















# Mainstreaming Anti-Corruption in Development

Update on UNDP Work on Anti-Corruption in 2008 ■ ■ ■ ■ ■



Democratic Governance Group  
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## Executive summary

This update highlights some of the major achievements of UNDP work on anti-corruption in 2008, particularly the major initiatives of DGG's anti-corruption service area and the activities of regional centres that successfully contributed to building an effective “**Service Delivery Platform (SDP)**” to provide consistent and coherent support to UNDP country offices (COs) and partner countries. The major steps taken to build the SDP were:

- **1. Defining areas of service provision:** The Memorandum of Understanding (MoU) signed between UNDP and UNODC defines the functional and thematic services being provided by the anti-corruption service area. The MoU provides a framework for cooperation as well as the mutual assistance arrangements between UNDP and UNODC.
- **2. Defining and updating UNDP approach:** To define the priorities and principles guiding UNDP's support and to clarify its value-added, UNDP published an anti-corruption practice note entitled ‘Mainstreaming Anti-Corruption in Development’, which provides guidelines on mainstreaming anti-corruption initiatives in development, particularly the prevention measures in United Nations Convention on Corruption (UNCAC). UNDP's global programme on anti-corruption also reinforces UNDP's niche—anti-corruption for development effectiveness.
- **3. Developing content:** To provide programming guidelines to COs and partner countries, UNDP has also published a primer on corruption and development and a guidance note on UNDP's work on anti-corruption.
- **4. Strengthening the Community of Practice (CoP):** Anti-corruption focal points and members of the Community of Practice (CoP) have been identified and trained at global, regional and CO levels. Taking into account new developments in this area, the global anti-corruption CoP also identified the policy priorities and community needs.

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## Anti-corruption programming at the global level ■■■■

### UNDP memorandum of understanding with UNODC

In 2008, UNDP and UNODC finalized the Cooperation Framework to jointly work on anti-corruption issues and effectively deliver as 'One UN'. The signing of an MOU between UNDP and UNODC solidifies their partnership at the global, regional and country levels in the provision of technical assistance for anti-corruption initiatives and the implementation of UNCAC.



The MoU recognizes that UNDP serves as the coordinating arm of the UN and has wider presence at the country level to promote human development, while UNODC has both normative and technical assistance

functions in relation to the United Nations Convention Against Corruption (UNCAC). Given this complementarity, this 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 provides cooperation at regional and national levels depending on the priorities of the country or region concerned. This is consistent with 'One UN' pilots that encourage joint programming at the country level.

### Global leadership, advocacy and coordination

In 2008, both at the global and regional levels, UNDP continued its activities in building and improving strategic coordination with other partners such as UNODC, OECD/DAC, U4, GTZ, UNECA and Transparency International. The cooperation framework with UNODC in particular promoted increased cooperation in anti-corruption assessment missions (scoping missions and gap analysis) and the delivery of technical assistance for capacity development.

**UNCAC Conference of State Parties and Working Group on Technical Assistance**  
UNCAC, which is the first comprehensive convention on corruption with 140 signatories

and 129 parties (as of 23 January 2009), establishes the Conference of States Parties (CoSP) as the implementation mechanism for the Convention. UNDP participated in the 2nd CoSP to UNCAC (held in Bali [Indonesia] from 28 January to 1 February 2008). UNDP also actively participated in and contributed to the Intergovernmental Working Groups on Technical Assistance, Asset Recovery and Implementation Review established under the CoSP.

### Launch of UNDP's Asia Pacific human development report on corruption

As part of its commitment to global advocacy, UNDP launched an Asia-Pacific human development report entitled 'Tackling Corruption, Transforming Lives', which calls for a collective effort by all stakeholders—governments, development partners, civil society groups, the media and the private sector—to join hands and fight corruption in order to allow governments to provide the needed services to its people. The report is a UNDP policy advocacy resource as well as an instrument for stakeholders, enabling them to influence policies across countries. The report was launched in Jakarta [Indonesia] by Olav Kjørven, Assistant Secretary-General and UNDP Director of the Bureau for Development Policy (BDP), at a ceremony attended by H.E. Susilo Bambang Yudhoyono, President of the Republic of Indonesia.

Along with the launch of the report in Jakarta, several Asia-Pacific UNDP COs

together with national anti-corruption institutions also organized events to sensitize the public on anti-corruption. The findings of the report were widely covered by the media.



### The 13th International Anti-Corruption Conference (IACC)

The 13th International Anti-Corruption Conference (IACC) was held from 30 October to 2 November 2008 in Athens [Greece] under the theme 'Global Transparency: Fighting Corruption for a Sustainable Future'. The IACC brought together 1,400 leading practitioners and experts from the private, public and non-profit sectors to collectively formulate innovative and effective solutions, as well as forge partnerships, to better tackle the increasingly sophisticated challenges posed by corruption. The participants discussed how corruption undermines all facets of sustainability: fostering conflict and violence, increasing the exploitation of natural resources, aggravating climate change and deepening global inequalities. In particular, the conference focused on the following topics:

- Corruption, Peace and Security
- Corruption in Natural Resources and Energy Markets
- Climate Change and Corruption
- Sustainable Globalization



Olav Kjørven, Assistant Secretary-General and UNDP Director of Bureau for Development Policy, handing over the Report to H.E. Susilo Bambang Yudhoyono, President of the Republic of Indonesia.

