UNDP Framework on Corruption and Development
Anti-Corruption Guidance Note

United Nations Development Programme

Acknowledgements

Contents

1 Background

1.1. Linkages between corruption and development

"It [corruption] is an insidious plague that has a wide range of corrosive effects on societies. It undermines democracy and the rule of law, leads to violations of human rights, distorts markets, erodes the quality of life and allows organized crime, terrorism and other threats to human security to flourish".

-Kofi Annan, former Secretary-General of the UN in foreword to the United Nations Convention against Corruption

Corruption is found in both rich and poor countries, developing and developed countries albeit in different forms and magnitude. Evidence from across the globe confirms that corruption hurts the poor disproportionately. Corruption hinders economic development, reduces social services, and diverts investments from infrastructure, institutions and social services.[1] Moreover, it fosters an anti-democratic environment characterized by uncertainty, unpredictability and declining moral values and disrespect for constitutional institutions and authority. Corruption, therefore, reflects a democracy, human rights and governance deficit that negatively impacts on poverty and human security.[2] Corruption has also to a great extent contributed to instability, poverty and eruption of civil wars over resources in a number of countries that are either in or emerging from conflict.[3]

Figure 1: Linkages between corruption and poverty

- Corruption
- Reduce economic growth and worsens inequality
- Reduce the goverment's capacity to respond to people's needs
- Poverty
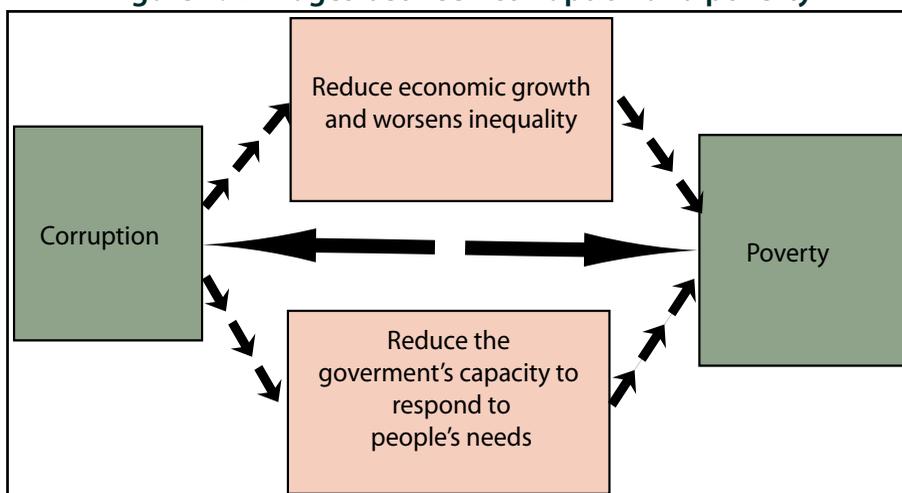
1. See, UNDP, Tackling Corruption, Transforming Lives: Accelerating Human Development in Asia And the Pacific, Asia-Pacific Human Development Report 2008.
2. UNDP Ant-Corruption Practice Note 2004, p 1.
3. Tiri and UNDP, Corruption in Post War Reconstruction: Confronting the Vicious Cycle, Beruit, 2005.

Figure One illustrates the inter-relationship between corruption and poverty. Corruption contributes to poverty by impeding economic growth, which in turn, impacts poverty levels. On the other hand, corruption affects poverty by influencing governance factors (e.g., reducing governance capacity-- weakening political institutions and citizen participation and leads to lower quality government services and infrastructure), which in turn, affects poverty levels.[4]

1.2. UNDP's past experience on anti-corruption

UNDP was one of the first organizations in the early 1990s to develop programmes to address and curb corruption. This in some cases implied shifting focus from traditional (neutral) public administration reform to confronting more politically sensitive areas that are at the core of good governance. Since then, improving accountability, transparency, and integrity (ATI) has been a rapidly growing area of assistance and UNDP has been providing anti-corruption technical cooperation within its governance portfolio.[5] UNDP developed the Programme for Accountability and Transparency (PACT) in 1997 which was later backed by UNDP's corporate policy paper entitled "Fighting Corruption to Improve Governance (1998)" which highlighted the importance of addressing corruption as a development issue. While the emphasis initially was on awareness raising activities, support eventually shifted to technical advisory services to national governments coupled with the development of internally designed tools and methodologies.

