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United Nations Development Programme

# LEARNING FROM THE PAST – DIRECTIONS FOR THE FUTURE

UNDP GLOBAL THEMATIC PROGRAMME ON ANTI-CORRUPTION  
FOR DEVELOPMENT EFFECTIVENESS

2012 ANNUAL REPORT

# **LEARNING FROM THE PAST – DIRECTIONS FOR THE FUTURE**

UNDP Global Thematic Programme on Anti-Corruption  
for Development Effectiveness (PACDE)

**2012 ANNUAL REPORT**

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# ANTI-CORRUPTION IN SECTORS

*(Education, Health, Water and Climate Change)*

## Anti-corruption in REDD+

### Bangladesh

Developing capacity for corruption risks and social impact assessments in REDD+

### Bhutan

Developing Options for Benefit Distribution and Addressing Corruption Risks

### DRC

Technical Support to Corruption Risk Assessment in the REDD+ process

### Kenya

Conducting Institutional Context Analysis on REDD+ Governance, Transparency and Corruption risks

### Nepal

Building approaches to address corruption risks and equitable sharing of REDD+ related benefits

### Nigeria

Integrating anti-corruption into the pilot Participatory Governance Assessment for REDD+

### Philippines

Conducting corruption risk assessment and inform the national REDD+ strategy

### Vietnam

Integrating anti-corruption into the pilot Participatory Governance Assessment for REDD+

## Lebanon

### EDUCATION, HEALTH AND WATER SECTORS

The project aims to work closely with the relevant parliamentary committees including, National Education and Higher Education; Public Works, Transportation, Energy and Water; and the Public Health, Labor and Social Affairs to develop sector-focused expert groups with relevant stakeholders to introduce and implement a path for reform. The project will strengthen the capacity of Lebanese Parliament to address critical reform issues as they relate to sectoral policies.



## Kosovo

### EDUCATION SECTOR

The objective of this initiative is to provide scholars/students and teachers/professors with the opportunity to proactively engage in enhancing corruption control in Kosovo's education sector by making use of the online platform [www.kallxo.com](http://www.kallxo.com).

## Liberia

### EDUCATION SECTOR

The project aims to apply sectoral approach in governance with emphasis on the education sector and establish key risk factors with follow-up actions leading to strengthening institutional frameworks.

## Costa Rica

### WATER SECTOR

The project is intended to promote transparency and accountability of the Rural Administrative Association of Aqueducts (ASADAS in Spanish) to improve water management in Costa Rica through active involvement and monitoring of water users.

## Colombia

### HEALTH SECTOR

The main goal of the project is to enhance the discussion of corruption and to bring new ideas to prevent it among public servants of Sao Paulo's State Health Secretariat.

## Brazil

### HEALTH SECTOR

This pilot project focuses on preventing corruption in health sector among public servants of Sao Paulo's State Health Secretariat. The project is implemented in partnership with the State Secretariat of Public Health.

## Guinea

### HEALTH SECTOR

This project aims to improve people's access to quality health services through media engagement and accountability (radio, television, newspapers).

## Jordan

### EDUCATION SECTOR

The objective of this project is to enhance monitoring, transparency and accountability measures in service provision in the health sector and reporting on violations through a web portal that provides citizens with the opportunity to have their voices heard and contribute to monitoring service delivery in the health sector.

## Armenia

### EDUCATION SECTOR

In partnership with the Republic of Armenia Ministry of Education and Science, UNICEF and civil society, this project aims to implement a Social Innovation Camp, including a comprehensive campaign of workshops and web-based outreach.

## China

### EDUCATION SECTOR

UNDP China together with China Centre for Comparative Politics and Economics are mapping out corruption risks in the higher education sector, proposing mitigation strategies, piloting risk reduction plans in selected universities to prevent corruption in this sector.

## Kyrgyzstan

### EDUCATION AND HEALTH SECTORS

UNDP supports the Ministry of Health and Ministry of Education of the Kyrgyz Republic to identify the corruption risks in the procedures established for the health sector bodies to implement their functions. One of the main goals of the project is to assess corruption risk vulnerabilities in the sectors.

## Cambodia

### EDUCATION SECTOR

The objective of this project is to get a better understanding on the nature and prevalence of informal fees in Cambodia and to identify appropriate global and regional experiences and best practices which can be applicable to the Cambodian context.

## Ethiopia

### WATER SECTOR

This project seeks to contribute to government's efforts for improved service delivery to the citizens. Assessment of corruption risks in the water sector is being conducted to gain better insight into transparency and accountability concerns impeding service delivery in the sector, identify interventions and mechanisms to be implemented for zero tolerance for corruption in the sector.

## Swaziland

### HEALTH SECTOR

This project aims to increase efficiency and effectiveness of maternal and neonatal health care service delivery through enhanced procurement systems in two major hospitals.

## Uganda

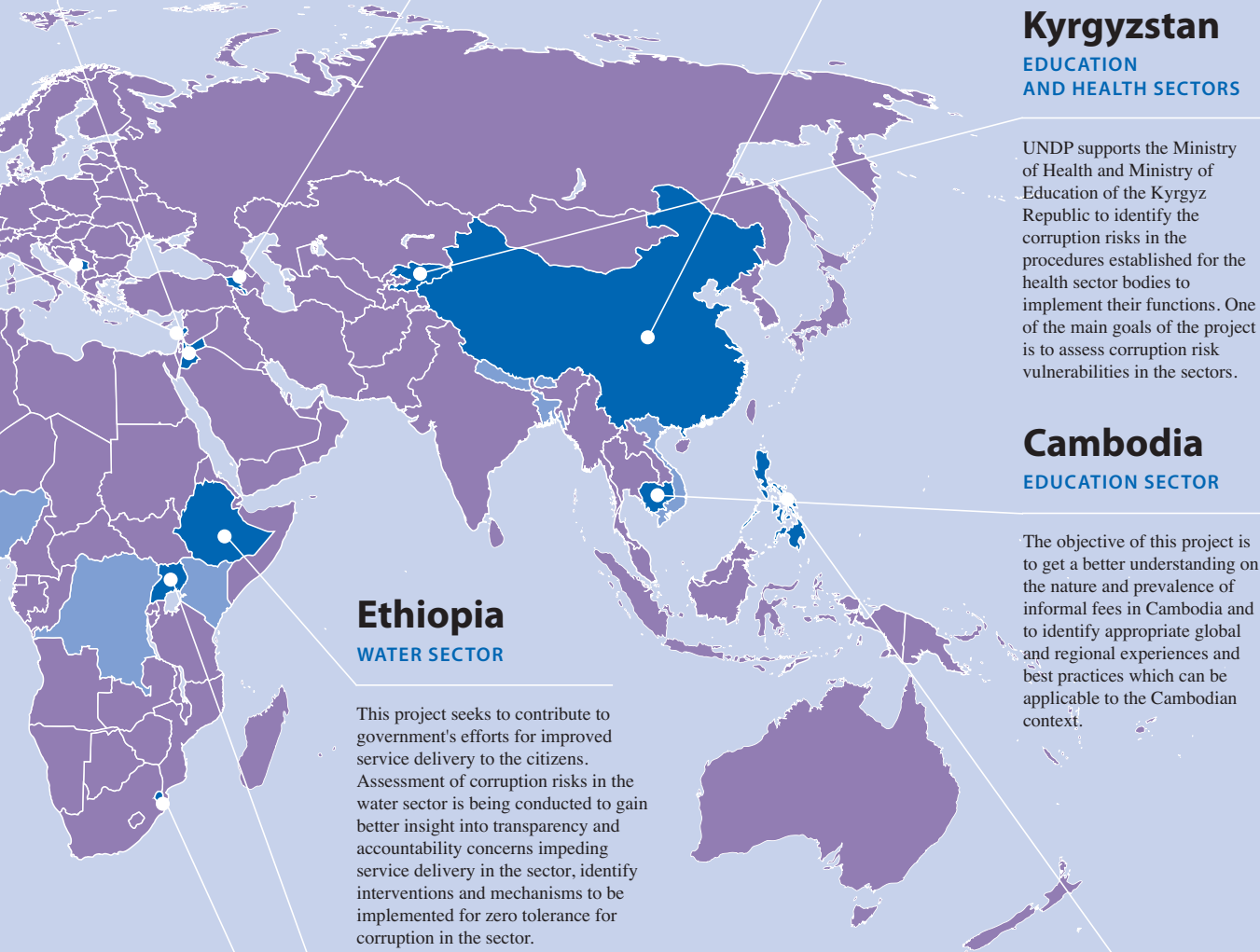
### EDUCATION SECTOR

The overall objective of the project is to strengthen community participation and oversight for transparent and accountable utilization of universal primary education. The project will build capacity of citizens to monitor the public service delivery.

## Philippines

### WATER SECTOR

The objective of this project is to mitigate corruption risks in water governance through participation in related public finance processes, instituting reforms at the local level.







# CHAPTER 1. REPORT OVERVIEW AND INTRODUCTION

This report provides an overview of the work and achievements of the UNDP Global Thematic Programme on Anti-corruption for Development Effectiveness (PACDE) in 2012. The report is organized as follows: chapter 1 provides an overview on the global trend on anti-corruption and UNDP's anti-corruption programming. Chapter two specifically focuses on the results achieved in 2012 according to PACDE's output areas, particularly highlighting baseline, progress, limitation/challenges and a risk mitigation plan adopted by the PACDE to address these challenges. Annex 1 provides a summary of results by each output area. Annex 2 and 3 present a summary of expenditures and some useful information on milestones and progress on the country level pilots and interventions, respectively. Annex 4 includes information on UNDP's internal efforts to increase transparency and accountability as well as improve its result-based management in order to enhance UNDP's contribution to development effectiveness.

## Global discourse on anti-corruption

While questions remain as to the impact of anti-corruption initiatives and whether or not

corruption is on the decrease, one conclusion is certain: **there has been tremendous movement on the discourse on anti-corruption over the last two decades, prior to which corruption was almost absent from the development agenda such as the discussions on the Millennium Development Goals (MDGs) and sustainable development.** Corruption is in the forefront of demands by citizens for greater accountability and efficient utilization of resources.

Corruption has become a legitimate topic at national level, particularly during elections, and it is therefore not surprising that corruption was one of the main issues raised in the Arab States and in electoral processes of many developing and middle-income countries. That corruption is no longer seen as a sensitive subject is reflected by nearly universal ratification of the UN Convention against Corruption (UNCAC), which as of 22 March, 2013 had 165 state parties. As a result there has been increased demand for technical assistance on anti-corruption.

The major contribution of UNDP to this political discourse has been expanding the political and normative agenda on transparency and accountability to the development plane. As a result, anti-corruption is now accepted as an essential ingredient in national and global development agendas such as the 2010 MDG Summit, the 2011 United Nations Conference on the Least Developed Countries, Group of 20 (G20) meetings, the 2012 United Nations Conference on Sustainable Development (also known as Rio+20), United Nations Economic and Social Council (ECOSOC) discussions and post-2015 consultations. Growing evidence of the adverse impact of corruption on development in recent years has reinforced the need to tackle corruption both nationally and globally if development is to be sustainable. Almost all





major development actors have developed policies linking corruption to development. Discussions are also moving beyond the context of governance: for example, initial results from global consultations for the post-2015 agenda and the 15<sup>th</sup> International Anti-Corruption Conference (held in 2012), as well as the intergovernmental processes, are showing a movement towards aligning transparency and accountability with international human rights norms and standards and linking existing accountability mechanisms with development goals and outcomes at sub-national, regional and global levels.

UNDP through the PACDE programme has contributed significantly to raising awareness on the negative impact of corruption on development. For example, the **ACT - Against Corruption Today** global campaign, which UNDP developed with the United Nations Office on Drugs and Crime (UNODC). The campaign has reached more than 375 million people over the last three years. The number of global networks of anti-corruption actors and institutions has also increased significantly, and they are demanding more accountability from government, business and non-profit sectors.

Many countries are adopting tougher anti-corruption laws and have established dedicated and specialized anti-corruption institutions to fight corruption. The impact of illicit financial flows is also receiving growing attention due to the on-going efforts of a high-level panel established by the African Union as well as the work of UNDP and other bilateral partners.

However, there is still limited evidence of reduction in the prevalence of corruption. Current anti-corruption approaches put more emphasis on enforcement, although prevention of

*UNDP's major contribution to the anti-corruption discourse has been expanding the political and normative agenda on transparency and accountability to the development plane.*

corruption strengthens institutions and systems in the long run. Despite the universal ratification of UNCAC and enactment of tougher laws in many countries, the political will to fight corruption and the capacity to enforce new laws remain weak. This observation has been used to criticize UNDP for supporting anti-corruption institutions perceived as being ineffective. There is new pressure to move the



▲ An estimated 1,500 students rallied in Thailand to commemorate International Anti-Corruption Day, 2012.

transparency agenda towards more accountability. For example, significant progress has been made in the area of demanding more transparency from governments—e.g., Publish What You Pay, the Extractive Industries Transparency Initiative (EITI), the Public Expenditure Tracking Survey (PETS), and asset declaration



# CHAPTER 1. REPORT OVERVIEW AND INTRODUCTION

*Many countries have established tougher anti-corruption laws, ratified UNCAC and created dedicated anti-corruption agencies. Despite this significant progress critics point out the limited evidence of the effectiveness of these measures in reducing corruption.*

laws—but much more needs to be done to enforce these standards and tools to ensure more accountability.

## UNDP's overall technical support on anti-corruption

During the past four years (2009–2012), anti-corruption has been one of the fastest growing service areas in the United Nations Development Programme (UNDP) and worldwide. Its importance is driven in part by the nearly universal ratification of UNCAC, thereby making corruption and anti-corruption programming one of the priorities in fostering democratic governance. The resurgence of anti-corruption is also partly due to the realization by govern-

*UNDP's recent Results-oriented Annual Reports (ROARs) show that anti-corruption initiatives are increasingly being integrated and implemented as cross-cutting initiatives.*

ments, donors and the development community that corruption is a major bottleneck to development. UNDP Country Offices have been at the forefront of providing anti-corruption support to governments. UNDP's recent Results-oriented Annual Reports (ROARs) show that UNDP's anti-corruption activities are increasingly being integrated and implemented as cross-cutting initiatives, thereby underscoring UNDP's comparative advantage in the area.

For example, an analysis of the ROAR data from 2011 and 2012 reveals an increase in anti-corruption initiatives undertaken by UNDP Country Offices. In 2011, 58 Country Offices supported anti-corruption initiatives (of which only 15 had stand-alone anti-corruption programmes). In 2012, 89 Country Offices reported anti-corruption initiatives in areas ranging from support to the implementation of anti-corruption frameworks, strengthening transparent and accountable service delivery and achievement of the Millennium Development Goals (MDGs), among others.

In **Asia-Pacific**, according to the 2012 ROAR, 12 Country Offices provided anti-corruption support and an additional six focused on mainstreaming anti-corruption in public service delivery at the local level. In addition, there was an increased focus on strengthening audit institutions to promote financial transparency in the public sector. Interestingly, promotion of transparency and accountability of the private sector (e.g., in China) was also gaining momentum.

In the **Arab States**, five Country Offices had anti-corruption programmes and an additional seven have mainstreamed initiatives. The political transition in the Arab States has pushed anti-corruption into the forefront. Several Country Offices (Egypt, Jordan, Libya and Morocco) saw addressing corruption and pro-



moting transparency and accountability of governance processes as stepping-stones for smooth transition into a more democratic state. Egypt, Jordan and Morocco have taken measures to strengthen coordination between oversight and accountability institutions to ensure a more integrated approach to address corruption.

In **Latin America and the Caribbean**, 19 out of 26 Country Offices had anti-corruption interventions. Seven countries targeted anti-corruption interventions to support state accountability institutions such as comptroller general's offices. Countries in this region also invested in corruption assessments, developing databases and indices to enable open access to official information, and promote transparency and accountability of governance processes (Mexico, Belize and Brazil). About 12 countries mainstreamed anti-corruption into public administration and public service delivery—initiatives where the focus was on strengthening systems and processes and ensuring space for civil society engagement.

In **Eastern Europe and the CIS**, the emphasis is also on mainstreaming anti-corruption in public administration and public service delivery. Fourteen Country Offices reported anti-corruption interventions to address corruption in key sectors (e.g., judiciary in Kosovo); support anti-corruption agencies; and promote a collective action (civil society and citizens' engagement) to address corruption—including through information and communication technologies (ICTs), e.g., in Albania, Armenia and Ukraine.

In **Africa**, a greater number of Country Offices reported anti-corruption related initiatives in 2012 compared with 2011. According to the 2012 ROAR data, 26 Country Offices reported anti-corruption outcomes in a range of differ-

*In 2012, 89 UNDP Country Offices reported anti-corruption initiatives in areas ranging from support to the implementation of anti-corruption frameworks, strengthening transparent and accountable service delivery and achievement of the Millennium Development Goals (MDGs), among others.*

ent areas including local governance, MDGs, access to justice, public administration, and effective and responsive service delivery. Of note is that in countries including Ethiopia and Nigeria there were integrated approaches to anti-corruption that encompassed multi-stakeholder engagement as well as the integration of anti-corruption into MDG-related sectors.

ROAR data do not include all UNDP activities such as activities supported directly by regional and global initiatives. For example, PACDE provided advisory and programming support to



▲ Figure 1: Distribution of UNDP's anti-corruption interventions by regions (ROAR data, 2011-2012)



# CHAPTER 1. REPORT OVERVIEW AND INTRODUCTION

more than **45 Country Offices** in 2012 and directly supported **55 Country Offices** to commemorate 2012 International Anti-Corruption Day at the national level. The achievement and impact of these activities were reported mainly through the PACDE programme, and were not reflected in the ROAR.

objective is to provide policy coherence and coordinate programming support to countries through UNDP Country Offices and Regional Service Centres. PACDE supports interventions at global, regional and country levels in order to promote national ownership, capacity development, effective aid management and

## UNDP's integrated and multi-disciplinary approach to fighting corruption

UNDP's country-level interventions clearly demonstrate the advantages of UNDP's integrated and interdisciplinary approach to tackling corruption in all areas of development. UNDP's Results-oriented Annual Reports (ROARs) from 2011 and 2012 show a trend among Country Offices away from implementing anti-corruption activities as stand-alone interventions. Instead, anti-corruption interventions are being implemented as cross-cutting initiatives in an integrated way across other governance thematic areas of UNDP, including service delivery, local governance, youth and civic engagement, and strengthening public institutions.

### ***The Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE)***

PACDE is UNDP's major vehicle through which it responds to the growing demand for technical assistance in anti-corruption. PACDE's main

*The implementation of PACDE is divided into two phases. From 2008 to 2010, emphasis was placed on clarifying UNDP's niche and policies and strengthening UNDP's capacity and knowledge. The second phase (2011-2013) saw a shift from policy setting at the global and regional level to interventions at the country level.*

South-South cooperation in addressing corruption and fostering democratic governance. More specifically, PACDE's support includes:

- providing technical and advisory support to countries to develop anti-corruption programmes;
- strengthening the capacity of UNDP and its partners and developing sustainable interventions;
- enabling media and citizen oversight of government through social accountability initiatives;
- coordinating UNDP anti-corruption interventions at country, regional and global levels;
- providing information and cutting-edge knowledge products on emerging issues such as climate change, illicit financial flows and corruption in specific sectors; and
- Documenting lessons learned as part of an effort to contribute to anti-corruption



knowledge and improve results on impact of anti-corruption initiatives.

Building upon its achievements from 2008 to 2011, PACDE in 2012 continued its interven-

tions at the country level in a number thematic areas with specific country focus on results from the application of its methodologies. PACDE achieved significant results in a number of thematic areas (see Table 1).

**Table 1. A snapshot of country-level support by thematic areas**

Thematic areas	Guidance and methodologies used for country level support	Countries that received support in 2011-2012
<b>UNCAC implementation</b>	UNCAC self-assessments: going beyond the minimum	Benin, Cameroon, Chile, Côte d'Ivoire, Ecuador, the Lao People's Democratic Republic, Malaysia, Maldives, Mongolia, Myanmar, Romania, Sri Lanka, Timor-Leste, Viet Nam and the Former Yugoslav Republic of Macedonia.
<b>Anti-corruption for MDG acceleration</b>	Corruption and development: a primer Mainstreaming anti-corruption in development	Colombia, the Lao People's Democratic Republic, Togo
<b>Social accountability</b>	Regional study: effectiveness of accountability in the water sector Guide to social audit: a participatory tool to strengthen democratic governance Civil society training module (in French)	Benin, Brazil, Burundi, Chile, Colombia, Côte d'Ivoire, El Salvador, Ghana, Guinea, Jamaica, Mali, Mauritania, Mexico, Panama, Papua New Guinea, the Philippines, Serbia
<b>Climate change and REDD+</b>	Staying on track: tackling corruption risks in climate change	Bangladesh, Bhutan, the Democratic Republic of the Congo, Kenya, Nepal, the Philippines, Thailand, Zambia
<b>Mainstreaming anti-corruption into MDG-related sectors</b>	Fighting corruption in the health, water and education sectors: methods, tools and good practices	Armenia, Brazil, Cambodia, Colombia, Costa Rica, China, Ethiopia, Guinea, Jordan, Kosovo, Kyrgyzstan, Lebanon, Liberia, the Philippines, Swaziland, and Uganda.
<b>Strengthening anti-corruption agencies</b>	Capacity assessment of anti-corruption agencies	Egypt, Kazakhstan, Maldives, Timor-Leste, Turkey, Ukraine
<b>Strengthening the capacity of parliamentarians on UNCAC and anti-corruption</b>	Anti-corruption assessment tool for parliamentarians	Burkina Faso, Morocco, Timor-Leste



# CHAPTER 1. REPORT OVERVIEW AND INTRODUCTION

## Strengthening partnerships on anti-corruption

UNDP continued strengthening its partnerships with relevant partners in the field of anti-corruption, particularly with the following key stakeholders: the United Nations Office on Drugs and Crime (UNODC), the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD), the United Nations Economic Commission for Africa (UNECA), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Bank Institute (WBI), the U.S. State Department, the Australian Agency for International Development (AusAID), the Norwegian Agency for Development Cooperation (Norad), the U4 Anti-Corruption Resource Centre, Integrity Action (formerly Tiri), German Agency for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit, or GIZ), the Organisation for Economic Co-operation and Development (OECD), Transparency International (TI), the Media Institute of Southern Africa (MISA), the Global Organization of Parliamentarians Against Corruption (GOPAC), the Huairou Commission, and the Basel Institute.

*UNDP brings more than two decades' experiences on the prevention of corruption from its work on Democratic Governance.*

## UNDP comparative advantages

The anti-corruption discourse leading up to the advent of UNCAC (from 2001 through 2005) was anchored around the discussion on the new global framework. UNCAC was negotiated during seven sessions of the Ad Hoc Committee for the Negotiation of the Convention against Corruption, held between 21 January 2002 and 1 October 2003. The convention approved by the Ad Hoc Committee was adopted by the General Assembly by resolution 58/4 of 31 October 2003. In accordance with article 68 (1) of resolution 58/4, UNCAC entered into force on 14 December 2005. At its third session, held in Doha, Qatar's capital, from 9 to 13 November 2009, the Conference of the States Parties (CoSP) to UNCAC adopted resolution 3/1 (entitled 'review mechanism') to assist in the effective implementation of the convention.

In Doha, the CoSP to UNCAC also adopted resolution 3/2 (entitled 'preventive measures') to establish an interim open-ended intergovernmental working group to advise and assist the Conference in the implementation of its mandate on the prevention of corruption<sup>1</sup>.

Until the 3rd CoSP held in Doha, civil society, development agencies and other technical assistance providers on development and governance were struggling to find space to contribute to the UNCAC review and its implementation. After the adoption of the resolutions on the implementation review mechanism and prevention measures, UNDP recognized that its priority engagement

1 For more information please UNODC website: <http://www.unodc.org/unodc/en/treaties/CAC/index.html>



would be in regard to corruption preventive measures (UNCAC Chapter 2). That decision reflects the fact that about 90 percent of UNDP's work on governance and anti-corruption was on prevention.

UNDP and UNODC subsequently introduced a methodology for conducting participatory UNCAC self-assessments, which was piloted in Bhutan, Ecuador, the Lao People's Democratic Republic, Maldives, Malaysia, Mongolia, Sri Lanka, Timor-Leste and Viet Nam. (The official name of the methodology is 'UNCAC self-assessments: going beyond the minimum'.) These self-assessments are now part and parcel of the UNCAC review mechanism, which has benefitted more than 50 countries. The methodology has been popular with member states interested in reforming their policies before the official review process begins.

