

# Public Administration and Law Reform

**M**ore than a decade ago, the International Development Association (IDA), the World Bank's fund for the world's poorest countries, focused its support for issues such as public administration, decentralization, and rule of law almost exclusively on technical, supply-side measures such as pay and employment reforms, civil service reform, fiscal decentralization, and court case management. New cross-country evidence produced over the past five years has shown however how bad governance can be harmful for the standard of living and the distribution of income among citizens, reducing income per capita, literacy, and increasing infant mortality.<sup>1</sup>

### At a glance

- Support for public administration and law reform accounted for about one fifth of IDA's total lending on average over the last nine years.
- IDA financing in this sector doubled between 2000 and 2009, rising from US\$1.37 billion to US\$2.63 billion, with the largest growth in lending for public administration.
- The range of IDA assistance in this sector has included supporting a more effective management of human resources in the public sector in Cambodia, Ghana, and Tanzania; building local capacity and improved service delivery of justice services in Liberia, Mozambique, and Nigeria; ensuring better access to justice using modern information and technologies in Ethiopia and Sierra Leone; promoting transparency in revenue collection and natural resource management in Lao PDR; fostering community participation and accountability in Cambodia; supporting court modernization in Ethiopia; promoting e-governance in the Eastern Caribbean States; strengthening anti-corruption agencies and legislation in Cameroon, Haiti, Madagascar, Mongolia, and Yemen; and re-building capacity of public administrations in post-conflict countries such as Afghanistan, Liberia, Sierra Leone, and Liberia.
- IDA's work in these areas has aimed to help develop capable and accountable states and institutions that can devise and implement sound policies, provide public services, set the rules governing markets, monitor progress at the local level and combat corruption, thereby helping to reduce poverty.
- IDA has made substantial progress on its Actionable Governance Indicators (AGI) initiative, which was launched in 2007. A website with materials and data on AGI, as well as information regarding progress in this initiative will launch publicly in October 2009.

1. Kaufmann, D. "Governance and Anti-corruption", in *The Quality of Growth*, Vinod Thomas, ed. The World Bank, 2000; Knack S. and G. Anderson, *Is "Good Governance" Progressive? Institutions, Inequality, and Poverty Reduction*, paper presented at the 1999 Annual Meeting of the American Political Science Association, Atlanta; Gupta S., H. Davoodi, and R. Alonso-Terme, *Does Corruption Affect Income Inequality and Poverty?* IMF Working Paper, 1998; Gupta S., H. Davoodi and E. Tingson, 2000, *Corruption and the provision of health care and education services*; P. Mauro, 1995, *Corruption and Growth*; Bardhan, 1997, *Corruption and Development*; Kaufmann et al., 1999a; Wei, 1999; Johnson, Kaufmann, McMillan and Woodruff, 2000; Friedman, Johnson, Kaufmann and Zoido-Lobaton, 2000 and Levin and Satarov, 2000).

Further, bad governance distorts public expenditure and decreases the poverty-reducing efficiency of investment. This has led IDA to change its focus and concentrate on transparency and accountability issues such as freedom of information laws, asset declaration legislation, and strengthening citizens voice mechanisms such as ombudsmen. It has also pushed IDA to support developing domestic demand for governance reforms, such as the monitoring and publishing of information about the impacts of reforms and what citizens can expect from their governments. Analytical work and benchmarking tools have supported this work. IDA's current strategy for supporting public administration and rule of law reform is embedded within an overall governance and anticorruption strategy as outlined in Strengthening Bank Group Engagement on Governance and Anticorruption (GAC), endorsed by the Bank's Governors at the 2007 Spring Meetings.



## IDA CONTRIBUTIONS

Public administration, including law and justice, received US\$2.63 billion, or about one fifth of the total IDA allocation in FY09 (Figure 1). IDA lending in the sector has increased significantly over the last nine years, having doubled between FY00 and FY09, rising from US\$1.37 billion to US\$2.63 billion. In FY09 this lending was concentrated in two broad areas—central government administration (39.6%), and public administration in basic social services (22.6%).