At the 13th IACC, UNDP organized four workshops on 'Human Rights and Corruption', 'Tools for Governance and Corruption Analysis', 'Creating Synergies for Technical Assistance', and 'Corruption and Human Development in Asia Pacific'. These workshops increased UNDP's visibility as one of the key players in the area of anti-corruption. All the workshops were well-attended with high interaction, and there was a lot of interest by participants of IACC on UNDP products, strategy and approach. Moreover, UNDP had its own exhibition booth at the workshops, with publications and knowledge



UNDP's booth for displaying its knowledge product in the 13th IACC, Athens, Greece, October to 2 November, 2008

products from the HQ and various regions. Finally, UNDP was approached throughout the IACC by different stakeholders to establish partnerships and share knowledge.

#### **UNDP contribution to other international seminars, conferences and workshops**

To increase UNDP's visibility as an active actor in the field of anti-corruption, DGG/BDP made presentations at various international conferences, seminars and workshops. UNDP's participation and contribution in the following fora helped clarify anti-corruption as a developmental issue, increase outreach and build partnership with relevant stakeholders.

- UNDP has been a part of OECD/ Development Assistance Committee (DAC) pilot projects on harmonizing donor activities, including joint assessments of anti-corruption activities at the country level. In 2008, UNDP participated in meetings of OECD/ DAC GOVNET, and provided input and feedback to its synthesis report on joint responses to corruption.
- In February 2008, UNDP participated in the international conference entitled 'Together we are stronger? Harmonising the fight against fraud and corruption

in Europe' held in Cologne, Germany. About 300 anti-corruption practitioners participated in the conference. The objectives of this conference were to provide an up-to-date overview of anti-corruption and anti-fraud practices in Europe and to exchange information and best practice examples among the various actors involved.

- In July 2008, in coordination with UNODC and OECD, UNDP Programme on Governance for Arab Region (POGAR) organized a regional conference, 'Preventing Corruption and Strengthening Cooperation between Anti-Corruption Bodies in the Arab Region' on 29-30 July 2008 in Amman, the Hashemite Kingdom of Jordan. About 140 practitioners, government officials and members from various anti-corruption agencies attended the conference. The conference focused on the role of preventive anti-corruption frameworks and tools under UNCAC and witnessed the launch of the Arab network of anti-corruption practitioners called 'Supporting UNCAC Implementation in Arab Countries'. DGG/BDP shared UNDP experiences on supporting preventive anti-corruption bodies including anti-corruption commissions, and introduced UNDP's approach to anti-corruption programming including building strategic partnerships at global, regional and country levels.
- In October 2008, UNDP contributed to the international conference, 'Institutions, Culture and Corruption in Africa', organized by the United Nations Economic Commission for Africa (UNECA) and the Council for the Development of Social Science Research in Africa (CODESRIA) from 13 to 15 October 2008. UNDP participated in a roundtable discussion on combating corruption in Africa. The other members of the roundtable were representatives from the World Bank, UNECA,

CODESRIA, the Kenyan Anti-Corruption Commission, and the Government of Gambia (Attorney General). The conference, which was organized to mark the 50th anniversary of UNECA, was attended by 150 academicians, practitioners, government officials and members from various anti-corruption agencies and civil society.

- UNDP also attended and actively participated in the International Group for Anti-corruption Coordination (IGAC) Meeting in October 2008. Among other things, UNDP suggested strengthening its collaboration with member organizations by expanding membership and setting up an effective mechanism for knowledge sharing.
- In November 2008, DGG/BDP participated in the World Urban Forum 4 (WUF4), which was hosted by the Government of China and held in the ancient city of Nanjing from 3 to 6 November 2008. The forum is a biennial gathering organized by UN-HABITAT and attended by a wide range of partners including non-governmental organizations, community-based organizations, urban professionals, academics, governments, local authorities and national and international associations of local governments. The WUF4, whose theme was 'Harmonious Urbanization: The Challenge of Balanced Territorial Development', witnessed the participation of more than 7,000 people. DGG/BDP actively participated in both training and networking events. DGG/BDP organized a training session on 'Corruption in Local Governments'. 50 participants registered for the course and 35 participants participated in the training. The training modules and reference documents were distributed at the event.
- In 2008, DGG/BDP also strengthened its partnership with GTZ and U4 by participating in and contributing to their

workshops. In November, DGG/BDP and Regional Centre Bangkok presented its experience on gender and corruption at the GTZ-organized workshop entitled 'Gender and Corruption in Development Cooperation'. Similarly, in December 2008, DGG/BDP provided a resource person to the training workshop organized by U4 entitled 'Current Approaches to Corruption Control: Options for Nepal'.

