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United Nations Development Programme

HIGHLIGHTS OF THE KEY ACHIEVEMENTS IN 2013

**GLOBAL THEMATIC PROGRAMME
ON ANTI-CORRUPTION FOR
DEVELOPMENT EFFECTIVENESS (PACDE)**

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TABLE OF CONTENTS

ACRONYMS	1
FOREWORD AND ACKNOWLEDGEMENTS	2
KEY MESSAGES	3
PACDE'S COUNTRY-LEVEL SUPPORT: A GLOBAL SNAPSHOT	4
I. INTRODUCTION AND OVERVIEW	6
Global discourse on anti-corruption	6
Evaluating anti-corruption readiness for the post-2015 development agenda	6
Directions for the future: Aligning priorities and closing gaps	7
UNDP's overall technical support on anti-corruption	9
II. GLOBAL PROGRAMME ON ANTI-CORRUPTION FOR DEVELOPMENT EFFECTIVENESS (PACDE)	11
III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013	14
Objective 1: To accelerate MDG achievement and reduce poverty through addressing corruption bottlenecks	15
Improving service delivery by fighting corruption in the education, health and water sectors	15
Bringing gender perspective to the centre of anti-corruption work	17
Strengthening anti-corruption in local/urban governance	20
Objective 2: To mainstream UNCAC and anti-corruption into national development processes	22
Integration of anti-corruption and UNCAC in UN and donors' development initiatives	22
UNCAC implementation: Going Beyond the Minimum of UNCAC Review	23
Objective 3: To strengthen the capacity of anti-corruption agencies	26
Objective 4: To mitigate corruption risks in climate change and resource management	28
Integrating anti-corruption in UN-REDD programme	28
Integrating anti-corruption in natural resource management	29
Objective 5: To engage on global advocacy, coordination and knowledge management	31
Sustaining global momentum on advocacy and awareness	31
Enhancing anti-corruption knowledge management for development effectiveness	32
IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS	35
V. SUMMARY OF DONOR CONTRIBUTIONS TO PACDE IN 2013	48
VI. SUMMARY OF PACDE EXPENDITURES IN 2013	49

ACAs	Anti-corruption Agencies
ADB	Asian Development Bank
CIS	Community of Independent States
CO	Country Office
CoPs	Communities of Practice
DFAT	Department of Foreign Affairs and Trade (Australia)
DFID	Department for International Development (UK)
GAIN	UNDP Global Anti-Corruption Initiative
GIZ	German Agency of International Cooperation
GOPAC	Global Organization of Parliamentarians against Corruption
IACD	International Anti-corruption Day
ICTs	Information and communications technologies
MDGs	Millennium Development Goals
NORAD	Norwegian Agency for Development Cooperation
OAS	Organization of American States
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
PACDE	UNDP Global Thematic Programme on Anti-Corruption for Development Effectiveness
ROAR	UNDP Results-Oriented Annual Report
UNCAC	United Nations Convention against Corruption
UNDAF	United Nations Development Action Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNODC	United Nations Office on Drugs and Crime
UN-REDD	United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	US Agency for International Development
WBI	World Bank Institute
WHO	World Health Organization

FOREWORD AND ACKNOWLEDGEMENTS

In response to the 2012 mid-term review of the UNDP's Global Programme on Anti-Corruption for Development Effectiveness (PACDE) (2008-2013), the 2013 PACDE report demonstrates our continued efforts to improve our result reporting on anti-corruption by focusing on country level impact and documenting lessons learned and challenges. Section IV presents results for each of the objectives and outputs of the PACDE result framework, but the main text also highlights key areas where PACDE was instrumental in contributing to the global discourse and having an impact at the country level through its policy and programme support.

The further improvements to results-based management made in this report are well in line with UNDP's new Strategic Plan 2014-2017, *Changing with the World*, which aims to improve UNDP's institutional effectiveness in its programming and operations.

We are grateful to our donor partners, whose support has enabled UNDP to continue to play a lead role as one of the main providers of technical assistance on anti-corruption. In 2013, PACDE received USD 2.9 million from the Australian Department of Foreign Affairs and Trade (previously AusAID). Additional support was provided by Norway (USD 185,000), Liechtenstein (USD 110,742), Japan (USD 120,000) and the U.S. Department of State (USD 77,328). Norway also contributed additional funds through the Democratic Governance Thematic Trust Fund (DGTTF) for various thematic areas of governance with whom PACDE worked closely (e.g., strengthening anti-corruption in local governance).

The achievements and results reflected in this report would not have been possible without the engagement of our programme partners including, the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Office on Drugs and Crime (UNODC), the United Nations Entity for

Gender Equality and Empowerment of Women (UN Women), the World Health Organization (WHO), the Organization for Economic Co-operation and Development (OECD), the World Bank Institute (WBI), the German Agency for International Cooperation (GIZ), the U4 Anti-Corruption Resource Centre, Integrity Action (formerly Tiri), Transparency International (TI), the Global Organization of Parliamentarians Against Corruption (GOPAC), the UNDP Water Governance Facility, the Huairou Commission, and the Basel Institute on Governance.

Finally, we are thankful for the support of UNDP's anti-corruption practitioners at the global, regional and country level including the following team members, who provided inputs and comments to this report and were also directly involved in many of the activities implemented: Gerardo Berthin (UNDP Panama Regional Centre); Elodie Beth (UNDP Asia-Pacific Regional Centre); Francesco Checchi (UNDP Bratislava Regional Centre) and Christianna Pangalos (formerly with the UNDP Regional Centre for West and Central Africa). Special thanks to the PACDE team members in New York: Phil Matsheza (currently with the UNDP Asia-Pacific Regional Centre), Anga Timilsina, Aida Arutyunova, Tsegaye Lemma, Diana Torres, Marco Stella, and Israel Marañón.

I hope you will find this report an interesting read and I very much welcome your feedback which will allow us to constantly improve our results monitoring and reporting to ensure that the true impact of our work on anti-corruption and governance is better known to the global development and donor community and to the governments and beneficiaries in the countries where UNDP is operating.



Patrick Keuleers, Director a.i.
Democratic Governance Group
Bureau for Development Policy
United Nations Development Programme



Commemoration of the International Anti-Corruption Day, Bangkok, Thailand

- In UNDP, anti-corruption initiatives are increasingly being integrated and implemented as cross-cutting initiatives both within governance programmes such as public administration, local governance, rule of law, and civic engagement and also within other development areas such as climate change, MDGs, support to fragile and post-conflict countries, and gender empowerment.
- UNDP's sectoral anti-corruption initiatives show that promoting transparency, accountability and integrity in health, education and water sectors have development dividends in terms of removing bottlenecks and enhancing service delivery. The Global Anti-corruption Initiative (the successor of PACDE) is now supporting more than 30 country level sectoral projects.
- UNDP's engagement with grassroots women's organizations in more than six countries shows that women are game-changers in fighting corruption and promoting transparency and accountability at the local level.
- Globally, significant progress has been made in boosting transparency as a means to prevent corruption worldwide. The major challenge now is to move from transparency to accountability. UNDP's engagement in addressing integrity in the public sector (both at national and local level) is an important component of that strategy.

PACDE'S COUNTRY LEVEL SUPPORT: A GLOBAL SNAPSHOT



Education



REDD+



Investigative journalism



Water



Health



Women's empowerment and gender equality



Natural resource management



Dual sector (e.g. Serbia's health and education)

EL SALVADOR



COSTA RICA



COLOMBIA



CHILE



HAITI



NICARAGUA



BRAZIL



MOLDOVA



SERBIA



KOSOVO



BENIN



GUINEA



MAURITANIA



LIBERIA



GHANA



I. INTRODUCTION AND OVERVIEW

Global discourse on anti-corruption

The Millennium Development Goals (MDGs) will reach their target date in 2015 and the international community is taking stock of the progress made and lessons learned to inform formulation of the future development agenda. Unlike in 2000, when UN Member States first agreed to the MDGs, in recent years the issues of transparency, accountability and anti-corruption have been at the centre of various global and national development discourses, which demanded serious thinking on how to integrate anti-corruption for the attainment of future development goals.

Evidence from the global effort to achieve the MDGs shows that despite significant progress, corruption remains a major barrier to their realization.¹ Corruption has prevented the poorest and most marginalized sectors of society from gaining access to vital services such as educa-

tion, health and water. Moreover, corruption has been one of the main impediments to advancing gender equality as well as to ensuring the world's environmental sustainability.

This evidence has been corroborated by the voices of millions of people around the world who are urging a greater role for anti-corruption in the future development agenda. More than 1 million people who voted in the global My World Survey, have consistently ranked honest and responsive government as among their top three priorities.²

Evaluating anti-corruption readiness for the post-2015 development agenda

Progress achieved over the last decade in the fight against corruption offers a firm ground for understanding that anti-corruption efforts undoubtedly do have development dividends. The anti-corruption movement with the significant increase in networks, new technologies, advocacy, awareness and global norms and standards is more mature today than 10 years ago. At least three reasons explain how anti-corruption is poised to offer critical lessons for informing and shaping the post-2015 development agenda.