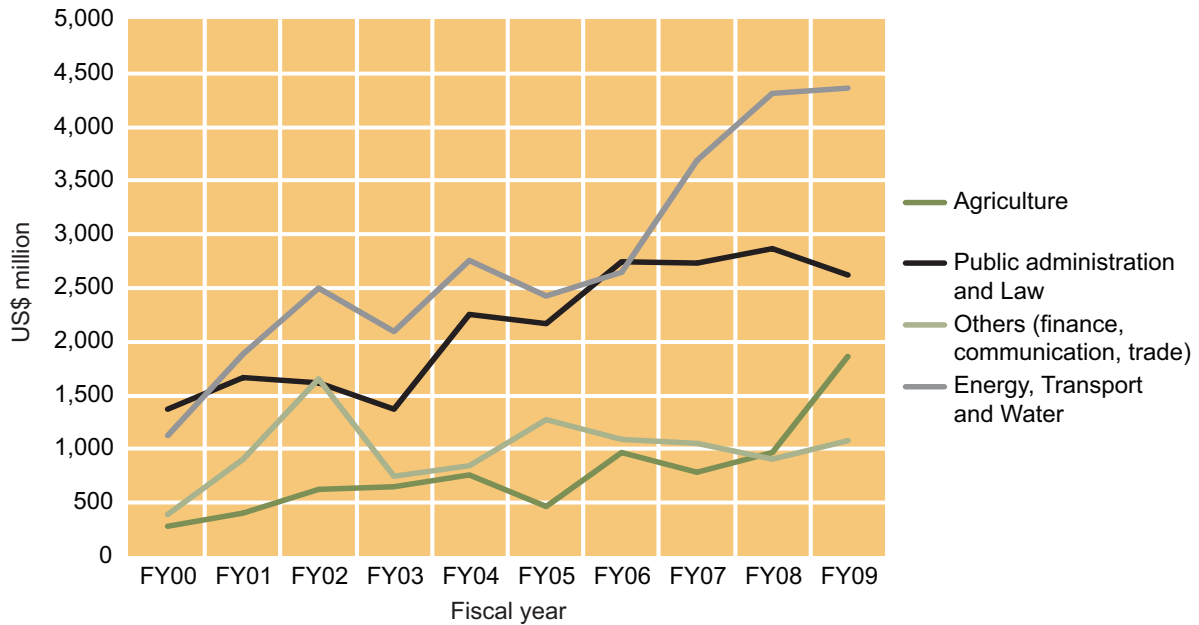
### An Evolving Role

About a decade ago, IDA concentrated on supply-side initiatives such as pay and employment reform, civil service reform, and court case management. Over time, IDA has increasingly recognized the need to simultaneously strengthen country systems and institutions, to encourage domestic demand for such reforms, and to monitor progress. This has led to a greater focus on transparency and accountability issues and on designing governance reforms in the specific country context, often backed by financial support,

and continuous technical assistance. These include support for freedom of information laws, asset declaration laws, creating or strengthening external oversight and citizen voice mechanisms such as ombudsmen and monitoring and publishing information on what citizens can expect from their governments through Citizens Charters; and developing tools for policy design and monitoring such as the Actionable Governance Indicators (AGIs).

The ultimate aim of this work is to see improvements in public sector performance, with benefits to the populations in IDA countries through more efficient and effective service delivery and more appropriate policies. In this context, IDA is increasingly working with other donors and shifting toward combining investment and technical support with policy-based lending, so as to support structural policy reforms in a sustainable manner. A greater focus on analytical work and benchmarking tools has helped support this approach by allowing all parties to develop a common understanding of the issues on-the-ground.