- In October 2008, at the request of the UNDP Chile CO, the DGG/BDP participated at the international forum 'UN Convention against Corruption—challenges for its application in Chile'. The forum was attended by over 100 participants from Chile and other countries in Latin America and beyond. The seminar was organized by the UNDP CO in Chile and GTZ in collaboration with the General Controller's Office of Chile, to help support the new anti-corruption efforts in Chile by bringing in regional and international actors with whom the government of Chile could share good practices. The forum was high level, and dignitaries included H.E. Michelle Bachelet, President of Chile, Ms. Inga-Britt Ahlenius, the UN Under Secretary General for Internal Oversight, seven ministers, diplomats and over 100 participants. The DGG/BDP presented its global experience on what had worked and what had not and also shared information on resources.

## UNDP global programme on anti-corruption

In order to respond to the growing demand from UNDP COs and national counterparts for technical cooperation in anti-corruption, DGG/BDP developed the UNDP global programme on anti-corruption entitled 'Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE) 2008-11', which aims at increasing state



and institutional capacity to engage more effectively in reducing corruption, to improve governance and sustain development.

Through PACDE, the anti-corruption service area of the DGG under BDP is currently concentrating on developing the internal capacity of UNDP COs to provide quality anti-corruption technical assistance—this includes training, providing knowledge tools that articulate UNDP policy, and guidance on implementing UNDP anti-corruption mandates within the norms and standards provided in UNCAC.

### The 3rd global anti-corruption Community of Practice (AC COP) meeting

UNDP held its 3rd global anti-corruption Community of Practice (AC COP) in Athens

[Greece] on 28 and 29 October 2008, back to back with the 13th International Anti-corruption Conference (IACC). The overall theme of the AC CoP was ‘Refocusing UNDP’s Anti-Corruption Work in the Context of UNCAC and UNDP Realignment Process’. The CoP gathered 44 UNDP anti-corruption practitioners from COs, Regional Bureaux/Centres and the HQ. In addition, representatives from UNODC, NORAD and an anti-corruption expert from the Northeastern University were invited.

The global CoP meeting, organized by the DGG/BDP, was primarily devoted to policy development and identification of community needs and priorities. In addition, it focused on enhancing synergies among CoP members and managing knowledge on anti-corruption.

More specifically, the three policy issues discussed in greater detail were:

- How to use UNCAC as a framework for UNDP’s work on anti-corruption?
- How to build synergies between global, regional and country levels in the context of UNDP realignment process?
- How to programme anti-corruption activities as a cross-cutting issue?

Most of the participants acknowledged that the COP meeting had positive outcomes: it clarified how UNCAC could be used as a framework for UNDP anti-corruption programming; improved their understanding of the UNDP regionalization process at the global, regional and





CO level; and made clear how to programme anti-corruption as a cross-cutting issue as stipulated in the strategic plan. In addition, the CoP strengthened the sense of belonging and community among UNDP practitioners. The meeting confirmed the CoP as a viable SDP for anti-corruption and for creating a pool of experts to strengthen South-South cooperation.

## Knowledge products

UNDP has been a leading provider of anti-corruption technical assistance within its governance portfolio and has launched various interventions related to institution, legal and policy frameworks, to enhance accountability, transparency and integrity. However, 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 mandate of reducing poverty, meeting the MDGs and promoting sustainable economic development in keeping with its mandate. The advent of UNCAC on 14 December 2005 brought new challenges and opportunities.

At the policy level, for instance, there were limited knowledge products guiding COs on how to proceed in the context of UNCAC. Thus, the focus for UNDP in 2008 was to redefine its priorities and approaches to combat corruption more effectively. First and foremost, there was need to ensure that UNDP could utilize UNCAC as the rallying international instrument on corruption to further UNDP mandates.

Thus, in 2008, DGG concentrated its resources on developing knowledge tools that would make it easy for UNDP COs to provide improved policy and programme advisory services on anti-corruption, and anti-corruption interventions consistent with the norms and standards provided by UNCAC. The DGG/BDP produced the following knowledge products on anti-corruption:

### *Mainstreaming Anti-Corruption in Development, Anti-Corruption Practice Note 2008*

The Practice Note 2008 is the corporate policy document that clarifies UNDP's position by building on internal knowledge mapping as well as reflecting on and refocusing UNDP's anti-corruption priorities with respect to the new developments in this field.

The Practice Note clarifies that the main rationale for UNDP engagement with anti-corruption is to further its mandates on poverty reduction, realization of the MDGs and promoting sustainable development.

It also reinforces two important facts: (1) UNDP has been a leading provider of anti-corruption technical assistance within its democratic governance portfolio, and (2) the agency is in a unique position to engage a broad range of national stakeholders in a holistic approach to fighting corruption.



The Practice Note also provides guidelines to assist COs in programming areas such as (1) developing and implementing long-term and short-term anti-corruption strategies, (2) mainstreaming anti-corruption activities into national programmes on service delivery, (3) developing the capacity of anti-corruption institutions, (4) engaging in advocacy and awareness-raising through civil society organizations and the media, (5) developing anti-corruption assessment tools and conducting anti-corruption surveys, (6) coordinating and harmonizing anti-corruption programmes, and (7) developing knowledge tools.