First, countries in all regions today are not only better equipped in terms of norms and regulations, but also have designated institutions to tackle corruption. The ratification of the United Nations Convention Against Corruption (UNCAC) in 2005 triggered revision of national legal frameworks and adoption of tougher norms and systems to prevent, investigate and criminalize national and international corruption. Dedicated anti-corruption agencies have been established to coordinate national efforts in the fight against corruption, and over the last 10 years these institutions have accumulated important expertise



¹ The UN Secretary-General's report 'Keeping the Promise' emphasizes that integrity, accountability and transparency are crucial for MDG achievement, as corruption is adversely affecting the poor, particularly vulnerable groups such as women.

² See UNDG (2013), 'A Million Voices: The World We Want', p. 8.

I. INTRODUCTION AND OVERVIEW

to fight old and emerging forms of corruption. In sum, there is increased readiness by the state machinery of anti-corruption to control the occurrence of corruption in key development sectors.

Second, there is a critical mass of knowledge, expertise and innovation in the field of transparency and accountability at the international, national and local levels. This critical mass is accentuated by a number of factors:

- International and national civil society organizations are advocating for greater openness, transparency and accountability around different development issues, such as the work of Revenue Watch Institute, Transparency International, Global Integrity, I Paid a Bribe, UNCAC Coalition, Global Organization of Parliamentarians Against Corruption and Water Integrity Network;
- A growing network of scholars is focusing on the impact of corruption and the effectiveness of anti-corruption interventions (Anti-Corruption Research Networks, International Anti-Corruption Academy, the U4 Anti-Corruption Research Centre, etc.);
- The donor community and other multilateral organizations such as UN Agencies, the World Bank, the Organisation for Economic Co-operation and Development (OECD), the Australian Department of Foreign Affairs and Trade (DFAT), and the Norwegian Agency for Development Cooperation (NORAD) are implementing anti-corruption initiatives at the country level as part of their governance and development portfolios; and
- Private sector networks are committed to developing policies and programmes aimed at controlling corrupt practices while doing business in the developing world (e.g. Global Infrastructure Anti-Corruption Centre).

More than 1 million people, who voted in the global 'My World Survey' have consistently ranked honest and responsive governments among their top three priorities.

Third, there is increased utilization of information and communication technologies (ICT) for greater engagement of citizens and their governments on issues of transparency, accountability and anti-corruption at the local and national level. Although the use of ICTs is still a nascent area, it has progressively gained traction as a cost effective and convenient means to increase openness and enable interactions between state institutions and citizens. Civil society organizations, oversight institutions, service providers and local authorities are exploiting the benefits of social media and web platforms to report corruption in real time and to hold governments accountable. The results look promising and can be transferable to other sectors and services.

Directions for the future: Aligning priorities and closing gaps

Citizens and experts worldwide have expressed their voice regarding the role of anti-corruption, transparency and accountability in the realization of the world we want beyond 2015. Regardless of the final outcome of the post-2015 development agenda, the anti-corruption movement has received a wake-up call to re-examine its priorities and strategies to live up to its expectation.

Lessons from the MDGs indicate that the anti-corruption community needs to make more effort to increase citizens' voice and accountability, but especially those of the most marginalized and poorest segments of society who are most affected by corruption. There is already a

I. INTRODUCTION AND OVERVIEW



solid mass of evidence proving that effective anti-corruption initiatives require a mix of measures to strengthen both horizontal and vertical social accountability.³ Government control of corruption has proved to be more effective with citizens' participation and the engagement of grassroots networks, but anti-corruption work to make this happen is still lagging behind.

Similarly, greater interaction and engagement between sectoral specialists and anti-corruption experts is required to mitigate corruption risks in various sectors. So far, these two movements have worked separately and in different directions, missing the opportunity to address sector-specific corruption risks. Until now, anti-corruption expertise has mostly focused on the area of law enforcement and criminalization. However, limited knowledge exists on how to prevent corruption in specialized areas of development such as education, health, water, infrastructure, migration, trade, local development and security, among others. Similarly, sectoral experts tend to focus more on management solutions to the problem than on governance and anti-corruption solutions.

3 UNDP sectoral studies on education, health water and climate change.

The anti-corruption movement should increase its focus on improving its ability to track and measure progress and the impact of anti-corruption interventions. Despite the complexities of measuring corruption and anti-corruption, a set of governance/anti-corruption indicators has emerged over the last 20 years, which are useful for monitoring and evaluating the effectiveness of anti-corruption. To play a critical role in ensuring development effectiveness, the anti-corruption community is expected to have more robust and sound knowledge on contribution of anti-corruption in accelerating major development goals.

Finally, significant progress has been made in boosting transparency as a means to prevent corruption. Great credit for that goes to the transparency and access to information movements (e.g. access to information laws, implementation of the United Nations Convention Against Corruption, etc.) as well as the increase in the use of Information and communications technologies (ICTs) all over the world (e.g. publishing data online or reporting via SMS). However, the major challenge now is to move from transparency to accountability by effectively re-inforcing anti-corruption tools, policies and frameworks. Transparency and access to information are not ends in themselves; they are means for more effective accountability.

The coming years pose serious challenges and opportunities for the anti-corruption movement looking towards the post-2015 development

Significant progress has been made in boosting transparency as a means to prevent corruption. Great credit goes to the transparency and access to information movements as well as the increase in the use of ICTs all over the world.

agenda. Anti-corruption, to be successful, has to be expanded into new areas of knowledge and practices including climate change, gender inequality, natural resource management, security, food security, trade, and urbanization.

UNDP's overall technical support on anti-corruption

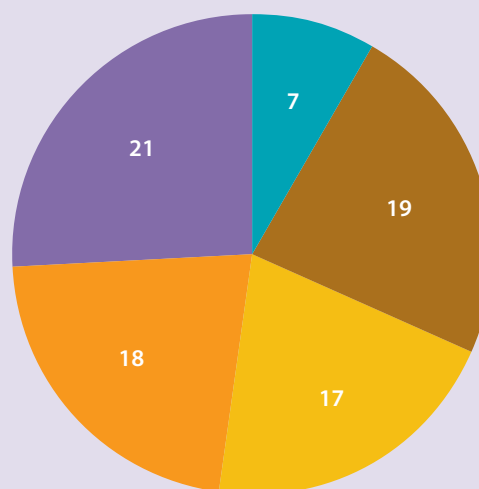
During the past five years (2009–2013), anti-corruption has been one of the fastest growing service areas in UNDP and worldwide. This has been due to the nearly universal ratification of the UNCAC by 170 parties as of November 2013, and due to the growing importance of governance and anti-corruption in enhancing development effectiveness.

Governments, donors and the development community have realized that unless corruption bottlenecks are removed, inclusive and sustainable development will not be possible. With this background, UNDP Country Offices (COs) have been at the forefront of providing anti-corruption support to governments to integrate transparency, accountability and anti-corruption components in various national development processes.

An analysis of UNDP's Results- Oriented Annual Report (ROAR) shows that UNDP's anti-corruption activities are increasingly being mainstreamed and implemented as cross-cutting initiatives across UNDP's thematic areas, although a few COs also have projects particularly targeted to strengthen national anti-corruption frameworks and institutions and the implementation of UNCAC. In 2013, for example, 82 UNDP COs reported results and progress in implementing anti-corruption frameworks in public sectors, strengthening transparent and accountable service delivery and MDGs achievement, and enhancing the oversight capacity of civil society and other actors.

FIGURE 1: UNDP ANTI-CORRUPTION PROJECTS BY REGION (ROAR DATA, 2013)

■ Arab States
■ Asia and the Pacific
■ Eastern Europe and the CIS
■ Latin America and the Caribbean
■ Africa



Source: UNDP ROAR data 2013

In **Asia and the Pacific**, out of 26 UNDP Country Offices in the region, a total of 19 countries reported progress in the implementation of transparency, accountability and anti-corruption initiatives. Eight country offices directly supported anti-corruption measures related to the UNCAC implementation and the review mechanism as well as strengthening the capacity of anti-corruption agencies. These countries are: Afghanistan, Bhutan, India, Malaysia, Mongolia, PNG, Philippines and Vietnam. Similarly, 11 countries mainstreamed transparency and accountability covering areas such as local governance, oversight and integrity in the public and justice sector, service delivery, environment and climate change. These countries are: Bangladesh, Cambodia, China, Fiji, Indonesia, Maldives, Nepal, Sri Lanka, Samoa, Thailand and Timor-Leste.