After the Doha resolution on preventive measures, UNDP concentrated on how corruption challenges are actually addressed at national and local level. While UNCAC covers a number of areas that member states should target to meet prevention-related obligations, the work on the ground is organized around ministries or government departments established on the basis of thematic areas (such as education, water, local governance, transportation, etc.). Hence UNDP through the PACDE programme set out to define methodologies to address corruption through these sectors.

Prevention of corruption requires systemic and rigorous reforms undertaken after thorough analysis and research about how public institutions function in a particular settings. It also requires them to be open, transparent and accountable to the public. Preventing corruption therefore often demands a political commitment as well as a sustained approach. While approaching corruption from a holistic angle can

*While approaching corruption from a holistic angle can be preferable, sometimes a targeted approach is more realistic and practical to implement anti-corruption interventions such as in water, education and health sectors.*

be preferable, sometimes a more targeted approach is more realistic and practical to implement anti-corruption interventions in various sectors such as education, health and water. This approach enables development and implementation of sector-specific anti-corruption plans that address leakages and mismanagement of allocated resources as well as promote institutional integrity in sectors, and thus have a cumulative positive impact on preventing corruption.

This observation greatly informed UNDP's discussion on how work on prevention of corruption should be approached. Since the early 1990s, UNDP has considered corruption as a symptom of a larger disease—the failure of institutions and governance that results in poor

*UNDP experiences show that the implementation of a sectoral approach faces challenges related to coordination failure and the lack of knowledge across sectors commonly referred to as the 'missing middle'.*





# CHAPTER 1. REPORT OVERVIEW AND INTRODUCTION

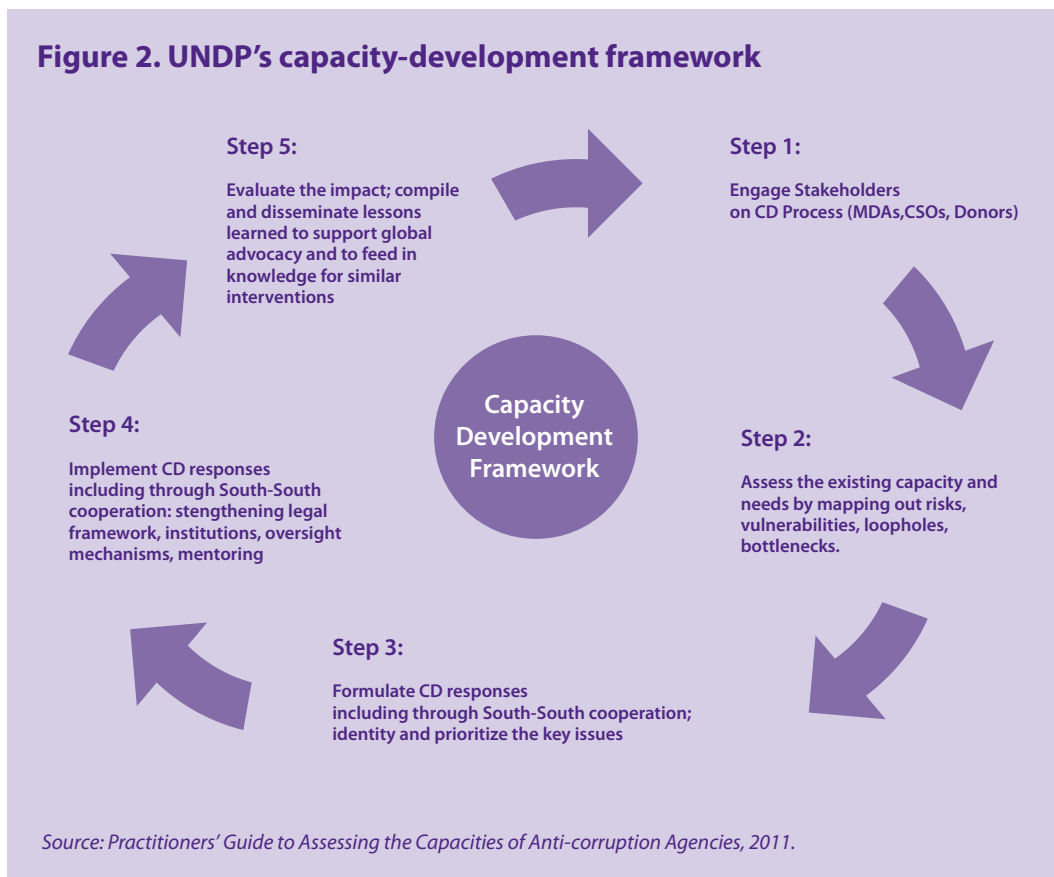
management of revenues and resources and an absence of delivery of public goods and services. With this background and after consultation with a number of partners, UNDP decided to adopt an approach that seeks to identify corruption risks, bottlenecks and vulnerability in a particular sector and implement a corruption risk-reduction plan to enhance the access and quality of services.

However, UNDP faced two challenges when it started working at sector level. First, methodologies, tools and good practices to identify corruption risks and implement a risk-reduction plan were lacking. Second, UNDP experiences show that the implementation of a sectoral approach faces challenges related to

coordination failure and the lack of knowledge across sectors commonly referred to as the 'missing middle'.

UNDP recognizes the complex nature of corruption. It is essential to address corruption not only from a technical and legal perspective, but more importantly from a grounded, contextual understanding of corruption practices as they are linked to and/or influenced by in country political, social and systemic issues. This approach calls for a transformation in the way corruption is perceived and addressed by society, organizations and individuals from having passive disregard to corrupt practices, to becoming proactive participants in preventing and combating corruption.

**Figure 2. UNDP's capacity-development framework**





With this recognition, UNDP continued to use its capacity development approach, which has already been applied in numerous settings and particularly in developing the capacities of anti-corruption agencies. It offers a comprehensive and multidisciplinary approach to assess existing capacities through a facilitated, interactive process of stakeholder engagement (please see below five key steps on UNDP's capacity development framework).

UNDP also developed methodologies to identify corruption risks in sectors such as education, health, water and climate change. These methodologies were validated through global and regional Community of Practice (CoP) meetings and training workshops (for government officials, anti-corruption agencies and UN staff) between 2010 and 2012 in all regions.<sup>2</sup> UNDP is currently implementing anti-corruption interventions in education, health and the water sector in 20 countries, thereby

providing leadership in terms of knowledge and methodologies. Other main partners are prioritizing work in sectors, including Transparency International, the World Bank and the German Agency for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit, or GIZ).

UNDP has also been instrumental in shifting global discussion and discourse on corruption as a gender-neutral phenomenon. UNDP together with Huairou Commission, a network of grassroots women's organizations gathered data and testimonies from eight countries (Cameroon, Ghana, Kenya, Uganda, Brazil, Nicaragua, Bangladesh and India) on how and where grassroots women experience corruption. The study shows that indeed corruption affects men and women differently and provided evidence on the effectiveness of organized women in fighting corruption.

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2 Trainings were held in the following regions: Asia-Pacific, Africa, Arab States, Latin America and the Caribbean, and Europe and CIS.



### Objective 1: Reduce corruption for MDG acceleration

UNDP through the PACDE programme has contributed to the discourse on accelerating progress on the MDGs by shifting focus from up-scaling resources to also ensuring transparency and accountability in resource usage. A decade of implementing national MDG strategies around the world clearly revealed governance-related bottlenecks as one of the major challenges. A review of more than 30 national MDG reports in 2010 noted the absence of clear governance indicators or factors in the conceptualization as well as in the domestication (localization) of national MDG strategies. It should be noted, however, that some countries, namely Armenia and Iraq, attempted to integrate governance and corruption measures in their MDG plans.

The findings noted above are one reason that the 2010 MDG Summit recognized corruption as a major bottleneck to MDG achievement. Fighting corruption to accelerate progress towards the MDGs has been one of

the major priorities for UNDP's anti-corruption service area. With only less than three years to go left until the 2015 deadline to achieve the MDGs, UNDP's active engagement in major global forums in 2011—such as fourth United Nations Conference on the Least Developed Countries, the fourth Conference of the State Parties (CoSP) to UNCAC and the Oslo Governance Forum on Governance Assessments for Social Accountability—helped influence the global discourse on development financing by going beyond the traditional approach of up-scaling resources and equally focusing on removing corruption bottlenecks.

Since 2011, PACDE is contributing to the achievement of MDGs through its activities on: the implementation of the MDG acceleration framework; sectoral approach to fight corruption (health, water and education); strategy on social accountability; and women's empowerment to fight corruption.

### **Output 1.1: Anti-corruption integrated in the MDG Acceleration Framework**

PACDE has taken steps to contribute to the implementation of the outcome document of the 2010 MDG Summit, which recognized the importance of improved transparency and accountability for MDG acceleration. Working together with the Poverty Practice of UNDP, PACDE took the initiative to **integrate anti-corruption in the implementation of the MDG Acceleration Framework (MAF)**<sup>3</sup> in order to build national capacities to prevent corruption and the leakage of resources meant for development. In 2011, PACDE together with the UNDP Poverty Practice supported Colombia, Lao PDR and Togo in implementing projects aimed at increasing transparency and ac-

*As a number of the bottlenecks to MDG progress relate to the effectiveness and integrity of public administrations, UNDP is able to assist countries to weave anti-corruption measures into their action plans for MDG acceleration.*

Helen Clark, UNDP's administrator  
Remarks on corruption at the  
ECOSOC 2012 High Level Segment



### Output 1:1: MDG Acceleration – Results in 2012

**Baseline:** When PACDE started to work with UNDP's Poverty Group in 2011, none of the MAF countries were addressing corruption bottlenecks when implementing MDG acceleration programmes. Out of 34 MAF countries, there was not a single country that had activities on addressing governance/anti-corruption bottlenecks.

**Progress:** Currently, almost 20 countries are addressing governance/anti-corruption bottlenecks when implementing projects aimed to accelerate MDGs.

**Challenges/limitations:** The MAF projects are being implemented under UNDP track funds (core fund) and thus the monitoring of the projects is not done entirely by PACDE, but by the Country Offices.

**Risk mitigation plan:** PACDE has communicated on a regular basis with Poverty Group and country offices to follow the progress of countries. It was agreed that countries will report to PACDE as per its monitoring framework on quarterly basis.

countability by addressing governance bottlenecks in the implementation of the MAF. These interventions contributed to increased transparency and accountability of local governments as well as greater involvement of women in monitoring of local budgets and procurement processes. In 2012, PACDE continued supporting the identification of corruption bottlenecks and implementation of the MAF in selected countries.

In Colombia, the MAF has been notable for how it has served as an adaptable, flexible tool for mobilizing and coordinating the contributions of various partners to support local – sub-national – MDG priorities. This methodology

has been used in four departments (or provinces) and 69 municipalities (or districts and towns) in the country. The MAF has also been applied by the Red UNIDOS – a national strategy to reduce extreme poverty that is benefiting 350 thousand families and which aggregates 26 Government entities to deliver social basic services – in order to accelerate the eradication of extreme poverty in 19 municipalities. Local community groups have been engaged in the MAF roll-out across municipalities – for example women's cooperatives in Nariño department. Local universities have also supported this process by bringing in the most current available data, and participating in the analysis.

3 The MAF provides national stakeholders with a systematic approach to identify and analyze bottlenecks that are causing MDGs to veer off-track or to advance too slowly. It then aims to generate shared diagnostics and to recommend comprehensive, collaborative and focused actions, based on prioritized 'acceleration' solutions. More information is available at MDG Acceleration Framework 2011 ([www.undp.org/content/dam/undp/library/Poverty%20Reduction/MDG%20Strategies/MAF%20Report%20Dec%202011.pdf](http://www.undp.org/content/dam/undp/library/Poverty%20Reduction/MDG%20Strategies/MAF%20Report%20Dec%202011.pdf)). In its Annual Business Plan, UNDP has chosen 20 countries for MDG acceleration in 2012 and PACDE will integrate anti-corruption through the MAF in at least six countries.



In Lao PDR, PACDE contributed to the joint Programme “Strengthening capacity and service delivery by local administrations”, which was launched in early 2012. This project aimed at supporting district administrations (in two districts of Xiengkhouang province, located in north-eastern part of Lao PDR) build capacity and scale up support to achieve the MDGs. The project is aligned with the new political and administrative reforms of the State through its purposeful focus on equipping district administration with new tools and techniques for systematic, evidenced planning, budgeting and management of the delivery of MDG services to citizens with the greatest deficiency in accessing outreach services.

PACDE’s contribution helped to develop a simple planning framework that allows local authorities to prioritise local interventions based on a systematic and transparent analysis of the areas of greatest deficiency in service delivery, outreach and coverage. This planning process has been successful in terms of helping to focus scarce funds around service outreach activities targeted at areas and populations of experiencing the highest levels of service deficiency.

PACDE is currently in consultation with 20 countries<sup>4</sup> to address corruption as a bottleneck to the acceleration of MDG achievement. In the first half of 2013, these 20 countries will be brought together to share their experiences, with particular focus to be placed on the linkages between governance and poverty reduction interventions at country level. Building on this global meeting, PACDE will identify at least four countries from the Africa and Asia-Pacific

regions in which to remove governance and corruption bottlenecks by implementing actions plans of the respective countries’ MAFs.

### ***Output 1.2: Sectoral approach to fighting corruption implemented in health, education and water sectors***

The work in sectors is a new area as most of the partners UNDP had consulted in 2010 had limited experiences in this area. Moreover, some perennial issues have come up in almost all UNDP evaluations, including multi-lateral assessments and PACDE mid-term reviews, about: i) UNDP tending to choose smaller and isolated projects that usually lack sustainability (and thus are seen as ‘one on, one off’); ii) the lack of learning plans on how the successful projects would be up-scaled or replicated; and iii) the monitoring and evaluation of most of UNDP projects happening



▲ *Launch of UNDP’s 16 sectoral pilot projects in Bratislava in July, 2012.*

4 These countries are based on UNDP priority countries for MAF implementation, countries and where UNDP has relatively bigger governance.



### Case study. Preventing corruption in the education sector: UNDP Kosovo

With the support of UNDP, scholars, students, teachers and professors in Kosovo now have an innovative and reliable tool to proactively engage in fighting corruption in the education sector by using social media and SMS.

In the past six months, the online platform [www.kallxo.com](http://www.kallxo.com) has received over 500 reports from citizens in Kosovo and has allowed responsible stakeholders to take collective and appropriate counter measures.

In one of the most recent cases, a person had reported on how tenders related to school excursions are won illegally. As a result, the municipal director for education of the municipality of Prizren is under investigation. There was also a student who reported that a professor at the University of Pristina awarded some other students with high scores even though, allegedly, the involved students were not present for the exams and did not attend his classes regularly.

Once submitted, all cases are extensively verified by a consortium of CSOs, which then forwards them to the respective institution for follow-up and later holds these accountable on whether appropriate actions were taken.

The availability of [www.kallxo.com](http://www.kallxo.com) as a reliable platform to report and voice corruption-related concerns has also attracted a wide range of experts to send their opinions and suggestions for improving living conditions in Kosovo.

after the project cycle and embedded in the implementation of the project. In order to address these issues, which were also captured in the PACDE mid-term review and also discussed extensively in the global anti-corruption Community of Practice of UNDP, PACDE went through the following processes to ensure the sustainability and impact of interventions:

1. PACDE developed methodologies at the global level and requested different regions and Country Offices to pilot test the methodologies, which were presented in various regional Community of Practice meetings and training events. Moreover, PACDE ensured that Country Offices would benefit from the online course developed

by the Virtual School and the Nigeria Country Office with technical support from PACDE.

2. PACDE then sent out an expression of interest, which required Country Offices to identify i) a problem they wanted to solve in a particular sector, and ii) the type of interventions they would use to implement the project and bring together civil society and government institutions with a focus on youth and gender dimensions.
3. In order to avoid the much criticized pilot syndrome, PACDE made it clear in the expression of interest that priority would be given to those projects with a focus on



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women and youth as well as the prospect of mobilizing additional resources for the project.

4. The response from the Country Offices was surprising and overwhelming. A total of 37 Country Offices initially responded with project proposals to implement anti-corruption initiatives in the education, health and water sectors.
5. Sixteen countries were selected in terms of the criteria outlined in the expression of interest; all then participated in the inception meeting. Other partners such as the World Health Organization (WHO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the Water Integrity Network also participated to support the project from their own experience. Since this was the first time that projects aimed at mitigating corruption risks in specific sectors had been implemented by UNDP, PACDE wanted to minimize the risk of failure by including all

these countries and thereby improving the quality of projects.

6. Each country made a presentation at the inception meeting held in Bratislava, Slovakia in July 2012 and the other countries made contributions to improve the projects. Among the weaknesses identified were the followings: many projects were too big for the allocated seed funding to be successful; the assessment of corruption risks in sectors tended to be strong, but the interventions proposed to mitigate the corruption risks and thus improve service delivery were weak; and the monitoring and evaluation as well as learning parts were weak in almost all proposals discussed during the inception meeting.
7. As a result of the inception meeting, all countries selected for the sectoral interventions volunteered to revise their project proposals to incorporate the inputs and comments received during the peer review at the inception meeting.
8. The PACDE team was also requested to come up with a simple template to monitor the implementation on a quarterly basis. This template has enabled PACDE to monitor progress as well as provide inputs to the project implementation, including in regards to the utilization of resources.
9. Each project will be reviewed after the implementation of the project in the first year to qualify for continued funding in the second year (2013). As of December 2012, almost all projects had been in implementation for almost six months. Some Country Offices have received a tremendous boost by mobilizing more resources from governments and other partners (e.g., Colombia and Jordan). An additional four coun-



▲ Face to face training for corruption risk assessors in Nigeria



tries (including El Salvador and Nigeria) have requested to be a part of PACDE's sectoral anti-corruption Community of Practice so as to benefit from PACDE advisory support, knowledge and guidance.

PACDE has also made sure that these sector interventions are not stand-alone but rather are integral parts of the MDG acceleration

process in many countries. After the first year of implementation, PACDE will gather data and evidence on the impact of these interventions and will convene a meeting to share experiences and conduct a mid-term evaluation in the second half of 2013. UNDP is also working together with the Basel Institute to collect case studies on how anti-corruption improves service delivery at the local level.

### Output 1.2: Anti-corruption in sectors – Results in 2012

**Baseline:** In 2010, there was no coherent approach to working in sectors including methodologies on how to link anti-corruption in service delivery sectors.

**Progress:** In 2010-2011, UNDP developed methodologies in education, health and water sectors and in 2012, UNDP launched its pilot initiative in sectors through a competitive process (16 Country Offices were selected out of 37 proposals for implementation of projects in sectors). By the end of 2012, all the country offices conducted corruption risk assessments and started developing mitigation plans. In 2013 the Country Offices will implement the corruption risks mitigation plans in their respective sectors.

**Challenges/limitations:** The Lack of adequate policy guidance to link anti-corruption with sectoral reforms was a challenge termed as “missing middle”.

**Risk mitigation plan:** Partnerships with UNESCO, WHO and UNDP Water Governance Facility at was helpful in improving the understanding of what mechanisms and tools should be applied to tackle corruption in each of the sector concerned. PACDE developed its monitoring framework by requesting country offices on a quarterly basis to submit a progress reports that indicate progress of projects, challenges and lessons learned. PACDE team member responsible for this segment of work, as well as Global Anti-Corruption Advisor and PACDE Manager also carry out monitoring missions.

### Case Study. Corruption risk assessment process in Nigeria within key MDG-related sectors

In spite of being one of the most resource-rich countries in the world, Nigeria continues to grapple with the challenge of relatively low economic growth and development. While several factors contribute to this situation, corruption and misappropriation of resources are among the most impor-





tant, and they also continue to significantly undermine Nigeria's efforts to achieve the MDGs, the National Vision 20:2020 and the Transformation Agenda (2011–2015) set by the Nigerian government. In supporting the government to reduce corruption and ensure that Nigerians benefit from improvements in human development, UNDP is working in collaboration with anti-corruption agencies and other stakeholders to strengthen public accountability mechanisms within key MDG-related sectors that are crucial for poverty alleviation and sustainable development. The intervention, which is centred on the conduct of corruption risk assessments and the development of appropriate remediation plans, seeks to prevent corruption by working with target ministries, departments and agencies (MDAs) responsible for MDG-related progress at national level in selected states.

Following the development of methodologies and tools for the conduct of the assessments, a detailed 10-week training module was developed in 2012 in collaboration with the UNDP Virtual School (RBLAC). The goal is to develop a team of in-country multi-stakeholder assessors drawn from the target MDAs, civil society and anti-corruption agencies that can conduct the corruption risk assessments and propose remediation plans for any given public sector organization or agency. The trainings will be finalized in early 2013, following which the corruption risk assessments will commence in targeted MDAs both at national and state levels.

**Impact:** The intervention has encouraged cooperation and collaboration among the core anti-corruption agencies involved in the initiative. It has strengthened their prevention mandates and has provided a crucial linkage between the fight against corruption and the achievement of Nigeria's developmental objectives.

While some target MDAs have indicated a willingness to be assessed in order to address their corruption risks, the challenge remains of ensuring that the developed remediation plans are implemented towards preventing acts of corruption from occurring. In this regard, it is hoped that the reports of such assessments will be useful and strategic tools for civil society and other non-state actors towards ensuring that the required accountability mechanisms and frameworks are put in place to reduce the incidences of corruption particularly in the vital MDG-related sectors.

The process benefited from the global experiences, technical and advisory services provided by the UNDP Regional Service Centre in Dakar and PACDE. The UNDP studies on fighting corruption in the health, water and education sectors commissioned by PACDE were valuable in both the development of the corruption risk assessment methodology and in the training of the corruption risk assessors.

### ***Output 1.3: Multi-stakeholder networks and dialogue on social accountability promoted***

Through PACDE, UNDP has prioritized social accountability and engagement with civil society

on the premise that fighting corruption is more effective with the involvement of citizenry in monitoring service delivery, raising awareness and working with governments to implement anti-corruption initiatives. Social accountability initiatives address three issues and concerns that come up regularly in the global discourse:



i) the use of information and communication technologies (ICTs) in monitoring government responsiveness (e.g., the Huduma platform); ii) the need to strengthen transparency and accountability at the local level because corruption at that level has a particularly major impact on the poor; and iii) a lot of resources are wasted through inefficiency, and addressing this leakage could help rebuild confidence of the government and the citizenry. Social accountability initiatives are thus important for MDG acceleration and poverty reduction. In an institutional and political environment where access to and quality of public services suffer from corruption, citizens' monitoring of services, budgets and infrastructure play a vital role in accelerating progress on the MDGs through enhanced accountability and transparency in government service delivery.

PACDE's work on social accountability comprises three levels of support: technical and financial support for interventions at country level; capacity development of key stakeholders including UNDP officers, national counterparts and targeted civil society groups such as youth and women; and development of knowledge products that help to identify entry points for programming at country level.

#### ■ **Technical and financial support at the country level**

At the end of 2012, PACDE launched its social accountability initiative, which aims to promote greater transparency and accountability of national and local governments, as well as the private sector, to deliver quality services to citizens. PACDE together with regional anti-corruption focal points selected four projects—from Country Offices in Ghana, Papua New Guinea, the Philippines and Serbia—based on criteria including feasibility of impact, sustainability and involvement of youth and women.



▲ *Participants of the regional workshop on accountability in the water sector, November 2012*

In **Ghana**, the project focuses on promoting transparency, accountability and efficiency in the utilization of public resources. A key priority is on increased access to quality service delivery in the health sector and community assessment of service providers. In **Serbia**, the project focuses on the health sector and promotes development of citizens' charters and monitoring of citizens' satisfaction with health services through a Web-based platform. In the **Philippines**, the project works towards improved responsiveness of local service delivery to people's needs, with the goal of addressing poverty and corruption in the long run by thwarting patronage and inefficiencies and promoting people's empowerment. In **Papua New Guinea**, the project seeks to strengthen media and civil society's oversight roles in the fight against corruption through media awards that encourage stories showing the negative impacts of corruption on the achievement of the MDGs. Already in Papua New Guinea there are results from the project supported by PACDE, as discussed in Box 4 and Box 5.

#### ■ **Knowledge production and capacity development of key stakeholders**

In the Caribbean, PACDE supported RBLAC's project on Transparency and Accountability in



### **Excellence in Anti-Corruption Media Awards: an avenue for transparency and social accountability in Papua New Guinea**

Martin, Haiveta and Mickey are a blogger journalist and film maker, respectively, in Papua New Guinea (PNG). More importantly, they are concerned about the future of their country, a concern they express to the public through their different media.