### *Anti-Corruption Intervention for Poverty Reduction, Realization of the MDGs and Promoting Sustainable Development, Primer on Corruption and Development*

The main objective of the Primer is to complement the Practice Note by extending concepts and programming guidelines. Thus, the primer explores the theoretical and empirical relationship between corruption



and the various aspects of development including economic growth, poverty, human rights, gender, governance, human development, and environment and sustainable development. The Primer also recommends ways in

which UNDP could integrate anti-corruption principles and strategies with its technical assistance to effectively implement anti-corruption interventions.

Both the Practice Note and Primer went through an extensive validation process and quality control mechanism. These two products were informed by organization-wide consultations in regional bureaux and centres, with valuable inputs from UNDP staff on the ground. Additional inputs were provided by other experts and partners. In 2009, these documents will be translated in Spanish, French and Arabic and will be made available to field staff and development practitioners.

#### ***A User's Guide to Measuring Corruption, 2008***

During the past several years, a flood of new work has emerged, challenging the validity of the traditional measurements of corruption

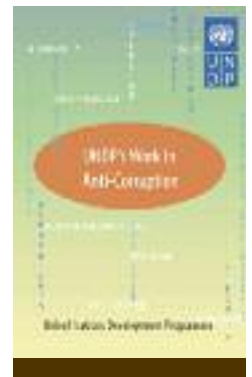


and arguing for new and improved tools for national policy-makers, civil society and donors alike. Is it possible to measure corruption, and if so, how? This publication was one of the first attempts to systematically explore the practical challenges and opportunities of

measuring what is increasingly viewed as one of the major impediments to development: corruption. The guide provides government, civil society and the private sector with examples of 'good practices' in measuring corruption.

#### ***UNDP Framework on Corruption and Development, Anti-Corruption Guidance Note and UNDP's Work in Anti-Corruption, a Brochure***

This Guidance Note, which is a collective endeavour of the Democratic Governance and Anti-Corruption Community of Practices within UNDP, succinctly provides corporate guidance on how UNDP positions itself on anti-corruption. This serves as a reference for UNDP practitioners working on the ground. The concept of the Guidance Note was presented at various meetings with representatives of UNDP practices and units, to formulate UNDP's corporate position on anti-corruption, particularly with reference to finalizing PACDE. The Note summarizes the rich contributions that emerged from these discussions. On the other hand, the purpose of the brochure is to provide a brief overview on UNDP work in anti-corruption.



#### ***Capacity development activities and partnership with regional bureaux and centres and other partners***

In 2008, the DGG/BDP was involved in several activities related to the capacity development of field staff and national counterparts. The DGG/BDP developed training modules and materials to build and strengthen the internal capacity of UNDP so that COs could effectively engage in anti-corruption programming vis-à-vis UNCAC implementation. Working through regional centres and their bureaux and other relevant partners, several training programmes were provided in different regions.

### Sensitization and validation workshop

Lima [Peru], 12-13 June 2008

In June 2008, the DGG/BDP organized a 'Sensitization and Validation Workshop on UNDP Practice Note and the Primer on Corruption and Development' together with the Democratic Governance Cluster of UNDP Regional Bureau for Latin America and the Caribbean (RBLAC) and UNDP Peru Office. Eighteen UNDP COs from Latin America and the Caribbean participated, and about 50 percent were women participants.

The follow-up to this workshop included a series of activities to pave the way towards designing regional projects on anti-corruption. The participants formed the regional CoP as a viable 'Service Delivery Platform' on anti-corruption in the region and expressed their commitment to continuing the work to be developed in Latin American Countries and the Caribbean region, by developing knowledge products and anti-corruption interventions for the region through PACDE.



(DGG) organized the regional CoP workshop entitled 'Building Partnerships to Support UNCAC Implementation' in Beirut from 27 to 30 June, 2008. Eighteen UNDP anti-corruption practitioners and about 40 national counterparts from anti-corruption commissions, prosecutor offices, the judiciary, civil society, media and public institutions participated in this workshop.



The workshop provided an opportunity for UNDP to consolidate the anti-corruption CoP in the Arab Region and for practitioners to exchange best practices and lessons learned from the region and beyond. The workshop focused on developing and strengthening the programming capacity of participants in different areas of anti-corruption programming and exploring opportunities and challenges facing the implementation of UNCAC.



Participants of Anti-Corruption Training and Validation Workshop, Lima [Peru], 12-13 Jun2, 2008.

### Building partnerships to support UNCAC implementation in the Arab countries: Regional CoP workshop

Beirut [Lebanon], 27-30 June 2008

Within the framework of the Good Governance for Development (GfD) in the Arab Countries Initiative, UNDP's Programme on Governance in the Arab Region (POGAR) and the Democratic Governance Group

### Supporting UNCAC implementation: Country experiences in the Asia-Pacific region community of practice meeting

Bangkok [Thailand], 13-15 October 2008

DGG/BDP supported the Regional Centre Bangkok and the Pacific Centre to organize a Community of Practice meeting from 13-15 October 2008, with the objective of consolidating the Asia-Pacific Community of Practice and providing strategic guidance for implementing UNCAC. Anti-corruption practitioners and policy-makers from 18 countries in Asia and the Pacific region participated in the three-day technical training,



which was developed in collaboration with other partners including the UNODC and the Asian Development Bank. Participants shared experiences on anti-corruption initiatives and transforming institutions and cultures to promote accountability, strengthening oversight mechanisms such as Ombudsman, reforming the public sector, and government-NGO initiatives to tackle corruption.