I. INTRODUCTION AND OVERVIEW

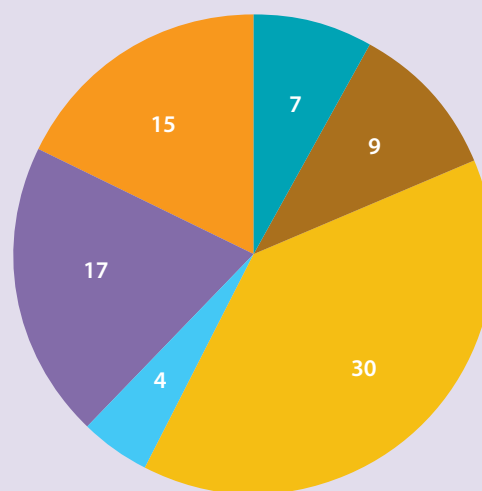
In **Eastern Europe and the CIS**, 17 out of 22 Country Offices mainstreamed transparency and anti-corruption interventions in areas aimed at improving access to justice, including Armenia, Belarus, Georgia, Kazakhstan, Kosovo, Montenegro and Turkey. They also worked towards strengthening local governance, notably in Bosnia, Macedonia and Uzbekistan. Out of these 17 countries, nine Country Offices reported specific progress on anti-corruption interventions, particularly supporting anti-corruption agencies and oversight institutions (Albania, Moldova and Serbia) and promoting free press and the use of ICT (Armenia, Azerbaijan, Georgia, Kosovo, Moldova, Tajikistan and Uzbekistan).

In **Latin America and the Caribbean**, 18 Country Offices supported initiatives related to anti-corruption aimed at strengthening transparent and accountable national institutions. The programmatic areas ranged from participatory public administration (Argentina, Chile, El Salvador, Guyana, Mexico, Peru, Suriname and Uruguay) and access to justice (Brazil, Dominican Republic, Haiti, Jamaica and Paraguay), to mainstreaming anti-corruption in public service delivery and other sectors at the local level, such as education, health, water, environment and agriculture (Belize, Colombia, Costa Rica, El Salvador, Honduras and Venezuela).

In **Africa**, 21 Country Offices reported results and progress on anti-corruption initiatives, including mainstreaming transparency and accountability in the public administration at national and local level and strengthening the capacity of oversight institutions. Nine Country Offices also reported specific anti-corruption programmes in place (Botswana, Burkina Faso, Burundi, Cameroon, Ghana, Liberia, Mauritania, Nigeria and South Sudan).

FIGURE 2: UNDP ANTI-CORRUPTION INTERVENTIONS BY THEMATIC AREA IN 2013

- UNCAC Implementation and ACAs
- Oversight capacity of Parliaments
- Transparency and accountability in the public sector
- Transparency and accountability at the local level
- Climate change and REDD+
- Citizen's monitoring



Source: UNDP ROAR data 2013

In **the Arab Region**, seven Country Offices reported results related to anti-corruption. More concretely, five countries reported work aimed at strengthening the capacity of anti-corruption agencies to fulfill their mandates and support UNCAC review and its implementation (Egypt, Iraq, Jordan, Lebanon and Tunisia). Transparency, accountability and anti-corruption were mainstreamed in two other countries (Algeria and Sudan) aimed at enhancing public financial management and the oversight and openness capacity of parliaments.

II. GLOBAL PROGRAMME ON ANTI-CORRUPTION FOR DEVELOPMENT EFFECTIVENESS (PACDE)

Since 2008, the **Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE)** has been the major vehicle through which UNDP provides policy and programming support to meet the growing demand for technical assistance on anti-corruption. In 2013, PACDE implemented its annual work plan to achieve the following objectives:⁴

1. accelerate MDG achievements and reduce poverty through addressing corruption bottlenecks;
2. mainstream UNCAC and anti-corruption into national development processes;
3. strengthen capacity of selected anti-corruption agencies (ACAs);
4. mitigate corruption risks in climate change and natural resource management; and
5. engage on global advocacy, coordination and knowledge management.

The major contribution of PACDE over the last five years has been to provide leadership on anti-corruption policy, and programming support to expand the political and normative agenda on transparency and accountability to the development plane such as integrating anti-corruption in service delivery sectors. PACDE has reinforced policy and programming support by strengthening coordination and partnership with more than 15 partners within and outside of the UN system.

⁴ The first three objectives and a few activities under Objective 5 were implemented from the resources received from Australia in support of the project titled 'Anti-Corruption for Development Effectiveness: Strengthening Anti-Corruption Systems, Institutions, Mechanism for MDGs Acceleration and Human Development'. Other donors (Japan, Liechtenstein, Norway and the United States) contributed to achieve Objectives 4 and 5 as well as a few country-level projects on MDGs, such as in Kenya.

The major contribution of PACDE over the last five years has been to provide leadership on anti-corruption policy and programming support to expand the political and normative agenda on transparency and accountability to the development plane such as integrating anti-corruption in service delivery sectors.

However, 2013 marked a critical juncture for PACDE for two reasons. First, on 13 September 2013, the Executive Board of UNDP approved the UNDP Strategic Plan 2014-2017, *Changing with the World*, with an overarching vision '**to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion**'.

This culminated several months of internal consultations and analysis during 2013 in which UNDP's work on anti-corruption was reflected



The 2013 Advisory Board meeting of UNDP's Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE)

II. GLOBAL PROGRAMME ON ANTI-CORRUPTION FOR DEVELOPMENT EFFECTIVENESS (PACDE)



as a cross-cutting issue in all three development pathways – sustainable development, democratic governance and resilience-building. More specifically, on voice and accountability, the new strategic plan envisioned that citizens' expectations for voice, development, the rule of law and accountability would be met by stronger systems of democratic governance (Outcome 2).

In 2013, UNDP developed GAIN (2014-2017) as the successor of PACDE to: (a) continue its work on MDG acceleration and service delivery, (b) support UNCAC implementation and anti-corruption agencies, and (c) provide policy and programme support in extractive industries, local/urban governance and gender empowerment.

In particular, Output 2.2 of the new strategic plan aims to enable institutions and systems to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders. The strategic plan also recognizes the vital role of institutions to progressively deliver universal access to basic services (Outcome 3) and faster progress needed to reduce gender inequality and promote women's empowerment (Outcome 4). The ongoing work of anti-corruption also contributes to these outcome areas of UNDP's new strategic plan. In addition, the UNDP Executive Board decided that all global, regional and country level programmes and projects have to be aligned with the objectives and result framework of the new strategic plan.

The second reason this year held such significance for the programme is that PACDE (2008-2013) came to an end on 31 December 2013. This provided an opportunity to realign the UNDP global programme on anti-corruption to the priorities and vision of the new strategic plan. During the second half of 2013, in consultation with the PACDE advisory board and its partners,⁵ UNDP developed a new global initiative titled the Global Anti-Corruption Initiative (GAIN) (2014-2017), which was submitted to the Programme Appraisal Committee of UNDP in December 2013 as the successor of PACDE. GAIN builds on the ongoing initiatives of PACDE and commitments agreed with donors (such as Australia) to continue its work on MDG acceleration and service delivery sectors (such as education, health and water), social accountability and support for UNCAC implementation and anti-corruption agencies.

⁵ GAIN was submitted for discussion and validation with more than 20 partners, including its main donors, who provided feedbacks and comments at the PACDE Advisory Board meeting held 25 November 2013 in Panama.

II. GLOBAL PROGRAMME ON ANTI-CORRUPTION FOR DEVELOPMENT EFFECTIVENESS (PACDE)

Moreover, GAIN also takes into account the development challenges prioritized in the new strategic plan including an increased focus in the area of extractive industries, climate change, youth and gender empowerment, local/urban

governance, the post-2015 development agenda and strengthening institutional effectiveness and results-based management on anti-corruption. Table 1 reflects GAIN's areas of work for the period of 2014-2017.

TABLE 1: SUMMARY OF GAIN OBJECTIVES AND OUTPUTS, 2014-2017

Objectives	Outputs
Objective 1: Integrate anti-corruption solutions in service delivery to contribute to MDG acceleration and post-2015 development goals.	Output 1.1: MDG acceleration strategies take into account corruption bottlenecks in targeted countries.
	Output 1.2: Anti-corruption solutions integrated in service delivery systems (such as in education, health and water sectors).
	Output 1.3: Anti-corruption solutions and experiences incorporated in global advocacy and policy processes.
Objective 2: Strengthen state/institutional capacity to implement UNCAC and prevent corruption.	Output 2.1: UNCAC and anti-corruption mainstreamed in national development strategies and programmes.
	Output 2.2: Civil society and other actors engaged in national dialogue and consultations on anti-corruption and UNCAC implementation.
	Output 2.3: Measures to prevent and combat corruption are put in place by anti-corruption institutions.
Objective 3: Mitigate corruption risks in climate finance and natural resource management.	Output 3.1: Corruption risks mitigation measures are integrated in national REDD+ strategies or programme.
	Output 3.2: Countries have transparent and accountable mechanisms and systems to manage revenues from their extractive industries.
Objective 4: Enhance civic engagement, youth and women's empowerment for increased transparency and accountability at national and local levels.	Output 4.1: Multi-stakeholder networks, including youth and women networks, engaged in social accountability initiatives at the local and national level.
	Output 4.2: Transparency, accountability and integrity measures are integrated in local/urban governance to improve service delivery.
Objective 5: Improve results-based management and institutional effectiveness on anti-corruption.	Output 5.1: Results-based management practice is reinforced in anti-corruption programming.
	Output 5.2: Knowledge and experience on anti-corruption is shared with countries globally.