Since then, UNDP has been a leading provider of technical assistance in the area of anti-corruption. For instance, during the 2004-2006 period, 51 countries had 113 active anti-corruption programmes related to institution, legal and policy frameworks established to promote and enhance accountability, transparency and integrity. In 2007, there were 43 activities at the country level to promote public administration reform (PAR) for efficient, effective, responsive, and pro-poor public services. Similarly, there were about 35 projects at the country level to promote and enforce accountability, transparency and integrity in public service by developing policy frameworks and strategies for anti-corruption, supporting capacity development of public services in anti-corruption (e.g., training or information and communication technology solutions) and promoting civil society and media participation in corruption monitoring and oversight mechanisms.[6]

4. Chetwynd, Eric et al., (2003), "Corruption and Poverty: A Review of Recent Literature", Management System International, Washington, DC: http://www.u4.no/pdf/?file=/document/literature/corruption-and-poverty.pdf accessed 15 November 2007).
5. UNDP Anti-Corruption Practice Note 2004, p. 2
6. UNDP MYFF 2004-2007 Results Database

UNDP Regional Centres and Programmes have produced knowledge tools and best practices such as "Institutional Arrangements to Combat Corruption – A Comparative Study" published by the Bangkok Regional Centre in 2005. Another example is the Regional Bureau for Arab States (RBAS)'s 'Programme on 'Governance in the Arab Region POGAR)', which is currently implementing a major regional anti-corruption project entitled "Supporting UNCAC Implementation in Arab Countries" as part of its Good Governance for Development in the Arab Countries Initiative (GfD). The Bratislava Regional Centre is supporting the Anti-Corruption Practitioners Network (ACPN) in Eastern European and the CIS countries to share knowledge and best practices in the region. Similarly, the UNDP Sub-Regional Office for Barbados and the Eastern Caribbean (OECS) is establishing the Caribbean Anti-Corruption Peer Support Network.

Some of the recent examples of UNDP country programmes on anti-corruption include support to mainstreaming anti-corruption in civil service training programmes in Bangladesh; incorporating anti-corruption strategy, including zero-tolerance for corruption; in the Millennium Development Goals-9 document of Mongolia; developing national anti-corruption strategies in Sierra Leone; supporting governance and anti-corruption assessment in Zambia; and providing technical assistance to institutional and human capacity development of the Anti-Corruption Commission of Bhutan.

1.3. UNCAC and anti-corruption programming

Since the 1990s, international norms and standards on anti-corruption have continued to evolve, making it necessary for UNDP to refocus its energies and priorities in anti-corruption within its mandates of poverty reduction, realization of Millennium Development Goals, and the promotion of sustainable development. The advent of the United Nations Convention against Corruption (UNCAC) on December 14, 2005 brought new challenges and opportunities for fighting corruption. As of 23 September, 2008, 122 countries have ratified the UNCAC.

The advent of UNCAC has increased demand for anti-corruption interventions and brought new opportunities for anti-corruption programming.

According to the United Nations Office on Drugs and Crime (UNODC) self-assessment results, the overwhelming majority of the member states indicated that they would need technical assistance to help them to implement UNCAC.[7] Given UNDP's previous work and its widespread presence at the country level, Member States are increasingly approaching UNDP Country Offices for technical assistance in establishing and strengthening national anti-corruption institutions, developing strategies and laws to prevent corruption, and designing and implementing appropriate interventions. Some UNDP Country Offices are already supporting programmes to implement UNCAC with support from consultants and sometimes in partnership with other development partners and UN agencies.

Box 1: Aims and Structure of UNCAC

Aims:

1. To prevent and combat corruption more efficiently and effectively

2. To support international cooperation & technical assistance including asset recovery

3. To promote integrity, accountability and proper management of public affairs and property

Structure:

• Implementation
• Preventive measures
• Criminalization & law enforcement
• International cooperation
• Asset recovery
• Technical assistance & information exchange

UNITED NATIONS
Office on Drugs and Crime

LEGISLATIVE GUIDE
FOR THE IMPLEMENTATION OF THE
UNITED NATIONS CONVENTION
AGAINST CORRUPTION
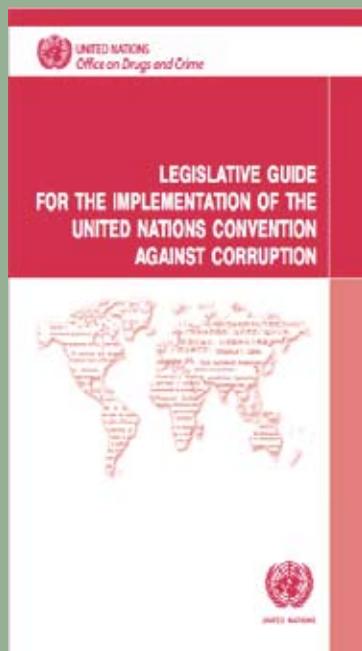
7. Ratification Status Report to 2nd Conference of State Parties, Bali, Indonesia, January 2008.

2 Why should UNDP be involved in anti-corruption?

Anti-corruption is a long-standing component of UNDP country Programmes. UNDP as the United Nations global development agency, has for many years supported explicit and implicit projects and activities that address the fundamental, and often politically sensitive, elements of corruption, including its social, economic and political consequences and its impact on poverty, the environment, human rights, gender, etc.

Box 2: Where do UNDP's mandates on anti-corruption come from?