One of the richest countries in terms of natural resources, PNG faces high levels of poverty and growing inequalities. Simultaneously, growing budgets are allocated to the local level to improve social service delivery, thereby creating opportunities for corrupt practices due to limited capacities coupled with increasing political and financial responsibilities.

In their submissions to the Excellence in Anti-Corruption Reporting Media Awards supported by UNDP, Martin, Haiveta and Mickey uncovered corrupt practices around agricultural business leases, delivery of medical supplies to communities as well as corruption in a local school board. The uncovering of such corruption proves the power of social accountability to combat corruption, as a corrupt governor was replaced in the national elections, the dismissal of a school board paved the way for hundreds of children to attend school again, and ongoing court hearings are likely to reduce corruption around business leases.

UNDP's awards have provided the platform for these stories to be told and for the public to hold their politicians and peers accountable. The award winners will share their experiences and promote investigative journalism in PNG. The contributions of award winners to radio and TV programmes on 'governance for development effectiveness' will further enhance social accountability against corruption and for enhanced development results in PNG.

Local Government (TRAALOG) to develop capacity on 'Social Audit for Young Caribbean Leaders and Entrepreneurs'. Through a workshop held in Jamaica in September 2012, this initiative aimed to promote management, leadership and practical skills for youth organizations to conduct social audits in various dimensions, including political, social, technical and collective action.

The social audit workshop had an immediate impact in terms of raising awareness on the pivotal role of youth in the Caribbean for preventing corruption through social accountability mechanisms. For example, immediately

after the workshop participants formed the Caribbean Youth Social Auditors (CYSA) network. Also, the workshop helped to encourage collaborative work on youth, governance and transparency with the Sir Arthur Lewis Institute of Social Economic Studies (SALISES). The workshop has helped to inspire a research agenda for 2013-2014 that will involve a mix of academics, practitioners and youth leaders in particularly strong and policy-related areas of research regarding the topic of youth governance and transparency. One key activity of the SALISES initiative is supporting the research needs of the newly formed CYSA network. Also, Jamaican participants at the workshop met



with senior management of the UNDP Country Office to explore possibilities of further collaboration in social audit indicatives in 2013. Last but not least, three participants of the workshop were invited to participate in the RBLAC democratic governance Community of Practice (CoP) meeting in Mexico City in October 2012.

PACDE also teamed up with **Integrity Action** (formerly Tiri) to implement a leadership programme in Western and Eastern Africa. PACDE is supporting the mentorship component of the initiative, which focuses on working with civil society representatives and providing technical and advisory support on how to implement social accountability initiatives. By the end of 2012, the capacity-building component in Western Africa has been completed. The capacity-building component in Eastern and Southern Africa will be launched at the begin-

ning of 2013 followed by a nine-month mentorship programme.

**The capacity-building component aims to empower around 100-120 professionals, selected with gender and age equity, to act with and demand integrity and strategically engage others in building institutions and just and equitable societies.** The course offers the opportunity for integrity champions, who are often isolated, to openly share problems, discuss possible solutions, network with colleagues, and gain insights from experienced practitioners and academics.

The focus of the mentorship component will be to provide guidance on a specific project on organizational development and to assist in networking with other non-governmental organizations (NGOs) and experts. A field peer exchange will also take place during this nine-

## 'I demand answers' campaign in El Salvador

In 2012 UNDP El Salvador launched a social media campaign called **I demand Answers or #exijosaber** to encourage citizens, especially youth, to seek public information regarding the management of public resources and public administration and to raise their voices against corruption. As a result of the campaign, there were 2,103 tweets seeking information from public authorities. These were based on the freedom of information law. On 28 September 2012 the social media campaign was a top trending topic in El Salvador.

In addition, the campaign brought together 487 members of the public to what was called 'put their face' to the fight against corruption. This consisted of taking photographs to form a mural symbolizing the rejection of corruption.



The success of the tweeting campaign has marked a real milestone in the country. It has opened new paths for civic-public administration communication and demonstrated that public participation is a powerful tool in overcoming the traditional Salvadoran opacity.



*As a result of UNDP's work on social accountability, there is improved understanding of civil society, youth, women and journalist on the importance of society in preventing corruption.*

month period. A mentorship report will be produced and lessons will be shared across concerned partners upon the completion of the programme.

In the **West and Central Africa region**, PACDE together with the Regional Service Centre in Dakar supported anti-corruption trainings in **Côte d'Ivoire Guinea and Mauritania** using as

reference the training manual developed in 2011 to assess and enhance civil society capacities. In Mauritania, the training targeted representatives of civil society organizations. In Guinea, the training methodology was adapted for investigative journalists and in Côte d'Ivoire the training was developed for youth in the host country and five neighbouring ones (Benin, Burkina Faso, Niger, Senegal and Togo). These initiatives were carried out in partnership with TI. Nigeria and Sierra Leone are interested in replicating the training in 2013 using a version of the training manual translated into English.

There are two key outcomes of these initiatives: first, there is an improved understanding of civil society actors on the role of society in preventing corruption. Second, the capacity of civil society to monitor public services has also been increased.

### **Case Study. Governance and accountability in the water sector: highlights from case studies**

In both Brazil and Mexico, there have been institutional reforms that created spaces for improved accountability on water management policies at local and territorial levels. These spaces have fostered negotiation, dialogue and discussion between government and social stakeholders. The most successful case is that of the Piracicaba, Jundiá and Capivari basins in Brazil, where basin committees were created as deliberation and planning mechanisms for actors and stakeholders from the local, subnational and federal levels.

In the rest of the cases, as in Chile, it became clear that there was a certain resistance to create such accountability bodies for mediation, dialogue and coordination of water sector stakeholders because the market was expected to assign and distribute the different uses of water. In the Colombian case, reforms were prioritized to create development and social control committees as a participatory mechanism for citizens and public water users. This kind of basin management in Colombia is patterned to some extent on autonomous regional corporations, although such corporations do not include citizen participation in decision-making.

**Source: Excerpts from 'Impact of accountability in water governance and management: regional analysis of four case studies in Latin America', Universidad de los Andes and UNDP Virtual School, 2012**



## Output 1.3: Social Accountability – Results in 2012

**Baseline:** Weak or no capacity on demand side (i.e. civil society, grassroots organizations and other relevant actors) to increase the space for engagement and sustain efforts for governance and anti-corruption reforms.

**Progress:** In 2010-2011, UNDP developed methodologies and tools for citizens monitoring of governments that are also known as the social accountability tools. The objective of these tools was to make governments more accountable to the public, particularly to the poor and vulnerable. In 2012, UNDP launched its social accountability initiative on civil society monitoring of budgets, infrastructure and services that is currently implemented in four countries and will involve two more countries in 2013. These projects aim to increase the access to and the quality of services for the beneficiaries. The countries were selected by the end of 2012, the workplans and budgets were agreed upon.

**Challenges/limitations:** In many countries dialogue between governments and civil society organizations on fighting corruption needs to be strengthened.

**Risk mitigation plan:** Given the long standing good will with governments and civil society, UNDP's is providing various platforms for social dialogue.

UNDP has developed useful methodologies and tools for citizens' monitoring of governance that are often known as the social accountability tools. The objective of these tools is to make governments more accountable from the perspective of poor and ordinary citizens.

In 2011-2012, PACDE together with the RBLAC Virtual School carried out a regional study on the impact of accountability in the water sector. The study comprised four case studies: Brazil, Chile, Colombia and Mexico. The purpose of the study was to map out accountability systems in different contexts in the region and to identify programming entry points on how UNDP can support the strengthening of accountability in the water sector.

The findings and recommendations of the case studies were validated through a regional work-

shop held in Panama in November 2012. The discussion included representatives from the national counterparts; research institutes; six UNDP Country Offices (**Brazil, Chile, Colombia, Costa Rica, Mexico and Panama**); partners (the Water Integrity Network and the Stockholm International Water Institute); and other UN agencies working in the water sector. The workshop paved the way for identifying areas of collaboration to strengthen social accountability mechanisms in at least in two countries in 2013.

## **Output 1.4: Anti-corruption for women's empowerment and gender equality strengthened**

The global discourse on the fight against corruption has tended to see corruption as gender neutral. For instance, UNCAC looks at corrup-



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▲ Grassroots women's organization in Ghana discuss the impact of corruption with their community

tion from a holistic gender-neutral point of view. The discourse focused more on the financial impact and development costs of corruption on people rather than on the differential impact of corruption on the lives of men and women. However, evidence from the ground suggests that men and women experience and address corruption differently.

Corruption has a negative impact on women's empowerment and participation. Since women often face social, cultural, political and institutional discrimination, they encounter even more repression and social exclusion in a corruption-ridden society. At the same time, em-

*The current global discourse on anti-corruption tends to be gender neutral. There is a greater need to develop a gender-responsive approach to fight corruption.*

powered women who have an opportunity for participation in decision-making can effectively contribute to the fight against corruption.

To ensure that gender issues are adequately addressed throughout PACDE-supported interventions, PACDE requires all of its supported projects to have a gender component. This includes, for example, expressions of interests for sector projects, social accountability initiatives and the advocacy activities around International Anti-Corruption Day.

Although the links between corruption and gender equality have been globally acknowledged, there is a deficit of tools, methodologies and case studies informing the development community on how to build synergies and fight corruption taking into account a gender-responsive approach.

PACDE sought to contribute to the production of knowledge and systematization of testimonies and experiences by signing, in 2011, a grant agreement with the Huairou Commission to implement a project on gender and corruption. The main specified outcome was a lessons learned study exploring the impact of corruption on women and capacity-develop-



▲ Side meeting at the 56th session of the CSW to discuss findings of UNDP's study on grassroots women's experience on corruption and anti-corruption



### Case study. UNDP's recent study: Seeing Beyond the State: Grassroots Women's Perspectives on Corruption and Anti-corruption

This is one of few pioneering studies that gathered data on the experiences of women related to corruption. The study collected testimonies and documented perceptions of grassroots women from eight countries (Bangladesh, Brazil, Cameroon, Ghana, India, Kenya, Nicaragua and Uganda) on how they have experienced corruption and anti-corruption.

The study revealed that women experience corruption not only when they access basic services such as health or education. They face similar if not greater challenges when seeking to obtain official documentation essential for women to access social security systems and other basic services for their families and themselves.

The study showed that women of caregiving age (30-59) are disproportionately affected by corruption because they are the primary caretakers and must access services on behalf of their dependents.

Women experience specific forms of corruption. They are not only asked to pay bribes to obtain key services but also encounter demands for sexual favors and face physical abuse.

According to the study, women are more effective in fighting corruption and holding governments accountable when they are organized in groups.

The study reaffirms that the strategies to empower women should also be used to tackle specific forms of corruption faced by women as well as the impact of corruption on both men and women.

ment efforts to empower grassroots women to fight corruption.

In 2012, PACDE participated in several global forums to raise awareness on the role of women in the fight against corruption. For example, PACDE supported the organization of a side event during the 56th session of the Commission on the Status of Women (CSW) in February 2012 to discuss preliminary findings of the study on grassroots women's experience on corruption and anti-corruption with representatives of women's organizations.

Also, in an effort to expand the discussion on corruption and gender nexus, PACDE supported the organization of the networking

event on 'Grassroots Women's Anti-Corruption Strategies for Building Inclusive and Equitable Cities' during the sixth World Urban Forum in

*In 2012, PACDE increased its focus on integrating gender into its programmes. As noted in 'Assessment of the UNDP gender marker' (April 2012), initiatives undertaken by PACDE represent an important contribution to UNDP's overall gender equality goals.*





▲ Workshop at the 15<sup>th</sup> IACC on Grassroots women's perspectives on corruption and anti-corruption

Naples, Italy. It also contributed to a workshop session at the 15<sup>th</sup> International Anti-Corruption Conference on how grassroots women experience corruption and anti-corruption. At that session, the study conducted in collaboration with the Huairou Commission was officially launched.

Building on the recommendation of the study, UNDP entered into partnership with the Huairou Commission in 2012 to implement a two-year partnership on 'Transparency and accountability initiative: empowering grassroots women to reduce corruption and strengthen democratic governance'. This initiative aims to increase women's participation in tackling the negative impacts of corruption in Brazil, Kazakhstan, Nepal, Nicaragua, the Philippines and Uganda. The initiative will also strengthen grassroots women's mobilization, leadership and engagement in public decision-making and increase the voice and visibility of women within policies and programmes designed to reduce corruption and strengthen accountability.

### **Output 1.5: The capacity of LDCs to prevent illicit financial flows is strengthened**

Financing the MDGs and poverty reduction has emerged as one of the most significant chal-

### **Output 1.4: Gender approach to Anti-corruption – Results in 2012**

**Baseline:** Globally there were limited efforts on looking at gender issues through anti-corruption lens. Corruption and anti-corruption were viewed as gender neutral in many global discourses including UNCAC.

**Progress:** In 2012, PACDE in partnership with Huairou Commission launched a flagship publication on the impact of corruption on women. Based on the recommendation of the study, PACDE started implementing transparency and accountability initiative that aims at empowering grassroots women to fight corruption on the ground.

**Challenges/limitations:** More need to be done in terms of bringing gender in the global discourse including the discourse on UNCAC implementation. Moreover, bringing both gender and anti-corruption experts needs more policy guidance and training.

**Mitigation plan:** UNDP has developed knowledge tools as well as partnership with UN Women and Huairou Commission to bridge the knowledge gap on gender and anti-corruption.



allenges. Until recently, two major limitations could be observed in dealing with the issue. First, as mentioned earlier, corruption and poor governance help explain why increased funding allocations have not necessarily translated into MDG achievements. Yet the discourse regarding the MDG achievements has tended to focus more on up-scaling the quantity and quality of financial resources into developing countries—e.g., through increases in official development assistance (ODA), the development of innovative finance schemes, and policies to attract foreign direct investment (FDI)—and less on the factors that impede the achievement of the MDGs, such as resource leakages through corruption. It is now widely recognized that illicit financial flows (IFFs) represent a considerable drain on financial resources from developing countries. Every year the developing world loses as much as US\$1 trillion in illicit outflows through government corruption, criminal activity, and commercial tax evasion (Global Financial Integrity, 2012).

The second major limitation is that the usual programming approach towards IFFs has been either taxation-centric (dealing from a standard economic solution to the problem) or asset-recovery centric (such as global anti-corruption discourse and UNCAC). There has not yet been a comprehensive approach to strengthen national capacities in preventing IFFs, such as by strengthening both taxation and monitoring and oversight mechanisms. With this backdrop in mind, UNDP in 2011 published a study to look in detail at the impact of IFFs on least developed countries (LDCs) and the drivers contributing to such flows.

PACDE's efforts are based on the recognition that these outflows from developing countries can be described as a major development issue since curtailing illicit capital outflows has the

potential to unlock much needed billions of dollars for MDG-related expenditures, including in countries that are considerably off track in MDG achievement. PACDE has thus continued its engagement with UNDP Poverty Practice, the Regional Bureau for Africa, the United Nations Office for South-South Cooperation (UNOSSC) and the United Nations Economic Commission for Africa (UNECA) to raise global advocacy, knowledge and awareness on the issue and to strengthen UNDP and its partners' programming capacity.

To support the implementation of the Istanbul Plan of Action for the LDCs, which was launched in 2011, UNDP has developed a three-year joint programme on IFFs with the UNOSSC to help nine LDCs to accelerate the graduation process by preventing the leakage of resources. The objective is to leverage the comparative strengths of these two organizations, with UNDP taking the lead on capacity development at the national level and UNOSSC Sharing of Successful Tax Practices (S4TP). Both organizations are simultaneously building synergies with other partners and activities, such as the work of the United Nations Department of Economic and Social Affairs (UNDESA) work on the United Nations Tax Committee, Global Financial integrity's work around global advocacy and advisory support and research, and UNECA's work on the High Level Panel on Illicit Financial Flows from Africa.

*Until recently the discourse on MDGs achievement tended to focus more on up scaling resources and less on preventing resources leakages such as corruption.*



▲ Workshop at the 15<sup>th</sup> IACC on Illicit Financial Flows

In 2010 and 2011, through major global forums such as the MDG Summit (2010), the fourth UN Conference on the Least Developed Countries (2011) and the Conference of the State Parties to UNCAC (2011), UNDP was instrumental in highlighting issues regarding transparency and accountability in the development financing debate. In 2012, UNDP continued its engagement with UNECA—through an expert group meeting in Kigali, Rwanda as well as at the 15<sup>th</sup> International Anti-Corruption Conference—to raise global advocacy and awareness to strengthen the capacities of LDCs on illicit capital outflows and contribute its inputs to the high-level panel created by UNECA.

UNDP is currently building a solid network with other parts of the UN system, researchers, experts, NGOs and other key stakeholders working in the area of IFFs. This aims to provide expert support to national governments and ensure complementarity among efforts of different stakeholders. UNDP is also developing training materials on IFFs to build the knowledge base, especially at the country level—e.g., through an open online course with the United Nations Institute for Training and Research (UNI-

TAR). In 2012, UNDP organized two webinars to train nearly 200 UNDP country-level staff through its Learning Resource Centre.

UNDP has developed a methodology paper that aims to provide data and guidance for country case studies. Based on this methodology paper, a template for country case study has been drafted and the UNDP Bureau for Development Policy (BDP) and regional bureaux are working together on the following country case studies: **Bangladesh, Bolivia, Côte d’Ivoire, Guinea, Nepal, Sierra Leone, the United Republic of Tanzania and Zambia.**

## Objective 2: Mainstream UNCAC and anti-corruption into national development processes

### Output 2.1: UNCAC mainstreamed in the UN’s national-level programmes

The main reason that UNDP is engaged in anti-corruption is that corruption has a major impact on development. This linkage has been explored in UNDP’s corporate policy paper ‘Fighting corruption to improve governance’ (1998) and subsequently reinforced by UNDP key knowledge products such as ‘Mainstreaming anti-corruption for development, 2008 practice note’ and ‘Corruption and development, 2008 primer’. Although the linkages between corruption and development are obvious, there is limited guidance for United Nations Country Teams on integrating anti-corruption in United Nations Development Assistance Frameworks (UNDAFs).

Against this backdrop, UNDP and UNODC partnered with the United Nations System Staff College (UNSSC) to add a dedicated anti-cor-

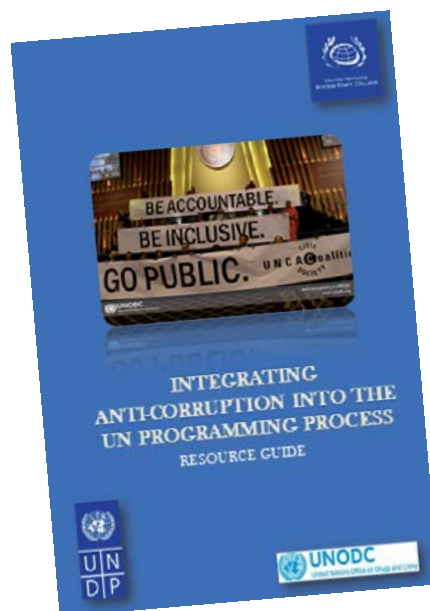


ruption course to UNDAF training processes so that a consistent, coordinated and sustainable approach is in place to support UN Country Teams to integrate anti-corruption in UN national development programmes. Moreover, on International Anti-Corruption Day in 2012 UNDP launched an online course for all UNDP staff to enhance the agency's internal capacity to integrate anti-corruption in UNDP's various programmes and projects in plural.

### Mainstream anti-corruption into UNDAF processes

At the end of 2011, PACDE, UNSSC and UN-ODC signed an agreement to develop an inter-agency training package aimed at providing practical tools and key skills to UN Country Teams on how to integrate anti-corruption principles into the UNDAF process. The training package comprises 1) a resource toolkit, training materials and facilitation manual; 2) a training of trainers (ToT) on anti-corruption; and 3) an operational UN roster of anti-corruption resource persons.

The resource toolkit was finalized in 2012. The first ToT will be held in Turin, Italy, in the second quarter of 2013. Participants to the first ToT will include nominated candidates from various UN agencies, including the Office of the United Nations High Commissioner for Refugees (UNHCR), UN Women, the United Nations Children's Fund (UNICEF), the Department of Peacekeeping Operations (DPKO), the Office of the High Commissioner for Human Rights (OHCHR), the Department of Political Affairs (DPA), DESA, the Ethics Office, UN-REDD, the Office for the Coordination of Humanitarian Affairs (OCHA), WHO and the United Nations Environment Programme (UNEP). Subsequent regional and country-level trainings will be delivered for UNDAF roll-out countries if requested.



▲ *Resource toolkit: Anti-corruption into UNDAF processes*

**In Latin America and the Caribbean Region (LAC)**, a practical workshop titled 'Interagency workshop: the joint fight against corruption for the attainment of the MDGs in Latin America and the Caribbean' was organized in 2012 to mainstream anti-corruption topics/tools and practices into the wider development framework such as the United Nations System in the LAC region. This was the first inter-agency and regional anti-corruption workshop organized in the region.

The United Nations Development Group for Latin America and the Caribbean (UNDG LAC) sponsored the workshop, and it was implemented jointly by the UNODC regional programme office in Panama and the Democratic Governance Practice Area of the UNDP Regional Service Centre for Latin America and the Caribbean. The workshop, supported by PACDE, was a key activity in commemoration of International Anti-Corruption Day (December 9).



*According to the Regional Coordinator for UNDG LAC, “the joint fight against corruption for the attainment of the MDGs in Latin America and the Caribbean was well placed under the UNDG LAC umbrella. It was positive to witness the engagement of 9 UN agencies, funds and programmes, as well as UN coordination officers, in the training and the subsequent exploration of joint strategies to promote and enhance transparency and accountability.”*

More than 30 UN professionals from four countries (Ecuador, Guatemala, Honduras and Panama) participated. They represented nine agencies, including UNDP, UNDOC, UNEP, UNICEF, the Food and Agriculture Organization (FAO), the World Food Programme (WFP), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Office for Project Services (UNOPS) and the Pan American Health Organization (PAHO).

The majority of the participants at this first inter-agency workshop were advisers, technical experts and programme officers of the UN regional and country systems, and for many it was the first time they were being exposed to the anti-corruption theme. The workshop had as its objectives to strengthen the capacity of the UN system’s technical personnel on UNCAC and the issue of anti-corruption more generally; to identify common challenges in the fight against corruption; to highlight the links between fighting corruption and achieving the MDGs; and to identify opportunities to

strengthen inter-agency collaboration and promote the sharing and exchange of good practices.

Participants strongly recommended more capacity-building activities on anti-corruption given that the strength of the ethical conduct of UN personnel greatly affects their capacity to understand ethical vulnerabilities in the programmes and projects with governmental counterparts. UN agencies have control mechanisms and assessment methodologies that in many cases are relevant to prevent corruption, but not all agencies know about them. There is thus a genuine desire to seek partnerships among and between UN agencies to work in anti-corruption.

### Technical support at the country level

PACDE through its advisory and coordination support continued providing inputs to the draft UNDAF documents of the UNDAF roll-out countries in 2015. PACDE inputs to mainstreaming anti-corruption and integrating transparency, accountability, and integrity in ongoing programmes were successfully incorporated in the governance components of the UNDAF documents of Bhutan, Jordan, Nigeria, Niger and Uganda.

Due to PACDE’s active engagement, the regional UNDAF Peer Support Group **in West and Central Africa** successfully provided inputs to the UNDAFs of Guinea, Guinea-Bissau, Equatorial Guinea, Mali and Nigeria. The result of the support provided increased UN Country Team focus and support to anti-corruption initiatives in these countries. Mali particularly targeted programming support for the national strategy development. For all of these countries, UNDP governance programming and



anti-corruption project development was provided by the Regional Service Centre in Dakar and PACDE.

## Basics on anti-corruption: an online course for UNDP staff

In partnership with the UNDP Learning Resource Centre of the Office of Human Resources, Bureau of Management, and with support from practitioners and offices around the world, UNDP launched a new online course 'Basics on anti-corruption' to mark International Anti-Corruption Day (9 December 2012). The course builds on UNDP's accumulated knowledge and experience on anti-corruption programming and has benefited from substantive contributions from partners and donors including UNODC, U4, Norad, AusAID and the UN Staff College in Turin. It contributes to existing corporate training tools available through the Learning Management System



▲ The course is accessible at <http://learning.undp.org>.

and is designed to strengthen UNDP's ethics, accountability, transparency and anti-corruption principles.

'Basics on anti-corruption' aims to provide UNDP staff with essential tools and frameworks related to anti-corruption. Its purpose is to pro-

## Output 2.1: Mainstreamed UNCAC into development processes – Results in 2012

**Baseline:** Until September 2010 (the MDG Summit), no explicit connection was made between anti-corruption and MDG acceleration process. There was limited knowledge on how anti-corruption be integrated in various development processes including UNDAFs and national planning processes. This is due to the fact that very few experts joint the development profession with adequate anti-corruption knowledge.