**Figure 1. IDA Lending by Sector, FY00–FY09**



### IDA’s Multi-faceted Approach

IDA has taken a leading role in the development and deployment of effective means for **monitoring** the impacts of government reforms in its client countries. In 2006 the World Bank launched a new initiative to develop “actionable governance indicators” (AGIs—see Box 1) to provide sufficient detail on the steps necessary for effective reforms. This is important since public administration reforms tend to be more effective and lasting when they are undertaken under the scrutiny of a monitoring system. With AGIs, government officials can see improvements from reforms before benefits, such as service delivery improvements to the poor, are realized. The Public Expenditure and Financial Accountability (PEFA) indicators are one example of these actionable indicators. Indicators can also help to better define the reform agenda.

IDA is supporting the provision of **public goods** such as improved governance and closer donor harmonization. It has taken the lead in placing governance reforms at the center of country poverty reduction strategies, improving the effectiveness of all public spending and donor assistance. By helping better coordinate donor activities, IDA is joining with others in the international community to respond to developing country calls to lower the cost and boost the effectiveness of development aid. For example, pooled financing arrangements are now used in Bangladesh, Ethiopia, Ghana, Ethiopia, Kenya, Mozambique, Nepal, Sierra Leone, Tanzania, Uganda, and Zambia. Among the initiatives IDA is pursuing to bring donors together on aid assistance are the coordination of donor groups in client countries, collaboration on technical assistance efforts, and closer working alliances with other aid agencies—including other multi-lateral agencies and bilateral groups—on development strategies.

### Box 1. AGI Progress Summary for IDA at Work 2009

IDA has made substantial progress on its Actionable Governance Indicators (AGI) initiative, which was launched in 2007. The initiative includes four broad sets of activities: (i) expanding quality and coverage of existing sources of AGI data; (ii) developing new AGI instruments for governance areas in which existing AGI data is weak; (iii) making existing AGI resources more readily available to World Bank staff and clients; and (iv) facilitating greater use of AGI by World Bank task teams and counterparts in the design, implementation and assessment of governance reforms. Key accomplishments in each of these four areas include:

- **Expansion of quality and coverage of existing AGI data**
- **New AGI instruments**, which include now the Public Accountability Mechanisms Initiative for 87 countries (53 IDA; 26 IBRD; 8 High-income), and four different types of transparency and accountability regimes (asset disclosure, freedom of information, immunity provisions, and ethics training); and the Human Resource Management Actionable Governance Indicators (HRM AGI) instrument for 10 countries in four regions, including six IDA countries.
- **Dissemination—An AGI website** and a Data Portal have been constructed and launched for internal Bank use. Both the website and the data portal will be made available externally in October 2009 (<http://go.worldbank.org/16E7O0VXW0>; <https://www.agidata.info>).
- **Enhancing AGI use in the World Bank's work**
  - PEFA assessments have been undertaken by country task teams and their counterparts in 46 IDA countries
  - HRM AGI instrument has been applied by country task teams and their counterparts in six IDA countries in three regions

As a result of its broad range of analytical work, IDA is a leader in the design and support of **public sector reforms**. It regularly participates in international forums and provides expert advice to research institutes and global monitoring groups on these issues.

IDA is able to deal both with the **supply side** of public management-related reforms and the **demand side** of promoting stronger, more accountable and transparent states. For example, the recent Country Assistance Strategy (CAS) for Ethiopia seeks to respond to the complex political, economic, social and institutional environment that defines the governance context of the country. Inherent in the emerging CAS approach is a focus, which ensures that (i) efforts toward

enhanced governance are woven through the World Bank portfolio; and (ii) core governance activities (including increased vigilance around corruption) underpin CAS objectives. Efforts to improve governance are targeted around four core areas: elaborating the need for ongoing supply side reform and capacity development; improving state accountability structures and mechanisms; strengthening the demand-side of governance; and developing harmonized governance measurement. The articulation of these core areas has assisted the development of alliances in support of action to strengthen governance.

Clearly, governance reforms, in areas such as public financial management, procurement, and the civil service, need to be linked to development work in other sectors to be truly

effective in delivering results to a country's poorest people. Over the past decade, IDA has more closely integrated its governance work with other projects and programs in sectors including infrastructure, health, education, forestry, and natural resources, guided by the CASs developed and agreed upon with each government.