- **UNDP's mandates on poverty reduction and sustainable development.**

- **Millennium Development Goals (MDGs), including the overarching goal of cutting poverty in half by 2015.**

- **World Summit on Sustainable Development (WSSD) held in Johannesburg, South Africa from 26 August to 4 September 2002.**

- **Various international and regional anti-corruption norms and instruments including UNCAC.**

2.1. UNDP's mandates and anti-corruption

The main rationale for UNDP to engage in anti-corruption initiatives is to utilize UNCAC as the primary international instrument against corruption to further UNDP's mandates on poverty reduction, realization of MDGs and promoting sustainable development. UNDP recognizes that a national system of democratic governance that is harmonized with international standards and norms (e.g., UNCAC) developed within a legitimate and cooperative multilateral framework constitutes the crucial element of sustainable development. UNCAC does not have an explicit provision on corruption and development, however, the preamble, which reflects the spirit of the convention, recognizes that corruption jeopardizes sustainable development. The preamble also recalls the Monterrey Consensus which underlined that fighting corruption at all levels was a priority, and the Johannesburg Declaration on Sustainable Development which declared corruption as a threat to the sustainable development of people.[8] Article 62 of the UNCAC calls upon States Parties to take measures conducive for sustainable development, through international cooperation. The issues of corruption and sustainable development are therefore at the core of the spirit of UNCAC.

8. The Monterrey Consensus was the outcome of the 2002 Monterrey Conference, the United Nations International Conference on Financing for Development. For more information, see, http://www.un.org/esa/ffd/monterrey/MonterreyConsensus.pdf . Johannesburg Declaration on Sustainable Development adopted at the World Summit on Sustainable Development (WSSD), sometimes referred to as Earth Summit 2002, is an agreement to focus particularly on the worldwide conditions that pose severe threats to the sustainable development. For more information, see, http://www.un-documents.net/jburgdec.htm.

2.2. Corruption and human development

Corruption has an impact on the various aspects of human development, which is a development paradigm pursued by UNDP and is defined as "a process of enlarging people's choices", which is achieved by expanding human capabilities and functionings. At all levels of development the three essential capabilities for human development are for people to lead long and healthy lives, to be knowledgeable and to have a decent standard of living.[9] Since corruption has serious consequences on economic growth, poverty and inequality, governance, gender equality and empowerment, and environment, anti-corruption is a cross-cutting human development issue that requires a comprehensive and coordinated approach.

High levels of corruption can lower the level of human development by reducing economic growth, increasing poverty and inequality, raising the costs and reducing the quality of service such as health and education. Corruption is likely to lead to further human rights violations and disproportionately affect socially vulnerable and marginalized groups including women. Corruption is likely to worsen environmental governance by reducing the stringency of environmental regulations, and hence impedes sustainable development by threatening environmental sustainability.

The following is the UNDP Asia-Pacific Human Development Report 2008, which analyses the linkages between corruption and development inform polices from a human development perspective, putting people at the centre of development debates.
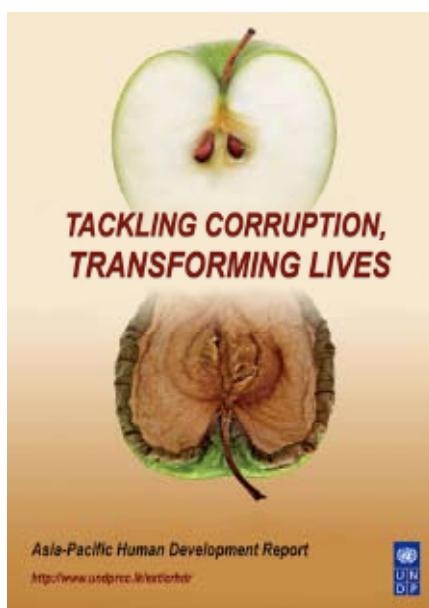
9. See, UNDP, Human Development Reports (http://hdr.undp.org/en/humandev/glossary/).

Table 1: Relations between corruption and sustainable development

Sustainable Development					
Economic Growth	Poverty/ Inequality	Governance	Human Rights	Gender	Environment
Corruption:					
--Discourages investment and aid --Adds un-certainty & unpredictabil-ity in business environment --Distorts economic policies	--Undermines efforts to achieve MDGs --Increases the cost of public services and lowering their quality --Worsens income & other inequalities	--Distorts rule of law and weakens moral values --Undermines government legitimacy by reducing public trust in govern-ment --Weakens institutional foundation by worsening accountability, transparency and integrity	--Perpetuates discrimination --Denies fundamental rights including rights to social services	--Increases sexual extortions --Affects women disproportion-ately in terms of access to essential public services	--Worsens environmental governance and reducing the stringency of environmental regulations

Looting of state resources is common and well-documented with a number of high profile cases having been reported e.g., Ferdinand Marcos, former President of the Philippines; Mobutu Sese Seko, former President of Zaire; and Sani Abacha, former President of Nigeria). World Bank Institute estimates suggest that more than US$1 trillion (US $1,000 billion) are paid in bribes every year: just over 3 per cent of world income in 2002.[10] These resources could have made a difference to these countries' efforts to increase investment, fight poverty and ensure sustainable development if ploughed back into the economy.

