte LAG proposed to the mayor, and their proposal was accepted and financially was supported by the project, to build an online data base integrated in the municipality's website including information on European funds, projects the municipality submitted, the funding won by municipality, the realization of the projects, funded by EU funds. The online database will be updated in the future. Municipality of Gorna Malina with followed Panagyuriste example on online database too.
 - At her presentation end, Rossitsa Raycheva, FLGR representative, presented statistical data to show that corruption level increased after Bulgaria accession to EU: (1) if in 2007 TI Report on the Corruption Index Perception, Bulgaria was situated in the 64 place among 180, in 2008 Bulgaria is in the 72 place (2) In 2007 10.6 % of those interviewed considered that public procurement procedures are transparent and fair, in 2008 only 6% believe that and 67,7% of little and middle-sized enterprises think that pre-arranged procedures in public procurement are the main obstacles they face.
 - The main conclusion was that Bulgaria needs dramatic curing actions in the field of corruption at national level and that at local level only modest amounts of money are lost through corruption and corruption is not so widely spread yet, that is why is a crucial need to act in the field of preventing corruption at local level, especially because of the future structural funds that local governments will have to manage.

Macedonia

Presenters: Dragica Gorgievska and Ljupka Simonoska, FOSIM (Foundation Open Society Institute Macedonia) trainers

- The presentation started with a short description of the project background: (1) In January 2008, Foundation Open Society Macedonia, in cooperation with FPDJ started the implementation of a program aimed at preventing and curing corruption at local level, through participatory strategic planning processes. 3 teams of 3 trainers, coached by FPDJ trainers, facilitated an Awareness Raising Workshop attended by 28 participants from 13 municipalities (2) In February 2008 based on participants' applications, 3 municipalities were selected to receive trainers' teams support: Ohrid, Gjorce Petrov (belonging to Skopje municipality) and Bitola, all 3 among the group of big municipalities with more than 50.000 inhabitants (3) In March 2008 FOSIM signed Memorandum of Agreements with the 3 municipalities to clarify roles and responsibilities of the municipalities and the teams of trainers/facilitators
- The Municipality of Gjorce Petrov was described as one of the ten municipalities in the city of Skopje with 41.634 registered inhabitants, established in 1996, considered as one of the ecologically cleanest and suitable for living, having a Local Council of 23 members and 54 employees working in different departments
- In April 2008, an introductory workshop was held with the employees, in order to improve understanding of the basic concepts in addressing corruption and to analyze the local government activities and identify areas that could be subject of corrupt activities. Urbanism and Public procurement were identified as such areas.
- In June 2008 a survey was held in parallel among Gjorce Petrov citizens and local government employees, focused on these two areas. The data from citizens was collected through telephone, from 300 persons aged 18 to 60, which telephone numbers were randomly selected. The data from municipal employees was collected through questionnaires completed by 43 persons.
- Citizens perceived that the main reasons for corruption could be low salaries, extensive power given to individuals and pressures from political parties and as solutions to address it they proposed financial sanctions, making public the names of the corrupt persons, increased participation of the citizens in the decision-making / planning processes, more clear and simpler rules and procedures, more intensified control and inspections, increase of municipal officers salaries
- 55% of the local government employees perceived that they are cooperative and professional, 79% that they work accordingly with clear and transparent procedures. In general, as possible causes of corruption they perceived the ambiguous legal framework and the temptations of material gains.

- The following fields were identified to be the focus of the anticorruption and integrity improvement strategic plan: (1) Procedures for issuing construction permits, (2) Citizens access to information, (3) Participation in public tenders related to construction works (4) Preparation of urban plans and (5) Transparency in the municipality internal work
- Experts and the team of trainers are currently working for elaborating the strategic plan 1st draft to be ready end of November 2008
- As the main challenge ahead the Macedonian team presented the 2009 local elections that may slow down the strategies implementation
- The future steps include: preparation of a cumulative report on the overall project results covering all three selected municipalities, Gjorce Petrov, Bitola and Ohrid, dissemination of the results in the other municipalities in Macedonia and issuing of open call for other municipalities.