**Progress:** In 2012, UNDP and UNODC, working together with the United Nations System Staff College (UNSSC) developed an anti-corruption course for the UN programming processes including UNDAFs. At least 40 representatives from major UN agencies including UNDP and UNODC will participate the training of trainers (TOT) in April 2013 so that the training will be rolled out at the country level to those countries, which will go through the UNDAF cycle. Moreover, on 9 December 2012, UNDP has also rolled out an anti-corruption course titled "Basics on anti-corruption" for all UNDP Staff with an objective of providing guidance to country level staff to integrate anti-corruption in UNDP programming. By the end of January 2013, more than 110 UNDP staff has taken the course.



**Limitations/challenges:** The general limitation to integrate anti-corruption in various development processes is that development practitioners tend to be sensitive on the issue of fighting corruption, partly because of political economic reasons and partly because of the lack of knowledge and information.

**Risk mitigation plan:** UNDP has taken a sustainable approach for knowledge management. UNDP and UNODC's anti-corruption course for UNDAF will be made available for all countries developing new UNDAFs. Similarly, UNDP will continue promoting its corruption risk management approach in various development processes such as sectoral programmes to address the issue of sensitivity.

mote a coherent and consistent approach within UNDP on anti-corruption programming at different levels (global, regional and country). The course is divided into four lessons. These include:

1. concepts and definitions of corruption and anti-corruption;
2. linkages between anti-corruption and development;
3. norms, standards and frameworks at the global, regional and country level to fight corruption; and
4. UNDP's niche in anti-corruption programming using UNCAC as an entry point.

Two different versions of the same course will be available to meet the needs of different audiences within UNDP. **The two-hour version of the course is recommended for UNDP programme staff engaged in governance and development work.** Shorter versions will be available for general staff and senior managers. A score of 80 percent in the final assessment at the end of the course is required to obtain a certificate of course completion.

Within one month of the course announcement, more than 100 UNDP staff had already taken the course. In 2013, PACDE plans to open

the basic course to the general public with the recognition that there are very few online courses on anti-corruption.

### ***Output 2.2: UNCAC implementation and going beyond the minimum processes supported***

UNCAC has been one of the major driving forces because of its nearly universal ratification. While UNODC is primarily responsible for UNCAC self-assessment and review, UNDP's focus is encouraging member states to go beyond the minimum requirement of UNCAC review and ensure a multi-stakeholder engagement on national dialogue on corruption. One of the contentious issues related to the UNCAC review mechanism has been the role of non-state actors, namely civil society and media.

The '**Going beyond the minimum**' methodologies developed by UNDP and UNODC continue to serve as a guidance note to many practitioners and national anti-corruption officials, particularly in countries willing to go beyond the minimum requirement and make public the information on UNCAC review.

UNDP, with funding from the U.S. State Department, supported the UNCAC Coalition of Civil Society to increase the participation of civil society organizations at the meeting of



the Implementation Review Group (IRG) of UNCAC held on 20 June 2012. That was the first time that civil society representatives were invited to the IRG briefing. Their involvement contributed significantly to the dialogue between civil society and member states on UNCAC and normalized relationships between governments and civil society, which were somewhat confrontational in terms of civil society's engagement in UNCAC review. The support to the UNCAC Coalition was part of PACDE's focus on enhancing civil society participation in the global discourse on anti-corruption and UNCAC implementation.

### Technical Support for UNCAC at the country level

In the Asia-Pacific Region, **Myanmar** opened up to the world in 2012 and embarked on a transition period to democratic rule. PACDE through the Bangkok Regional Service Centre supported the UNODC-led first-ever workshop on anti-corruption in Myanmar, at which government officials expressed their commitment



▲ In Kuala Lumpur, the UN team with members of Legal Commissions of Amyotha Hluttaw and Pyithu Hluttaw. From left, Shervin Majlessi, Daw Than Yi, Dasho Neten Zangmo, U Kyaw Sein, Samuel de Jaegere and U San Lwin

towards ratifying the UNCAC. UNDP also met with lawmakers and provided detailed comments on the draft anti-corruption law to be adopted in Parliament.

**The UNCAC pre-ratification workshop in Myanmar led to government officials formally expressing their commitment to ratify**

### Case study. UNDP Ukraine pushes forward civic engagement in UNCAC implementation

The year 2011 saw the adoption of a new anti-corruption legislation in Ukraine. Although it was criticized as mostly declarative, the law provides for a number of opportunities and mechanisms in the anti-corruption field. Importantly, Article 15 enshrines an instrument fully in line with UNCAC Article 13: it enables civil society in Ukraine to conduct civic anti-corruption assessments of draft laws and regulations that have to be taken into account when a decision is made to adopt a draft or to amend it.

However, civil society lacked a proper tool to make this provision of the law operational. The government-recommended methodology was not easy for civic activists to use, and their own attempts at coming up with expert conclusions were often decryd by the authorities as unprofessional and, hence, unacceptable.





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In 2012, UNDP Ukraine working together with PACDE, supported the establishment of an informal coalition of Ukrainian think tank and civil society experts to draft a methodology for the activists and institutions that would like to conduct the assessments. The main goal was to elaborate a simple but professional manual for conducting assessments. In order to test the elaborated tool, it was piloted in four oblasts (regions) of Ukraine on issues ranging from permit issuance for garage construction to allocating parking spots for taxi cabs. Recommendations from the grassroots were incorporated, and the methodology was first presented on 9 December during an International Anti-Corruption Day forum, at which it was shared with over 150 participants for further application.

**UNCAC as well as ensuring that the country’s legislation would be in line with the convention. UNDP’s collaboration with Myanmar lawmakers was very constructive.**

The lawmakers requested written comments on the draft anti-corruption law, which were provided in a timely manner. These comments were submitted formally to the speakers of both houses of Parliament and to the Attorney General. A revised law has not yet been

tabled, but many observations on the draft law made by UNDP/UNODC have been taken on board after full consideration by lawmakers.

In **China and Mongolia**, UNDP contributed to the formulation of a new public administration reform programmes with a strong component on anti-corruption. In Mongolia, the new anti-corruption component of the country programme will support a follow-up to the

**Table 2. A snapshot: implementation of ‘Going beyond the minimum’ at country level.**

<b>Ukraine</b>	UNDP has supported civil society engagement to conduct civic anti-corruption assessments. It supported a coalition of think tanks and civil society organizations (CSOs) in the development of a methodology to engage the sector in the implementation of UNCAC.
<b>EL Salvador</b>	Since 2011, UNDP has promoted dialogue and collaboration between the government and civil society aimed at fostering a culture of accountability and transparency in the country.
<b>Turkey</b>	UNDP in 2012 worked with the Government of Turkey in the implementation of the national anti-corruption strategy. In November 2012, UNDP supported policy dialogue aimed to facilitate multi-stakeholder engagement on anti-corruption (public, private, CSOs, international organizations).
<b>Morocco and Timor-Leste</b>	UNDP together with the Global Organization of Parliamentarians Against Corruption (GOPAC) facilitated dialogue on parliamentarians’ involvement in the implementation of UNCAC.



UNCAC review process conducted in 2010-2012. In **Morocco and Timor-Leste**, UNDP supported the piloting of the anti-corruption self-assessment tool for parliamentarians, which was developed by UNDP in collaboration with GOPAC. These training events, which were organized with GOPAC, brought parliamentarians together from across the political spectrum and allowed for the development of a baseline report on parliamentary involvement in the fight against corruption.

**In Western Africa and Central Africa**, most of the countries in the region received support through the Dakar Regional Service Centre. This included advisory support on UNCAC, especially for those countries undertaking the UNCAC review process. (e.g., Benin and Cameroon) Other countries that benefitted from UNDP's knowledge exchange and South-South cooperation on UNCAC review, national anti-corruption strategies and anti-corruption agencies were Burkina Faso, Burundi, Cape Verde, the Central African Republic, the Comoros, the Congo, the Democratic Republic of the Congo, Côte d'Ivoire, Djibouti, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Liberia, Madagascar, Mali, Mauritania, Niger, Nigeria, Rwanda, Senegal, Sierra Leone and Togo.

In Romania and the former Yugoslav Republic of Macedonia, UNDP provided support to strengthen the capacity of the Ministry of Justice for the UNCAC self-assessment process. The facilitation of stakeholders' meetings helped the government in drafting the technical reports and led to enhanced awareness of civil society and other non-state actors on anti-corruption. An initial workshop was held with all stakeholders to launch and plan the process and also to discuss the value and importance of the UNCAC self-assessment process. In Macedonia, a series of working meetings with focal

points from institutional and local experts in specific areas were organized. During these meetings, the Ministry of Justice managed to collect and provide statistics and case data linked with the specific requirements of the UNCAC provisions. The Ministry of Justice is currently collecting the data and a final report will be produced and disseminated for review to all relevant institutions for comments and feedbacks. UNDP supported the undertaking of a fully-fledged assessment of the implementation of the convention's prevention of corruption chapter. This assessment, which was not requested officially by the review mechanism, enabled the identification of several shortcomings to be addressed before the official review of the preventive chapter to start in 2014. In Romania, the UNCAC review process is also expected to result in better assessment of the Romanian anti-corruption framework through the cooperation and verification mechanism (CVM) of the European Commission.

### **Regional dialogue and lessons learned from the UNCAC review mechanisms**

In July 2012, with technical support from PACDE, UNDP organized a **regional workshop on UNCAC mechanism review titled 'Understanding and sharing lessons learned on the United Nations Convention Against Corruption (UNCAC) review mechanism'**. This workshop brought together over 50 experts at regional and national levels including government officials, member of parliaments and organizations of civil society from Benin, Burkina Faso, Cameroon, Cape Verde, the Central African Republic, the Congo, Ghana, Mali, Mauritania, Niger, Nigeria, Togo and Uganda.

The objective of the dialogue was to discuss overall progress of UNCAC implementation in



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Africa, share lessons learned from other countries in the sub-region region, and discuss the role of civil society and other key stakeholders in the implementation UNCAC in Africa. At the dialogue, there was a greater realization that UNCAC review should expand and not limit the scope of governance and anti-corruption reform. Moreover, in order to ensure sustainability, the workshop provided many valuable inputs to the technical assistance needs that should be coordinated by governments at the national level. The dialogue provided the op-

portunity for national, regional and international experts as well as, members of government agencies, parliaments and civil society organizations to gather in the same place. They exchanged best practices in the region and shared lessons learned and challenges faced in the implementation of UNCAC, providing inputs to the second cycle of UNCAC review to start in 2014.

As a follow-up to this dialogue, UNDP will work together with UNODC and other partners in

### Output 2.2: Support to UNCAC implementation – Results in 2012

**Baseline:** Although the UNCAC review process has created a global momentum for advocacy and awareness, the momentum is yet to be translated into policy reforms at the national level by bringing together UNCAC review focal points, representatives from line ministries, civil society and media and encouraging a multi-stakeholder engagement on national dialogue on corruption. In many countries, there was limited engagement of line ministries, civil society and media in the review process.

**Progress:** Since 2010, UNDP has contributed to increase the demand for national dialogue on anti-corruption by utilizing UNCAC review process as an entry point. In 2012, support has been provided to Bhutan, El Salvador, FYR Macedonia, Morocco, Myanmar, Romania, Timor-Leste, and Ukraine. At the regional level, UNDP and UNODC brought together parliamentarians, government officials and civil society and media representatives from 13 African countries to discuss the lessons learned from UNCAC review. At the global level, the civil society representatives were supported to participate in the briefing session of the Implementation review Group meeting held in Vienna. Moreover, more than 50 countries also benefitted from UNDP-UNODC's "UNCAC Self-Assessment- Going Beyond the Minimum" methodology.

**Limitations/Challenges:** UNDP provides support for national consultative dialogue on anti-corruption and UNCAC gap analysis on the request of the programming countries. Many governments request UNDP's support either for the preparation of the UNCAC review or to contribute to institutional and legislative reforms. Thus, the challenge is to align UNDP support with UNODC's support on UNCAC review process.

**Risk mitigation plan:** In order to build on complementarity and avoid duplication of efforts, UNDP informed and updated UNODC on the request received from programming countries and wherever possible, both UNDP and UNODC tried to provide technical assistance jointly.



2013 to develop a guidance note on prevention of corruption, collecting information on good practices on national anti-corruption strategies, support of anti-corruption agencies, public administration reform and civic engagement on anti-corruption.

### **Output 2.3: Anti-corruption and UNCAC mainstreamed in post conflict and transition countries**

Addressing corruption in post-conflict and transition contexts remained a major priority for UNDP in 2012 and will continue to be priority in the near future. Often in such contexts, the immediate focus on peace building and state-building comes at the expense of promoting integrity, transparency and accountability in governance process. Lack of emphasis on transparency and accountability in state-building processes could create opportunities for corruption and limit gains possible from peace. UNDP's flagship publication, 'Fighting corruption in post-conflict and recovery situations: learning from the past' (2010) presents hard evidence on how corruption can derail political and economic transitions, undermine state capacity and le-



▲ *UNDP sees corruption as a major driver for conflict as well as an obstacle for peace consolidation*

gitimacy, exacerbate poverty and inflame grievances linked to conflict.

Furthermore, experience from the political transitions since 2011 have also underscored the importance of addressing corruption and promoting transparency, accountability and integrity for achieving democratic governance and development. Failure to address corruption in such fragile transition contexts—where there is high public expectation from new governments to address corruption and pro-

### **Case study. UNDP's support to Egypt's transition**

UNDP had supported the Transparency and Integrity Committee within the Ministry of State for Administrative Development (MSAD) to strengthen integrity and transparency in the civil service; the Ministry of Investment to promote transparency and disclosure in the private sector; and the Social Contract Centre to conduct evidence-based governance assessments. With the adoption of the new constitution and the provision to set up a national anti-corruption commission, UNDP will support the National Coordinating Committee to Combat Corruption (NCCCC), housed within the Ministry of Justice, as the forerunner to the new commission and during the interim period of approximately 18 months pending its operationalization.



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In 2011, following the 25 January revolution, there were two UNDP advisory missions to the Country Office to discuss the repositioning of UNDP support in the area of anti-corruption during the transition period. As a result of the mission, PACDE's plan of technical support included:

- Evaluating the first phase of UNDP Egypt support to the Transparency and Integrity Committee and its technical arm, which is the Governance Centre of the MSAD
- Preparation of an advisory note on the strategic entry points for the anti-corruption in Egypt
- Formulation of the second phase of UNDP support to the Transparency and Integrity Committee approved in August 2012

As a result of this support, UNDP Egypt has been able to effectively respond to requests by the Ministry of Justice for advice on the formulation of the thematic sub-committees of the NCCCC. Specifically, UNDP has provided guidance to the ministry on the thematic focus of the subcommittees and the mandate for each. The ministerial decree for this purpose was issued in December 2012.

Furthermore, UNDP has supported the NCCCC in its interim period pending the establishment of the new anti-corruption agency. In this regard, PACDE provided technical support to the Country Office in the development of a strategy to for immediate technical assistance to the Ministry of Justice looking at comparative experiences that will enrich the establishment of the new anti-corruption commission. Such support was critical for the Social Contract Centre for its presentation to the Constituent Committee drafting the provision in the new constitution for the setting up of the new national anti-corruption commission. The new constitution for Egypt has been recently adopted and this provision is reflected under article 204.

mote greater decency in public life—can undermine the peace dividends gained and reignite tensions.

In addition, the New Deal for Engagement in Fragile Contexts also calls for supporting greater transparency at every level of public administration.

The urgency of addressing corruption in post-conflict countries was also highlighted by experts and participants at the fifth UNDP Anti-Corruption Community of Practice. Participants at the meeting stressed the importance of working in areas that will have the

greatest and most immediate impact on the lives of people. Therefore, they called for a greater focus on strengthening checks and balances at the local governance level, improving public service delivery in key sectors, and greater engagement of civil society at the local level. Furthermore, the impact of climate change and misuse of natural resources and extractive industry sector were identified by participants as factors that could further undermine development and aggravate tension.

PACDE for its part has been supporting a holistic and integrated approach to promote



anti-corruption, transparency and accountability by focusing on opening up national-level processes and supporting public discourse on addressing corruption. It has supported establishment of legal frameworks for anti-corruption work, mainstreamed anti-corruption into public service delivery sectors, facilitated South-South exchange of knowledge between countries undergoing transitions, and supported advocacy efforts to ensure the public's greater understanding of and commitment to address corruption.

**Specific areas of support:** PACDE supported formulation of national anti-corruption strategies and programmes in Afghanistan, Egypt, Morocco and South Sudan; ratification and implementation of UNCAC in Myanmar and Timor-Leste; mainstreaming anti-corruption in sectors in Lebanon, Liberia, Jordan, Kosovo, Kyrgyzstan and Serbia; and mainstreaming of anti-corruption in REDD+ in the Democratic Republic of the Congo (DRC) and Nepal. PACDE supported South-South exchange in various forums involving Afghanistan, Côte D'Ivoire, DRC, Egypt, Iraq, Kosovo, Morocco, Myanmar, Palestine, South Sudan and Tunisia. It also supported advocacy activities and national campaigns against corruption to mark International

*According to recent estimates, for every US\$1 Developing Countries receive in official development aid (ODA), an estimated of US\$10 flows illicitly abroad.*

Anti-Corruption Day in Afghanistan, Djibouti, DRC, Kosovo, Libya, Liberia, Maldives, Morocco, Myanmar, Nepal, South Sudan and Yemen

While addressing corruption is a long-term process, particularly in post-conflict and transition countries, PACDE through its varied support has been able to assist countries to take steps in the right direction. Specifically, it has been able to ensure that reform processes address corruption and promote transparency and accountability of the public sector (as noted in the example from Egypt). It has been able to provide advisory and technical services to establish the legal framework to strengthen the role of oversight institutions and support greater engagement between government institutions and civil society (and, more specifically, engagement of women's organizations).

### **Output 2.3: Anti-corruption in post-conflict and transition countries – Results in 2012**

**Baseline:** UNDP's study 'Fighting corruption in post-conflict and recovery situations: learning from the past' (2010) was one of the first studies to present evidence on the importance of mainstreaming anti-corruption into the reconstruction and reform efforts in post-conflict and transition context. It found that anti-corruption programming in many post-conflict countries are ad-hoc and not integrated to the peace building and reconstruction processes.



**Progress in 2012:** PACDE provided support to Morocco, Egypt, Colombia, Myanmar, Timor-Leste, DRC, Nepal among others, to develop national anti-corruption strategies and mainstream anti-corruption in different sectors. It has also supported advocacy campaigns at the national and regional level to encourage multi-stakeholder dialogue on anti-corruption.

**Limitation and challenges:** Reform processes are often slow processes, and are dependent on various factors – including political will, consensus between different opinion groups and parts of government. But at the same time, there is a high level of public expectation from new governments in post-conflict setting to address corruption and demonstrate immediate results. Often anti-corruption strategies are adopted to meet political ends without requisite investment in systems and processes to implement the strategies.

**Risk Mitigation Plan:** In addition to supporting national level anti-corruption legal frameworks and capacity building support to anti-corruption commissions, PACDE is supporting mainstreaming of anti-corruption into UNDP programmes and has adopted a sector-level approach to addressing corruption – including conducting corruption risk assessment and performance audits to identify efficiency and corruption bottlenecks in health, education and water sectors.

All of these efforts have cumulatively contributed to an increase in demand for anti-corruption work at the country level both from governments and as well as non-state actors.

In 2013, PACDE will continue to provide support in the areas indicated above and also reinforce its focus in the areas of anti-corruption in local governance and in improving service delivery.

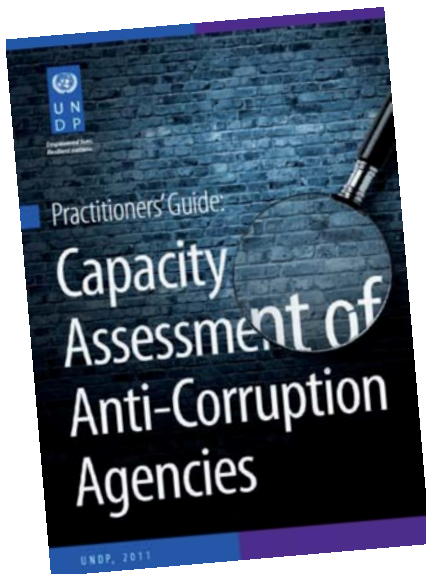
In addition, based on the recommendations from the fifth Global Anti-Corruption Community of Practice, PACDE will produce a **guidance note on anti-corruption programming for post-conflict and transition contexts**. This guidance note will build on UNDP's work in supporting anti-corruption in post-conflict and transition contexts and provide practical guidance to UNDP staff and others on how to develop integrated programmes that promote transparency and accountability throughout the public sector.

### Objective 3: Strengthen the capacity of anti-corruption agencies

#### *Output 3.1: Technical assistance provided to strengthen the capacity of selected ACAs*

Over the last two decades, notable progress has been made in the area of anti-corruption. The number of specialized agencies, which are sometime referred to as 'anti-corruption commissions' has increased significantly because of several reasons including democratic transition in some countries, the European Union (EU) accession process in Eastern Europe, the popularization of the Hong Kong and Singapore models, and donor pressure and support to establish such anti-corruption agencies (ACAs).

The advent of UNCAC, which has received 165 ratifications to date, provides in articles 6 and 36



for the establishment of an anti-corruption body or bodies that have the mandate, independence, quality staff and resources to discharge their mandates effectively. It is therefore not surprising that the world has witnessed a proliferation of anti-corruption institutions due to UNCAC.

In many countries, especially developing ones, the establishment of specialized anti-corruption agencies, institutions and bodies has not only been seen as one of the most important national initiatives necessary to effectively tackle corruption but as an essential institution to strengthen governance.

Despite the increasing prevalence of national ACAs, they have often been criticized for not living up to their promise of tackling corruption effectively. While many ACAs have been supported by multilateral and bilateral donors over the years as part of the good governance agenda, empirical evidence appears to suggest that the performance of ACAs has been varied and uneven and in some cases they have had only a limited impact on reducing overall corruption.

### *Feedback on the Jakarta Conference*

*“The Conference was a great success. As a result, I believe we have the basic building block of a very exciting innovative initiative that could have a significant impact on independency and integrity of the ACAs [...] That will in the end secure ACA’s position and will foster the political will.”*

Slagjana Taseva,  
Former President of the State Commission for the Prevention of Corruption, TFYR of Macedonia

*“The Jakarta Statement is very important and should be encouraged because it will really help the ACAs to be more effective and efficient in fighting corruption around the world.”*

Marilou Mejica,  
Assistant Ombudsman, Office of the Ombudsman, Philippines

*“The Jakarta Statement on Principles for ACAs is a great achievement, but it is only a first step towards truly building strong and effective ACAs in the world. It is as good as its implementation. ACC Bhutan remains committed to realizing the essence of the Principles.”*

Dasho Neten Zangmo,  
Chairperson, Anti-Corruption Commission Bhutan

*“The Statement will be an extremely useful advocacy tool for all stakeholders working to promote more independent and effective anti-corruption agencies.”*

Dr. Iftekhar Zaman,  
Executive Director, Transparency International, Bangladesh





## CHAPTER 2: REPORT ON RESULTS



▲ *East Southern African high level meeting on corruption Maseru Sun Lesotho*

It would, however, be naïve to expect that a specialized anti-corruption agency, body or institution could reduce the prevalence of corruption at the stroke of a pen. When efforts fail, the failure should be seen as the responsibility of all institutions involved and not just the anti-corruption agency.

UNDP recognizes that many ACAs lack capacity, but that at the same time they also offer a good entry point for anti-corruption programming. As part of its long-term capacity-development strategy, UNDP has developed tools to strengthen capacity of ACAs and is also facilitating South-South cooperation.

In 2012, PACDE continued to encourage the use of its flagship publication '**Practitioners guide to assessing the capacities of anti-corruption agencies (ACAs)**' to strengthen the capacity of ACAs to implement national anti-corruption strategies, coordinate UNCAC implementation and strengthen institutional integrity. In 2012, PACDE working together with the Southern African Forum Against Corruption (SAFAC, a network of ACAs from

southern Africa) and UNDP Regional Bureau for Africa organized a regional training event on forensic financial investigation for 11 ACAs from Southern Africa. PACDE and the Johannesburg Regional Service Centre are also currently developing a manual on financial forensic audits.