If only corruption didn't exist. These bridges could have been a lifeline to many and these schools could have given generations of children a fair chance in life.

For more information please see UNDP anti-corruption campaign video at: www.undp.or.th/resources/multimedia.html

10. See, the World Bank, "The Cost of Corruption", 2004. Online: http://go.worldbank.org/LJA29GHA80

The following are some examples of how corruption negatively affects development.

- More than 70% of small and medium-sized enterprises (SMEs) in transition economies perceive corruption as an impediment to their business.[11]
- US$148 billion is plundered from Africa every year because of corruption. This figure is thought to represent 25 percent of Africa's GDP. [12]
- Corruption can raise by up to 20 per cent the cost of producing goods. [13]
- Corruption creates uncertainty in the market through discretion and continuous change of rules.
- Corruption undercuts government capacity to collect revenue.
- Corruption reduces government capacity to deliver social services.
- Corruption increases costs of bureaucracy through wasted time in negotiating contracts.
- Corruption leads to lowering of standards as sub-standard goods/services are provided and inappropriate technology is acquired (manufacturing, drugs, construction, etc).
- Corruption undermines human rights, rule of law and may play a key role in fomenting and prolonging conflicts, leading to an unstable and failed state.

Table 2: The imapact of corruptly gained contracts

Type of investment/ contract	Environmental Degradation	Erosion of tax revenues	Exploitation	Erosion of sustainability of livelihoods	Erosion of basic social services
Illegal or corruptly gained logging	Yes	Yes		Yes	
Purchase of illegally traded products	Yes	Yes	Yes	Yes	
Work and safety conditions ignored			Yes		Yes
Informal agreement on transfer pricing		Yes			Yes
Infrastructure with community displacement	Yes			Yes	Yes
Import of faulty drugs		Yes			Yes
Non cost-effective power project	Yes	Yes			Yes

11. See, the Business Environment and Enterprise Performance Survey (BEEPS), developed jointly by the World Bank and the European Bank for Reconstruction and Development. This is a survey of over 4000 firms in 22 transition countries conducted in 1999-2000 that examines a wide range of interactions between firms and the state (see, http://info.worldbank.org/governance/beeps/).
12. African Union estimates (Report by the African Union, presented before a meeting in Addis Ababa in September 2002). This figure includes both direct and indirect costs of corruption, i.e. resources diverted by corrupt acts and resources withheld or deterred due to the existence of corruption.
13. Ibid

Table two provides several examples of how corruption affects various aspects of development. The table shows some of the areas affected by corruptly awarded contracts. It is clear from the table that corruption is a cross-cutting development issue, affecting several areas of development, including environment, tax, labour and sustainability and social services.

2.3. UNCAC as a governance and development framework

Since the adoption of UNCAC on 14 December 2005, all United Nations agencies are expected to use this new framework in their anti-corruption initiatives. UNDP is less involved than UNODC in anti-corruption activities such as asset recovery, mutual legal assistance and international cooperation; with most of UNDP's work revolving around preventive measures provided in chapter two of UNCAC.

The table below provides programming guidelines in the areas, around which Country Offices can develop anti-corruption interventions under the measures of the UNCAC, which reflect generally accepted principles of good governance. UNCAC, as a universal framework against corruption, covers areas which UNDP traditionally has promoted under its governance portfolio. These issues include strengthening public institutions and formulation of public poli-cies. Support to anti-corruption institutions, for instance, now has to take into account provisions of articles five and six of UNCAC on developing coordinated policies and independent institutions (see Table 1). Therefore, there is a need to align UNDP's anti-corruption and governance activities with the new require-ments under UNCAC.

Table 3: UNCAC as a democratic governance and development framework

UNCAC Articles	Demand for Programming
Article 5: Anti-corruption policies	Policy framework, legal framework, strategies, coordination, and consultation processes
Article 6: Independence of anti-corruption bodies	Technical assistance to establish and strengthen oversight institutions
Article 7: Civil service capacity-building	Public sector reform (e.g., introduction of fair procedures for the election and promotion of civil servants, adequate salaries and training)
Article 8: Code of conduct	Promotion of integrity, honesty and responsibility among public officials; technical assistance to introduce the codes of conduct and systems for preventing conflict of interest.
Article 9: Public procurement and management of public finance	Promote the introduction of a transparent effective system of public procurement and public finance management.
Article 10: Public reporting	Increasing demand for anti-corruption efforts: Civil society empowerment; access to information, inclusive participation, awareness raising, efficient running of public institutions, role of media (capacity development for investigative journalism)
Article 12: Private sector	Role of private sector in delivering social services
Article 13: Civil society	Social audit, citizens' audit, and budget tracking

2.4. Linking AC interventions with broader reforms

Successful anti-corruption interventions require a broader governance reform. This, calls for an approach that views corruption in the context of the wider political economy of public sector governance in each country. There is a growing recognition that corruption is invariably an outcome of unresolved problems in the wider governance system of the country.