Moldova

Presenter: Valeria Ieseanu, UNDP Moldova Program Manager

- UNDP Moldova Program "Integrated Local Development" has a component focused on "Transparency and anticorruption strategies at local level", aimed at promoting the practical, innovative and strategic approach to treat and prevent corruption in local governments and communities, inspired by the successful experience of La Paz and the manual "Restore the Health of Your Organization"
- The Process Steps included:
 - Raising Awareness Workshop
 - Selection of 5 local governments
 - Training of Facilitators and selection of 4 teams*2 trainers
 - Selection of the Pilot City Rezina as learning laboratory
 - FPDL and local teams conduct a participatory planning process to support Rezina Local Government elaborate an Anticorruption Strategic Plan
- The Raising Awareness Workshop, held in Chisinau April 14-15, 2008, had two main components: (1) The Conference attended by 75 participants, elected and appointed officials from central and local level, experts involved in anticorruption programs from international and national organizations and (2) The Interactive Workshop attended by 35 Mayors/public officials, conducted by FPDL facilitators. In both events, Ronald MacLean Abaroa, former mayor of La Paz, shared with his peers the successful experience of La Paz
- The Training of Facilitators, held in Chisinau, August 4-8, 2008, was designed and conducted by FPDL trainers and attended by 20 participants, working for 5 training/consulting organizations, selected by UNDP Moldova among more than 35 applications. Its objectives were to build a common understanding of the main concepts and of the trainers/facilitators roles in working with mayors and local governments and to improve their knowledge and skills in the design and facilitation of participatory processes.
- Five Local Governments were selected to receive the support of local experts/trainers teams selected among those who attended the ToF and Rezina was identified as a pilot city for the 1st intervention process, conducted by FPDL trainers/facilitators in collaboration with the local experts
- Rezina is a city of 20,000 inhabitants, on the Nistru river at Transnistria border, having an open and committed Local Government leadership and 20 employees
- The intervention Process in Rezina included the following steps:
 - Workshop # 1, October 3-5, 2008, Diagnostic: identifying activities vulnerable to corruption
 - Finalizing Diagnosis, October 15, 2008, Diagnosis Report
 - Workshop # 2, October 21-22, 2008, Diagnosis validation and solutions elaboration
 - Strategic Plan elaboration, November 25, 2008, 1st Draft
 - Workshop # 3, December 5, 2008, Discussing and finalizing Strategic Plan
 - Elaborating project(s) to be funded by UNDP Moldova, Implementation of projects and other strategies
- The main activities identified as vulnerable to corruption in Rezina local government are: (A1) Renting and selling public assets, (A2) Planning and executing the public budget, (A3) Public construction works, (A4) Human Resource Management
- For each of these activities FPDL and local experts elaborated Problem Trees, validated and completed during Workshop # 2

- The Strategic Plan includes the Objectives to be achieved in each of the 4 activities in order to cure and prevent corruption (1) Objective 1: Introduce Quality Management Mechanisms to Improve Activity Performances (2) Objective 2: Increase Activity Transparency toward the organization inside and outside (3) Objective 3: Promote Legislative Initiatives at National Level
- The main conclusion presented was that the organization leaders full participation in all steps, their openness and commitment are crucial for the process success

Afternoon Session

After lunch break two more presentations were held:

Romania

Presenters: Ana Vasilache and Nicole Rata, FPDL

- Romania Case included the work done by FPDL team with Craiova Local Government in order to apply the strategic and innovative anticorruption approach
- Craiova Municipality has *more* than 300,000 inhabitants, a Local Government with more than 500 employees, a rich history (the name of Craiova appears in documents for the first time in June 1, 1475), is a highly industrialized city and an important administrative capital of Dolj county and Oltenia region
- Craiova Local Government received FPDL facilitators and experts support to elaborate an Anticorruption Strategic Plan, through a participatory process, which aim was, beyond curing and preventing corruption, to increase the trust and respect of Craiova citizens, companies and investors in the capacity and integrity of the Local Government and implicitly in the Craiova Municipality future
- Out of the participatory process two good things emerged: (1) A deeper, shared understanding of the activities and systems vulnerability (2) A treatment plan including remedial measures that no outsider could better develop
- What were sometimes lacking, the expertise and the support needed to implement the strategies, were (and will be) offered by FPDL experts
- The Strategic Plan Elaboration Process steps included:
 - Agreement
 - Preliminary Diagnosis
 - General Diagnosis
 - Establishing Working Groups
 - In-depth Diagnosis
 - Problem Tree Analysis and strategies elaboration
 - Strategic Plan first draft
 - Validating and detailing the Strategic Plan
- The Preliminary Diagnosis: was done in March 2008, during a 2-day Workshop, attended by 25 employees selected by Local Government Secretary. Participants identified the vulnerable areas and activities by evaluating 2 aspects of 33 LG activities: (1) the level of vulnerability to corruption (applying the formula $C=M+D-T$) (2) the level of impact on citizens' lives and municipality's future if corrupt activities would take place
- The General Diagnosis: was done by 315 respondents working in 12 departments, representing 56% from the total of 563 employees. 15 of the 33 evaluated activities (45%) were identified as vulnerable to corruption:
 - Issuing Urban Certificates and Building Permits
 - Issuing Licenses for economic enterprises
 - Taxi Licensing
 - Authorizing the temporary use of the municipal public assets
 - Control of the discipline in construction
 - Financial control of condominiums owners association
 - Inspection of commercial activities in markets
 - Renting, leasing, selling municipality public assets
 - Maintenance and development of municipal property housing
 - Registration of municipality public assets
 - Registration of agricultural data
 - Public procurement – winners selection
 - Provision of social housing

- Personnel hiring
- Personnel promotion
- Based on the General Diagnosis results, in a Workshop attended by top level managers were identified the activities on which the Strategic Plan will focus and were formed 7 Working Groups, which members were assigned by Mayor's decision
- The in-depth Diagnosis was done by the Working Groups members by completing individually a questionnaire through which each activity was analyzed by answering the following questions: (1) What corrupt action can take place, (2) Who has to win, what, (3) Who has to lose, what, (4) What could be the causes
- Problem Tree Analysis for each activity were made by FPDL experts and validated and completed by Working Groups members in Workshops during which they elaborated also ideas for solutions
- The 1st draft of the Strategic Plan elaborated based on employees ideas include 5 Objectives, the same for the 8 activities identified as vulnerable to corruption:
 - Improve the responsible management of activities, public funds and public assets, in the interests of citizens and municipality future.
 - Consolidate the Quality Management System in place, by simplifying or completing procedures, identifying relevant performance indicators to increase services quality.
 - Increase activities transparency to improve citizens access to public information and encourage citizen participation
 - Implement a Human Resource Management modern system in order to have employees with competence, motivation and integrity
 - Develop mechanisms to prevent and limit the possibilities to misuse the official position for personal gains
- Strategies to achieve the objectives were developed for each of the following 8 Activities and will be validated/completed by Working Groups members:
 - Issuing of urban certificates, construction and demolition authorizations
 - Control of Discipline in Construction Works
 - Public Assets Management
 - Public Procurement
 - Agricultural Register
 - Economic Agents Authorization
 - Control of Activities in Markets
 - Human Resource Management
- The main conclusion was that more (than initially planned) time, expertise and financial resources are required by these type of processes

Serbia

Presenter: Mirjana Stankovic, DCG

- The importance of including in the process of the anticorruption approach dissemination the Association of Serbian Municipalities was presented
- A software for the management of the Public Procurement process from planning till contracts monitoring and finalization was presented as an important solution to limit discretion and control corruption in local governments