Similarly, PACDE also organized a high-level regional dialogue on corruption prevention for 16 ACAs from Eastern and Southern Africa. Participants at the workshop agreed that more needs to be done to build stronger alliances between ACAs and civil society organizations for corruption prevention. In addition, participants called for more resources for corruption-prevention strategies and institutionalizing integrity without diverting resources from investigation and prosecution. They also acknowledged the need for improving monitoring and evaluation of national anti-corruption strategies.

In 2012, PACDE also supported a meeting in Jakarta, Indonesia of 30 ACAs, at which current and former heads of ACAs, anti-corruption practitioners and experts from around the world gathered at the invitation of the Corruption Eradication Commission (KPK) Indonesia, UNDP and UNODC to discuss a set of 'principles for anti-Corruption agencies' to promote and strengthen the independence and effectiveness of ACAs. The participants included several heads of ACAs and representatives of regional networks, notably the Network of National Anti-Corruption Institutions in West Africa, the Southeast Asia Parties Against Corruption, the Arab Anti-Corruption and Integrity Network, the Southern African Forum Against Corruption, the East African Association of Anti-Corruption Authorities, and the European Partners Against Corruption/European contact-point network against corruption (EPAC/EACN). Based on UNDP's previous work on strength-



ening the capacity of ACAs and UNCAC articles, the meeting issued a statement listing the 'Jakarta principles' for ACAs.

These principles will now be widely disseminated across the region and the world in regional and global forums as core principles for ACAs to ensure their effectiveness and independence. Unlike other national institutions, ACAs until recently had no commonly agreed set of international principles to guide their work or to define the practical significance of their operational independence. The Jakarta principles are inspired by the 'Paris principles', which promote and protect the independence of national human rights institutions. The Jakarta principles are expected to similarly promote the independence and effectiveness of ACAs.

The Jakarta principles have already been translated into Vietnamese, Arabic and French. In Somaliland, the director general of the Somaliland Good Governance and Anti-Corruption Commission has already used the Jakarta principles in drafting new anti-corruption legislation for the country.

At the national level, capacity-development support was provided in 2012 to ACAs from Bhutan, Botswana, Kazakhstan, Lesotho, Moldova, Mongolia, Montenegro, Kosovo and Turkey. These countries have used UNDP capacity-assessment methodologies to look into their legal and institutional arrangements as well as the capacity of the lead anti-corruption agency or department to coordinate and implement its mandates.

**In Kazakhstan**, technical support was provided for the development of a regional hub on public administration reform (covering all Central Asian countries). The concept of the hub was developed in 2011 at the initiative of the Civil Service Agency of Kazakhstan with the strong support of UNDP, the World Bank, the

European Union and other (bilateral) actors. In 2012 PACDE supported a technical mission for providing guidance for the development of the hub, with particular interest in utilizing it as part of an effort to improve transparency and accountability of public administration in the countries of the region as well as introducing ethic frameworks and oversight mechanisms. The first activity of the hub will be organized in 2013 and will focus on the issue of transparency and accountability.

**In Ukraine**, PACDE provided financial and technical support for conducting a capacity assessment of the Anti-Corruption Policy Unit (ACPU) of the Ministry of Justice. The department is the institution responsible for monitoring the implementation of the anti-corruption laws and of UNCAC. As a part of the capacity assessment of the ACPU, two self-assessment questionnaires were developed and data was collected. The findings included the following:

- Although the government has started responding to the corruption problem, it should take into account the recommendations of the international reviews..
- Despite some positive developments, the legal and institutional arrangements have not yet been finalized. This leads to insecurity about (future) mandates and makes it difficult to engage in longer-term action.
- The main departments (at *oblast* level) have a reasonable understanding of the Ministry of Justice, but less so of the ACPU that is within the ministry.
- Civil society in general has little understanding of either the Ministry of Justice or the ACPU.



## Output 3.1: Support to Anti-corruption Agencies – Results in 2012

**Baseline:** In spite of proliferation of anti-corruption agencies all over the world during the last two decades, these agencies are often criticized for not living up to their expectation and having limited impact on reducing corruption.

**Progress in 2012:** PACDE encouraged anti-corruption agencies to use its “Practitioners Guide to Assessing the capacity of ACAs” and also facilitated south-south knowledge exchange on financial forensic audits and prevention of corruption including system audits in education, health and water sectors.

**Limitation and challenges:** The effectiveness of anti-corruption agencies also depends on the overall political economic environment (enabling environment) and effectiveness of other institutions such as police, prosecutor’s office, judiciary, etc.

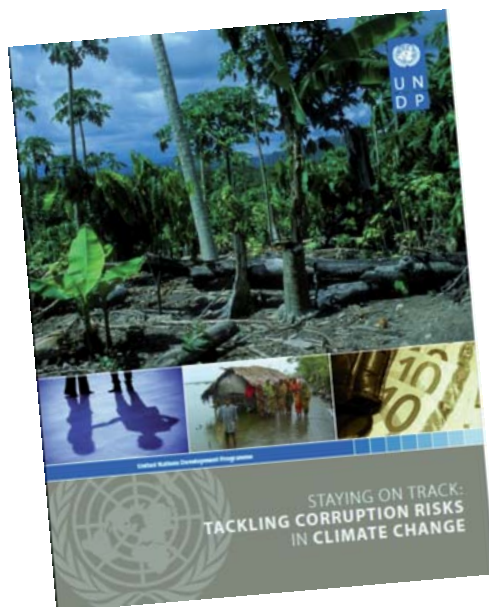
**Risk Mitigation Plan:** UNDP is promoting Jakarta principle for strengthening ACAs and also uses its capacity development methodology to assess the effectiveness of overall legal and institutional framework to fight corruption in UNDP programming countries. Moreover, the multi-stakeholder consultations have to bring various actors together and open up spaces for reform by securing political buy-in.

## Objective 4: Mitigating corruption risks in climate change and natural resource management

### Output 4.1: Corruption risk assessments and other anti-corruption measures integrated in REDD+ mechanisms

Climate change has emerged as one of the most significant challenges in today’s world, and developing countries are most likely to be negatively affected for several reasons. For instance, non-transparent decision-making processes are more common in countries where institutional checks and balances are weak; as a result, environmental governance and regulation are limited or non-existent. Among the consequences of authorities turn-

ing a blind eye to practices such as illegal deforestation and forest degradation are erosion,





a loss of biodiversity and increased greenhouse gas emissions, all of which add to the climate challenge.

Therefore, UNDP, one of the three agencies of the UN-REDD programme<sup>5</sup>, has identified governance and corruption bottlenecks as one of the major obstacles to reducing the negative impact of climate change. Since 2011, PACDE has been working with UN-REDD to support countries to build national capacities to mitigate corruption risks while designing and implementing their respective national UN-REDD programmes<sup>6</sup>.

PACDE in partnership with UN-REDD organized three **regional awareness raising and training sessions for REDD+ experts and anti-corruption practitioners** in Nepal and Thailand (October 2011) and Zambia (April 2012). In the lead-up to the Zambia event, on-line corruption perception surveys on REDD+ among practitioners from UN-REDD partner countries in Asia-Pacific and Africa were conducted to assess the understanding of the nature of risks among practitioners. These events succeeded in initiating unprecedented communication and cooperation between anticorruption bodies, civil society activists and national REDD+ teams.

During the second half of 2012, **PACDE's focus moved from global and regional advocacy on anti-corruption in REDD+ to 'targeted**

*“This is [to say thank you to] a well-functioning cross practice effort, that manifested so well on the ground with the regional [Africa] REDD+ workshop on Anti-Corruption. This is exactly the kind of partnering in-house that brings great dividends to our national stakeholders and also shows our donor community the best of UNDP and the UN.” Kanni Wignaraja, United Nations Resident Coordinator, Zambia*

**support' at country level** to map corruption risk in national REDD+ strategies. A number of country-specific actions designed to address corruption risks in REDD+ have already been initiated in at least seven UN-REDD programme/partner countries. These action plans include conducting corruption risk assessments and stakeholder consultations in Bangladesh and Bhutan; strengthening civil society actors on anti-corruption instruments and tools in Nepal and the Philippines; institutional context analysis, stakeholder validation of study and training on transparency for local governments; and capacity development for media in Peru.

5 UN-REDD was launched in September 2008 to assist developing countries in preparing and implementing national REDD+ strategies. It builds on the convening power and expertise of UNDP, FAO and UNEP.

6 The UN-REDD programme currently supports REDD+ readiness capacity-building activities in nine pilot countries (Bolivia, the Democratic Republic of the Congo, Indonesia, Panama, Papua New Guinea, Paraguay, the United Republic of Tanzania, Viet Nam and Zambia). It has also welcomed 18 partner countries (Argentina, Bangladesh, Bhutan, Cambodia, the Central African Republic, Colombia, Costa Rica, Ecuador, Guatemala, Kenya, Mexico, Nepal, Nigeria, the Philippines, the Republic of Congo, Solomon Islands, Sri Lanka and Sudan) that access other benefits of the programme.



### Output 4.1: Anti-corruption in UN REDD+ mechanisms – Results in 2012

**Baseline:** Before 2011, there was no effort to explicitly and systematically integrate anti-corruption measures in National UN REDD Programmes.

**Progress:** In late 2011 and early 2012, a series of regional dialogues and capacity strengthening events targeted REDD+ and anti-corruption experts in Asia-Pacific and Africa regions. These engagements resulted in concrete country actions aimed to mitigate corruption risks in national REDD+ strategies in 7 countries. Having developed corruption risk assessment guide, UNDP is providing targeted support to these UN REDD partner countries.

**Challenges/limitations:** despite past efforts to demystify and depoliticise corruption, there still remains sensitivity in identifying candidates suitable to both UNDP and the government to conduct the work in some UN REDD partner countries.

**Risk mitigation plan:** Bridging the gap between REDD+ and anti-corruption practitioners in these countries through continuous interaction and cooperation should help reduce and deal with the sensitivities related to the topic. UNDP's governance/anti-corruption specialists will, where possible, accompany the national experts during the initiation of country level targeted support. Measures are also being taken to engage key local and international partners to increase confidence in the process and outcome.

A number of key knowledge products were also developed in 2012. In order to assist countries conducting corruption risk mapping, a '**Guidance note on conducting REDD+ corruption risk assessments**' was developed by PACDE and UN-REDD. In addition, a study report titled 'Ensuring inclusive, transparent and accountable national REDD+ systems: the role of freedom of information' is being finalized to generate awareness about the risk of corruption in REED+.

### **Output 4.2: Transparency and accountability integrated in the management of natural resources**

Drawing on lessons from its continued partnership with UN-REDD, in 2012 PACDE also took the lead in mainstreaming anti-corruption at key global development forums such as the

United Nations Conference on Sustainable Development (Rio+20) as well as in UNDP's strategy on extractive industries. As a result, the recently endorsed corporate strategy on extractive industries adequately addresses accountability and transparency issues in its conceptual framework. As part of a multi-bureau task team, PACDE has begun providing policy advisory and technical support to pilot countries including a joint mission in November 2012 to coincide with a seminar titled 'Managing the extractive sector for development in Guyana'. Similar requests have been received from other resource-rich countries for 2013.

### **Contribution to the Rio+20 process**

**Side event during the Rio+20 summit:** PACDE supported a side event in Rio on 'Civil society and knowledge community: dialogues around institutional frame work for sustainable



development (IFSD), which was organized by PACDE in partnership with the International Poverty Centre (IPC). The event brought together a diverse group of stakeholders to consider the critical role of civil society in advocating and reducing corruption risks in climate finance, including in regards to REDD+.

**Input to the Rio+20 outcome document:** As part of UNDP's response to the draft outcome document, PACDE highlighted the limited attention given to the social sustainability agenda—particularly socio-economic inequalities and injustices. UNDP's analysis of the draft document also noted the absence of human rights, inclusive participation and rule of law. UNDP has made a strong case for addressing the legal and regulatory environment for



### Key outcomes at the country level

- Greater momentum among partner countries to explicitly address corruption risks in REDD+ processes which can be witnessed from the specific action plans initiated in almost all the countries participated in the workshops.
- At least ten countries are carrying this work forward: Viet Nam has integrated detailed anti-corruption activities and budget lines to its Phase 2 funding proposal; The Philippines, Nepal, Bangladesh, Bhutan, DRC, Kenya and Peru are receiving funding and technical support on the topic of anti-corruption and REDD+, under the targeted support modality of the UN-REDD Programme; Indonesia and Nigeria have integrated anti-corruption as main components of their participatory governance assessments.
- Unprecedented in-country mechanisms were triggered, bringing together government practitioners from the REDD+ and anti-corruption sectors who had had little previous interaction.
- Adaptation and domestication of tools that were used in the regional workshops in their national settings: for example, Viet Nam, the Philippines and DRC have replicated the anonymous online survey conducted in preparation for the workshops to enhance awareness and data gathering on the perception of corruption risks in REDD+, reaching over 200 national stakeholders.



sound policies to take hold and be realized in practice as well as the accountability framework at the country level.

**Guidance and substantive contribution to UNDP’s Rio+20 flagship report:** PACDE made a concerted effort to highlight key governance and anti-corruption related messages and issues that were missing from earlier versions of the flagship report. Among the specific areas suggested for inclusion in the paper included democratic governance values and principles; accountability and participation; lessons from the MDGs, including implementation capacity gaps; and global governance and accountability mechanisms such as universal peer review (UPR), a process involving a peer review of the human rights records of each UN Member State every four years. The final report reflects these issues. PACDE and *Danish Demining Group* (DDG) also provided about **a dozen case studies** showcasing UNDP’s work in the area of democratic governance that has made a difference for sustainable development.

**Communication and outreach strategy:** As an active member of **UNDP’s Rio+20 Task Team** and **BDP’s Rio+20 Core Team**, PACDE contributed to the following items:

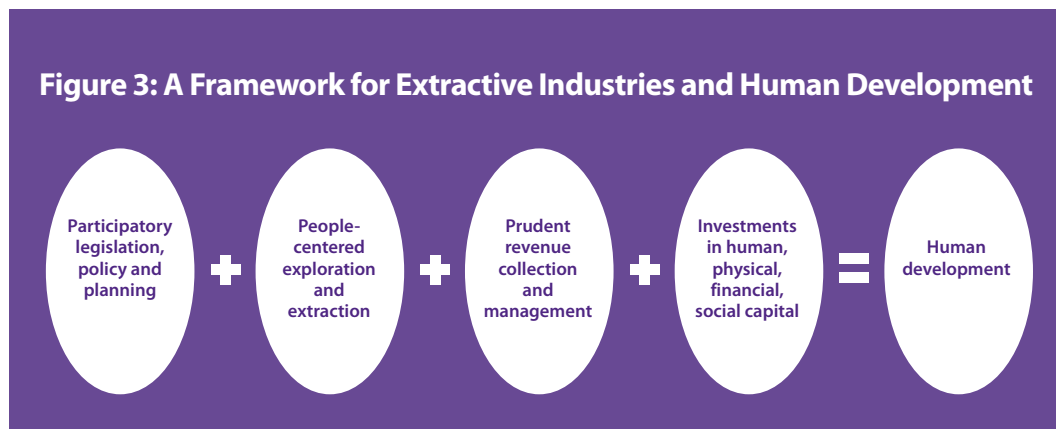
- PACDE developed an issue brief, ‘Implementing sustainable development: governance matters’, for Rio+20
- PACDE drafted UNDP’s voluntary contribution on governance
- PACDE contributed to UNDP’s key messages on Rio+20

## Mainstreaming anti-corruption into UNDP’s strategy on extractives industries

PACDE contributed to the conceptualization and drafting of UNDP’s strategy on extractive industries. As issues associated with the extractive sector grow in importance in many of UNDP’s programme countries, it is imperative for the agency to have a systematic, integrated and coordinated response to country demand. The multi-disciplinary approach that UNDP is taking underscores the agency’s value addition in this crowded field, and anti-corruption is now included in the draft strategy.

PACDE influenced the elaboration of the framework by bringing in pertinent governance-related issues along all phases of extraction, in-

**Figure 3: A Framework for Extractive Industries and Human Development**





## **Output 4:1: Transparency and Accountability integrated in the management of natural resources and sustainable development – Results in 2012**

**Baseline:** During the preparation for the Rio+20 summit, governance and anti-corruption messages were missing. Before 2012, there was no corporate strategy of UNDP on the management of extractive industries.

**Progress:** As a member of the UNDP's Rio+20 Task Force, PACDE represented the Democratic Governance practice and provided substantive inputs to the agenda of the summit. This included specific knowledge products and a side event that made strong cases for incorporating transparency and accountability in the discourse on sustainable development. In the same token, PACDE actively engaged and contributed to the design of UNDP's strategy on extractive industries. As a result, the new strategy contains explicit components on transparency and accountability throughout the value chain.

**Challenges/limitations:** Materialising the commitments and strategy will require a concerted effort by key players within and outside UNDP. As the new strategy gets rolled out, mobilising financial resources to take this forward is a priority for 2013.

**Risk mitigation plan:** PACDE is already exploring partnership with important players in this field including the World Bank and some of its bi-lateral donor partners.

cluding i) the articulation of legislation determining who owns what to the recognition of competing rights; ii) promoting transparent and fair contract negotiation and revenue management; and iii) judicious sharing of benefits to communities. Anti-corruption now features clearly in the framework.

In November 2012, PACDE together with UNDP's Human Rights Team represented the Democratic Governance Group (DGG) and joined teams from the Poverty Group (PG), the Environment and Energy Group (EEG), the Bureau for Crisis Prevention and Recovery (BCPR) and the Bureau of External Relations and Advocacy (BERA) in a mission to Guyana and tested the new framework. The holistic view to the extractive sector—capturing the economic, social and environmental sustainability aspects—has been appreciated both by govern-

ment representatives and practitioners. Based on the recommendations, Guyana's newly consolidated Ministry of Environment and Natural Resources is developing a strategy plan. PACDE and the team are currently working with UNDP Guyana to support the strategic planning process.

## **Objective 5: Strengthening global leadership, anti-corruption advocacy and coordination**

***Output 5:1: Through increased visibility, awareness and representation, UNDP contributed to strengthening anti-corruption for development effectiveness***





## Global advocacy and awareness

Corruption is a complex and pervasive phenomenon. Addressing it requires comprehensive, multi-disciplinary and multi-stakeholder strategies and initiatives. UNDP has invested enormous effort in strengthening partnerships as well as in creating the space and shaping the discourse on anti-corruption through its global



▲ High level panel at the fifth global CoP on anti-corruption in Brasilia

advocacy and awareness-raising activities. This effort serves an essential function in paving the way for implementation of comprehensive anti-corruption strategies and initiatives at global, regional and local levels.

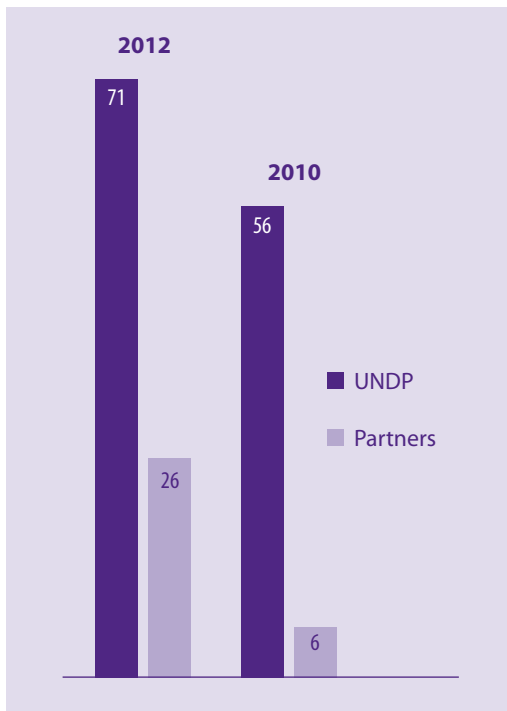
The year 2012 was important for PACDE in regards to shaping the anti-corruption agenda within UNDP and influencing the anti-corruption discourse externally through the fifth UNDP global Community of Practice, the 15th International Anti-Corruption Conference and the **ACT-Against Corruption Today** global campaign.

## Fifth UNDP global Community of Practice

The fifth UNDP global anti-corruption Community of Practice (CoP) meeting, **‘Learning from the past, directions for the future’**, was held in Brasilia, Brazil in November 2012. The meeting brought together about 100 participants from 45 UNDP Country Offices and Regional Service Centres as well as donor representatives, government counterparts and civil society partners. The meeting allowed participants to engage in robust discussions to take stock of UNDP’s current work, consider emerging global trends and priorities, analyze lessons learned from implementing anti-corruption initiatives, and recommend next steps to increase the impact of current and future anti-corruption interventions.

This particular CoP emphasized how UNDP can take a leadership role both in terms of advocacy and support to national counterparts in the anti-corruption area. Its role in this regard is particularly useful on emerging trends and challenges such as illicit financial flows, anti-corruption and natural resources, mainstreaming anti-corruption in sectors, accountability and transparency in local governance, and UNCAC implementation.

The CoP showed a more mature anti-corruption community of practice that was open to critical reflection of what needs to be improved in terms of anti-corruption programming and results, particularly considering today’s changing world. The discussions at the CoP were supported from the findings of the mid-term review of PACDE in which the following issues were among those highlighted as the main challenges to be addressed: the need for improved planning, monitoring and evaluation; the increased use of context analysis and prioritization; and a more robust knowledge management strategy of UNDP’s



▲ No. of Participants at the UNDP Global Anti-Corruption CoP in 2012 and 2010

anti-corruption work. (Chapter 3 contains additional details about the mid-term review.)

The CoP was highly valued by participants, according to the results of the evaluation. On average, participants rated the usefulness of the CoP meeting to their work as **8 out of 10** (with 10 being the most useful). In the words of one participant, the CoP offered a “critical yet sincere look” at UNDP’s anti-corruption work.

**Opportunities for collaboration:** The CoP provided opportunities for collaboration among different regions and countries on key issues. For instance, participants from post-conflict countries agreed to develop a programming manual provide guidance on anti-corruption programmes in post-conflict and transition contexts. In addition, participants from REDD+

countries and with natural resources and extractive industry sector programmes agreed to exchange information and support scoping missions on developing anti-corruption programmes specific to that sector.

### 15th International Anti-Corruption Conference

The 15th International Anti-Corruption Conference (IACC) took place in Brasilia, Brazil from 7-10 November 2012. It brought together over 1,900 leaders, officials, activists, development actors and representatives of private sector from 140 countries to focus on how to harness people power to promote transparency and accountability in everyday life and create a worldwide demand for more accountability and integrity of governments. Over 70 UNDP participants took part in the discussions held at the IACC. UNDP also facilitated participation of NGO activists and officials from several anti-corruption agencies (including **Morocco, Timor-Leste and Tunisia**).

UNDP co-organized and participated in 10 sessions at the IACC with partner organizations.



▲ UNDP’s booth at the 15 International Anti-corruption Conference in Brasilia, Brazil



## CHAPTER 2: REPORT ON RESULTS

These sessions brought together diverse actors and allowed UNDP to discuss, debate and reflect on the issues affecting anti-corruption and strengthen partnerships with organizations working on similar issues to further anti-corruption work.

At the opening special plenary session, Magdy Martínez-Soliman, Deputy Director of UNDP's Bureau for Development Policy, highlighted UNDP's work over the last two decades to support governments and civil society actors to develop and implement comprehensive anti-corruption strategies. Drawing on UNDP's work, he stressed the importance of promoting transparency and public participation to address corruption.

The session on 'Corruption and transformations in the Arab Region: changing landscapes and new horizons?' was co-organized by UNDP, the U.S. State Department, the American University of Beirut, and others. Discussants including noble laureate Tawakkol Karman stressed that in order to avoid regressing into authoritarian regimes, Arab Spring countries have to take measures to safeguard the public space created by the revolutions for people to express

their opinion, including spaces to ensure transparency and accountability of the state to its people.

UNDP and the Huairou Commission's session on 'Mainstreaming gender and incorporating grassroots women's perspectives in global anti-corruption initiatives and agendas' focused on building synergies between gender empowerment and fighting corruption. UNDP was widely applauded for launching an important new publication, 'Seeing beyond the state: grassroots women's perspective on corruption' and for supporting grassroots women's organizations to combat corruption in six countries.

UNDP's workshops on sector-wide approaches to addressing corruption helped to cement the agency's leadership role in addressing corruption at the sectoral level. Discussants presented evidence on how a sectoral approach can remove corruption bottlenecks and deliver equitable services.

The IACC came to an end with the adoption of the Brasilia Declaration. The declaration recognized that empowering people to adopt transparency in their daily life and demand accountability is essential for the sustained fight against corruption. The declaration called for ending tacit impunity of corruption because **impunity undermines integrity** and is detrimental to the fight against corruption.