UNDP's political impartiality, global, regional and national partnerships, and governance focus has been UNDP's value-added contribution to the fight against corruption. UNDP has a comparative advantage in developing and implementing anti-corruption initiatives because it ensures national ownership through national development frameworks and strategies such as Poverty Reduction Strategy Papers (PRSPs), Common Country Assessments (CCAs), United Nations Development Assistance Frameworks (UNDAFs), and Thematic Working Groups (TWGs). Similarly, UNDP's country presence in more than 135 countries and its vibrant anti-corruption community of practice and knowledge network makes global knowledge and best practices readily available at the country level.

Figure 2: Interdependence of cooperation to prevent and combat corruption
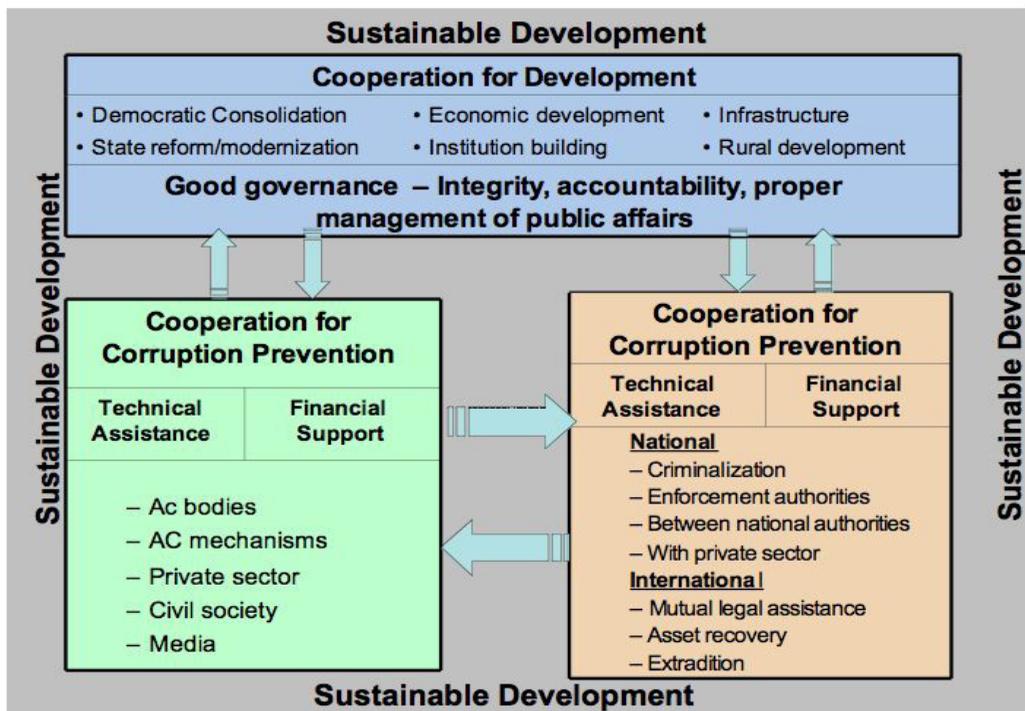
Figure 3 source: Hussmann, Karen and Miguel Penaillillo, "International Cooperation Workshop on Technical Assistance for the Implementation of the United Nations Convention against Corruption," U4 Background Paper, Montevideo, June 2007.

UNDP is also in a position to engage a range of stakeholders in a comprehensive approach to fight corruption and to provide support and advice through mainstreaming anti-corruption in public sector reform and support to public institutions, local governance, and delivery of public services and utilities.

The figure in the previous page illustrates some of the areas where UNDP can provide technical cooperation on prevention, for example, upstream programming such as capacity development, and improvement in institutions, which complements UNODC's strength on legal and enforcement aspects of the UNCAC, such as asset recovery, and mutual legal assistance. The figure also shows that anti-corruption prevention and enforcement initiatives should not be compartmentalized, but should be complementary and self-reinforcing.

Anti-corruption is closely linked with other development issues such as poverty, human rights, gender, local governance, public sector reform, conflict prevention, environment, and sustainable development. UNDP believes that corruption is a cross-cutting issue and that action against corruption requires coordination and collaboration among UNDP's various units/groups and practice areas including democratic governance, poverty reduction, crisis prevention and recovery, and energy and environment.