**Training to CSOs on reporting and monitoring corruption**

Kampala [Uganda], 10-11 November 2008  
 In November 2008, the DGG/BDP, UNDP and UNECA jointly organized a ‘Training Workshop for Civil Society Organisations (CSOs) on Monitoring and Reporting Corruption’. Representatives from 20 CSOs participated in the training workshop which aimed at strengthening the capacity of CSOs in monitoring and reporting corruption in

African states. The main objective was to promote effective and responsive CSOs by improving their capacity to monitor and report corruption as well as create a pool of stakeholders in the fight against corruption. It aimed to do so through the following:

- Orienting the selected CSOs on the objectives, descriptions, conditions, mechanisms, methods and responsibilities of monitoring and reporting corruption.
- Equipping CSOs with the knowledge and information required to execute the arduous challenge of fighting corruption in Africa in a systematic and methodical way.

**Caribbean Regional Consultation on Anti-Corruption Programme for Development (ACPD) and United Nations Convention against Corruption (UNCAC)**  
 Barbados, 7-9 April 2008

UNDP Barbados’ CO, in collaboration with UNODC, organized a regional consultative workshop called ‘Anti-Corruption Programme for Development (ACPD) and United Nations



Participants of the Caribbean Regional Consultation on Anti-Corruption Programme for Development, Barbados, 7- 9 April 2008.

Convention against Corruption (UNCAC)'. The workshop was held in Barbados from 7 to 9 April 2008 and was attended by 14 countries from the CARICOM region. Most of these countries do not have anti-corruption agencies with an exclusive mandate to fight corruption. The DGG/BDP facilitated discussions on the relationship between corruption and development in the context of UNDP mandates. It also outlined follow-up actions that included the following: developing a gap analysis to check compliance of their legislation with UNCAC; exploring the setting up of a network to share ideas and practices; providing training in anti-corruption; working with CARICOM to explore the feasibility of establishing a regional anti-corruption body; and undertaking activities to raise awareness, particularly among the youth.

### Advisory services to COs and partner countries

In 2008, the anti-corruption service area of DGG/BDP continued its technical and advisory services to COs and partner countries to support and strengthen national capacities, institutions and systems to implement anti-corruption initiatives. It provided inputs to country strategy papers and project/programme documents. It also made available relevant knowledge products to the COs that sought DGG's advisory support. The DGG/BDP also contributed to the queries sent through UNDP knowledge networks. Upon request, it provided a list of experts to COs and also conducted missions to Bangladesh and Macedonia.

#### Bangladesh

In March 2008, in response to growing challenges posed by corruption in Bangladesh, the UNDP Bangladesh CO requested the support of the DGG/BDP Anti-Corruption Policy Advisor to assist the office in identifying key problems and priority measures for integrating anti-corruption issues, in light of reform initiatives already undertaken by the government. The mission held meetings with

government officials, CSOs, representatives of international organizations and donors. To understand the extent and nature of corruption in Bangladesh, the mission team looked at corruption within a historical context, reviewed the current framework governing anti-corruption initiatives and the main policy documents related to corruption, and consulted institutions responsible for curbing corruption. This formed the basis for the mission's recommendations for implementing anti-corruption initiatives. These recommendations took into account UNDP's capacity and the role of other players such as donors and national institutions. The team looked for a project which was manageable and did not require UNDP CO to play the lead role, and which had high chances of a trickle down effect which could be sustained after the elections.

#### Macedonia

In February 2008, the DGG/BDP Anti-Corruption Advisor joined the UNDP CO of FYR Macedonia with the following objectives: informing and/or updating the COs in the Western Balkans about the overall objective of the Regional Project entitled 'Western Balkans Sub-Regional Mechanism for Facilitation of Anti-Corruption Initiatives'; helping developing a draft activity plan; developing the main project objectives of the sub-regional strategy on anti-corruption in the Western Balkans; and further strengthening the role of COs in national and regional anti-corruption (AC) programming.

## Major regional anti-corruption activities

### Asia-Pacific Region

A number of anti-corruption activities were organised for Asia and the Pacific by the Regional Centre Bangkok (RCB) and the Pacific Centre. From 13 to 15 October 2008, RCB and the Pacific Centre organised a major regional training on UNCAC as a follow-up to the first regional 'Integrity in Action' (INTACT) CoP meeting, held in January 2007 in Phnom Penh [Cambodia]. The technical training brought together 61 participants from 18 countries in the region, notably Afghanistan, Bangladesh, Bhutan, China, Fiji, Indonesia, Korea, Laos, Malaysia, Maldives, Mongolia, Pakistan, Papua New Guinea, Philippines, Sri Lanka, Thailand, Timor-Leste and Viet Nam.