### ***International Anti-Corruption Day***

The joint UNDP-UNODC global campaign to mark International Anti-Corruption Day (December 9) has successfully made the day a **powerful symbol and driver of action against corruption** across the world. In 2012, the campaign continued the theme launched in 2011, '**ACT- Against Corruption Today**', but with a specific focuses to harness the activism

*"The more citizens see, the more decency will preside over the management of public resources and the provision of public services for those who need them most. The future we want is a transparent one."*

Magdy Martínez-Soliman,  
Deputy Director of UNDP Bureau  
for Development Policy



## International Anti-Corruption Day statements

*[Corruption] flows from greed and the triumph of the undemocratic few over the expectations of the many. On International Anti-Corruption Day, I call on everyone to work towards a sustainable future where corruption is exposed and rejected, where integrity prevails, and where the hopes and dreams of millions are realized.*

– UN Secretary-General Ban Ki-moon

*Taking back what was lost to corrupt practices is everyone's responsibility - governments and civil society organizations, the private sector and the media, the general public, and youth who will play a pivotal role in seeing this agenda through so that their future is built on solid and honest foundations."*

– UNDP Administrator Helen Clark

and innovative potential of young people in the fight against corruption. The overall aim of the ACT campaign was to bring together diverse stakeholders and encourage people's participation in the fight against corruption.

In 2012, 55 UNDP and UNODC Country Offices organized successful national-level campaigns and engaged diverse stakeholders—political leaders, government officials, legislators, judiciary, civil society organizations, citizens and student activists, and media. The day became a platform to raise awareness about corruption, bring political actors together and express political commitment against corruption, and launch initiatives (with public support) to combat it.

The growing popularity of the ACT campaign has resulted in national governments and NGOs appropriating and promoting the campaign. As such, **the campaign has taken a life of its own.** For instance, the **Government of South Africa's** Department of Public Service and Administration advertised the campaign, using campaign posters, in national newspapers in South Africa. This example shows how the campaign was also able to contribute to the language on anti-corruption: "stand up

against corruption" has now become a call for people take responsibility to promote transparency and accountability. Similarly, the Arab Anti-Corruption and Integrity Network and local chapters of Transparency International also used the ACT campaign to generate a public discourse against corruption.

As in previous years, PACDE provided small grants (up to US\$3,000 per country) to 45 UNDP and UNODC Country Offices and to two grassroots women's organizations. In addition, many UNDP and UNODC Country Offices were involved, such as **Djibouti, Lebanon, Palestine, Tunisia and Yemen, in the Middle East and North Africa region; and Chile, Colombia, and Uruguay, in the Latin America and the Caribbean Region.** Also, a week-long integrity camp in Côte d'Ivoire brought together youth participants from the host country as well as Benin, Burkina Faso, Niger, Senegal and Togo, all in West Africa.

All national-level initiatives had a strong media component and were covered by print and broadcast media. The events associated with the campaign's launch were also promoted through social media (e.g., via Twitter and Facebook and through SMS text messages), thereby



*In 2011 and 2012, some 375 million people worldwide were reached through ACT campaign developed jointly by UNDP and UNODC.*

helping to reach hundreds of thousands of people. The ACT Campaign Facebook page also helped to advertise the campaign. Furthermore, several countries organized public outreach events such as hackathons, flash-dance mobs, and parades, many of which attracted large crowds. UNDP estimates that approximately **375 million people** worldwide were reached through the ACT campaign in 2011 and 2012.

In addition, UNDP and UNODC launched a competition to design the 2013 International Anti-Corruption Day campaign logo and theme. Through this competition, UNDP and UNODC aim to reach out to young people and actively involve them in the fight against corruption.

Overall, the 2012 ACT campaign was a remarkable success in getting public commitments from national governments to combat corruption, strengthening dialogue between civil society and governments, and raising people's awareness about the costs of corruption and encouraging them to take a stand against it.

### ***Strengthening UNDP's anti-corruption knowledge management strategy***

Experiences from anti-corruption interventions show that knowledge management is a key ingredient for improving the results and impact of anti-corruption work on the ground. In fact, participants at the fifth global anti-corruption CoP meeting recommended that UNDP im-

prove existing knowledge management mechanisms to facilitate knowledge sharing. Particularly, practitioners underscored that PACDE should play a greater role in collecting and disseminating information on lessons learned and good practices—i.e., of what works, what does not work, and why.

During the last four years, PACDE has contributed to the knowledge management through the following major activities:

1. PACDE organized three global anti-corruption Communities of Practice meetings (CoPs) and supported regional anti-corruption CoPs across all regions. CoPs have been an invaluable tool in UNDP's knowledge management architecture to shape UNDP's thinking and approach on anti-corruption. These meetings are unique forums that bring together UNDP practitioners, policy advisors, donors, civil society partners, government counterparts and researchers to share information and experiences, learn from each other and build a community with a shared agenda of im-



▲ **Winners of the Anti-corruption knowledge market at the 5th Global Anti-corruption CoP**



proving anti-corruption programming by looking at lessons learned.

2. PACDE has produced more than 12 knowledge products on emerging issues such as gender, climate change and illicit financial flows; on specific sectors (e.g., health, education and water); and in terms of UNCAC implementation, monitoring and enforcement, among others. PACDE also has supported knowledge products and networks at the regional and country level. Overall, UNDP's publications have been highly valued within the organization as well by partners as key guidance tools for anti-corruption programming.

Furthermore, PACDE has made a big effort in terms of distribution of the knowledge products at global forums and through regional and national training events aimed at developing capacities of civil society organizations and anti-corruption agencies. For instance, in 2012 UNDP distributed more than 4,000 copies in different languages of the anti-corruption flagship publications at the 15th International Anti-Corruption Conference.

3. PACDE also launched and facilitated web-based platforms such as the anti-corruption Teamworks space and the anti-corruption Web portal aimed at facilitating knowledge sharing and supporting requests for information from the CoP members. In 2012, PACDE's online Teamworks space facilitated vibrant e-discussion among its members on current challenges and trends on anti-corruption work including institutionalizing integrity in public sector, critically looking at ongoing anti-corruption work and collecting information on what does and does not work, etc.

*As recommended by PACDE's mid-term review, UNDP revamped its knowledge management strategy on anti-corruption including various online and offline platforms for knowledge sharing and learning on the effectiveness of anti-corruption.*

4. PACDE's '**Anti-corruption for development**' newsletter has proved to be a useful tool to disseminate and share knowledge to more than 800 subscribers globally. The news update has been a successful tool to share information and current work at the global, regional and national levels and to connect people working on similar initiatives. Subscribers have expressed positive feedback on the value of this tool for their own work.
5. After a thorough review and vetting process, PACDE compiled a roster of experts on anti-corruption to support UNDP Country Offices' requests for technical expertise in areas such as anti-corruption agencies, UNCAC implementation, monitoring and evaluation of anti-corruption projects and programmes, and corruption preventive measures, among others. The roster includes more than 35 experts covering these areas.

**In 2013**, PACDE will have a particular emphasis on gathering and documenting lessons learned and good practices found throughout the pilots carried out at country level in regards to specific sectors: health, education, water and climate change.



**Table 3. PACDE’s knowledge management tools**

Tools	Objectives	Current status
<b>UNDP anti-corruption webpage</b>	The webpage is primarily geared for external audiences. It offers a library to download knowledge products and get information regarding UNDP’s anti-corruption work	12 knowledge products are available to download in different languages: Spanish, English, French and Arabic.
<b>Global anti-corruption Web portal (will be fully operational in 2013)</b>	<ul style="list-style-type: none"> <li>– One-stop shop for sharing knowledge</li> <li>– Facilitates networking among the anti-corruption community</li> </ul>	It provides access to: <ul style="list-style-type: none"> <li>– Multimedia channel on anti-corruption</li> <li>– Training courses (including materials)</li> <li>– Existing anti-corruption networks and databases</li> </ul>
<b>Anti-corruption news update</b>	<ul style="list-style-type: none"> <li>– Provides up-to-date information about current UNDP’s activities on anti-corruption across the world and at the global level</li> <li>– Facilitates information sharing and knowledge sharing from experts and practitioners</li> </ul>	Monthly issues distributed to more than 800 subscribers (For subscription, contact: <a href="mailto:pacde@undp.org">pacde@undp.org</a> )
<b>Anti-corruption Teamworks space</b>	Facilitates day-to-day knowledge sharing among its members through e-discussions, queries and shared documents, reports, and knowledge products	402 members (as of 10 February 2013)

### ***Output 5.2: Support to the consolidation of anti-corruption regional networks***

One of PACDE’s main roles has been building synergies between global and regional programmes and supporting regional knowledge networks. During its first phase, PACDE contributed to building and strengthening regional knowledge networks, consortiums and regional CoPs on anti-corruption; supporting region-specific knowledge products including the contextualization of anti-cor-

ruption in different regions; and facilitating availability of global knowledge at the regional level.

For example, PACDE has supported UNDP Bangkok Centre’s initiative on UNCAC review mechanism, Bratislava Centre’s project on capacity development of anti-corruption institutions, Dakar and Johannesburg Centres’ regional anti-corruption networks and initiatives; and Panama Centre’s initiative on local governance and accountability. These joint initiatives have contributed significantly to the



global discourse on anti-corruption, especially by addressing region-specific challenges.

In 2012, PACDE continued supporting the regional initiatives, particularly in the following areas:

- strengthening regional anti-corruption networks and consortiums for knowledge exchange and sharing of good practices;
- strengthening the advisory capacity of regional centres/programmes to provide technical and backstopping support for the implementation of anti-corruption interventions at the country level; and
- building synergies with the priorities of UNDP's regional governance and anti-corruption programmes to increase the impact of resources (and particularly encouraging the innovative projects).

## Asia-Pacific Region

The UNDP Asia-Pacific Regional Centre (APRC) leads UNDP's anti-corruption work in the Asia-Pacific Region through the Asia Regional Governance Programme (ARGP), with support from PACDE.

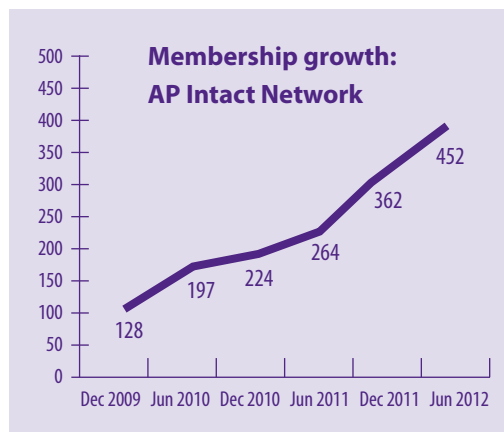
Over the past five years, APRC and PACDE established a vibrant anti-corruption Community of Practice (CoP) that brings together government officials, civil society organizations (CSOs) and UNDP/UNODC officials working on anti-corruption in the region. Since 2007, four CoP meetings<sup>7</sup> have been organized to pro-

mote knowledge sharing and enhance anti-corruption work in the region.

In addition, APRC launched an online network in November 2009, the Asia-Pacific Integrity in Action (AP-INTACT) Network, to facilitate knowledge sharing on anti-corruption with a focus on the Asia-Pacific region. The network has grown quickly and now has more than 500 members.

### Regional advisory support

The year 2012 was active in terms of advisory support at country level. APRC provided advisory services to **China, Mongolia, Myanmar and Timor-Leste**, among other countries in the region. In particular, in Myanmar, APRC supported a two-day workshop on UNCAC at which government officials expressed their commitment to ratify it. UNDP through APRC



▲ UNDP has contributed to build a successful online CoP (Asia-Pacific Integrity in Action Network) specialized in anti-corruption in the Asia-Pacific region. It now has more than 500 members.

7 The four Community of Practice meetings include: in January 2007 (Phnom Penh), in October 2008 (Bangkok), in February 2010 (Bangkok) and in October 2011 (Kathmandu).





participated directly in the discussion that led to a draft Myanmar anti-corruption law. In **China**, APRC contributed to the new public administration reform (PAR) programme formulation and provided a PAR strategy paper for the UNDP Country Office to consider future programming options, including in the area of anti-corruption. In **Mongolia**, APRC took part in a formulation mission of an innovative PAR initiative that has a strong component on anti-corruption. The new anti-corruption component will support follow-up to the UNCAC review process (2010-2012) in 2013. In **Timor-Leste**, APRC supported the piloting of the new UNDP anti-corruption self-assessment tool for parliamentarians. In partnership with GOPAC, the training brought parliamentarians together from across the political spectrum and allowed for the development of a baseline report on parliamentary involvement in the fight against corruption.

### Western and Central Africa Region

In January 2012, PACDE supported the launch by the Dakar Regional Centre (Dakar RSC) of a regional anti-corruption online network, which now has almost 140 members. The **West and Central Africa Weekly Anti-Corruption Announcements (WACA WACA network)** was launched to share information on anti-corruption initiatives and opportunities in the region. As of December 2012, there were more than 200 subscribers to WACA WACA, including anti-corruption agency staff; representatives from government, civil society, academia, and multilateral and bilateral development partners; and other anti-corruption practitioners and experts.

In addition, PACDE together with the Dakar RSC continued and strengthened its partnerships

with a number of organizations in the region. In 2012, it supported Tiri's Leadership for Integrity Course by participating in the development of the agenda and concept note of the programme, assisting in mapping local actors in Senegal and the sub-region to participate and share knowledge at the event, and disseminating the guide on developing capacities of anti-corruption agencies in the sub-region. The Dakar RSC also collaborated with the African Union (AU) on the dissemination of knowledge products on the African Union Convention Against Corruption (AUCAC) and the role of anti-corruption agencies in fighting corruption. With Transparency International there was also a strong collaboration regarding capacity-development initiatives aimed at civil society, journalists and youth, particularly in Francophone Africa.

### Regional advisory support

In 2012, there was an exponential demand for technical and programmatic support from the Dakar RSC on anti-corruption. The following are among the countries where advisory services were provided: **Burkina Faso, Côte d'Ivoire, Guinea, Mauritania and Nigeria**. In **Burkina Faso**, in partnership with UNDP's Governance Assessment Programme (GAP), the Dakar RSC piloted the anti-corruption self-assessment tool for parliamentarians through a workshop on 12-13 January 2012. Burkina Faso would undertake the UNCAC review in 2012. In **Nigeria**, the Dakar RSC supported the development of the risk assessment course. In **Mauritania**, support was provided on three different issues. Firstly, the RSC supported the development of a policy framework for the organization of a high-level policy dialogue on anti-corruption between Mauritania and Morocco from April 10-11. Secondly, from 6 to 8 July 2012, it implemented the anti-corruption self-assessment tool for parliamentarians in preparation for the implementation of UNCAC.



Additionally, in **Mauritania**, the Dakar RSC in September supported the training of civil society in partnership with Transparency International. In **Guinea**, in August 2012, the Dakar RSC organized a training of journalists to investigate corruption in the health sector. In **Côte d'Ivoire**, in October 2012, a technical mission was organized by the Dakar RSC to support the country in the development of anti-corruption legislation regarding the country's profile on regional and international conventions (e.g., UNCAC, AUCAC, and the anti-corruption protocol of the Economic Community Of West African States [ECOWAS]).

### ***Latin America and the Caribbean Region***

In the Latin America and the Caribbean Region, PACDE continued its strong collaboration

with the regional programme on Transparency and Accountability in Local Governments (TRAALOG) of the Regional Service Centre in Latin America and the Caribbean (RSC-LAC). TRAALOG aims to support anti-corruption activities at the country level by strengthening knowledge sharing and knowledge production on transparency and accountability. Since TRAALOG was launched in April 2010, 20 UNDP Country Offices (77 percent of all Country Offices in the region) have received strategic policy advice and/or technical backstopping for project development, training, and/or advocacy/communications activities.

In addition, TRAALOG participated in strategic initiatives in the region targeting UNDP's anti-corruption objectives. For example, it conducted high-level engagement with policy-makers at the third international seminar on the 'Impact of the right to access to information

### **Lessons from the evaluation of the TRAALOG programme in Latin America**

- TRAALOG has been able to introduce, promote and demonstrate the value of anti-corruption, transparency and accountability activities for democratic governance and human development. In 2012, TRAALOG, with support from PACDE, successfully mainstreamed anti-corruption issues within UNDP practice architecture and in wider UN development agendas, as well as in the work of government counterparts, other donors and external partners. Moreover, TRAALOG has provided a platform to engage with a key constituency, particularly young leaders and municipalities in the region. Also, it has laid the groundwork for continued and strengthened collaboration with UNODC in the region.
- TRAALOG has played a pivotal role in generating inputs for a more coherent UNDP strategy that articulates global, regional and country levels elements. Moreover, CoP meetings have provided an opportunity to strengthen partnerships within and outside UNDP and the UN, as well as to promote South-South exchanges.
- TRAALOG contributed to the development of policy-relevant research, good practices and knowledge products. PACDE's support to TRAALOG has helped to deliver relevant products, both in English and Spanish and related to various topics. These have been powerful tools for initiating and promoting policy dialogue, particularly in places where the issue of anti-corruption is not on the policy agenda.



and citizen participation', which was held in Chile and organized by the Chilean Council of Transparency in April 2012. In Mexico, the RCS-LAC through TRALOG promoted knowledge sharing at the international seminar 'Accountability challenges in Latin America', at which gathered more than 100 professionals and specialists on issues of transparency and accountability, including participants from the Government of Mexico, international and national civil society organizations and academic centres, among others.

### ***Eastern Europe and CIS Region***

The regional anti-corruption project for the Eastern Europe and CIS Region, which is partly funded by PACDE, entered its second year of implementation in 2012. During 2011, the project focused particularly on raising awareness of Country Offices on upcoming priorities (e.g., sector-specific work and UNCAC implementation) and providing assistance for starting up several new initiatives. In 2012 the project successfully managed to deepen the cooperation established with the Country Offices to provide advisory services on the sectoral approach to fighting corruption, technical assistance for UNCAC implementation and strengthening the capacity of anti-corruption agencies to prevent, monitor, investigate and prosecute corruption cases.

PACDE also organized an anti-corruption clinic at the UNDP regional democratic governance CoP meeting held in Istanbul in September 2012. The clinic was instrumental in critically looking at UNDP's strengths and weaknesses on anti-corruption programming and sharing good practices and knowledge on anti-corruption among UNDP Country Offices in the region. Among the recommendations from the clinic were that UNDP should i) focus more on

the contextual and political economy analysis to design effective and sustainable anti-corruption interventions, and ii) improve its results reporting system.

### **Regional advisory services**

Listed below are examples from countries in the Eastern European and the CIS Region that benefitted from the technical support provided by PACDE.

A series of activities were conducted in **Ukraine** by the Bratislava Regional Service Centre aimed at setting the basis for the development of a UNDP anti-corruption project to start in 2013. The activities included advisory support to UNCAC implementation review; capacity development of the Anti-Corruption Policy Unit (ACPU) of the Ministry of Justice, which is responsible for the implementation of the anti-corruption law; and strengthening the role of CSOs to conduct anti-corruption assessments.

**In Kazakhstan**, technical support was provided for the development of a regional hub on public administration reform. The establishment of such a hub was discussed in 2011 at the initiative of the Civil Service Agency of Kazakhstan with strong support of UNDP, the World Bank, the European Union and other (bilateral) actors. The hub is expected to play an important role for identifying best practices and sharing knowledge on streamlining the administrative procedures in the Central Asian countries, with particular attention to enhancing transparency and accountability and fighting corruption. The activities and structures of the hub have been designed and the first regional event and will take place in early 2013 and will focus on how to address corruption in the public administrations of the countries of the region.



## UNDP mechanisms to promote internal transparency and accountability

As a multilateral development organization that supports countries to improve governance and promote transparency and accountability to achieve sustainable development, UNDP has an obligation to lead by example and promote its own organizational transparency and accountability. The year 2012 was a significant milestone for UNDP in delivering on its commitments to make the organization more transparent and accountable.

UNDP was able to achieve its commitments to the **International Aid Transparency Initiative** (IATI) to publish aid flows. IATI was launched in Accra in 2008. Countries and organizations that are part of the initiative agreed on standards to disclose information in February 2011 and adopted a specific time-bound commitment to improve availability and accessibility of information on development cooperation and resources by November 2011.

The increased transparency implemented through IATI allows all development actors—governments, parliaments, the private sector, civil society, the general public and individuals—in developing and donor countries to know how external resources are allocated and spent. In so doing, it helps developing countries build their capacity to manage aid more effectively, so that external resources and related domestic financing go as far as possible in fighting poverty.

UNDP has gone beyond the requirements of IATI by presenting the information in a portal on the UNDP corporate website at <http://open.undp.org/>. The portal allows open pub-

lic access to data on UNDP's work in 177 countries and territories. It displays comprehensive project information—from income and expenditures to activities and results—on more than 6,000 active UNDP projects, along with more than 8,000 outputs and related project documents. Beginning in 2013, financial data on all of UNDP's ongoing development projects will be published quarterly, further increasing the value of this information and the agency's position as a transparent development partner.

Recognizing the efforts of UNDP, **Publish What You Fund** has ranked agency one of the 'top 10' among 72 organizations on its 2012 transparency index.

Furthermore, UNDP has also taken steps to prevent corruption and misuse in day-to-day management of the organization. It has expanded the mandate of its Office of Audit and Investigations to investigate fraud and other financial irregularities deemed to be detrimental to UNDP, whether committed by contractors, implementing partners or other third parties.

UNDP has adopted a zero-tolerance anti-fraud policy for its personnel and partners. This policy calls on anyone with evidence of fraud or corruption involving UNDP programmes or personnel to report the matter. All incidents are investigated in accordance with established investigation guidelines, and disciplinary and other appropriate actions (including dismissal and contract termination) are taken against any UNDP personnel found to have been involved in fraud and corruption. Moreover, details of actions taken are publicly reported. UNDP has also adopted a vendor sanctions policy, which prevents UNDP from transacting business with vendors found to have engaged in illegal conduct.



## CHAPTER 3: STRENGTHENING TRANSPARENCY, ACCOUNTABILITY AND REPORTING IN UNDP

### The mid-term review of PACDE to strengthen its results-based management and reporting

UNDP adopted PADCE in May 2008. The programme was developed in response to increased demand from partner countries for technical assistance to implement UNCAC and other anti-corruption interventions.

A mid-term review of PACDE was conducted in 2012 to assess the effectiveness and impact of the programme to date and make recommendations for the continuation of the programme specifically as well as in regards UNDP's strategy on anti-corruption more broadly. The review was conducted by Geir Sundet, an independent expert. The report is based on 95 interviews with more than 100 PACDE and other UNDP staff, UNODC staff, government counterparts, civil society partners, funders of the programme, other development partners, and associated researchers and consultants. Visits were made to New York, Colombia and Thailand, as well as to the Oslo Governance Centre and the U4 Anti-Corruption Resource Centre in Bergen (both in Norway). Telephone and Skype interviews were conducted with respondents in 24 other countries.

The report states that PACDE arose out of a need to position UNDP on anti-corruption, both within the UN system and within the global discourse. After the adoption of UNCAC in 2005, which was led by UNODC, UNDP found itself side-lined in the international anti-corruption agenda. From 2008 to 2010, PACDE succeeded in carving out a role for UNDP in the implementation of UNCAC and reaffirming the organisation's position as one of the leading international actors in the field of anti-corruption. In the second phase, starting in 2011, the programme increased its interventions at the country level and started a process of main-

streaming anti-corruption in UNDP's work on human development and the achievement of the MDGs.

The report also found that PACDE has registered a number of notable successes under the five outcome areas of its project document, which are impressive considering the programme's limited budget of between US\$2 million and US\$3 million per year. Among the successes noted were the following:

1. **Increased state/institutional capacity to respond to UNCAC and engage more effectively in reducing corruption to improve governance and sustain development:** PACDE has been successful in assisting UNDP to define its anti-corruption strategy, to carve out a position for UNDP in the global anti-corruption agenda, and to build a strong global anti-corruption team that includes core staff in New York and regional advisors and specialists in seven Regional Service Centres supported by over 120 focal points at country level who constitute the wider UNDP anti-corruption community of practice. PACDE has provided technical assistance to a large number of national counterparts and has consolidated UNDP's role as trusted partner to assist with the development of national anti-corruption strategies and institutional strengthening of anti-corruption agencies (ACAs).
2. **Increased use of governance/anti-corruption tools to inform policies at national levels.** PACDE has developed a number of tools to be used by anti-corruption practitioners, including a tool for assessing capacities of ACAs and the 'Going beyond the minimum' methodology for UNCAC self-assessment. The latter broke new ground by defining a role for national



civil society groups in the previously closed UNCAC process. PACDE has also supported UN-REDD in its work to integrate anti-corruption into its activities.