Figure 3: Anti-corruption a cross-cutting issue

Democratic Governance
(Anti-Corruption)

Environment & Sustainable Development

Crisis Prevention & Recovery

Poverty Reduction
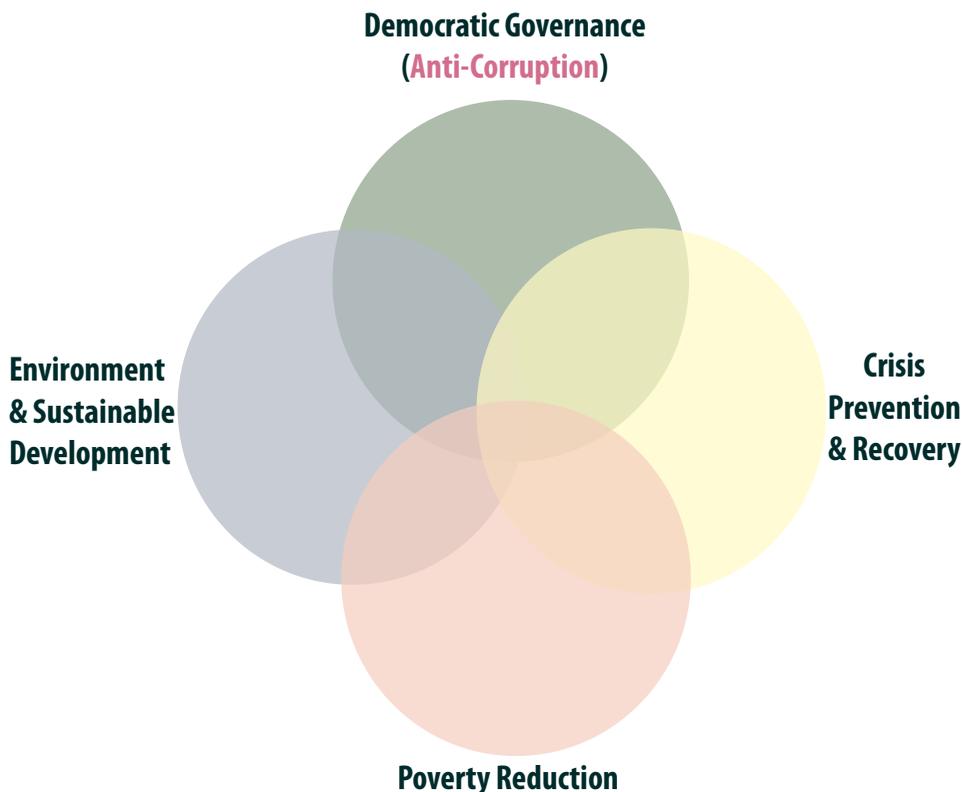
Table 4: Areas of cooperation and partnership among UNDP units and practices

UNDP Practice Areas	Area of Cooperation/Partnership
Environment & Energy Group	Corruption in service delivery such as water and energy; Corruption and climate change
Poverty Group	Linkages between poverty and corruption
Capacity Development Group	Procurement capacity development related to service delivery and public private partnership
Gender Team	Primer on gender and corruption
UNDP Bureaus	**Area of Cooperation/Partnership**
Regional Bureaus	Mapping and development of AC-diagnostic tools with RBA; Inputs to Bureaus on project document, regional human development reports
Regional Centers	Training on anti-corruption; Supporting regional communities of practice; Support regional initiatives such as anti-corruption networks
Partnership Bureau	Resource mobilization and development of MoUs
Bureau for Conflict Prevention and Recovery	Corruption in post-conflict situations

3 UNDP Strategy

The major strategy of UNDP anti-corruption programming is to ensure that fighting corruption furthers UNDP's mandates of poverty reduction, realization of MDGs and promoting sustainable development. Moreover, UNDP has been applying its democratic governance approach to combat corruption considering that corruption as the result of a governance deficit, and a failure of institutions to deliver.

3.1. UNDP's niche in anti-corruption

The linkages between corruption and development clearly highlight the UNDP's niche in fighting corruption for development. UNDP aims to do this by fighting corruption to achieve sustainable development through:

- Supporting national partners in providing anti-corruption policy and programme advisory services;
- Increasing coordination of anti-corruption initiatives;
- Strengthening the watch dog role of the media and civil society;
- Producing knowledge products in anti-corruption (e.g., practice notes, guidebook, manuals, primers, etc.);
- Supporting nationally owned governance and anti-corruption measurement tools.

3.2. UNDP strategic plan 2008-11 and anti-corruption

Anti-corruption initiatives support the objectives and aim of UNDP strategic plan 'Accerating Global Progress on Human Deveopment 2008-2011'.

Anti-corruption programmes and initiatives, which are being implemented under the UNDP governance portfolio, will contribute to the objectives of the UNDP Strategic 2008-2011 and the principles of development effectiveness, namely national ownership, effective aid management, and South–South cooperation. For example, the development of nationally-owned anti-corruption assessment tools and the integration of anti-corruption assessments into planning exercises including national human development reports, poverty reduction strategy papers, the African Peer Review Mechanism, and MDG reports will reinforce national ownership.

UNDP anti-corruption programming builds synergies between combating corruption and investing in gender equality and women's empowerment.