The training consolidated the INTACT CoP in Asia and the Pacific, and provided participants with strategic guidance in implementing UNCAC. It deepened understanding of the technical provisions of UNCAC and facilitated the exchange of experiences and lessons learned in the successful implementation of UNCAC provisions in Asia-Pacific countries. Moreover, it developed capacity in Asia-Pacific to sustain anti-corruption initiatives consistent with UNCAC and fostered synergies with other regional anti-corruption instruments and mechanisms.<sup>1</sup>

In May 2008, the Pacific Centre co-sponsored a regional workshop of Pacific Ombudsman and officials from countries without an Ombudsman to: (i) discuss the findings of in-country assessments conducted by the Commonwealth Ombudsman in 2007/08; (ii) update stakeholders on related initiatives undertaken by other development partners; and (iii) identify and formulate options for a regional ombudsman support mechanisms. As a follow-up to the meeting, it was agreed to formalise the establishment of a Pacific Ombudsman Alliance. In mid-2008, the Centre also commissioned a study on Accountability Frameworks and Institutions in the region, which will be finalised in 2009.

In June 2008, the Pacific Centre held a Pacific launch of the Asia Pacific Human Development Report on Corruption in Solomon Islands, in conjunction with a 'Workshop on Freedom of Information (FOI) for Pacific Policy-Makers'. The Workshop brought together policymakers from 10 Pacific Island Countries with experts to discuss the value of freedom of information and the practical challenges of implementing freedom of information. Following the workshop, the Centre has received a request from five countries for follow-up technical assistance to develop national legislation and initiatives on freedom of information.

<sup>1</sup> See the report at <http://regionalcentrebangkok.undp.or.th/practices/governance/documents/UNCACTraining-200810.pdf>.

In September 2008, RCB participated in the Laos Workshop on UNCAC and its launch of the Regional Human Development Report, providing insights on key lessons learned in fighting corruption in Asia, with concrete examples from UNDP experiences in several countries in Asia. Previously, at the workshop on the role of parliaments in combating corruption, in Vientiane [Laos] in March 2008, RCB provided an overview of corruption in the Asia Pacific region.

RCB provided support for the development of a new project in Sri Lanka, launched in September 2008, to build capacity of the Commission to Investigate Allegations of Bribery and Corruption (CIABOC). It is worth noting that Sri Lanka was the first country in Asia to sign UNCAC and support the development of systems and processes needed to bring the national integrity framework incrementally in line with UNCAC

Resources are primarily invested in the capacity development of the Commission to ensure its independence. Some small-scale pilot integrity initiatives in selected organizations will also be supported by the project, building on the recent 'clean hands' initiative in the public administration. The Sri Lanka Clean Hands Initiative is a voluntary alliance of public sector officials committed to tackling corruption. The new project also includes development of a national monitoring and evaluation (M&E) framework for UNCAC and the National Action Plan of Corruption.

In Mongolia, RCB first conducted an assessment in February 2008 looking at anti-corruption efforts and possibilities for future UNDP programme interventions, and then provided support for the drafting of a new project document signed in December 2008 for an amount of \$750,000. This



Participants of UNCAC Technical Training Workshop, 13-15 October, 2008, Bangkok [Thailand].

provisions. The new project pays specific attention to strengthening key oversight institutions and mechanisms. It strengthens the Commission's enforcement capacity as well as initiatives to improve understanding on the role of the CIABOC, the anti-corruption strategy and corresponding legislation.

project builds on UNDP Mongolia's previous experience in increasing transparency and accountability of the Ministry of Health and selected health institutions. The new project will seek to replicate the integrity approaches piloted in the health sector in other sectors, under the coordination of the Independent

Anti-Corruption Authority. This will provide interesting opportunities for cooperation with other development partners, some of whom have large projects in support of the sectors. Effective sectoral integrity approaches depend on a diagnosis and good understanding of the policy-making, planning, budgeting and service delivery mechanisms in the sector. Starting with a survey and focus group discussions on how corruption in the sector is perceived both by staff and clients, the project will develop and adopt a set of benchmarks of transparency and accountability requirements.

RCB also provided support for anti-corruption programming in Bhutan through a situation analysis and a suggested strategy and outputs to guide the preparation of the UNDP annual work plans in the governance area. The report, entitled 'UNDP's Strategic Contribution to Supporting the Enabling Environment for Achieving the 10th Five Year Plan: Strengthening institutional capacity and people's participation to ensure good governance', comprises a section, 'Strengthening the Legal and Institutional Framework for Controlling Corruption'. Similarly, RCB supported the federal Ombudsman in Pakistan and contributed to the drafting and supported the official launch of the Asia Pacific Human Development Report in Indonesia in June 2008.

RCB also conducted a mission to Aceh [Indonesia] in support of the Aceh Government Transformation Programme, addressing among other issues the policy of the anti-corruption team. The report recommended refocusing the team's efforts from its current activity of 'fact-finding' in allegations of bribery and corruption (without a formal mandate to do so) towards policy development, notably with the development of an 'Integrity in action' action plan for the province. The objective was to tackle corruption from a positive angle (building integrity) rather than a repressive angle (fighting corruption). The report suggested an Aceh integrity initiative could be developed with support from interested donors.