Lessons learned

A short brainstorming session was conducted by Nicole Rata in order to identify main lessons learned that can improve similar intervention processes in the future. The main ideas, included in the presentations and generated also by the other participants included:

- The partnership/participatory approach is an effective way of making interventions in local governments organizations, but at the same time is important to involve experts in the diagnosis as well as the solutions elaboration stages. One should find the right balance between participation that build employees/stakeholders ownership for the process results and consultants expertise that build good quality diagnosis and solutions
- The process should involve from the very beginning employees with top-level positions, with power of decision-making and responsibilities. Organization leaders full participation in all the steps, their openness and commitment, are crucial for the process success.

- The process design should be flexible and adapted to the countries specificity, the size of cities and local governments. One should be aware that the role and influence of “local champions” is bigger in smaller size cities and organizations.
- If the process is designed by external trainers/facilitators is important to work together with local trainers/facilitators. They would help not only to better understand the context and elaborate realistic solutions, but to manage expectations and the communication process with the local governments
- In order to measure and demonstrate progress is necessary to collect baseline data to which to compare the impact of changes. The collected data should be focused on the specific activities identified as vulnerable to corruption.
- Local Governments Associations should be involved in such initiatives from the very beginning, to provide communication channels used to disseminate good results, build peer pressure and the critical mass of local governments necessary to scale-up and mainstream the use of this strategic and practical anticorruption approach
- Good results should be rewarded through public recognition. In parallel should be implemented programs that focus on increasing citizens’ level of awareness and competence in monitoring the spending of municipal budgets and management of municipal property and assets.
- The intervention process needs time, resources and high-level expertise in facilitation and specific local governments fields of activity:
 - Workshops should be organized residential (even if more costly) in order to build team spirit, equal and open communication that do not take into account the hierarchical structures and overcome defensiveness.
 - Time is needed to brief the newcomers in the process.
 - Resources are needed to embed training in the process, clarify the concepts used and address employees’ capacity building needs
 - Expertise should be included in the participatory process in specific moments to assure the quality of diagnosis and solutions

After a short coffee break, Ana Vasilache presented the Regional Program 2009-2010 Program for Anticorruption Practitioners – PAP, supported financially by LGI and elaborated in collaboration with WBI/Ronald MacLean Abaroa, aimed at building professionals capacity and legitimacy, to be able to support effectively Mayors and Local Governments elaborate and implement through participatory planning processes curing and preventing corruption strategies.

- The Program for Anticorruption Practitioners – PAP will have two main components: (1) Knowledge Building Component (2) Skills Building component
- Knowledge Building Component
 - Will be based on self-study and on-line distance learning of MILC (Multimedia interactive Learning Tool – developed by WBI http://info.worldbank.org/etools/docs/Preventing_Corruption_web/index.htm) and other readings, tests and essays writing, and will deepen practitioners understanding and improve their knowledge in the field of curing and preventing corruption in Local Governments organizations.
 - Will be attended by 16 teams (32 practitioners, 2/team), working for training or educational organizations from 12-16 countries, selected based on their organizations’ capacity to replicate the program, good relations with local governments and their associations, CVs, applications and expressions of interest.
- Skills Building Component
 - Will include a 10-day interactive and participatory Training Program aimed at improving anticorruption practitioners training, consulting and facilitation skills.
 - Will be mainly based on FPDL training materials and other readings.
 - Will be attended by 8-9 countries’ teams (16-18 persons, 2 persons/team) selected among those who attended the *Knowledge Building Component*, based on their organizations’ capacity to replicate the program at national level, their CVs, the quality of their essays and tests, as well as their application forms.
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- After attending this PAP, the teams of anticorruption practitioners will identify in their countries possible clients to work with (a) local governments and/or (b) other organizations’ interested to improve their capacity through National Capacity Building Programs, by

translating, adapting, replicating the Regional Program (c) graduate or postgraduate universities interested to introduce in their curricula the anticorruption approach concepts.