UNDP's anti-corruption activities emphasize the gender dimension of corruption. For instance, when developing anti-corruption diagnostic tools, attention should be paid to gender disaggregated data to contribute to the analysis on the linkages between gender and corruption. Knowledge tools and products (e.g., primers, manuals, guides, reports, etc.) articulate the gender dimension of corruption. When supporting civil society organizations (CSOs) and media advocacy, the activities encourage UNDP Regional Centres and Country Offices to provide support for women's participation in designing and implementing anti-corruption projects such as citizens' committees which will help ground gender equality and empowerment in UNDP programming. Similarly, all activities that seek to develop the capacity of media and CSOs will include a gender mainstreaming approach (e.g., encouraging the participation and representation of women journalists and civil society members in training programmes).

3.3. Democratic Governance Group service areas and anti-corruption

The anti-corruption activities are built on the UNDP Bureau for Development Policy (BDP) Service Delivery Platform. In order to ensure the coherence and effectiveness in service delivery, anti-corruption service area therefore works closely with other key functional service areas of democratic governance, such as local governance, public administrative reform and economic governance, access to justice, parliamentary strengthening, election, independent media development, e-governance, civic engagement (including political parties) and human rights. By working closely with these service areas, the anti-corruption service area aims to contribute to all three Democratic Governance Corporate Outputs:

(1) Enhancing women's participation and impact in decision making process
(2) Strengthening government accountability for service delivery
(3) Supporting nationally-owned governance performance assessment

Table 5: DGG service areas and anti-corruption

DGG Service Areas	Area of Cooperration/Partnership
Elections	Development of primers, guidebooks and training modules on election related corruption
Media	Training in investigative journalism; training on the role of media in fighting corruption; supporting access to information legislation
E-governance	Increased use of technology in service delivery and access to information
Access to Justice	Corruption and institutional reform
Knowledge Management	Network analysis (in collaboration with DGP-Net); AC knowledge mapping; quick survey; e-discussions on corruption and development; e-consultation (use of knowledge and information to fight corruption)
Local goverment	Development of guidelines for integration of accountability and AC-initiatives in local governance strengthening
Parlimentary Strengthening	Training in parliamentary oversights; supporting anti-corruption capacity of GOPAC
Public Administrative Reforms	Support institutions/legal/policy frameworks to promote and enforce accountability, transparency and integrity in public service
Oslo Governance Centre	Governance assessment; online training; Governance of non-natural renewable resource; validation workshop on knowledge products

By addressing these corporate outputs, the anti-corruption programmes and projects will reinforce the governance principles such accountability, transparency, integrity, rule of law, participation, responsiveness, and equality. Addressing corruption through these principles will also help reinforce human rights, rule of law and democracy in addition to directly reducing corruption.

3.4. UNDP Global Thematic Programme on Anti-Corruption

In order to align and streamline UNDP's anti-corruption approach across its mandated areas and provide UNDP country offices and partners access to ideas, knowledge, partnerships and resources, DGG has developed a global programme on anti-corruption entitled "Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE) 2008-2011".

The PACDE is an important initiative to achieve UNDP's principles, objectives and goals outlined in the new Strategic Plan "Accelerating Global Progress on Human Development" (2008-2011). The PACDE comes as a response to evolving international norms and standards on anti-corruption, which have made it necessary for UNDP to refocus its energies and priorities in anti-corruption within its mandates of reducing poverty and promoting sustainable development.

Figure 4: UNDP's anti-corruption global programme
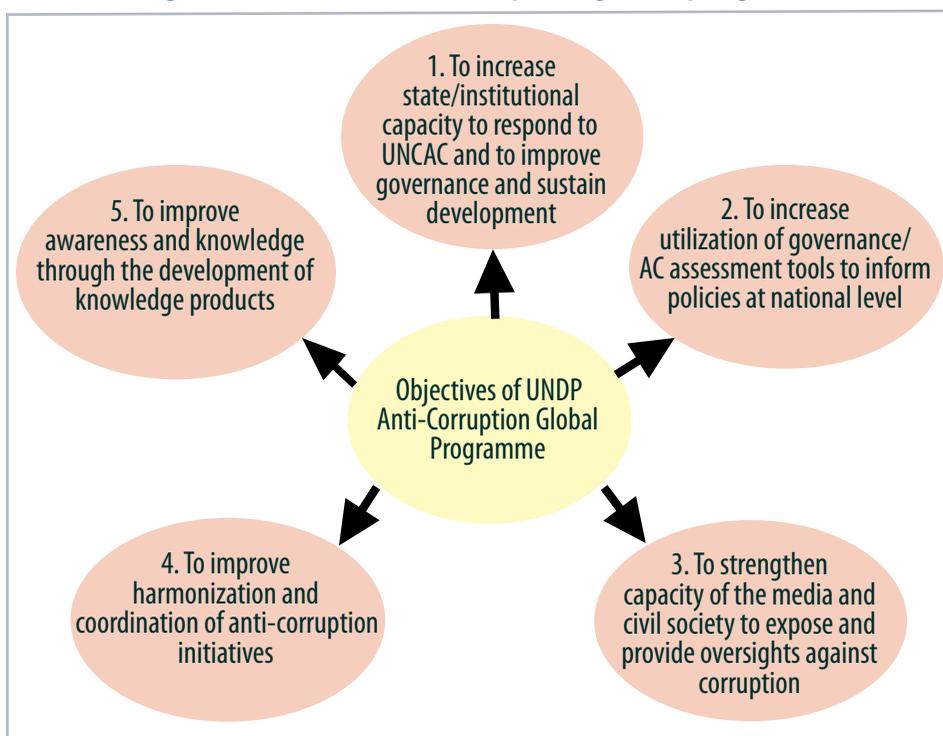
Objectives of UNDP Anti-Corruption Global Programme