## Europe and CIS

In 2008, UNDP Bratislava Centre (BRC) implemented a number of projects to develop national strategies, build the capacity of anti-corruption institutions and increase the sharing of knowledge. More specifically, there were two major initiatives: the Anti-Corruption Practitioners Network (ACPN) and Anti-Corruption Western Balkans Initiative.

### Anti-Corruption Practitioners Network (ACPN)

The ACPN, initiated in early 2006, supports the work of anti-corruption practitioners and agencies in Eastern Europe and the CIS through networking and knowledge sharing. The Network's activities involve UNDP/UNODC staff from the region, practitioners working in anti-corruption agencies and international experts.

In 2008, the ACPN grew in membership from around 120 members to 160, involving several international experts and academics from the region and beyond. Several agencies are official institutional partners of the ACPN. On 14 January 2008, the Commission for Prevention of Corruption of the Slovenian Republic and the UNDP Bratislava Regional Centre signed a 'Memorandum on Anti-Corruption Cooperation', facilitating the participation of the Commission in the activities of the Network.

In 2008, the anti-corruption team of the UNDP BRC delivered support to several anti-corruption agencies. On 21 and 22 April,



Ben Slay, UNDP BRC Director and Drago Kos, Chairman of the Slovenian AC Commission.



2008, the Slovak Judicial Academy held a workshop on anti-corruption for prosecutors and judges in Krpacovo [Slovak Republic]. Within the framework of the ACPN, UNDP BRC was requested to participate and deliver presentations on the anti-corruption legal framework of some of the countries of the region, namely Bulgaria, Moldova, Romania, Russia, and Ukraine.

In addition to knowledge management, in 2008, UNDP BRC initiated **capacity development assistance** for selected anti-corruption agencies in the region.



Training workshop on anti-corruption for prosecutors and judges in Krpacovo.

As a first step, the UNDP BRC anti-corruption team, in cooperation with the capacity development team, used information and experiences gathered through the ACPN to create a methodology for capacity assessment of anti-corruption agencies. The first three agencies to pilot the methodology, identified in consultation with UNDP COs, were the Agency of State Financial Control and Fight against Corruption of the Republic of Tajikistan, the Kosovo Anti-Corruption Agency and the Directorate for the Anti-Corruption Initiative of Montenegro. A first round of consultations with these agencies was held in Bratislava in July 2008, with a view to conducting capacity assessments during 2008-2009. The first **capacity assessment** of the Directorate for the Anti-Corruption Initiative of Montenegro was conducted during the year through a self assessment questionnaire and a field mission. The methodology as well as the experiences and case studies gathered during the year

will become part of a **toolkit for capacity development support to AC agencies** that will be finalized during 2009.

Establishing cooperation with other organizations and research centres working on anti-corruption in the region was also one of the priorities of the ACPN in 2008. A partnership was established with the Centro de Investigação e Estudos de Sociologia, ISCTE, in Lisbon [Portugal]. As a result, a representative of the centre cooperated with the activities of the ACPN during the year.

The ACPN experience was also shared and disseminated among UNDP colleagues in other regions through the participation of relevant BRC staff at different events and fora such as the Global AC CoP meeting (Athens, October), the Technical UNCAC training for Asia-Pacific (Bangkok, October), the workshop 'Building Partnerships to Support UNCAC Implementation in the Arab Countries' (Beirut, June), and the Regional Conference 'Preventing corruption and strengthening cooperation between anti-corruption bodies in the Arab region' (Amman, July).

#### Western Balkans anti-corruption initiative

The **Western Balkans anti-corruption initiative** brought together UNDP offices in Croatia, FYR Macedonia, Montenegro, Serbia and Kosovo to learn from each other's experiences in anti-corruption programming and develop a joint sub-regional strategy in this area. Based on the strategy, consultations were initiated with potential partners such as UNODC and Transparency International



Western Balkans Anti-Corruption Workshop in Struga, Macedonia.

on possible joint regional initiatives. This project, completed at the end of 2008 and which also benefited from substantive support of the DGG/BDP Anti-corruption Advisor, published five newsletters documenting some of the successful anti-corruption experiences of UNDP offices in the sub-region.

### Arab States

The anti-corruption work of POGAR, which is part of the Regional Programme in RBAS, is developed in the context of the GfD Initiative, which is implemented in partnership with OECD and which addresses several areas of democratic governance. Anti-corruption became a key priority for the second phase of the GfD Initiative (2008-2010) with the identification of eight anti-corruption themes as priority areas of work: (1) national anti-corruption strategies, (2) independent anti-corruption bodies, (3) ethics codes for public sector officials, judges and prosecutors, (4) criminalization with a focus on 'obstruction of justice', (5) witness and whistleblower protection, (6) investigating and prosecuting corruption crimes, (7) international cooperation including asset recovery, and (8) the role of the private sector and civil society. For the 2008-2009 period, the focus is on independent anti-corruption bodies, witness and whistleblower protection and national anti-corruption strategies', with the role of the private sector and civil society addressed as a cross-cutting issue.