EVALUATION

At the Conference end participants completed two complementary types of evaluation forms, elaborated by FPDL and WBI.

The results show that

- The Conference topic was relevant for participants current work and functions (4.61) and, even if the information received was not new for many of them (3.94) because they have been involved since 2004 in the effort of disseminating this anticorruption approach, the information was considered useful (4.47)
- Participants also considered that the content of the Conference matched the announced objectives (4.67), that the Conference was well designed (4.55) and well organized (4.82)
- They also appreciated that the Conference offered opportunities for ideas and experience exchange (4.76)
- They proposed that all these experiences of working at local level to cure and prevent corruption, should be further monitored and when they will have concrete results and positive changes, should be documented through case studies included in a new edition of the manual *"Restore the Health of Your Organization"*. The manual should also include based on the real life experiences, the risks of failure and challenges faced and the ways in which they were overcome.
- Some of them considered that one day conference is a too short time for discussing such a complex topic and proposed a longer time for this
- Some relevant statements:

I really liked this event – though it was short but very focused. The selection of people was obviously very relevant. Thank you very much!

It would be very useful to continue systematic monitoring of lessons started in the 2nd half of this conference with the objectives of improving guidelines for future programs

Thank you for the great opportunity to meet again the large FPDL community and to share our ideas and projects and to spend very useful and pleasant time together! Many thanks!

See Annex 3: Synthesis of Evaluation Forms

ANNEX 1

AGENDA

**INTERNATIONAL CONFERENCE
CITIES WITHOUT CORRUPTION – CITIES WITH FUTURE**
Istanbul, Nippon Hotel, November 14-16, 2008

AGENDA

Objectives

- To exchange experience among countries representatives - anticorruption practitioners and their clients, local governments representatives - about the processes of intervention in their organizations and the results of these processes, aimed at curing and preventing corruption.
- To discuss about ideas on how to improve the strategy for further dissemination of the strategic and practical anticorruption approach

November 14, 2008

During the day	Participants arrival, accommodation in Nippon Hotel, Topçu Caddesi No: 10, 34437 Taksim – Istanbul
19.30-22.30	Conference Opening Dinner at Nippon Hotel

November 15, 2008

9.30-13.30	Morning Session
9.30-11.00	Get acquainted and FPDL Program hiStory
11.00-11.30	Coffee break
11.30-13.30	Application of the anticorruption approach at local level: Bulgaria, Macedonia, Moldova, Slovakia
13.30-14.30	Lunch
14.30-16.30	Afternoon Session
14.30-15.30	Application of the anticorruption approach at local level: Romania, Serbia
15.30-16.00	Lessons learned
16.00-16.30	Coffee Break
16.30-17.30	2009-2010 Regional Program and Conference Evaluation
20.00-23.00	Conference Closing Dinner

November 16, 2008

During the day	Participants departure
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ANNEX 2

LIST OF PARTICIPANTS

Nr	Name	Country	Organization	POSITION	E-MAIL
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Regional Program Trainers 11th Meeting, November 14-16, 2008

Report

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ANNEX 3

SYNTHESIS OF EVALUATION FORMS

REGIONAL PROGRAM "WORKING TOGETHER"
**INTERNATIONAL CONFERENCE "CITIES WITHOUT CORRUPTION – CITIES WITH
FUTURE"**
Istanbul, Turkey, November 14-15, 2008

SYNTHESIS OF FPDL EVALUATION FORMS (34)

- 1. In what measure do you appreciate that the Conference:**
 - 1a. Was well designed 4.55
 - 1b. Was well organized 4.82

- 2. In what measure do you consider the Conference offered you opportunities for ideas and experience exchange?**