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

In 2013, PACDE continued to build on the successes of its five programme areas on anti-corruption, contributing significantly towards bringing anti-corruption to the centre stage of global and national development agendas. PACDE also played a crucial

role in raising awareness on the negative impact of corruption on development, and increasing citizen's engagement in anti-corruption. Table 2 highlights some of the main achievements of PACDE in 2013 by objective.

TABLE 2: OVERALL PACDE RESULTS IN 2013

Thematic areas	Results
Contributing to MDG acceleration by addressing corruption bottlenecks	<p>36 countries integrated anti-corruption in MDG-related initiatives such as education, health and water sectors.</p> <p>80 young leaders from Latin America and Africa trained on social accountability mechanisms and tools to prevent corruption.</p> <p>6 country pilot projects empowered more than 2,300 grassroots women to carry out anti-corruption initiatives such as monitoring gender-sensitive budgets, land titles, water supply and health services.</p>
Mainstreaming UNCAC and anti-corruption into national development processes	<p>6 transition countries received technical support to implement corruption prevention measures, as provided in UNCAC (Colombia, Iraq, Liberia, Myanmar, Nepal and Tunisia).</p> <p>94 UN staff members were trained on how to integrate UNCAC and anti-corruption in development programmes.</p>
Strengthening capacity of anti-corruption agencies (ACAs)	<p>17 anti-corruption agencies received technical support to strengthen their capacities to prevent corruption including conducting risk assessments and strengthening institutional integrity.</p> <p>52 officials from anti-corruption agencies in Africa received training on anti-corruption measurement tools and methodologies.</p>
Mitigating corruption risks in climate change and natural resource management	<p>6 countries initiated corruption risk assessments in REDD+ processes and created action plans.</p> <p>65 representatives from 8 eight countries in Latin America shared knowledge and experience on how to integrate anti-corruption into national development strategies related to REDD+.</p>
Engaging on global advocacy, coordination and knowledge management	<p>50 national-level campaigns were supported to observe International Anti-Corruption Day.</p> <p>117 stakeholders worldwide participated in International Anti-Corruption Day events and activities.</p> <p>Over 3,600 practitioners utilized PACDE's anti-corruption knowledge management platforms and tools.</p>

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

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

Improving service delivery by fighting corruption in the education, health and water sectors

With recognition that sectoral approaches to fighting corruption significantly help to accelerate the achievement of the MDGs and other development goals, PACDE prioritized the integration of anti-corruption in three sectors – education, health and water – in 2010.

Sectoral strategies can reinforce and extend the effectiveness of general public administration reforms and good governance initiatives because a focused approach to identify and mitigate corruption risks in a particular sector could be catalytic for improving service delivery. Moreover, leadership and public support, which have a strong impact on political will for governance reform, may be stronger in some sectors as compared to others.

Since 2010 PACDE has successfully brought together various partners to develop corruption risk mitigation methodologies, which are being used to train UNDP and its partners to implement the sectoral approach at the country level. In 2012, through Expression of Interests (EOIs), PACDE selected 16 promising projects out of a total number of 37 applications to pilot-test risk mitigation methodologies at the country level. These country-level projects are now running in their second year.

In 2013, UNDP rolled out the second phase of its sectoral projects in more than 22 countries and has compiled lessons learned from 16 pilot projects (see section IV). UNDP has become one of the first organizations to systematically apply

BOX 1: PACDE-SUPPORTED 2013 PROJECT HIGHLIGHTS

In **Uganda**, a sectoral project has helped to train **40 community budget monitors** and set up public accountability firms to regularly monitor the utilization of its Universal Primary Education programme resources.

In **Liberia**, a Public Expenditure Tracking Survey (PETS) has been carried out to assess corruption risks in **10 public high schools**.

In **Guinea**, **training for 29 journalists** in investigative reporting resulted in **27 written articles** plus audio and video coverage of corruption in the health sector.

In **Cambodia**, a policy paper on bribery in schools was produced and validated with national stakeholders, supporting an elaboration of risk mitigation plan to be implemented in 2014.

In the **Philippines**, the positive results of monitoring water service provision by the Integrity Watch Groups (IWG) led to the allocation of new funding from the government for scaling up the initiative to five more communities in 2014.

A corruption risk mapping of the **Higher Education System** in **China** was concluded, and its findings were integrated by the Northeastern Normal University to manage ongoing risks related to procurement, student enrolment, asset management and teachers' employment.

In **Jordan**, the first web-based platform to report corruption cases ever in the country was established in the health sector.

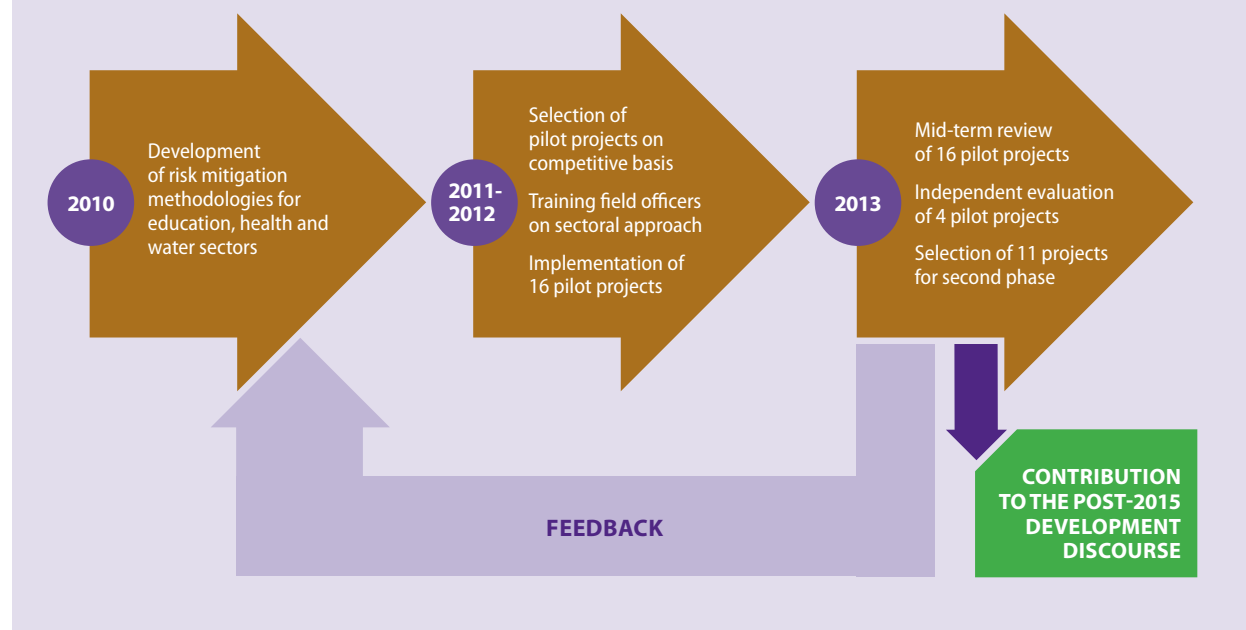
In Cartagena, **Colombia**, **771 complaints** were filed by patients (of which **769 cases** were resolved) through the Tribunal for Patients' Rights, as of September 2013. The Tribunal was recognized legally by local authorities as a formal complaint handling mechanism concerning health care services.

In **Kosovo**, 1,024 cases of corruption were reported, with more than half resolved, through an online platform to report cases of corruption in schools and universities (www.kallxo.com). This initiative will be replicated in 30 provinces in Kosovo in 2014.

In **Costa Rica**, the water sector initiative will be scaled up in 2014 to national level with additional support from the government.

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

FIGURE 3: UNDP SECTORAL APPROACH TO PREVENT CORRUPTION



BOX 2: LESSONS LEARNED AND CHALLENGES IN APPLYING A SECTORAL APPROACH TO FIGHT CORRUPTION

While corruption today is more broadly recognized as a critical governance and development problem, a better understanding of the nature, causes and consequences of corruption has yielded more evidence as to the complexity and scope of the phenomenon. Donor partners, and to some extent governments, are now realizing that since corruption is a complex and multi-dimensional phenomenon, it is the result of broader structural relationships between and among political, government, business sector and civil society actors, requiring multiple entry points to prevent and manage the risks. In this context, mainstreaming the sectoral approach can be considered a strategic option to engage governments and other stakeholders.

Focusing on service delivery sectors (e.g. health, water, education) could translate into palpable results closer to people's reality, particularly if it is more localized. Promoting transparency and accountability in sectors could also produce less resistance and rejection on the part of government counterparts. While the intended focus is still to prevent and manage corruption risks, sectoral approaches could provide a window of opportunity to focus on management systems, service delivery, access to information, and stakeholder involvement.

Communities at the local level, particularly grassroots women and young people, lack the necessary support, capacity and skills to meaningfully engage with local authorities and hold government accountable for poor service delivery.