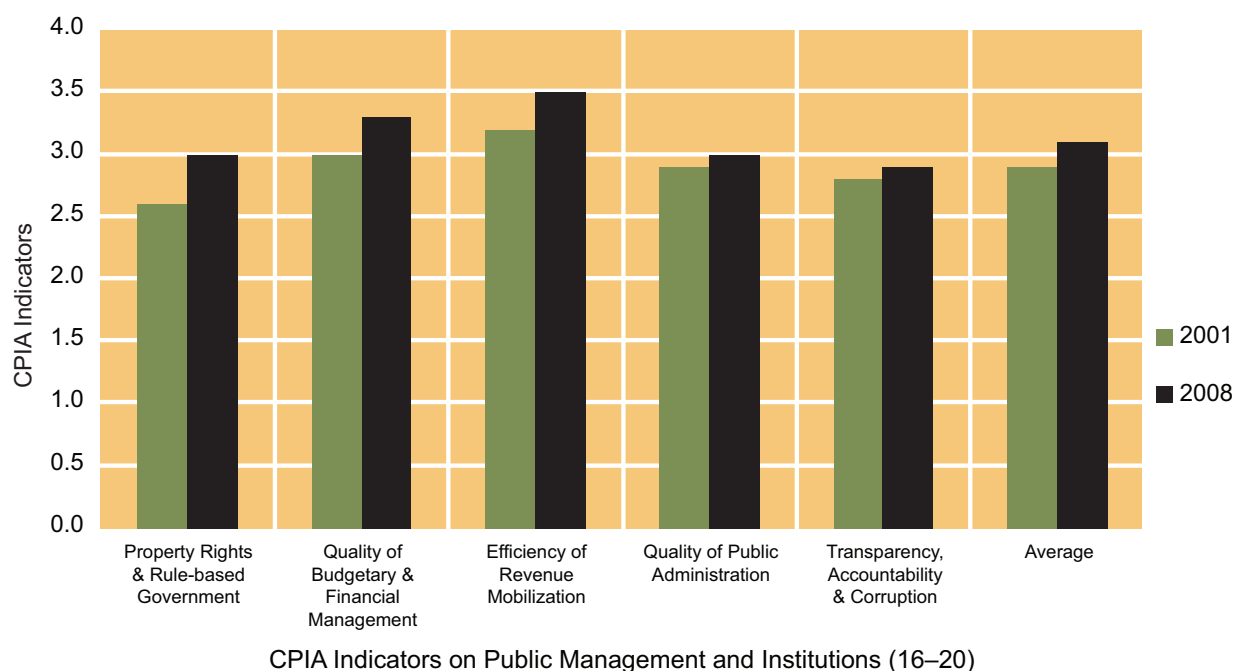
## RESULTS

Public sector management and rule of law practices have shown modest overall improvement in IDA countries over the last few years, gains that reflect the determined efforts of the governments in these countries, often supported by IDA initiatives.

## Modest Aggregate Results

The Country Performance and Institutional Assessment (CPIA) indicators include measures of the implementation of reforms to improve public sector management. CPIA tracks four key governance systems: revenue management; budget management; public administration; and law and justice administration. In IDA countries the average rating for 2001-08 on the CPIA indicator of Property Rights and Rule-Based Governance increased from 2.6 to 3.0 (on a scale of 1 to 6) and the average rating on the indicator of Quality of Public Administration increased from 2.9 to 3.0. The average rating on Transparency, Accountability and Corruption in the Public Sector also increased from 2.8 to 2.9 (Figure 2).

**Figure 2. CPIA Indicators on Public Sector Management and Institutions, 2001–2008**



Compared to public financial management reforms, which tend to perform well regardless of country context, public administration reform operations appear to be much more sensitive to country context because they often threaten to change systems that have a large degree of patronage. For these reasons, recent efforts have focused especially on four themes:

- (i) Embedding public administration reform in the country-specific Governance and Anti-Corruption (GAC) agenda
- (ii) Strengthening basic public administration systems
- (iii) Enhancing use of AGIs
- (iv) Ensuring timely, tailored support for public administration reform through continuous analysis and advisory work

A few examples of how IDA has helped achieve real progress are listed below.