4.76

- 3. What main themes of discussion would you like the Regional Meetings to focus on in the future?**
 - Case studies from various countries, new examples
 - Monitoring of anticorruption strategies in the participating countries
 - Transparency of the public administration
 - I missed more wrap-up based on presented cases
 - The achievements were of different quality and level. So I would like to leave more cross-case discussions of the work done so far
 - Role of citizens. Are they ready to fight against corruption? How to educate citizens to be real part of democratic society?
 - Best practices in implementing anti-corruption strategies
 - Implementation results of different processes launched and presented today
 - Results of anticorruption strategic plans implementation and sustainability of anticorruption procedures
 - Corruption: follow-up of the presented interventions in different countries
 - Facilitated discussions of exchange of experiences with increased participation and problem-solving on advise on specific issues, challenges
 - Strategies for Local Government
 - Entrepreneurial NGOs
 - Impact of being EU member (or not being EU member) on anticorruption actions at local level
 - Local Governments organizational development
 - Extend collaboration and exchange information to avoid overlapping regarding the anticorruption measures, strategies, etc
 - Success stories/developing case studies
 - Challenges faced, how to overcome them; risks of failure and how to avoid them
 - Your choice was great till now, continue like that because everything is important
 - Further development of the present anticorruption focus
 - Inter-municipal cooperation
 - Combining consulting and expertise
 - Develop educational package
 - How to deal with issues beyond organizational matters
 - Implementation
 - Future steps to develop municipal strategies
 - Partnership, creation to identify appropriate measures to be applied in connection with local specificity
 - Corruption in municipal service provision
 - The impact of the anticorruption strategies developed in a participatory way
 - Participatory planning
 - Design of the diagnosis phase
 - Continue in the same direction (2)

- Exchange of best practices in AC at local level
- More time for experience exchange and discussions
- Urban management
- Manual on how to develop a similar scheme
- How to identify “champions” within local governments?
- How to further finance such exercise

4. Any other comments or proposals

- How can we translate the e-learning course in our languages so LG people can use them?
- One day is not enough for such a subject
- More time for discussions on concrete next steps agreed by the group.
- How to develop a manual out of all experiences on anticorruption in the group
- A full one day conference is not enough, attention and focus is lost at the end of the day
- Have case presentations/case coordinators/trainers report on some previously agreed issues so that we can better compare the process undertaken and what was actually achieved up to now
- Everything was OK
- Thank you
- I really liked this event – though it was short but very focused. The selection of people was obviously very relevant. Thank you very much!
- Keep close contact between NGOs and government structures in the field of fighting corruption
- Keep up with the good work (2)
- Thank you for the great opportunity to meet again the large FPDL community and to share our ideas and projects and to spend very useful and pleasant time together! Many thanks!
- It would be very useful to continue systematic monitoring of lessons started in the 2nd half of this conference with the objectives of improving guidelines for future programs
- Great! Ana and Nicole are magicians!
- Local initiatives to be better known at the national level
- National strategies that are elaborated/to be elaborated to be let known and applied at the local level
- To differentiate anticorruption efforts at different levels: organizational, municipal, regional, national (central)
- Learning of the experiences based on La Paz case, but we need to learn the La Paz case in advance, at least its methods
- Great meeting. Next time it would be interesting also to focus on best practices to increase the capacity of the facilitators/trainers. For example, what to do when municipal participants only want to give general observations and solutions and do not discuss the issues in-depth? What are the facilitation strategies?
- I found the discussions too theoretical
- I have not learned about practical obstacles in implementation & ways to circumvent them, I am not sure what can be replicated and when ☹

SYNTHESIS OF WORLD BANK INSTITUTE EVALUATION FORMS RESULTS (34)

- Relevance of this activity to your current work and functions: **4.61**
- Extent to which you have acquired information that is new to you: **3.94**
- Usefulness for you of the information you have acquired: **4.47**
- Focus of this activity on what you specifically needed to learn: **4.29**
- Extent to which the content of this activity matched the announced objectives: **4.67**
- Overall usefulness of this activity: **4.50**