The use of new technologies has helped to improve transparency, but there is still need to ensure accountability. Technology is an enabling tool, not an end itself. Citizens and communities must make the most of the technology.

the sectoral approach and document lessons learned in order to refine its approach to have a greater impact of anti-corruption in development. Figure 3 provides the timeline and major activities

on the sectoral approach to fighting corruption. One of the main successes of this approach is that many of these projects are now being scaled with co-funding from the government and other

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013



donors because of their impact during the pilot phase. For example, in 2013 UNDP Colombia mobilized some USD 150,000 from the Government of Colombia and other donors for the health project supported by PACDE, which only contributed USD 40,000 in the beginning. In Kosovo, based on the success of the PACDE sectoral initiative, UNDP was able to mobilize USD 2.7 million for a large scale anti-corruption project that will take a sectoral approach towards fighting corruption and focus on the education, health and energy sectors. The funding received will allow the original PACDE sectoral initiative to expand its scope; both at the national and local level, as well as continue with the work currently being implemented.

The lessons learned from UNDP's sectoral approach (box 2) have also successfully contributed to the discourse on the post-2015 development agenda. For example, UNDP in partnership with Transparency International and UNODC, organized a side event on the margins of the UN General Assembly in New York on 25 September, 2013, where UNDP shared its experiences on integrating anti-corruption in sectors and engaged in high-level dialogue with donors, UN Member States and civil society organizations on the role of anti-corruption and governance in the context of the post-2015 development agenda.

Bringing a gender perspective to the centre of anti-corruption work

Until recently, many global and national discourses on anti-corruption tended to perceive corruption and anti-corruption as gender neutral. In 2013, PACDE played a key role in bringing gender into global and national anti-corruption discussions.

A UNDP study⁶ commissioned in 2011 to understand grassroots women's perspectives on corruption and anti-corruption affirmed the need to incorporate gender in anti-corruption efforts. In 2013, PACDE together with the Huairou Commission, UN Women and the UNDP Gender Team, started supporting grassroots women's strate-

UNDP has added value to the global discourse on anti-corruption by systematically applying the sectoral approach and documenting lessons learned in order to refine its approach to have a greater impact of anti-corruption in development.

6 UNDP, *Seeing Beyond the State: Grassroots Women Experiences with Corruption and Anti-corruption*, 2011.

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

BOX 3: MOBILE APP FOR PREVENTING CORRUPTION AND IMPROVING SERVICE DELIVERY IN IVANO-FRANKIVSK, UKRAINE

Ivano-Frankivsk is the municipality in Western Ukraine known for being at the forefront of raising the standards of the administrative services provision and establishing feedback loops between the local authorities and citizens. In 2013, the city council initiated a project for creation of a mobile app to improve service delivery in the municipality and expand opportunities for collecting people's feedback for further improvement. The project was supported by UNDP with an objective of increase accessibility and transparency of the city's service provision.

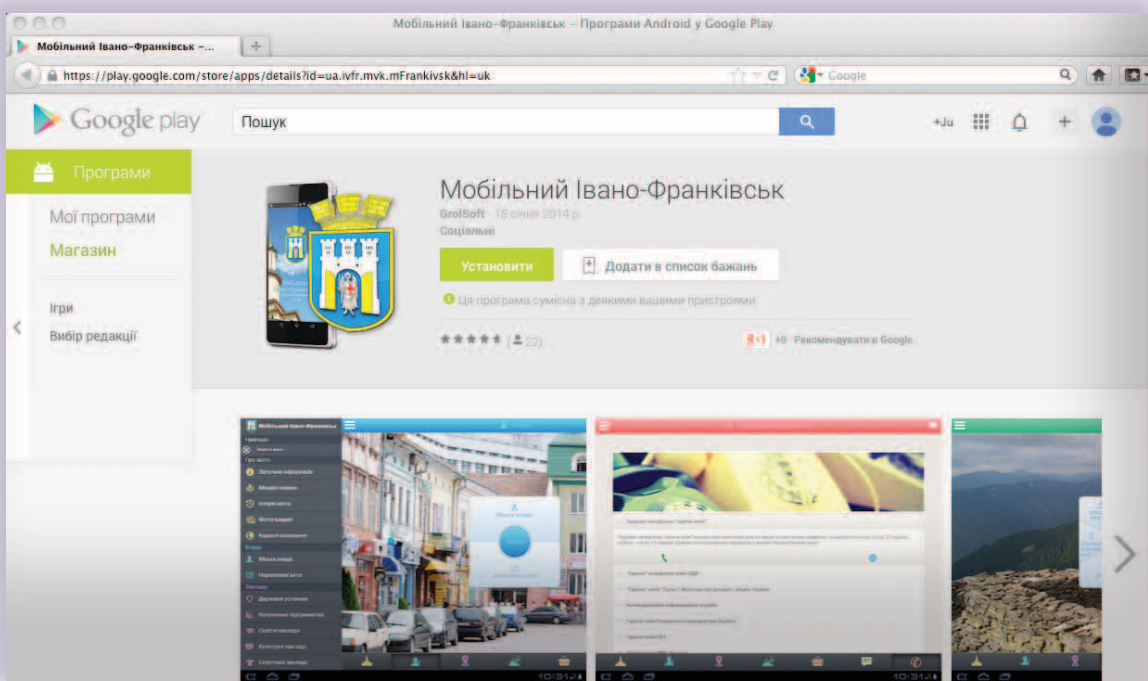
The mobile app was launched in January 2014. It is based on the operational systems IOS and Android and contains information about the city and its executive authorities, along with a telephone directory of 500 contacts of public authorities who can provide support and services to citizens. The app provides easy access to all municipal emergency services, as well as allows citizens to report cases of corruption via 14 anti-corruption hotlines of different local, regional and national level agencies.

Through Mobile Ivano-Frankivsk people can either submit an electronic petition to the city council or inform the responsible authorities or communal enterprise managers about corruption via phone numbers provided in the telephone directory of the app. The claims and petitions are addressed according to current legislation within the legally established time limit of 30 to 45 days.

Initial results and sustainability measures

In Ivano-Frankivsk, there are 243,000 citizens and approximately 80,000 devices where the app can be used. The app Mobile Ivano-Frankivsk became available for free download through [Google Play](#) on 18 January 2014. The awareness campaign was initiated by the City Council in March to popularize the app among local residents. By the end of 2014, the municipality plans to engage 10 percent of the potential users (8,000 citizens) to use the app through a massive communication strategy.

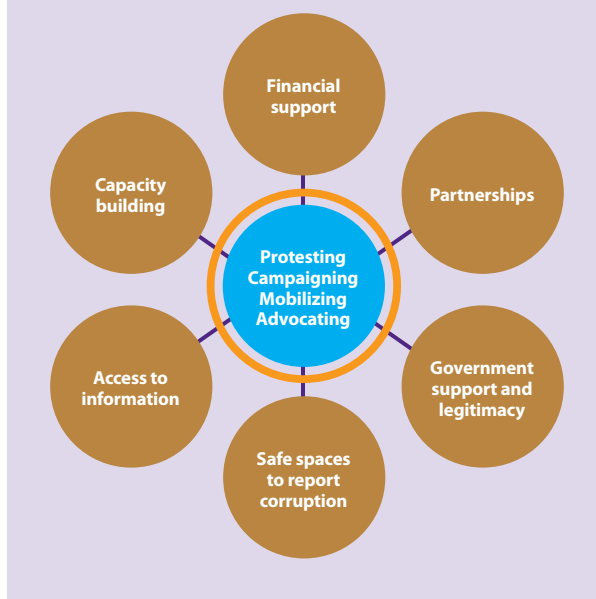
Ruslan Panasiuk, Deputy Mayor of Ivano-Frankivsk, says the app is destined to succeed: "Mobile Ivano-Frankivsk is a decisive step for establishing transparency and ways of communication between the local authorities and citizens. This project is destined to succeed, because it allows simplifying the access to crucial information on the municipality and its livelihood in such a simple and innovative way. We are planning to introduce similar practices in the future. Once our first app proves its efficiency, we plan to offer more similar useful services to the clients of the Centre for Administrative Services Provision, e.g. citizens' e-offices and Digital Business Incubator."



III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

gies to tackle specific forms of corruption faced by women in five countries: **Brazil, Nicaragua, Nepal, Tanzania** and **Uganda**. The objective was to build on the successful grassroots initiatives of women that have helped to organize women and empower them to fight corruption through awareness-raising and capacity building initiatives aimed at generating an informed public debate, mobilizing public action and monitoring service delivery, as illustrated in figure 4. In 2014, PACDE together with UNDP Gender Team and the Learning Resource Centre will roll out a dedicated course on gender and corruption to strengthen United Nations capacity to integrate gender issues in anti-corruption and vice-versa. The course has been launched at the Fifty-eighth session of the Commission on the Status of Women.