### **I. Pursuing Public Administration Reform as Part of the GAC Agenda**

In **Ethiopia**, the approach adopted in the Country Assistance Strategy towards reforms targeting governance and corruption issues seeks to respond to the complex political, economic, social and institutional environment. In particular, there are seven dimensions of IDA's country-specific approach to governance and corruption in Ethiopia:

1. Significant level of donor collaboration and harmonization of activities
2. Use of "Smart Projects", initiatives that focus on decentralization, sector and capacity building and have a systemic approach to governance, such as the Protection of Basic Services (PBS) Project—a project that includes a focus on account-

ability and transparency, adopts a range of tests (fairness, fiduciary, accountability) to trigger donor disbursement in what was a high political risk environment, and incorporates a system of continuous audits.

3. Engagement in strengthening public financial management systems
4. Enhancing demand-side accountability, piloting social accountability approaches in 15% of local governments through partnerships of various types of Civil Society Organizations.
5. Focus on measuring governance and improving governance indicators.
6. Launching an anti-corruption diagnostic initiative.
7. Development of a strategy for enhancing GAC in the sectors.

In **Tanzania**, based on the government's Public Service Reform Program to be rolled out in three phases, the World Bank has supported the introduction of a performance management system that has led to higher pay for public servants, the computerization of some human resources activities, and a better-coordinated national planning and budgeting process. Between 2000 and 2007, the government established 20 new executive agencies covering functions as varied as land registration and airport management. They allow central government ministries to now largely focus on policy-making, and monitoring and evaluation, with most service delivery functions decentralized to the executive agencies and local government authorities. Independent evaluations to date have judged the performance of the Executive Agencies positively.

In recognition of the governance challenges present in **Cameroon**, IDA is using its preparations on poverty reduction plans and the CAS

to broaden the participation of stakeholders and therefore the responsibility for the country's development.

## II. Strengthening Basic Public Administration Systems

In **Ghana**, IDA significantly improved efficiency and governance in the customs service, reducing delays for users, while also reducing opportunities for corruption by computerizing its administration. The average clearance time at Tema Port fell from several weeks to between one and five days.

Important progress was made towards decentralization in **Uganda** by giving community groups a role in decision-making over local projects.

In **Lesotho**, IDA support for legal capacity building included the introduction of service standards in the judiciary and greater vigilance against corruption. IDA also has helped improve professional and ethical standards, accountability, education, and operational efficiency of Madagascar's judiciary and assisted in the creation of **Cameroon's** *Chambre des Comptes* (audit chamber) and the *Conseil Constitutionnel* (Constitutional Council).

The **Guatemala** Judicial Reform Project has brought justice closer to the people (6,000 poor in neighborhoods at the edge of urban areas and indigenous communities in its first year) through mobile courts providing free mediation services and a forum for resolving small claims and civil, family, and labor disputes.

In **Cambodia**, IDA is supporting the formalization of the pilot Merit-Based Pay Initiative

system. In **Ghana** the Government has begun preparing another comprehensive pay reform proposal—the proposal that is now known as the single pay spine proposal. The proposal has gained weight and support because it is apparently addresses perceived and real inequities across the various services and institutions in the public sector.

In **Liberia**, IDA and other donor partners have been supporting salary augmentation as part of a senior executive service program. Significant challenges confront this support, including the risk of creating fiscally unsustainable pay policies, as domestic pressures mount to expand the range of positions eligible for such high salaries. There is also the converse risk that the limited number of such positions (about 100 to date) will limit its impact on the performance of the organizational units for which those staff work.

The PEFA measurement framework has been employed in **Nigeria** to identify reform priorities, particularly at the state level. IDA also is supporting complementary reforms of personnel management policies and practices at the state level.