The development of reports to guide the mainstreaming of anti-corruption in the key sectors of education, health and water has succeeded in focusing attention on how to address corruption as one of the major bottlenecks to achieving the MDGs. This is still a new line of programming, but could be key to using PACDE to leverage impact in UNDP's core business, namely human development.

- 3. Strengthened capacity of the media and civil society to expose and provide oversight against corruption.** Some of the more innovative and promising initiatives supported by PACDE have been through its social accountability initiatives executed by civil society organisations (CSOs) or citizens' groups. PACDE has a range of activities in this area with a number of prominent partners, including Transparency International, Tiri and the UN Millennium Challenge Campaign. The work done by PACDE in social accountability to date puts the programme in a good position to integrate its support to CSOs more seamlessly into its country-level programming, particularly in connection with sector support and the MDGs.
- 4. Improved harmonization and coordination of anti-corruption initiatives.** PACDE has succeeded in establishing UNDP as a key actor in the international anti-corruption agenda. The inter-agency collaboration with UNODC is working well, and PACDE has been successful in establishing effective collaboration with key international actors as well.

- 5. Improved awareness and knowledge on tools and methodologies and their application through the development of knowledge products.** This outcome is the glue holding the other outcomes together. The justification for having a global thematic programme is to build a core of technical expertise and to provide quality technical assistance to programmes at regional and (mostly) country level. This has a strong element of learning and dissemination of lessons learned. PACDE's strategy of knowledge management to date has been based around the production of knowledge products and organisation of events for exchange of experiences. The programme has been prolific in both these areas of knowledge management, and has made notable contributions to strengthening knowledge on key issues concerning anti-corruption at the country, regional and global levels.
- 6. Gender is a cross-cutting theme in all of UNDP's programming.** Gender considerations did not at first figure prominently in PACDE programming. After a late start, PACDE is now moving quickly to address issues and areas concerning gender and corruption. The most promising example is a partnership with the Huairou Commission, which is providing quick results and valuable lessons that can be applied in the ongoing work to mainstream anti-corruption into the MDG Acceleration Framework (MAF) and the sector-specific anti-corruption work.

The mid-term review also identifies a number of lessons learned and areas for improvement, some of which are summarized below.

There are weaknesses in reporting and results management that need to be addressed; for



## CHAPTER 3: STRENGTHENING TRANSPARENCY, ACCOUNTABILITY AND REPORTING IN UNDP

example, there is a lack of consistency in the year-to-year reporting and budgeting. Until 2010, reporting tended to be output-based. The report also emphasized that PACDE needs to have stronger long-term planning and a more strategic focus of activities. This would entail longer-term time horizons, a better definition of results and tracking of implementation, and a more consistent effort to leverage the work of Country Offices; in regards to strategic focus, the review suggested that PACDE focus on fewer themes and on a smaller number of pilot countries.

The report also made it clear that many of the challenges identified in this review are not solely relevant to PACDE, but relate also to programmes and projects in many if not most sections of UNDP. An example was provided of reporting frameworks, funding and planning cycles and the operationally marginal position of BDP in relation to the Regional Bureaux and Country Offices. These corporate factors impose challenges for the work of PACDE, particularly in terms of its independence and ability to plan for the long term. While much of this is beyond the control of PACDE, there is also a need for the programme to be more pro-active in finding a strategy to assuage the limitations posed by the corporate framework.

The review provides three sets of practical suggestions for how UNDP's next strategic plan can provide the enabling framework for more effective anti-corruption work: i) putting in place routines and incentives for enabling longer time-horizons; ii) stronger and more uniform use of results frameworks to produce quality reports; and iii) more user-friendly and useful electronic management and communication tools.

More specifically, the review provides the following recommendations:

- The logframe from the original Project Document should be updated to reflect the current vision of the programme, and a format should be developed for reporting that allows for a multi-year time frame and provides baselines and targets at objective and output and activity level.
- Reporting should pay equal attention to what has not worked well as to highlighting successes. All reports should be posted on a PACDE website.
- The PACDE team should in a collaborative manner decide on areas of prioritization and then embed the priorities in a long-term plan, with clearly indicated budget ceilings.
- PACDE needs to ensure that its results framework continues to strengthen gender-segregated indicators and that the gender dimension is addressed across all programmes.
- PACDE should develop a communications strategy that includes the use of a Web portal and mailing list to make information on UNDP's support to anti-corruption initiatives visible and easily accessible.
- UNDP should review its reporting tools and electronic platforms for knowledge management in order to find ways of making them more useful for planning, knowledge management and information retrieval.
- Funds should be sought for a long enough time period to enable multi-year forward planning. Funding commitment could be sought from within UNDP, as well as from external partners.

The findings of the reports were discussed in detail during the fifth global Community of Practice



(CoP) meeting, which identified that there are three levels of issues discussed in the report on how anti-corruption programming can be improved: i) country-specific-factors (political and economic environment of programming countries); ii) UNDP's organization context (planning, budgeting and reporting mechanism of UNDP as an organization); and iii) PACDE's context (better planning, implementation and reporting).

Based on the discussion at the global CoP, PACDE has already started implementing recommendations made by the PACDE mid-term review. Steps undertaken already include putting in place an effective knowledge management strategy, developing a multi-year work plan and improving its reporting for results.





# ANNEX 1: SUMMARY OF RESULTS BY OUTPUT AREAS

**Overall Intended Impact: Strengthened national and local level capacity to integrate anti-corruption measures into development processes to enhance service delivery and achieve the MDGs.**

**Objective #1: To Accelerate MDG achievement and reduce poverty through addressing corruption bottlenecks**

**Outcome Indicator(s) for Objective #1:**

- Accelerated solutions to achieving MDGs developed and implemented in targeted countries.
- MDG targets for poverty reduction and in sectors (e.g. education, health and water) achieved.

Intended Outputs #1	Key Activities	Achieved results
<p><b>Output #1.1:</b> <i>MDG acceleration framework takes into account corruption bottlenecks in 10 countries</i></p> <p>Baseline: The countries are off track to achieve specific MDGs by 2015.</p> <p>Output indicator: MDG Action Plans with accelerated solutions to remove corruption bottlenecks implemented in targeted countries</p>	<p>1.1.1 Identify, engage and reach agreement with potential countries that express interest and commitment to tackle off-track MDGs at national and/or sub-national levels by addressing governance bottlenecks.</p> <p>1.1.2 Support implementation of MAF by integrating anti-corruption in programmes and projects of those countries which are currently implementing MAF.</p> <p>1.1.3 Provide advisory support and monitor the progress on MDG acceleration in 10 MDG acceleration countries to make sure that the results are achieved as per the results-framework.</p>	<p>In 2012, PACDE continued supporting MAF implementation in <b>Togo, Colombia</b> and <b>Lao PDR</b> to increase transparency and accountability of local governments, involvement of women in monitoring of local budgets, procurement processes, etc.</p> <p>In the first half of 2013, these 10 countries will be brought together to share their experiences, with particular focus on the linkages between governance and poverty reduction interventions at country level.</p>

**Partners** - BDP Poverty Group, UN Millennium Campaign, Transparency International, Tiri, UNDP Regional and Country offices

Intended Outputs #1	Key Activities	Achieved results
<p><b>Output #1.2:</b> <i>Sectoral approach to fighting corruption developed and implemented in selected countries (at least fifteen countries).</i></p> <p>Baseline: Existence of very few good anti-corruption practices in sectors;</p>	<p>1.2.1 Provide advisory support to at least fifteen countries (at least three countries in one sector) to design and implement programs/projects to map out corruption risks in education, health and water sector and develop the corruption risks reduction plan.</p>	<p>In 2012 PACDE called for expressions of interest to the Country Offices interested to integrate anti-corruption in sectors. 16 proposals were selected out of 37 submissions.</p> <p>PACDE convened an inception meeting in July 2012 in Bratislava with the selected countries to discuss the pilot projects and provide necessary feedback to strengthen the projects' design and planning.</p>

# ANNEX 1: SUMMARY OF RESULTS BY OUTPUT AREAS



Intended Outputs #1	Key Activities	Achieved results
Resource leakages in service delivery.  Output indicator: Number of countries implementing anti-corruption programmes in service delivery sectors  Rate of improvement in service delivery	1.2.2 Provide both technical support and grant to implement the corruption risk reduction plan.  1.2.3 Provide support for monitoring and evaluation of the programme/project	A quarterly monitoring template has been designed. Each project will be reviewed at the end of the first year, to qualify for further funding.  As of December 2012, almost all projects had been in implementation for almost six months. Some Country Offices have received a tremendous boost by mobilizing more resources from governments and other partners (e.g., Colombia and Jordan). An additional four countries (including El Salvador and Nigeria) have requested to be a part of PACDE's sectoral anti-corruption Community of Practice so as to benefit from PACDE advisory support, knowledge and guidance  More information on baseline figures and measurement methodology for indicators: service delivery. Is reported under each output areas, please see the main text in the report.

**Partners** - Transparency International, U4, Tiri, UNDP Regional and Country offices

Intended Outputs #1	Key Activities	Achieved results
<b>Output #1.3: Multi-stakeholder networks and dialogue on social accountability in six countries held.</b>  Baseline: Poor quality of service delivery  Low citizens' satisfaction in services provided.  Limited opportunity for citizens to provide feedback to service providers  Output indicator: Establishment of innovative mechanisms for collection of data and provision of feedback by citizens  Rate at which complaints are resolved	1.3.1 Upscale the experience and knowledge from the ongoing six pilots and support civil society/community monitoring of government services, budget and infrastructures at least in 6 additional countries.  1.3.2 Produce and share knowledge products both globally and locally to encourage multi-stakeholder participation on monitoring services, budgets and expenditures.  1.3.3. Raise awareness and develop capacity of parliamentarians, media and private sector to promote active engagement in the social accountability initiatives and use the information from these initiatives to influence national and local policy processes.	Technical and financial support to four country led pilots:  In November 2012, PACDE launched the initiative for country-led interventions on social accountability. PACDE together with regional anti-corruption focal points selected four projects—from Country Offices in Ghana, Papua New Guinea, the Philippines and Serbia—based on criteria including feasibility of impact, sustainability and involvement of youth and women.  1. Ghana – Focus on health sector and seeks to enhance community assessment of service providers.  2. Serbia – health sector, the projects aims to enhance the implementation of citizens' charters and implement a web-based platform to monitor citizen satisfaction  3. Philippines – focus on community assessment of service providers in water sector.  4. PNG – anti-corruption media awards, raising profile of AC media reports and investigative journalism. Please see the box 4 and 6 for more details.  <b>Knowledge production and capacity building</b>



# ANNEX 1: SUMMARY OF RESULTS BY OUTPUT AREAS

Intended Outputs #1	Key Activities	Achieved results
<p>Level of citizens' satisfaction in service delivery</p> <p>Rate of increase in citizens' voice in public processes.</p>		<p>In 2011-2012, PACDE together with the RBLAC Virtual School carried out a regional study on the impact of accountability in the water sector. The study's findings were discussed and validated in a workshop held in Panama, in November 2012 among UNDP Country offices, UN Agencies, the researchers and national authorities of the water sector from Chile, Colombia , Panama and Brazil.</p> <p>In September 2012, PACDE supported RBLAC's a training for youth of the Caribbean on Social Auditing. The social audit workshop had an immediate impact in terms of raising awareness on the pivotal role of youth in the Caribbean for preventing [corruption through social accountability mechanisms. For example, immediately after the workshop participants formed the Caribbean Youth Social Auditors (CYSA) network</p> <p>PACDE in partnership with the Integrity Action program in Western and Eastern Africa launched the Integrity Leadership Course for African Leaders. PACDE is supporting the mentorship component of the initiative. As of the end of 2012, the capacity-building component in Western Africa has been completed and starting in 2013 the nine-month mentorship programme will be launched, with UNDP leading the process</p> <p>In Western and Central Africa, PACDE together with Transparency International conducted civil society training in Guinea, Mauritania and Cote d'Ivoire based on the manual training designed and tested 2012.</p>
<p><b>Partners</b> - UN Millennium Campaign, Transparency International, UNDP Regional and Country offices</p>		

# ANNEX 1: SUMMARY OF RESULTS BY OUTPUT AREAS



## Objective #2: UNCAC and anti-corruption mainstreamed into national development processes

### Outcome Indicators:

- UNCAC gap analysis and self-assessment inform policy reform processes.
- Anti-corruption is an integral part of all governance and development interventions in the targeted countries, including countries in transition and recovery context

Intended Outputs #2	Key Activities	Achieved results
<p><b>Output #2.1:</b> <b>UNCAC mainstreamed in national development processes in 15 countries</b></p> <p>Baseline: Limited knowledge of mainstreaming anti-corruption in development planning</p> <p>Output indicator: Number of country offices and practitioners trained on integrating anti-corruption in UNDAFs.</p> <p>Number of UNDAFs (of the total targeted countries) reflect strong focus on anti-corruption</p>	2.1.1 Finalize the anti-corruption course for UNDAF.	<p>In 2012, UNDP, UNODC and USSC finalized a training package to integrate anti-corruption into the UNDAF processes. The First training of trainers is for the second quarter of 2013. Approximately 40 participants from different UN agencies will attend the first ToT and regional and country level training will be delivered as per requested.</p> <p>PACDE supported the DG practice area in LAC to implement the workshop called: 'Interagency workshop: the joint fight against corruption for the attainment of the MDGs in Latin America and the Caribbean'. <b>30 UN professionals from four countries (Ecuador, Guatemala, Honduras and Panama) participated. They represented nine agencies, including UNDP, UNDOC, UNEP, UNICEF, FAO, WFP, HIV/AIDS UNAIDS, UNOP and (PA).</b></p> <p>PACDE Launched on 9 December 2012 the online course: Basics on Anti-corruption. The course is currently available for UNDP staff and the results of the first months have been impressive. More than 100 staff members have already taken the course which reflected the high demand of knowledge in this area. The course will be public and available in the anti-corruption portal in 2013 for the broader audience.</p> <p><b>Technical Support at the Country Level.</b></p> <p>PACDE inputs to mainstreaming anti-corruption and integrating transparency, accountability, and integrity were successfully incorporated in the governance components of the UNDAF documents of 10 countries - Bhutan, Jordan, Nigeria, Niger, Uganda, Mali, Guinea Bissau, Nigeria, Guinea, and Equatorial Guinea.</p>
	2.1.2 Conduct training of trainers to integrate anti-corruption in regional UNDAF training events to be organized by DOCO.	
	2.1.3 Support regional UNDAF training events provided by the UN System Staff College, Turin.	
	2.1.4 Provide advisory services to countries that are developing UNDAF programme documents.	
<p><b>Partners</b> - UNODC, DOCO, UNSSC, Regional and Country Offices</p>		

Intended Outputs #2	Key Activities	Achieved results
<p><b>Output #2.2:</b> <b>National dialogue on anti-corruption using the going beyond the minimum approach is conducted in nine countries on demand driven basis.</b></p>	2.2.1 Join UNODC to support the training for reviewers and the countries scheduled to be reviewed.	<p>PACDE, with funding from the U.S. State Department, supported the UNCAC Coalition of Civil Society to increase the participation of civil society organizations at the meeting of the Implementation Review Group (IRG) of UNCAC held on 20 June 2012.</p> <p><b>Myanmar:</b> PACDE through the Bangkok Regional Centre supported the UNODC-led first-ever workshop on anti-corruption</p>



# ANNEX 1: SUMMARY OF RESULTS BY OUTPUT AREAS

Intended Outputs #2	Key Activities	Achieved results
<p>Baseline: Limited knowledge of UNCAC gap analysis and self-assessment methodology</p> <p>Limited engagement of civil society actors in UNCAC review</p> <p>Output indicator: Number of national consultations/dialogues carried out using going beyond the minimum approach; number of UNCAC review trainings provided to countries.</p>	<p>2.2.2 Share UNDP's experiences and lessons learned in the training for UNCAC review and at the Intergovernmental Working Group meeting on review mechanism and technical assistance.</p> <p>2.2.3 Encourage the countries to go beyond the minimum requirement for UNCAC review. Provide technical support for gap analysis and link the findings with the ongoing governance reforms (e.g., implementation of national anti-corruption strategy, public administrative reform, parliamentary strengthening, etc.).</p>	<p>in Myanmar where government officials expressed their commitment towards ratifying the UNCAC. UNDP worked with law-makers and provided detailed comments on the draft Anti-Corruption Law to be adopted in Parliament.</p> <p><b>In China and Mongolia:</b> PACDE contributed to the formulation of a new Public Administration Reform (PAR) programmes.</p> <p><b>Timor-Leste and Morocco:</b> UNDP supported the piloting of the Self-Assessment Tool for Parliamentarians in the Fight against Corruption, which was developed by UNDP in collaboration with the Global organization of Parliaments Against Corruption (GOPAC).</p> <p><b>Western Africa and Central Africa:</b> most of the countries in the region received support through the Dakar Regional Centre, including advisory support on UNCAC implementation and Review Mechanisms.</p> <p><b>Macedonia and Romania:</b> UNDP provided support to strengthen the capacity of the Ministry of Justice for the UNCAC Self-Assessment process.</p> <p>In July 2012, with technical support from PACDE, UNDP organized a <b>regional workshop on UNCAC mechanism review titled 'Understanding and sharing lessons learned on the United Nations Convention Against Corruption (UNCAC) review mechanism'</b>. This workshop brought together over 50 participants including government officials, member of parliaments and organizations of civil society from Benin, Burkina Faso, Cameroon, Cape Verde, the Central African Republic, the Congo, Ghana, Mali, Mauritania, Niger, Nigeria, Togo and Uganda.</p>
<p><b>Partners</b> - UNODC, Regional and Country Offices</p>		
Intended Outputs #2	Key Activities	Achieved results
<p><b>Output # 2.3:</b> <i>Technical assistance provided to mainstream anti-corruption and UNCAC in nine post-conflict and transition countries (For countries, please see the list in Objective section, page 22).</i></p>	<p>2.3.1 Strengthen anti-corruption capacities in post-conflict and recovery contexts through advisory support to integrate anti-corruption in various pillars of governance programmes and projects.</p>	<p>PACDE supported:</p> <ul style="list-style-type: none"> <li>– formulation of national anti-corruption strategies and programmes in Afghanistan, Egypt, Morocco and South Sudan;</li> <li>– ratification and implementation of UNCAC in Myanmar and Timor Leste;</li> </ul>

# ANNEX 1: SUMMARY OF RESULTS BY OUTPUT AREAS



Intended Outputs #2	Key Activities	Achieved results
<p>Baseline indicator: In post-conflict countries, anti-corruption institutions are weak in terms of both awareness of laws and capacity to fulfil their function.</p> <p>In transition countries, dedicated UN/UNDP country level programmes are being developed.</p> <p>Output indicators:</p> <ul style="list-style-type: none"> <li>• Increased national capacity of institutions to implement anti-corruption interventions; extent of mainstreaming anti-corruption into the governance programme;</li> <li>• Number of Anti-Corruption programmes designed and implemented in coordination with national partners.</li> <li>• Dedicated anti-corruption country level programmes have been developed and implemented.</li> <li>• Partnerships to implement and coordinate anti-corruption programmes consolidated and strengthened.</li> </ul>	<p>2.3.2 Establish and strengthen the capacity of newly established institutions, and help implement dedicated country level anti-corruption interventions.</p> <p>2.3.4. Strengthen the capacity of civil society and media, including training journalists on investigative journalism to provide oversight to reconstruction and recovery initiatives.</p>	<ul style="list-style-type: none"> <li>– mainstreaming anti-corruption in sectors in Lebanon, Liberia, Jordan, Kosovo, Kyrgyzstan, and Serbia;</li> <li>– mainstreaming of anti-corruption in REDD+ in Democratic Republic of Congo and Nepal.</li> <li>– south-south exchange in various forums between Afghanistan, Egypt, Democratic Republic of Congo, Cote D'Ivoire, Myanmar, Morocco, Iraq, Kosovo, South Sudan, Palestine, and Tunisia.</li> <li>– advocacy activities and national campaigns against corruption in to mark International Anti-Corruption Day in Afghanistan, Djibouti, DRC, Libya, Myanmar, Nepal, Maldives, Kosovo, Liberia, Morocco, Yemen, and South Sudan</li> </ul>
<p><b>Partners</b> - BCPR, Regional and Country Offices</p>		



# ANNEX 1: SUMMARY OF RESULTS BY OUTPUT AREAS

## Objective #3: Capacity of anti-corruption agencies (ACAs) strengthened.

### Outcome Indicators:

- Increased capacities of Anti-Corruption Agencies to respond to challenges posed by corruption and promote governance and sustainable development.
- ACAs in targeted countries have initiated and implemented anti-corruption measures such as system analysis, assessments, investigations and coordinated national anti-corruption strategies
- ACA official's awareness on existing anti-corruption laws and mechanisms is increased. (Measured using a simple survey).
- ACAs have increased capacity to fulfill their mandate (measured through UNDP's ACA capacity assessment methodology)

Intended Outputs #3	Key Activities	Achieved results
<p><b>Output #3.1:</b> <b>Technical assistance provided to strengthen capacity of at least 12 ACAs.</b></p> <p>Baseline: Limited capacity of ACAs to fulfill their mandate</p> <p>Output indicators: Number of UNDP Country Offices having dedicated projects to support the ACAs;</p> <p>Number of participants from ACAs trained in preventive measures (systems audits), and investigation</p> <p>Number of anti-corruption initiatives (including system audits) implemented by the targeted ACAs/</p> <p>Number of anti-corruption institutions and experts engaged in capacity building initiatives, including through South-South exchange.</p>	<p>3.1.1 Using UNDP methodology for capacity assessment, conduct capacity assessment as a part of capacity strengthening programme.</p>	<p>PACDE continued to encourage to use its flagship publication "Practitioners Guide to Assessing the Capacities of Anti-Corruption Agencies (ACAs)" to strengthen the capacity of ACAs to implement the national anti-corruption strategies, coordinate the UNCAC implementation and strengthen institutional integrity.</p>
	<p>3.1.2 Provide training to ACAs on investigation, prosecution, prevention and awareness-raising.</p>	<p>PACDE together with RBA organized a regional training event on forensic financial investigation for 11 ACAs from southern Africa.</p> <p>PACDE and the Johannesburg Regional Centre are also currently developing a manual on financial forensic audits.</p>
	<p>3.1.3 Provide support to the ACAs to develop, implement and evaluate anti-corruption national strategies, which are often given mandates for coordinating such strategies.</p>	<p>PACDE organized a high-level regional dialogue on corruption prevention for 16 ACAs from eastern and southern Africa.</p>
	<p>3.1.4 Provide technical support to conduct system analysis or integrity assessment in sectors (e.g., health, education and water) and help to implement the risk reduction plan contributing to the change management system.</p>	<p>PACDE supported a Jakarta meeting of 30 ACAs, where current and former heads of anti-corruption agencies (ACAs), anti-corruption practitioners and experts gathered in Jakarta to discuss a set of "Principles for Anti-Corruption Agencies". The meeting issued a Jakarta Statement on the Principles for Anti-Corruption Agencies. The "Jakarta Principles" will now be widely disseminated across the region and the world in regional and global fora as core principles for ACAs to ensure their effectiveness and independence.</p> <p>In Kazakhstan, technical support was provided for the development of a regional hub on public administration reform (covering all Central Asian countries). PACDE supported a technical mission for the development of the Hub in particular with the aim of utilizing it in order to improve transparency, accountability of the PA in the countries of the region as well as introducing ethic frameworks and oversight mechanisms.</p>
	<p>3.1.5 Facilitate South-South knowledge exchange and capacity development, advisory support (Utilizing the expertise of ACAs from Bhutan, Botswana and other institutions).</p>	<p>In Ukraine, PACDE provided financial and technical support for the conduction of a capacity assessment of the Anti-Corruption department of the Ministry of Justice. Two self-assessment questionnaires were developed and data were collected.</p>

**Partners** - UNDP Regional and Country Offices



# ANNEX 1: SUMMARY OF RESULTS BY OUTPUT AREAS

## Objective #4: Mitigating corruption risks in climate change and natural resource management

### Outcome Indicators:

- UN-REDD partner countries received technical support in setting up transparent and accountable BDS
- Guidance and tools on corruption risk assessments, fiduciary standards, and citizen's budget monitoring designed and disseminated to UN REDD partner countries
- Transparency and Accountability is part of the global agenda on climate change and natural resource management

Intended Outputs #4	Key Activities	Achieved results
<p><b>Output #4.1 Corruption risk assessments and other anti-corruption measures are integrated in REDD+ mechanisms</b></p> <p>Baseline: Before 2011, there was no effort to explicitly and systematically integrate anti-corruption measures in National UN REDD Programmes</p> <p>Output indicators: Number of countries carrying out the corruption risk assessment and integrating it to UN-REDD</p> <p>Number of need based knowledge products are developed and disseminated; Knowledge products are being reflected in the country level programme/project documents</p>	4.1.1 Identify and mitigate corruption risks in the design and implementation of REDD	<p>PACDE in partnership with UN-REDD since 2011 has co-organized regional awareness raising and training sessions for REDD+ experts and anti-corruption practitioners in Nepal and Thailand (October 2011) and Zambia (April 2012). In the lead-up to the Zambia event, online corruption perception surveys on REDD+ among practitioners from UN-REDD partner countries in Asia-Pacific and Africa were conducted to assess the understanding of the nature of risks among practitioners</p> <p>During the second half of 2012, PACDE's focus moved from global and regional advocacy on anti-corruption in REDD+ to 'targeted support' at country level to map corruption risk in national REDD+ strategies. A number of country-specific actions designed to address corruption risks in REDD+ have already been initiated in at least seven UN-REDD programme/partner countries. These action plans include conducting corruption risk assessments and stakeholder consultations in Bangladesh and Bhutan; strengthening civil society actors on anti-corruption instruments and tools in Nepal and the Philippines; institutional context analysis, stakeholder validation of study and training on transparency for local governments; and capacity development for media in Peru.</p> <p>A number of key knowledge products were also developed in 2012: '<b>Guidance note on conducting REDD+ cor-</b></p>
	4.1.2 Develop capacities of partner countries to enhance the impact of UN REDD programmes on sustainable livelihood, poverty reduction and social protection	
	4.1.3 Provide needs-based, timely and relevant case studies, good practices and other knowledge products on curbing corruption in REDD+ for UNDP country office and UN REDD programme implementation units	
<p><b>Output #4.2 Transparency and accountability were integrated in major global forums and in the management of natural resources</b></p> <p>Baseline: Before 2012, there was no corporate strategy on the management of extractive industries.</p>	4.2.1. Contribute to UNDP's work and strategies on sustainable development and natural resource management by integrating transparency and accountability mechanisms.	