FIGURE 4: SUCCESSFUL STRATEGIES IN ANTI-CORRUPTION



BOX 4: EMPOWERING GRASSROOTS WOMEN TO REDUCE CORRUPTION: RESULTS 2013

In Recife (**Brazil**), the advocacy work carried out by grassroots women's organizations led to a formal agreement with the Sanitation Department to implement a joint plan to monitor sanitation policies to the needs of the local community.

Over **40 grassroots** women members of the *Las Brumas* organization in **Nicaragua** were able to participate in local and formal commissions and mechanisms created by local authorities to report corruption cases related to identification documents.

In Thankot, Kathmandu (**Nepal**), **20 trained and empowered grassroots women** are now working with local authorities through a new monitoring committee to prevent corrupt practices in local government institutions.

Fifty women in the District of Jinja in **Uganda** received training on land titling processes. Already **35 women** have since received land titles in their names for the first time, and **120 more women** are in the process of receiving land titles.

In the District of Kiboga in **Uganda**, access to information regarding health care free services and budgeting processes have improved where over **200 grassroots women** have been trained and engaged in dialogues with public officials to have their say in decision making processes.



Grassroots women from Uganda fighting corruption faced by women

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

BOX 5: WOMEN IN UGANDA PROVED TO BE A TRANSFORMATIVE GRASSROOTS FORCE FOR SERVICE DELIVERY AND FIGHTING CORRUPTION

In 2003, Joyce Nangobi was about to lose her home. In Jinja, Uganda, the land that she lived on was going to be put up for sale to low-wage manufacturing companies, leaving Joyce and the other residents out in the cold. Local women in her town had neither the resources to purchase the land, nor the official titles in their individual names that would allow them to get loans to build on it. Without legal documentation of the land they lived on, they remain under a constant threat of eviction.

Joyce described the struggles the women faced. "The scenario really affecting us as women is corruption in the process of titling. We have gone through a number of offices, and then when we reached such level where we were applying for deed prints, one of the officers in the surveying department asked for money, for example 100,000 Ugandan shillings (roughly USD 37 United States dollars) per person. He promised to bring the deed prints within two weeks, but as I speak now we have not received the deed prints...As grassroots women, we are really affected most by corruption."

In response to these challenges, Joyce together with other grassroots women formed the Slum Women's Initiative for Development (SWID), a collective of local women who were affected by the lack of land rights. SWID implements a Transparency & Accountability Initiative that seek to improve service delivery and local governance processes through grassroots women's mobilization, raise awareness and monitoring of the corruption threats in the land titling processes.

In 2012, SWID participated in UNDP and Huairou Commission's joint study 'Seeing Beyond the State: Grassroots Women's Perspectives on Corruption and Anti-Corruption', mapping out specific ways in which corruption impacts grassroots women's everyday life as well as successful women-led anti-corruption strategies. Building on the findings of the study, in 2013 the UNDP Global Programme on Anti-Corruption and the Huairou Commission started working with SWID by providing seed funding and technical support for the implementation of the Transparency & Accountability Initiative. The objective of the initiative was to improve service delivery and local governance through grassroots women's mobilization, raise awareness and monitor of corruption risks.

According to Joyce, at the beginning of the initiative local officials were suspicious of SWID's agenda in the land sector. Joyce and the other members of SWID found themselves impeded not only by official corruption, but by a lack of available information about how to claim land titles. Through awareness-raising meetings with community members to explain the process, women in the community of Jinja organized in groups to visit land offices at the local and district level, and submitted their documentation collectively to avoid paying a bribe. As the benefits of SWID's organizing became clear, suspicions began to fade away: land titles were not only a women's issue, but one that was impacting the entire community.

Through this initiative, 35 women have been able to receive land titles in less than 14 months, and 120 additional women have submitted the proper documentation to start the titling process. Men in the community have also begun to look to SWID as a resource. Today because the community understands the process, official surveying of boundaries has increased, while land disputes between the community and local authorities have decreased significantly.

Strengthening anti-corruption in local/urban governance

Local governance refers to a range of interactions between multiple actors (e.g. local governments, private sector, civil society and community-based organizations), institutions, systems and processes at the sub-national level through which services are provided to citizens, groups, enterprises and local communities. The interaction involves decision-making, planning, financing,

implementation, monitoring, accountability and management of local development processes that rest not only on the powers, resources and actions of local governments but also on the important space and roles given to non-state actors and local citizens. Local governance is therefore an important input to the process of achieving local development.

Local development involves provision of basic infrastructure and services, creation of liveable,

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013



integrated cities, towns and rural areas, mobilization of local revenue and promotion of local economic development. However, corruption usually poses an obstacle to delivery of all these services and therefore precludes local governments from living up to citizens' expectations. For example, corruption is estimated to raise the price of connecting a household to a water network by as much as 30 to 45% in developing countries.⁷ The cost of connecting Manila's water system is more than what the average resident pays in Rome or London, making safe water unaffordable for many urban residents.⁸ Concerning health, surveys report that an estimated 80 percent of individuals in developing countries have experienced health sector corruption.

In 2013, PACDE supported three regional anti-corruption communities of practice (CoPs) in the Eastern Europe and the CIS region, Arab States region, and Latin America and the Caribbean region, to explore the positive linkages between anti-corruption and local governance. The objectives of these CoPs are to promote global dialogue about: a) identification of priorities and the comparative advantage of UNDP to work in the area of local governance and anti-corruption; b) South-South exchange of information and knowledge on current practices and progress in the area of local governance, transparency and accountability; and c) identification of entry points and corporate guidelines given UNDP's new strategic plan and the ongoing discussion on the post-2015 development agenda. Overall, the three regional communities of practice brought together over 140 anti-corruption practitioners to reflect on how to strengthen and support UNDP's programming in the area of anti-corruption.

INTEGRATING ANTI-CORRUPTION IN DEVELOPMENT INITIATIVES: FAST FACTS

- **94 UN staff members from 10 UN agencies trained on how to integrate the UNCAC in development programmes.**
- **19 Country Offices from LAC and the Arab region received training on UNDAF and anti-corruption.**

7 Transparency International (2008), *Mitigating the Costs of Corruption in Water for the Poor*, Policy Paper, Berlin.

8 Dieter Zinnbauer, *Cities of Integrity*, Transparency International, Berlin, July 2013, draft working progress.

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

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

Integration of anti-corruption and UNCAC in UN and donors' development initiatives

The United Nations Convention Against Corruption has been a rallying point to continue the momentum on anti-corruption. This comprehensive global instrument now has near universal ratification. However, the challenge is how to successfully operationalize the normative standards and principles provided by UNCAC in various development processes. In this regard, UNDP and UNODC have taken the lead to integrate anti-corruption in the country-level programming processes of the United Nations as well as provide more guidance to development partners on how UNCAC could be used for technical assistance and anti-corruption programming.

In April 2013, for the first time in the UN system, a dedicated training on integrating anti-corruption into the UN programming processes was launched through the UN System Staff College. Since its launch, 94 UN staff members have been trained through regional and national workshops. Workshops held in Iraq, Kenya and Panama revealed that anti-corruption is still a new topic across UN agencies. These training activities are instrumental in helping develop the understanding, knowledge and skills of UN personnel so that they can identify and understand corruption challenges in their country contexts, and to include the issues of transparency, accountability and anti-corruption in UN programming. Since UNDAF training is provided to all UNDAF roll-out countries, this dedicated course will ensure that anti-corruption is integrated into UN development assistance at the country level. UNDAF guidelines stress the importance of conducting a proper country analysis to determine high-quality development objectives and priorities within UNDAF. Thus the anti-corruption course could guide an accurate



Training of Trainers held at the UNSSC in Turin on integrating anti-corruption in UNDP and UN systems programming

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

TABLE 3: AN ILLUSTRATIVE EXAMPLE OF INTEGRATING ANTI-CORRUPTION IN UN PROGRAMMING

UNDAF Steps	Milestones	Entry Points	Tools
Roadmap	Engage major stakeholders to align UN priorities with national development plan	Conduct governance and anti-corruption assessments through a multi-stakeholder participation; Establish links between the assessments and national development plans	UNCAC review/gap analysis; Stakeholder mapping and consultations; Anti-corruption assessments including sectoral analysis
Country Analysis	Assess country situation and challenges to identify priority problems and root causes	Identify corruption risks in sectors prioritized in National Development Plans; Collect data (disaggregated by sectors, gender, and age) on corruption and anti-corruption; Conduct analysis of anti-corruption instruments and actors	UNCAC review; governance / corruption related indicators; Capacity assessments of anti-corruption norms, bodies and CSOs; Stakeholder analysis
UNDAF, Programme and Projects Formulation	Select national priorities and develop results matrix with M&E plan	Support to identify corruption risks in those areas prioritized in UNDAF and other government plans; Ensure UN's coherent approach on transparency, accountability and integrity	Guide: "Integrating Anti-corruption into UN Programming Process"; Various methodologies for integrating anti-corruption in sectors
Monitoring and Evaluation	Assess UNDAF contribution to national priorities; provide feedback into country analysis	Conduct multi-stakeholder assessments of progress; Capture lessons learned and challenges periodically	Monitor progress in consultation with key stakeholders; document good practices and lessons learned

Source: Based on the UNDAF Workshop held in Panama in August 2013

country analysis to form the basis for capturing the extent and impact of corruption, thereby helping ensure that it is addressed adequately in the strategic planning and sectoral or cross-cutting programming.