IDA's support for public administration reform in **Sierra Leone** has focused on strengthening core public sector management systems. While the point of entry for reforms during the immediate post-conflict period was the central Ministry of Finance, the point of entry for Human Resource Management reforms has been, until recently, the newly-created, elected local governments; i.e., the local councils. During 2008-09, the World Bank and other donor partners have begun to readjust their support to address two challenges that were not nearly as pressing in the immediate post-conflict environment: (i) donor financ-

ing of substantially higher salaries for key positions in the various reform efforts; and (ii) making the civil service attractive while ensuring a fiscally-sustainable wage bill. The latter challenge became particularly pressing in light of the devolution of large numbers of central administration civil servants to local councils required under the Local Government Act of 2004.

Also in **Sierra Leone**, IDA provides direct support to the community-based paralegal program TIMAP for Justice through the *Developing a Model for Delivering Primary Justice Services Project*. The aim is to improve access for disadvantaged groups in Sierra Leone to customary and formal justice and increase the accountability of justice sector institutions to their constituents. TIMAP for Justice has 13 paralegal offices throughout the country. Activities under the project include training the paralegals to enable them to provide free legal advice to the poor and disadvantaged in the capital and rural areas and the supervision of this network of paralegals by TIMAP.

In **Kosovo**, the Government has taken key steps that indicate commitment to improving public financial management and establishing a legal and organizational basis for a professional civil service. The Government has established a high-level Steering Committee and a dedicated full-time secretariat, which has conducted a self-assessment based on the PEFA methodology that provides an up-to-date picture of the state of the public financial management system. This assessment is intended to serve as the basis of a Public Financial Management Reform Action Plan, which will address the main weaknesses of the system. Similarly, new draft laws on civil service and civil service remuneration

have now been drafted and are expected to be adopted in the coming months.

In **Timor-Leste**, a Planning and Finance Management Capacity Building Program was launched after extensive consultation among government and the donor community during 2004/5. This US\$37 million program, executed by the Ministry of Finance, Government of Timor-Leste, backed by nine donor partners, including IDA, became effective in November 2006 with the aim of “sustainably strengthened planning, budgeting, public expenditure management and revenue administration for growth and poverty reduction, with emphasis on efficiency, effectiveness, accountability, integrity, service culture and transparency”.

In **Mozambique**, the Legal Capacity Building component of the *Public Sector Reform Credit* supports a pilot training program for judicial administrators at the provincial courts and prosecutors’ offices. IDA also supports the compilation of Supreme Court jurisprudence and the Attorney General’s opinions under this component. Finally, IDA supports efforts aimed at providing legal information to court personnel, judges, and prosecutors, as well as access to justice activities for the benefit of civil society.

In **Ethiopia**, where the justice system was generally characterized by court congestion and an acute shortage of trained professionals, comprehensive reform of the justice system was initiated under the Public Sector Capacity Building Program Support Project. As a result of the improvement in the quality and efficiency of the judiciary, the clearance rate of court cases is now holding up above 80%, with the Supreme Courts of five regional states and the High Courts and First Instance Courts in three states displaying no backlogs.

The project also improved access to justice through the introduction of touch screens and an interactive voice response system to provide instant information on pending cases. Video conference facilities are used to hear over 500 cases per year at the district level, and modern information and communication technologies (Internet, e-mail, case management and evidence recording systems) were introduced in courts. The increased use of alternative dispute settlements provides additional relief for the courts. Over 22,000 judges and more than 2,000 supporting staff were trained under the program over the past few years.

The World Bank supports current efforts in **Liberia** for the reconstruction process of the Judiciary through the *Capacity Building for Judicial Services Project*. Specifically, the Bank supports the establishment of a judicial information management system, and the expansion of a scholarship program for law students in partnership with the Law School. There are also medium-term training programs for judges, magistrates, public defenders and administrative personnel in such areas as corruption and ethics, pre-trial detention hearings, drafting of legal opinions, human rights and gender based violence. The Bank has also supported the procurement and publication of legal resources and will provide technical assistance on comparative experiences in anti-corruption measures and institutional structures to investigate and sanction judicial corruption, as well as technical assistance on the use of alternative dispute resolution to reduce court backlog and delay.