POGAR's 2008 work contributed to (1) improving the capacity of governmental actors on UNCAC assessment using the UNCAC Self-Assessment Checklist, (2) strengthening knowledge of policymakers on 'prevention measures' under UNCAC, and (3) enhancing knowledge networking among governmental and non-governmental actors in the area of anti-corruption in the Arab region (including establishing the Arab Anti-Corruption & Integrity Network and consolidating the Anti-Corruption Community of Practice in the Arab Region).

### The Arab Governmental Expert Group (AGEG) on UNCAC Assessment

In cooperation with UNODC, POGAR created a group of 20 government practitioners from 17 Arab States. The members were nominated by their governments in accordance with pre-set criteria and have committed to being part of the Group. The objective of this group was to contribute to improving the capacity of Arab governments on UNCAC assessments through training government officials on UNCAC assessment tools and methodologies, and anti-corruption measurement in general, with a view to supporting national efforts to develop assessment reports that would identify compliance gaps, technical assistance needs and related priorities. In addition to undertaking assessment efforts in their countries, AGEG members may also act as trainers at the national level. The AGEG members underwent two training seminars. The first was on UNODC's 'UNCAC Self Assessment Checklist'. The second was on a pilot in-depth assessment tool developed by POGAR. Related efforts will continue and expand in 2009 to address new assessment tools in cooperation with the Oslo Governance Center (OGC) and to involve non-governmental actors as well.

### The Anti-Corruption Community of Practice in the Arab States

In cooperation with DGG/BDP, POGAR convened UNDP practitioners from 13 COs in the Arab Region, in addition to national counterparts from the government, judiciary, parliament, civil society and media for the



first time in a regional 'Anti-Corruption Community of Practice' (AC COP) meeting organized in Beirut from 27 to 30 June 2008. Regional Advisors from UNDP as well as representatives from partner organizations such as UNODC, TI and OECD participated in this event as well. This meeting provided a regional platform for knowledge-networking among UNDP practitioners and for partnership building among UNDP COs, national counterparts and other organizations.



The meeting helped establish a sense of community among participants; opened avenues for cooperation and synergies at the national, regional and global levels; helped provide a common language among participants; and sensitized them to key issues in anti-corruption programming.

Following the CoP meeting, a regional conference was organized in Amman on 29 and 30 July 2008 to strengthen the knowledge of policymakers on UNCAC prevention measures. The conference was attended by 120 participants including high-level representatives from around 35 governmental bodies concerned with anti-corruption including specialized agencies and commissions, audit bodies, inspection bodies, ministries of justice, and ministries of administrative development from 17 Arab countries, in addition to the representatives of the Secretary General of the League of Arab States, and representatives from UNODC, OECD, TI, IACCA, ARPAC and other regional and international actors and bilateral and multilateral donors. The objective was to launch and support a region-wide policy dialogue on prevention measures under UNCAC, with a view to preparing Arab States to the Third Session of the Conference of State Parties (CoSP) in Doha [Qatar] in November 2009, which will address this issue as one of its priority themes.

Moreover, as a result of the anti-corruption CoP meeting held in June 2008, POGAR started to establish and reinforce linkages with national activities. Efforts with Iraq, Lebanon, Tunisia and Yemen were underway at the end of 2008.

#### **The Arab Anti-Corruption & Integrity Network (ACINET)**

In 2008, POGAR worked closely with Arab States to mobilize and crystallize political will and commitment to anti-corruption reform, and UNCAC implementation in particular. In doing so, POGAR supported regional and national consultations over a period of seven months to develop the concept, the charter and the rules of procedure of ACINET, which is considered to be a landmark achievement in the Arab region, because it is the first common platform for governments and non-governmental actors seeking to improve their capacities in this area. ACINET's establishment was officially declared on 30 July 2008 (at the end of the regional conference mentioned above), with the support of delegations from 17 Arab States. After its establishment, POGAR continued to consolidate the network and develop its programme of work for 2009 as well as a number of information products for network members.

## Latin America and the Caribbean

In 2008, UNDP Bureau for Latin America and the Caribbean (RBLAC) began work on capacity development of COs and national counterparts in the region. The Bureau provided advisory services and technical support to the anti-corruption project related to political financing, media and strengthening civil society, the implementation of UNCAC and the facilitation of knowledge sharing. The bureau also supported anti-corruption programmes and projects related to financing political parties in Mexico and Panama and on transparency and integrity in Peru, Chile and Mexico and on UNCAC implementation in Colombia.

The RBLAC also supported the regional consultative meeting on UNCAC implementation for the countries in the Caribbean and anti-corruption programmes and activities

in Barbados, Suriname, Belize, Trinidad and Tobago. The Bureau, together with DGG/BDP, conducted a training workshop for 18 UNDP CO staff from the Latin America and the Caribbean to develop their anti-corruption capacities.

## Africa

Most of the anti-corruption activities in the Africa region have been supported by UNDP COs. 2008, UNDP Regional Bureau for Africa (RBA) initiated a process to develop its regional governance programme. At the regional level, DGG/BDP, in collaboration with UNECA, organized a training workshop for civil society members from various African countries on monitoring and reporting corruption. DGG/BDP also contributed to a conference organized by UNECA entitled 'Institutions, Culture and Corruption in Africa'.



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