UNCAC implementation: Going Beyond the Minimum of UNCAC Review

Development partners are focusing on anti-corruption as part of the response to development challenges, yet many are not aware of the potential practical impact of UNCAC, which provides countries with a framework to reduce the occurrence of corruption and its negative impact on their economic, political and social development. UNCAC provides a set of anti-corruption benchmarks through various democratic governance principles as provided in the preventive measures of UNCAC.

SUPPORT FOR UNCAC IMPLEMENTATION: FAST FACTS

- **6 countries in EE and CIS region implemented the Going Beyond the Minimum Methodology.**
- **20 countries in the Asia-Pacific Region adopted the Kuala Lumpur Statement on National Anti-Corruption Strategies.**
- **6 transition countries received technical support in the implementation of corruption prevention measures provided by UNCAC (Columbia, Iraq, Liberia, Myanmar, Nepal and Tunisia).**

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013



2013 Asia Regional Meeting on Anti-Corruption Strategies, Kuala Lumpur, Malaysia

BOX 7: ANTI-CORRUPTION IN POST-CONFLICT AND TRANSITIONAL CONTEXTS

In **Iraq**, PACDE provided specific guidance on how to integrate transparency and accountability as a cross-cutting issue in all UNDP programmes, including the Public Sector Modernization programme. A workshop for sector line ministries was organized to mainstream transparency and accountability for improved service delivery, and a guidance note was developed to support the training. The guidance note will be translated into Arabic and circulated to all key government institutions in 2014.

In **Colombia**, the first overarching anti-corruption public policy was drafted and discussed with key national stakeholders with support from PACDE. The public policy is expected to be enacted by the Colombian President in the first quarter of 2014.

Review of UNCAC implementation could play an important role in identifying gaps and needs and ultimately provide the basis for technical assistance for anti-corruption programming. More specifically, in line with the Paris Declaration and the Accra Agenda of Action, UNCAC provides a platform for dialogue, coordination and harmonisation among development partners by emphasizing national ownership, as Member States are obliged to implement UNCAC when they ratify it or accede

to it. The Convention opens multiple opportunities to enhance effectiveness of development assistance in areas of accountability, transparency and integrity, particularly in the management of public finances and public affairs.⁹

Despite the significance of this Convention, a quick mapping by UNDP and UNODC showed that there is a need for development partners, and in particular for their field staff, to become more familiar with UNCAC and its provisions as well as with the functioning of the review mechanism and the potential for implementation review outcomes as a programming framework.

UNDP and UNODC produced a guidance note in 2013 on what the UNCAC can mean for the work of various development partners and practitioners. The aim is to raise awareness about UNCAC and provide guidance as to how UNCAC could be used as a framework for technical assistance and anti-corruption programming. In 2014, this guide will serve as a key document to train development partners.

⁹ For more information see 'Partnering in Anti-Corruption Knowledge: Using the United Nations Convention Against Corruption for Technical Assistance and Anti-Corruption Programming, A Guidance Note for Development Partners', UNDP and UNODC, November 2013.

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

BOX 8: LESSONS LEARNED AND CHALLENGES IN MAINSTREAMING ANTI-CORRUPTION NORMS AND STANDARDS

Tangible results have been achieved towards adoption of anti-corruption standards and harmonizing normative frameworks with international standards. However, enforcement and implementation of these standards, norms and laws are still challenging.

Knowledge on UNCAC's potential to promote political reforms and advance the anti-corruption agenda is still very limited among public officials, civil society and the donor community. This lack of knowledge remains a major bottleneck obstructing increased participation and engagement of different segments of society in UNCAC implementation.

Inter-agency coordination to integrate anti-corruption, transparency and accountability components as a cross-cutting issue in development programmes continues to be very limited, particularly in the case of post-conflict and transition countries. However, there is a growing recognition from other UN agencies on the importance of mainstreaming anti-corruption into their work.

UNDP will continue working together with UNODC and other regional and global actors such as GOPAC, the World Bank, ADB, OECD, WHO and OHCHR to maximize efforts and discuss opportunities provided by UNCAC to increase multi-stakeholder engagement, particularly in the area of prevention of corruption.

In 2013, PACDE also continued providing technical support to Member States in the implementation of the UNCAC as one of the main priority areas.

PACDE together with the government of Malaysia and UNODC convened a regional conference 21-22 October 2013 that marked a milestone by adopting a set of guidelines to design and implement anti-corruption strategies known as the Kuala Lumpur Statement on Anti-Corruption Strategies.¹⁰ The statement, which refers to UNCAC article 5 on national anti-corruption policies, had a tremendous impact because it was endorsed at the international level in the Resolution adopted by the Conference of State Parties to the UNCAC in Panama in November 2013.

UNDP's participation at the 5th Conference of the State Parties (CoSP) to UNCAC, held in Panama from 25-29 November 2013, provided an opportunity for UNDP to share its knowledge and experience with both donor partners and programming countries linking UNCAC implementation with

development discourse such as the MDGs and post-2015 development agenda. At the CoSP, UNDP was actively engaged in plenary sessions both on prevention and technical assistance as well as in six side events organized on the margins, related to different provisions of the UNCAC, such as judicial integrity, public procurement, future of anti-corruption agencies, illicit financial flows, and international cooperation and partnership. UNDP was acknowledged by Member States, donors and civil society organizations for its comprehensive and multi-disciplinary approach to corruption prevention at the global, regional and country levels.

"I, on behalf of the Government of Malaysia, would like to thank UNDP and UNODC for the support in formulating the Kuala Lumpur Statement on Anti-Corruption Agencies".

Tan Sri Hj. Abu Kassim bin Mohamed, Chief Commissioner, Malaysian Anti-Corruption Commission

10 The full document of the Kuala Lumpur Statement on Anti-Corruption Strategies can be accessed at: https://www.unodc.org/documents/southeastasiaandpacific//2013/10/corruption/Kuala_Lumpur_Statement_on_Anti-Corruption_Strategies_Final_21-22_October_2013.pdf

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

BOX 9: CAPACITY DEVELOPMENT OF NEPAL'S ANTI-CORRUPTION AGENCY

A capacity needs assessment was conducted for the Commission for Abuse of Authority (CIAA) in Nepal. There was new, strong leadership in the Commission and an improved ranking in the Corruption Perception Index of Transparency International—Nepal had jumped from a rank of 139th to 116th in 2013.

The assessment was carried out at individual, organizational and environmental levels, based on UNDP methodology for assessing the capacities of anti-corruption agencies. Based on the findings, UNDP supported the Commission to prioritize capacity development needs and develop an institutional strategy. UNDP also supported development of videoconferencing and other electronic equipment in the newly set up regional offices of the Commission.

Some recommendations made by UNDP have been implemented by the CIAA within only a few months. For example, the CIAA has taken the initiative, when submitting its annual report, to ask the President to take a more pro-active role in the development and implementation of the overall country anti-corruption strategy. The assessment also resulted in a new cooperation programme on anti-corruption between UNDP and CIAA, and repositioned UNDP as a key partner on transparency, accountability and anti-corruption.

Objective # 3: To strengthen the capacity of anti-corruption agencies

The number of ACAs around the world has increased significantly over the past decades, but their effectiveness has been challenged by many donors, governments and academia. PACDE continued applying its capacity development approach to increase the effectiveness of ACAs around the world in 2013. The performance of ACAs depends both on their internal capacity as well as on the enabling environment, such as access to information, freedom of expression, rule of law, security situation, mandates given to ACAs, resource availability and other factors. Therefore the capacity of ACAs must be assessed by taking into account all three components: the enabling environment, organizational capacity and individual level (skills and experience).

Through regional and global fora, PACDE continued to support ACAs to develop and implement a set of common standards and principles to strengthen their independence and effectiveness, as described in the [Jakarta Principles](#).¹¹ At the regional and country level, PACDE also supported ACAs to help effectively implement national anti-corruption strategies by helping these agencies bring together various stakeholders to develop these strategies, mobilize required resources, enhance coordination with other relevant authorities, and design more realistic and measurable indicators to monitor the progress of implementation.

In Botswana, 52 monitoring and evaluation (M&E) officials from 12 anti-corruption agencies participated in PACDE training on tools, practices and methods for measuring and evaluating corruption



Training workshop on anti-corruption monitoring and evaluation, Gaborone, Botswana

11 http://www.iaca.int/images/sub/activities/EPAC/Jakarta_Statement.pdf

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

BOX 10: LESSONS LEARNED AND CHALLENGES IN ENGAGING WITH ACAS

Despite the increasing prevalence of national anti-corruption agencies, these agencies 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 had limited impact on reducing overall corruption.