Finally, the World Bank's Justice for the Poor (J4P) program aims to enrich a wide range of development efforts-- from mining to labor reform, community driven development to

land management—with a greater understanding of local-level dynamics of law and governance. In **Indonesia**, J4P's research on village justice led to a series of community legal aid pilot projects beginning in 2005. Those initiatives are now being incorporated into a nationwide, World Bank-supported, and community-driven development project, and J4P is advising the Indonesian government on its national access to justice strategy.

In **Cambodia**, J4P is drawing on its field research to advise the World Bank's International Finance Corporation and the Cambodian government on mechanisms for commercial arbitration and land dispute resolution. In **Sierra Leone**, J4P is assisting with the development of a national approach to community justice services based on the model of a civil-society organization, Timap for Justice that was supported in 2006-2009 by a grant from the World Bank-administered Japan Social Development Fund. In 2008-09, J4P launched a regional initiative in East-Asia and the Pacific, including new country programs in Papua New Guinea, Solomon Islands, Timor-Leste, and Vanuatu, adding to its existing programs referred to above.

### III. Assessing Governance Issues within Human Resources Management

The World Bank's recently-developed Human Resource Management Actionable Governance Indicators instrument was employed to provide a comprehensive assessment of the civil service management policies and practices in the **Kyrgyz Republic, Tajikistan, Uganda**, and in **People's Democratic Republic of Laos**. The governments of the four countries are currently reviewing the findings for follow-on World Bank support for civil service reform.

The World Bank has been moving to more results-based support for **Moldova**, both through a country-level “Results Scorecard”, as well as by introducing results monitoring within support for particular sector reforms, including public financial management.

The **Tanzanian National Governance and Corruption Survey** was part of the National Anti-Corruption Strategy and Action Plan, Phase II (NACSAP II). The assessment was conducted in conjunction with the development of a Comparative Study and Guide associated with Survey Implementation of Sector Governance Diagnostics financed by the Bank. The Study and Guide aim to gain a better understanding of what is working well with existing governance diagnostic efforts and to identify areas for ongoing improvement.

#### **IV. Focusing on Timely and Targeted Public Administration Reform**

IDA is very active in assisting the process of transformation of fragile and conflicted afflicted states to a sustainable path of development, and in preventing slippage back into chaos and disorder.

For instance, World Bank’s analysis has provided significant and timely inputs to **Democratic Republic of Congo’s** public sector reform agenda. During FY09, the World Bank supported the following: (i) implementation of a plan for decentralization in health, education, and agriculture (December 2008); (ii) inter-governmental/provincial Public Investment Management note (January 2009); (iii) input to the 2009 budget; and (iv) a note on territorial reform (re-division from 11 to 26 provinces in 2010) as mandated by the constitution.

The Bank’s approach to supporting pay reform efforts in **Madagascar** is to monitor and proactively advise and assist the reform and modernization process through regular interaction with the newly created Public Service Commission, the Steering Committee and its technical support teams. This **process-oriented approach** is expected to yield practical insights about this complex reform which will guide future work in Madagascar as well as generating more generally applicable learning about the organization and implementation of reform. Particular attention will be given to institutional and attitudinal resistance to change and its resolution.

The GDLN Municipal Anticorruption Digital Program, part of the Africa Digital Radio Project, uses innovative digital radio technology to reach remote and rural areas and disseminate instruments and practices in anticorruption and good governance. It provides a structured platform for local officials and citizens to learn specific anticorruption strategies.

Governance & Anticorruption Surveys provide in-depth diagnostic analysis of governance dynamics at the micro level and generate specific input for country-specific action programs. The World Bank has supported the design and implementation of such tools in client countries, in partnership with bilateral agencies and local civil society organizations (for example, Benin, Columbia, Guatemala, Guinea, Haiti, Honduras, Madagascar, Mozambique, Paraguay, Peru, Sierra Leone, and Zambia).