# ANNEX 1: SUMMARY OF RESULTS BY OUTPUT AREAS

Intended Outputs #4	Key Activities	Achieved results
<p>Output indicators: Transparency and Accountability measures integrated in global strategies focus on natural resource management and climate change</p>		<p><b>ruption risk assessments'</b> was developed by PACDE and UN-REDD. The study report titled 'Ensuring inclusive, transparent and accountable national REDD+ systems: the role of freedom of information' and creative knowledge products to generate awareness about the risk of corruption in REDD+ are all being finalized.</p> <p>As a member of the UNDP's Rio+20 Task Force, PACDE represented the Democratic Governance practice and provided substantive inputs to the agenda of the summit. This included specific knowledge products and a side event that made strong cases for incorporating transparency and accountability in the debate about sustainable development. In the same token, PACDE actively engaged and contributed to the design of UNDP's strategy on extractive industries. As a result, the new strategy contains explicit components on transparency and accountability throughout the value chain</p>
<p><b>Partners</b> - UNDP Regional and Country Offices, UNREDD and civil society partners</p>		



# SUMMARY OF RESULTS BY OUTPUT AREAS

**Objective #5: Global leadership and coordination, anti-corruption advocacy and campaign**

**Outcome Indicators:**

- UNDP global anti-corruption community of practice sets priorities for UNDP anticorruption work for the next two years
- Increased visibility of UNDP at global fora on anti-corruption such as International Anti-Corruption Conference
- Global anti-corruption campaigns lead to increased public awareness

Intended Outputs	Key Activities	Achieved results
<p><b>Output #5.1: UNDP shapes anti-corruption discourse and increases global awareness on the impact of corruption</b></p> <p>Baseline: Emerging trends that have impact on anti-corruption but yet to inform anti-corruption discourse.</p> <p>Existing activism against corruption does not translate to informed policies and strategies</p> <p>Output indicators: Emerging priorities identified for UNDP anti-corruption work</p> <p>Number of UNDP workshops organized at the 15<sup>th</sup> IACC;</p> <p>Number of countries organizing multi-stakeholder as part of International Anti-Corruption Day Campaign to launch initiatives against corruption</p>	<p>3.1.1 UNDP CoP organized and participants identify emerging priorities for UNDP anti-corruption work</p>	<p>PACDE organized the 5<sup>th</sup> UNDP Global Anti-Corruption Community of Practices bringing together about 100 participants from 45 UNDP country offices, donor, partner, and civil society organizations.</p>
	<p>3.1.2 UNDP organized at least ten workshops, in collaboration with partners, to highlight its anti-corruption work and promote dialogue on issues affecting anti-corruption work</p>	<p>The CoP helped to identify priorities for UNDP's anti-corruption work. These include – anti-corruption in local governance, in natural resources sectors, and in post-conflict contexts.</p> <p>UNDP organized 10 workshops at the IACC with its partners. Its approach to mainstreaming anti-corruption in sectors and its seminal research work on gender and corruption - 'Seeing beyond the state: grassroots women's perspective on corruption' – was widely appreciated.</p>
	<p>3.1.3 In collaboration with UNODC and UNDP country offices, ACT Against Corruption Today Campaign is implemented at the national level</p>	<p>In 2012, 55 UNDP and UNODC Country Offices organized successful national-level campaigns and engaged diverse stakeholders—political leaders, government officials, legislators, judiciary, civil society organizations, citizens and student activists, and media.</p>

**Partners** - UNDP Regional and Country Offices, UNODC and civil society partners



# ANNEX 2: SUMMARY OF PACDE EXPENDITURES IN 2012

	ACTIVITIES	Total expenditure
1	<b>Reducing corruption for MDG acceleration</b>	<b>\$ 993,510.31</b>
	1.1 Implementation of MDG Acceleration Framework, support to Colombia, Lao PDR and Togo	\$ 177,435.72
	1.2 Sectoral approach to fighting corruption (education, health and water sectors)	\$ 484,358.59
	1.3 Support to social accountability initiatives	\$ 116,716.00
	1.4 Curbing Illicit financial flows	\$ 35,000.00
	1.5 Support for initiatives on gender and anti- corruption	\$ 60,000.00
	1.6 Advisory support and coordination for MDG related work	\$ 120,000.00
2	<b>Mitigating corruption risks in climate change (in the context of REDD+)</b>	<b>\$ 349,504.00</b>
	2.1 Equitable and accountable Benefit Distribution Systems for REDD+	\$ 132,141.23
	2.2 Mitigation of corruption risks in REDD+	\$ 117,362.77
	2.3 Advisory support	\$100,000.00
3	<b>Supporting programming countries for UNCAC review and implementation</b>	<b>\$ 594,782.30</b>
	3.1 UNCAC mainstreaming	\$ 184,734.37
	3.2 UNCAC going beyond the minimum	\$ 252,474.26
	3.3 Mainstreaming anti-corruption and UNCAC in post-conflict and transition countries (support to Egypt and Morocco)	\$ 61,422.59
	3.4 Country support for UNCAC implementation (El-Salvador, Ukraine, Macedonia, East-Timor)	\$ 96,151.08
4	<b>Strengthening the capacity of Anti-Corruption Agencies</b>	<b>\$ 75,639.77</b>
	4.1 Technical assistance to ACAs	
5	<b>Strengthening anti-corruption knowledge management</b>	<b>\$ 206,736.55</b>
6	<b>Global leadership and coordination, anti-corruption advocacy and campaign</b>	<b>\$ 342,905.24</b>
7	<b>Strengthening regional capacities and networks to support country level interventions in Asia-Pacific region, Europe and CIS, Latin America, Africa and Arab States</b>	<b>\$ 972,872</b>
13	<b>Management and Coordination (Advisory and program support, coordination, monitoring and evaluation)</b>	<b>\$ 352,311.38</b>
	<b>GRAND TOTAL FOR 2012</b>	<b>\$ 3,888,261.55</b>

## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS



	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
1	<b>Armenia – education sector</b>	In partnership with the Republic of Armenia Ministry of Education and Science, UNICEF and civil society, implement a Social Innovation Camp, including a comprehensive campaign of workshops and web-based outreach.	Out of 75 project submissions received, three anti-corruption projects ( <i>University Monitoring, Kindergarten Monitoring, Virtual Blood Bank</i> ), were selected and will be implemented in 2013.	At this stage there were no challenges or lessons learned identified.	<b>PACDE Allocation - \$40,000</b> <b>Expenditure - \$39,845</b>	
2	<b>Brazil – health sector</b>	This pilot project focuses on preventing corruption in health sector among public servants of Sao Paulo's State Health Secretariat. The project is implemented in partnership with the State Secretariat of Public Health.	Preparations for the course on corruption prevention in the health sector to state's hospital managers are being completed. The course will be launched in the beginning of 2013. The partnership with state institutions brought to the agreement that the trainers of the course will provide trainings either on voluntary basis or will be paid by the state.	At this stage there were no challenges or lessons learned identified.	<b>PACDE Allocation - \$40,000</b> <b>Expenditure - \$539.02</b>	This project successfully managed to engage state institutions into the project and they will support in organization of trainings through in-kind contribution.



## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS

	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
3	<b>Cambodia – education sector</b>	The objective of this project is to get a better understanding on the nature and prevalence of informal fees in Cambodia and to identify appropriate global and regional experiences and best practices which can be applicable to the Cambodian context.	The literature review of characteristics of informal school fees in Cambodia was completed in 2012. The second phase of the project, including, conducting the survey and elaborating a policy brief with recommendations will be implemented in the second half of 2013.	There are some challenges regarding the political sensitivity of the subject. The Minister of Education, Youth and Sport suggested not to discuss the corruption issue as the government is preparing for the national election in July 2013. After several discussions with the government partner, it was agreed to continue the project after the elections in 2013.	<p><b>PACDE Allocation - \$40,000</b></p> <p><b>UNDP Cambodia allocation - \$14,000</b></p> <p><b>Expenditure - \$11,550</b></p>	
4	<b>China – education sector</b>	UNDP China together with China Centre for Comparative Politics and Economics launched in 2012 an initiative to strengthen anti-corruption efforts in the higher-education system. The aim is to map out corruption risks in the higher education sector, propose mitigation strategies, pilot risk reduction plans in selected	Broad consensus with project partners has been reached and early difficulties in project initiation were overcome. Two partners have agreed to provide in-kind contributions to the project: China Public Integrity Education Network (C-PIEN) and Transparency International China (TI China) have agreed to share their	At this stage there were no challenges or lessons learned identified.	<p><b>PACDE Allocation - \$40,000</b></p> <p><b>Expenditure - \$39,816.82</b></p>	There has been clear message after Chinese leadership change in November 2012 that the new government will take strict measures to combat corruption, which provides opportunity to promote the project findings and recommendations.

## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS



	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
		universities and develop a policy proposal for the Ministry of Education and the Central Disciplinary Committee of the Communist Party of China to prevent corruption in this sector.	available data and references in survey, corruption risk alerting system design, piloting and policy proposal to the central government. The National Academy of Education Administration consolidated the study on corruption risks in the higher education system of China.			
5	<b>Colombia – health sector</b>	This project aims to address corruption risks in the health sector through active engagement and training of citizens who will perform social control on health issues. The project also aims to foster a dialogue among state actors, private and public health sector, and citizens' organizations in Cartagena city of Colombia, where the project is implemented.	This project created the conditions for the constitution of the first "Tribunal for patients' rights" in Colombia. The Tribunal is a physical space where a group of young volunteers (already trained in legal and health-related matters) attend to citizens' complaints and suggestions related to the provision of health services in the city. By the end of 2012, Tribunal has received approximately 400 complaints and claims from the citizens.	At this stage there were no challenges or lessons learned identified.	<b>PACDE Allocation - \$40,000</b>  <b>Expenditure - \$35,007.37</b>	During 2012, UNDP Colombia was able to mobilize some 350,000USD (70% from national actors and 30% from UNDP CO) in order to elaborate an anti-corruption policy in the country. In 2013, UNDP Colombia already mobilized some 150,000USD for the implementation phase of the public policy. There is a possibility that the Municipality of



## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS

	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
			The focus in 2013 will be to ensure that majority of claims and complaints are addressed.			Cartagena will contribute additional \$20,000 to this project.
6	<b>Costa Rica – water sector</b>	The project is intended to promote transparency and accountability of the Rural Administrative Association of Aqueducts (ASADAS in Spanish) to improve water management in Costa Rica through active involvement and monitoring of users. Specifically, a first component of the project develops corruption risk management plans in two selected ASADAS. The second component is to develop a system to monitor financial and operational performance of ASADAS as part of a scheme of accountability.	Finalized a Legal analysis of existing mechanisms for transparency and accountability for the management of the Administrative Associations of Water and Sewerage Systems in Costa Rica. Completed a systematization of information obtained through interviews with members of the Boards of Directors of the ASADAS San Ramon and Tamarindo. This entailed characterization of the services, and area of intervention, description of the ASADA, board roles, budget, infrastructure and services provided. The systematization also served to register the current accountability and	The AYA's (Water authority) department responsible for liaison with rural aqueducts has complained that this project has been directed from AyA's presidency without significant involvement of technical department who could benefit of this process. The implementing NGO (CEDARENA) then started to provide feedback and direct involvement with several AYA technical departments to ensure replication is possible not only within ASADAS but within AyA departments as well.	<b>PACDE Allocation - \$40,000</b>  <b>Expenditure - \$11,182.38</b>	The project has already gained significant visibility among the most relevant water authorities in the country. The project results are being taken into consideration by AyA (Water authority) to design a national level intervention for the rest of the ASADAS, if they get some funding from international donors. The project has been noticed by the Water Integrity Network and UNDP's Water Governance Facility who have agreed to fund a video toolkit (\$5,000) to help replicate the use of the Water

## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS



	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
			transparency procedures currently being conducted by these entities.			Integrity Manual among Spanish speakers.
7	<b>Ethiopia – water sector</b>	This project seeks to contribute to government's efforts for improved service delivery to the citizens. Assessment of corruption risks in the water sector is being conducted to gain better insight into transparency and accountability concerns impeding service delivery in the sector, identify interventions and mechanisms to be implemented for zero tolerance for corruption in the sector. Information to be generated from the assessment would feed into the national anticorruption strategy being developed and UNCAC assessment to be undertaken in 2013. In addition to assessment, the federal and regional	Assessment of corruption risks in the sector has been completed and further actions developed for implementation in 2013.	Some delays in conducting the assessment have occurred due to some technical issues, however, the project is on track in general.	<b>PACDE Allocation - \$40,000</b>  <b>Expenditure - \$39,800.55</b>	





## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS

	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
		parliamentary committees that oversee the sector will be trained on how to monitor and ensure transparency in the management of the sector. Also training will be conducted for the National Anti-corruption coalition on budget analysis and tracking and the development of tools for monitoring the sector and piloting of risk reduction mechanism in a selected local water project.				
8	<b>Guinea – health sector</b>	This project aims to improve people's access to quality health services through involving media (radio, television, newspapers). It is planned to engage thirty (30) journalists and train them in methods and techniques for investigating cases of corruption in the health sector. This investigation will focus on	<ul style="list-style-type: none"> <li>• trainings for journalists organized, and journalists are now better equipped to investigate and report on any suspicious case; 14 radio shows at three radio stations and three roundtable public hearings were organized;</li> <li>• 27 papers (written, audio and video) have been completed;</li> <li>• Approximately</li> </ul>	<ul style="list-style-type: none"> <li>- The difficulty of obtaining reliable information both from people and health authorities;</li> <li>- Lack of organizational and financial networks of journalists partners;</li> <li>- Mistrust of people and authorities towards journalists;</li> <li>- After two assassinations of famous people in Guinea, who struggled for</li> </ul>	<p><b>PACDE Allocation - \$39,500</b></p> <p><b>UNDP Guinea, OSIWA - \$25,000</b></p> <p><b>Expenditure - \$39,386.14</b></p>	The project mobilized additional \$25,000 from the Country Office and OSIWA.

## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS



	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
		investigation of corruption cases and similar practices. In addition, advocacy campaigns will be conducted to the investigation itself to raise awareness of citizens on the issue.	1.6 million people were informed about the national policy to access medicines in Guinea and on the dangers of counterfeiting;	integrity, some journalists are beginning to be afraid to pursue investigations.		
9	<b>Jordan – education sector</b>	The objective of this project is to provide voice for people, with special focus on women and youth, at the local level to contribute to accountability in the health sector. This will include monitoring transparency and accountability measures in service provision in the health sector and reporting on violations. This will be achieved through a web portal that provides citizens with the opportunity to have their voices heard and contribute to monitoring service delivery in the health sector.	After extensive consultations with national partners on roles and responsibilities, the Jordanian Anti-Corruption Commission (the “JACC”) and the High Health Council (the “HHC”) agreed to implement the health service delivery assessment under the umbrella of the HHC in cooperation with the JACC. The HHC and JACC agree that the web portal, which will be developed based on the findings of the assessment and crowd-sourced opinions of women and youth, will be hosted by JACC. It is planned to link the web	Corruption in health sector is quite sensitive issue in Jordan. Due to that fact, the consultation and advocacy process lasted around five months until the HHC agreed to implement the project activities under its umbrella.	<b>PACDE Allocation - \$40,000</b>  <b>Expenditure - \$1,366.60</b>	



## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS

	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
			portal to the websites of other relevant public and national agencies.			
10	<b>Kosovo – education sector</b>	This initiative will contribute to UNDP Kosovo's strategy and on-going process of promoting social media for good governance. The objective of this initiative is to provide scholars/students and teachers/professors with the opportunity to proactively engage in enhancing corruption control in Kosovo's education sector by making use of the online platform <a href="http://www.kallxo.com">www.kallxo.com</a> .	More than 300 cases were reported on <a href="http://www.kallxo.com">www.kallxo.com</a> , including corruption in educational institutions, corruption within the government, fraud at the local level, misconduct of public officials, etc. UNDP Kosovo's implementing partner, namely <a href="mailto:InternewsKosov@">InternewsKosov@</a> , is currently verifying and reviewing the cases. Around 15% of the reported cases (approx. 72) are related to corruption in the education sector and range from nepotism in employing teachers, political influence in schools, to employment of school/university staff that does not fulfill required job criteria. The cases are being investigated	At this stage there were no challenges or lessons learned identified.	<b>PACDE Allocation - \$40,000</b>  <b>Expenditure - \$31,729.75</b>	

## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS



	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
			by a group of journalists. InternewsKosov @ has organized a TV debate on how school-related tenders are won illegally. As a result of this TV debate the municipal education director of the municipality of Prizren is under investigation.			
11	<b>Kyrgyzstan – education and health sectors</b>	UNDP supports the Ministry of Health and Ministry of Education of the Kyrgyz Republic to identify the corruption probabilities in the procedures established for the health sector bodies to implement their functions. One of the main goals of the project is to assess corruption risk vulnerabilities in the sectors. Expected outcomes are improved sectoral anti-corruption action plans and their effective implementation.	The project resulted in having two reports for both sectors with recommendation for better combating corruption. Preliminary results of both mission findings were discussed with representatives of the ministries of education and health. The assessment included analysis of legal and operations frameworks, internal procedures and business processes, recruitment and promotion systems and public procurement in the sectors.	It is not easy to identify appropriate International Experts for corruption risks assessment exercise through international open recruitment process.	<b>PACDE Allocation - \$40,000</b>  <b>Expenditure - \$38,656.53</b>	



## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS

	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
12	<b>Lebanon – education, health and water sectors</b>	The project is currently working closely with the relevant parliamentary committees including National Education and Higher Education; Public Works, Transportation, Energy and Water; and the Public Health, Labor and Social Affairs to develop sector-focused expert groups with relevant stakeholders to introduce and implement a path for reform. The engagement of relevant ministries and all stakeholders such as civil society organizations, experts and government representatives is key during the process. The project aims to strengthen the capacity of Lebanese Parliament to address critical reform issues as they relate to sectoral policies.	The anti-corruption expert in water sector contracted and started to closely work with the Head of the Public Works, Transportation, Energy and Water Parliamentary Committee to agree on the work methodology.	The first challenge experienced is that no proposals were received with regards to the Terms of Reference (ToRs) for anti-corruption experts in Health and Education sectors despite re-advertising these ToRs on the UNDP website several times to date. To counter the challenge, the project has revised the ToRs and notice, which will be posted in early January 2013, and the project will be looking into a larger pool/database of potential candidates and encourage them to apply and go through the competitive process. The second expected challenge might be Lebanon's current political instability that has greatly influenced the workings of the Parliament as most parliamentary committees are	<b>PACDE Allocation - \$39,750</b>  <b>Expenditure - \$0.00</b>	

## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS



	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
				currently inactive due to the Parliament boycott led by opposition MPs.		
13	<b>Liberia – education sector</b>	The project aims to address sectoral approach in governance with emphasis on the education sector and establish key risk factors with follow-up actions leading to strengthening institutional frameworks. The project will also contribute to decreased corruption risks through strengthened administrative structures and institutions and will improve citizens oversight role and foster active participation of women and youth in the fight against corruption.	Corruption risk assessment conducted and corruption risks identified. Based on the results of the assessment the mitigation plan will be developed and implemented in 2013. Awareness raising campaign was organized in 12 public high schools in Montserrado County with 1,875 students and school authorities. Showing strong government commitment, the Executive Chairperson of the Liberian Anti-Corruption Commission (LACC) formed part of the team that visited schools, directly addressing students on the effects of corruption and the important role they are expected to play in the fight against corruption.	There were some delays in conducting corruption risk assessment due to technical reasons which did not affect essentially the project implementation.	<b>PACDE Allocation - \$40,000</b>  <b>Expenditure - \$12,873.52</b>	



## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS

	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
14	<b>Philippines – water sector</b>	The objective of this project is the mitigation of corruption in water governance through citizen participation in related public finance processes, instituting reforms at the local level. This will be achieved by adopting the twin strategies of: (1) building integrity in local water governance and (2) strengthening community participation.	<p>Citizens' Guide to Participatory Public Finance in Water Governance developed and pre-tested. Essentially, the guide contains a description of the Integrity Watch Group (IWAG), its organizational structure and development process, and the elements of monitoring the integrity of water governance using the public finance sub-sectors system.</p> <p>Citizen Monitors for water integrity trained to monitor and assess public finance processes in water governance.</p> <p>The IWAG is now working on the registration with the Securities and Exchange Commission to legalize its existence as independent body that is recognized and authorized to monitor public finance processes at local level.</p>	There were some challenges with finding available national experts which were resolved.	<p><b>PACDE Allocation - \$40,000</b></p> <p><b>Expenditure - \$39,864.27</b></p>	MDG Fund contributed to this project \$18,500.

## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS



	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
			There is an interest from other communities to apply this methodology and thus possibilities for up-scaling this initiative are high.			
15	<b>Swaziland – health sector</b>	This project aims to increase efficiency and effectiveness of maternal and neonatal health care service delivery through enhanced procurement systems in two major hospitals. The project also aims to promote citizen participation and strengthen monitoring of the quality of service delivery in maternity units in the two hospitals.	Achievements to-date includes the Corruption Risks Assessment Report and the Sexual Reproductive Health Service Charter. The conclusions of the assessment report make reference to the need for change management and highlight some quick wins. The project will now prioritize strengthening the capacity for the Central Medical Stores and the procurement in minimizing some of the risks identified.	The initial concern was the lack of willingness by the Health Practitioners to contribute or inform the process towards the identification of some corruption risks at health facilities level. However this has provided an impetus for the project to work with the Central Medical Stores and Procurement Unit at a higher national level which will have a cascading effect to the health facilities that are part of the pilot.	<b>PACDE Allocation - \$40,000</b>  <b>Expenditure - \$17,562.36</b>	





## ANNEX 3: HIGHLIGHTS OF MILESTONES AND PROGRESS ON THE SECTORAL COUNTRY LEVEL PILOTS

	Country	Project Description	Milestone/Achievement	Challenges/Lessons learned	Allocation expenditure (resources)	Other remarks
16	<b>Uganda – education sector</b>	The overall objective of the project is to strengthen community participation and oversight for transparent and accountable utilization of universal primary education (UPE) resources for one selected district by 2013. The project will build capacity of citizens to monitor the public service delivery.	A team was constituted and monitoring tool was drafted. A total of forty (40) monitors were identified for the project and capacity building initiatives started. Sixteen schools where the project will be implemented have been identified. The monitoring phase will commence in 2013.	More time was required to mobilize project stakeholders. However, this did not affect the overall pace of the project.	<b>PACDE Allocation - \$40,000</b> <b>Expenditure - \$20,988.99</b>	



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