1. To increase state/institutional capacity to respond to UNCAC and to improve governance and sustain development

2. To increase utilization of governance/ AC assessment tools to inform policies at national level

3. To strengthen capacity of the media and civil society to expose and provide oversights against corruption

4. To improve harmonization and coordination of anti-corruption initiatives

5. To improve awareness and knowledge through the development of knowledge products

To align and streamline UNDP's anti-corruption approach across its mandated areas and provide UNDP country offices and partners access to ideas, knowledge, partnerships and resources, DGG has developed a global programme on anti-corruption.

The major objective of PACDE is to provide support to national counterparts to strengthen national, regional and local level capacity to improve governance. Anti-corruption initiatives outlined in PACDE include: providing anti-corruption policy and programme advisory services; coordinating anti-corruption initiatives at national levels; strengthening the watch-dog role of the media and civil society; producing knowledge products on anti-corruption; and supporting nationally-owned anti-corruption diagnostic and measurement tools.

PACDE focuses on both the demand (inclusive participation such as strengthening media and civil society) and supply side of governance (long term systemic changes of public institutions) as well as mainstreaming anti-corruption into UNDP's existing work, which is a main comparative advantage over the anti-corruption work of other bilateral and multi-lateral agencies. UNDP, which manages the resident coordinator system in many countries, can play a vital role in mainstreaming anti-corruption in various development processes, including United Nations Development Assistance Framework (UNDAF) and Common Country Assessment (CCA).

PACDE focuses on effective internal and external partnerships. Internally, PACDE has been working with UNDP Regional Bureaux and Centres, Partnership Bureau, and BCPR as well as with DGG's various service areas mentioned above. Externally, PACDE builds and enhances partnerships with various agencies and institutions working in the field of anti-corruption. The MOU between UNDP and UNODC recognizes that UNDP serves as the coordinating arm of the UN and has wider presence at the country level to promote human development. It also recognizes that UNODC has both normative and technical assistance functions in relation to UNCAC. Given this complementarity, the MOU seeks to enhance consistency, coherence and quality in the delivery of technical cooperation in anti-corruption to Member States, in response to national priorities. The agreement allows cooperation at regional and national levels depending on the priorities of the country/region concerned. UNDP has been participating in joint scoping missions and joint anti-corruption trainings with UNODC and is a part of OECD/Development Assistance Committee (DAC) pilot projects on harmonization of donor activities including conducting joint assessments of anti-corruption activities at the country level.

Through PACDE, the anti-corruption service area of BDP's Democratic Governance Group is currently concentrating on developing the internal capacity of UNDP country offices to provide anti-corruption technical assistance. This assistance includes training, advisory and policy support, providing knowledge tools to filed staff so that anti-corruption programming could articulate UNDP policy and guidance on implementing UNDP mandates with respect to addressing corruption in the context of the norms and standards as provided in UNCAC.

4 Link to key website and resources on anti-corruption

Quick Links

UNDP, Democratic Governance (http://www.undp.org/governance/sl-par.htm)

UNDP, Democratic Governance, Public Administration Reform and Anti-Corruption
(http://practices.undp.org/pcb/index.cfm?prac=121515&tab=121660&doc=&src=121660)

UNDP Regional Centre Bangkok, Public Administration Reform and Anti-Corruption in Asia and the Pacific (http://regionalcentrebangkok.undp.or.th/practices/governance/par-ac/)

UNDP, Public administration reform and anti-corruption in Europe & CIS (http://europeandcis.undp.org/governance/parac)

UNDP, Programme on Governance in the Arab Region (POGAR) (http://www.pogar.org/)

United Nations Global Compact, Transparency and Anti-Corruption
(http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/anti-corruption.html)

UNODC and Corruption (http://www.unodc.org/unodc/en/corruption/index.html)

U4 Anti-Corruption Resource Centre (http://www.u4.no/)

Key Resources

UNDP Anti-Corruption Practice Note 2004
UNDP Corporate Policy Paper, Fighting Corruption to Improve Governance (1998)
United Nations Convention against Corruption (entered into force on 14 December 2005)
 2007 DGG Menu of Anti-Corruption Services
UNDP Source Book on Accountability, Transparency and Integrity
UNDP Case Studies on Anti-Corruption
Matrix of Anti-Corruption Projects (2004)
UN Anti-corruption Toolkit (2004)