The Government of Karnataka, **India**, is undertaking innovative improvements in service delivery, including compacts with

service-providing agencies. Bangalore has dramatically improved the quality of services provided by city agencies; survey-based report cards show user satisfaction increasing from: 6 percent to 94 percent for electricity; 4 percent to 73 percent for water; and 25 percent to 73 percent for public hospitals.

In **Mongolia**, IDA has supported the Independent Agency Against Corruption (IAAC) through a range of activities. First, IDA has been providing technical assistance to the IAAC to help it implement its legal mandate of overseeing the annual assets and income declarations of roughly fifty thousand public officials. This technical assistance has been in the form of consultancy services to improve the business processes for these declarations, as well as for the development of a web portal that would allow for electronic submissions by the concerned officials thereby standardizing the formats and easing analysis. Three rounds of declarations have taken place, with compliance rates of 98 percent. The declarations of the top 300 or so officials are published in the media, and receive considerable attention. Second, the World Bank has partnered with the Asia Foundation in funding annual anti-corruption public awareness campaigns in the print and electronic media. Two such campaigns have been held, and are nationally prominent. Third, the World Bank has been providing technical assistance to help the IAAC's in its mandate of developing and overseeing ministerial and line agency anti-corruption plans.

In FY06, the World Bank Institute's Media, Information and Governance Program launched a multi-year program to support media's role in increased transparency and accountability in **Nigeria**. The program employs a comprehensive approach to media

and information issues, highlighting media institutions, journalism capacity, access to information and public information capacity.

The World Bank-supported Partnership for Transparency Fund, an international non-governmental organization dedicated to helping civil society play an effective role in the design, implementation and monitoring of anti-corruption programs, provides financing of up to US\$25,000 for specific, discrete and time-bound activities or projects aimed at fighting corruption.

### Lessons Learned

Lessons learned in the field of public administration and legal and judicial reforms include:

- Country ownership and commitment plays an important role in the success of public sector governance projects. Public administration reform operations perform well in most environments, although less well in the most poorly governed. For example, the success of such operations is 84 percent in most countries, yet falls to 36 percent in the most poorly governed countries. Public administration and law reforms have a much greater probability of success when tailored to country circumstances.
- Attention to working with local governments needs to be increased, as decentralization in many countries has shifted governance and corruption challenges to the local level.
- A special emphasis needs to be placed on capacity building in countries with strong commitment to governance improvement, but with severe shortfalls in skills and organizational capabilities.

## LOOKING AHEAD

IDA's strategic approach to public administration and rule of law reform is embedded within the Bank's overall GAC strategy. At the country level, the World Bank's approach is to strengthen basic institutions of governance to be more efficient, accountable, and transparent. For instance, moving forward the World Bank will:

- Support a broader range of stakeholders to help build capable and accountable states, including more participatory prioritization of policies and public spending, strengthening transparency and oversight of the use of budgetary resources, enhancing user participation and oversight in service provision, strengthening participatory local governance, and strengthening other formal oversight institutions (such as the judiciary, ombudsmen, and supreme audit institutions).
- Support government efforts on civil service wage reform and codes of conduct with the aim of reducing incentives for corruption and enable better delivery of services to citizens.

- Assist local governments to enable them to be more responsive and accountable to local communities.
- Support legal and judicial reform and parliamentary capacity that can strengthen checks and balances to executive power. Outside the executive branch, the World Bank will work in partnership with other donors to more systematically help legislatures, supreme audit institutions, and other formal oversight institutions develop the capacity to oversee public expenditures.

By the end of FY2011, the World Bank expects to see progress on public administration and rule of law impacts, as monitored through actionable and other indicators. IDA resources will help ensure that more IDA countries establish the capacity to monitor such indicators and use them as management tools for guiding their own public administration and rule of law reform efforts.

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