Most specialized anti-corruption agencies have been established with very high expectations, usually with an ambitious agenda such as a comprehensive national anti-corruption strategy. They also receive a relatively high level of political support in the beginning. As time goes by, the specialized anti-corruption agencies realize that it is very difficult to stand strong against the powerful and corrupt, and to deliver on the expectation they have initially created, eroding the initial support.

UNDP considers that anti-corruption agencies can, and should, play an important role in a country's national accountability framework and should be provided with appropriate assistance to this end.

and anti-corruption. PACDE partnered with the Commonwealth Secretariat and the Directorate of Corruption and Economic Crimes to provide the training in 2013. Twelve ACAs attended the training, and four countries (**Lesotho, Mauritius, Nigeria** and **Zambia**) subsequently initiated projects aimed at strengthening their own capacities to conduct rigorous data collection, analysis and monitoring and evaluation. The results of these projects will be assessed in 2014.

In 2013, PACDE also supported 17 ACAs to develop and implement new national anti-corruption strategies, which include thorough monitoring



STRENGTHENING ACAs : FAST FACTS

- 17 anti-corruption agencies received support from UNDP in 2013.
- 52 monitoring and evaluation officials from anti-corruption agencies in Africa received training on anti-corruption measurement.

and evaluation mechanisms. PACDE supported among others the ACAs in **Botswana, Kosovo, Liberia, Moldova** and **Nepal** to strengthen corruption prevention capacities to monitor service delivery through system audits and corruption risk assessments.

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013



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

Integrating anti-corruption in UN-REDD

There is a growing recognition that democratic governance and anti-corruption strategies will be critical for climate change mitigation schemes such as reducing emissions from deforestation and forest degradation (REDD+) to work. One of the main prerequisites for national REDD+ systems to function effectively is for REDD+ countries to manage REDD+ processes including readiness activities in a transparent, equitable and accountable manner.

Throughout 2012 and 2013, the UN-REDD Programme and PACDE supported a number of partner countries to assess corruption risks in REDD+ and build action plans to address these risks. Bangladesh, Bhutan, Democratic Republic of the Congo (DRC), Kenya, Nepal, Peru and the Philippines have

undertaken, and in some instances completed, the first phases of such activities. Kenya's Ministry of Environment, Water and Natural resources joined forces with the Ethics and Anti-Corruption Commission and conducted an institutional context analysis for corruption risks. The analysis details the historical context of forest governance and integrity relationships between different actors, and perceptions of new risks.

The Nepal REDD cell of the Ministry of Water and Soil Conservation integrated issues of transparency, integrity and accountability in two studies, one analyzing drivers of deforestation and degradation, and the other examining options for REDD+ financing. DRC, a country that initiated its work on anti-corruption for REDD+ in 2009, is using the findings of corruption risk assessments to safeguard the operations of its National REDD+ Fund and Investment plan. These country experiences were shared in December 2013 with the UN-REDD Programme Board Members as well as partner countries and donors in an information session in Geneva, Switzerland.

Country-level targeted support activities have benefited from guides, tools and knowledge management initiatives produced in 2013. The REDD+

INTEGRATING ANTI-CORRUPTION IN REDD+

- **6 countries initiated corruption risk assessments in REDD+ and created action plans.**
- **65 representatives from 8 countries in Latin America shared knowledge and experience about how to integrate anti-corruption into national REDD+ development strategies.**
- **3 knowledge products were produced aimed at guiding UN-REDD partners to integrate anti-corruption issues.**

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

Corruption Risk Assessment guide and Corruption Risk Management capacity development guide have been used for national level training and design of action plans. Thematically designed knowledge and experience exchanges have included an e-discussion that engaged practitioners across three disciplines and resulted in more than 30 contributions and over 500 hits. An event organized in Bolivia used a guidance note, 'Engaging indigenous peoples and other forest-dependent communities in anti-corruption for REDD+', to raise awareness and train nine indigenous peoples' organizations in Latin America.

In Latin America and the Caribbean, over 65 representatives from eight countries of the region (Colombia, Ecuador, Honduras, Dominican Republic, Mexico, Panama, Paraguay and Peru) were brought together by UNDP and the UN-REDD Programme to exchange experiences and knowledge for integrating anti-corruption into UN-REDD national strategies. Participants included representatives from governmental and non-governmental organizations, civil society representatives, indigenous peoples, academics and UNDP officials. The meeting contributed to consolidating joint efforts by the environmental and anti-corruption sectors; strengthening national strategies to raise awareness about REDD+ among key stakeholders and help the REDD+ process move forward; and organizing specialized training on anti-corruption, tools to promote risk management and the creation of early warning systems.

Integrating anti-corruption in natural resource management

Equitable, transparent and accountable management of natural resources allows developing countries to advance their economies, protect their environment and improve the lives of their citizens. UNDP aims to support these resource-rich countries to establish and/or strengthen systems of governance to account for the revenues and

BOX 11: LESSONS LEARNED ON ANTI-CORRUPTION FOR UN-REDD

Ensuring political commitment and buy-in from national governments to implement findings and recommendations on the corruption risk assessment processes will determine the success of the work on anti-corruption for REDD+. Securing this commitment is one challenge; another challenge is potential staff turnover, which might derail the progress made thus far. The interest and capacity of anti-corruption agencies and ministries of environment and forestry to continue engaging in the work together will have an impact on the tasks ahead.

Working together requires investing in collaborative capacity, and this will be critical for all the key actors and agencies that seek more transparent and accountable REDD+ processes. Similarly, more guidance is needed to integrate anti-corruption in extractive industry. PACDE is leading the initiative to develop a guide, 'A Practitioner Guide for Managing Corruption Risks in the Extractive Resource', which will be piloted in a number of countries in 2014.

distribute the benefits. Despite the significant potential of natural resources to generate development finance, the risk of resource leakage and corruption remains high and needs to be tackled. Risk of corruption could be present in all phases of resource exploitation, from licensing to investment. Minimizing and managing risks in contracting, licensing, revenue collection and distribution systems is critical.

Various actors are involved throughout the extraction processes with different roles and degrees of influences. Understanding the power relations and engaging multi-stakeholders could foster check-and-balance and accountability in the processes. For instance, improving the state's ability to manage contracting and licensing has to be matched with efforts to strengthen social audit to empower oversight and watch-dog organizations. Emerging evidence suggests that citizen groups and civil society coalitions could play a crucial role in monitoring contracting and procurement, which in turn contributes to controlling corruption.

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

Similarly, understanding the nature and potential impact of corruption risks in the supply chain of extraction can help to identify opportunities to put in place context-specific preventive measures.

The UNDP Strategic Plan (2014–2017) identifies the extractive industry as one of its priorities. UNDP has also rolled out an extractive industry strategy and developed a Global Initiative on Extractive Industry. PACDE played an important role in integrating transparency and accountability issues into UNDP's strategy on extractive industry, and has continued to work very closely with UNDP's Global Initiative on Extractive Industry. Learning from its sectoral approach and its engagement to mitigate corruption risks in

climate change, PACDE commissioned a methodology to identify the corruption risk in each stage of resource extraction and management. This methodology will be pilot tested in 2014 at least in three countries.

PACDE helped UNDP Kenya develop an Extractive Industries Project Document in consultation with the UNDP teams, relevant United Nations agencies, civil society, government, private sector and donors. The project has secured government commitment for the project and mobilized USD 1.2 million for the first year of the project from the United Kingdom (DFID) and the UNDP Bureau for Crisis Prevention and Recovery (BCPR).

FIGURE 5: FRAMEWORK TO DESCRIBE CORRUPTION VULNERABILITIES IN EXTRACTIVE INDUSTRY (EI)



Source: Upcoming UNDP Study titled "A Practitioner's Guide for Assessing and Managing Corruption Risks in Extractive" Industries

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013

Objective # 5: To engage on global advocacy, coordination and knowledge management

Sustaining the global momentum on advocacy and awareness

UNDP and UNODC launched a joint International Anti-Corruption Day Campaign (IACD) in 2009 to raise the profile of International Anti-Corruption Day. The annual campaign has united actors and reached hundreds of millions of people, spreading messages through networks of young people, civil society groups, advocates, media outlets and development actor. The 2013 campaign slogan was “Zero Corruption – 100% Development”. Selected through a global competition among more than 400 youth, it was used in more than **50 countries** to observe the Day. To launch national campaigns, UNDP offices collaborated closely with other UN agencies as well as national partners, civil society, universities, local institutions and youth organizations.

The Anti-Corruption Day campaign has contributed towards building momentum on the impact of corruption and anti-corruption on development, securing political commitments of governments, organizing multi-stakeholders dialogue, and engaging with youth and women's networks.

The fight against corruption is critical to maximizing human and sustainable development. In 2013, a high level discussion was organized at the UN headquarters on the **‘Role of good governance and anti-corruption in the post-2015 development agenda’**. Participants included UN Deputy Secretary-General Jan Eliasson and UNDP Administrator Helen Clark. The event featured an informative discussion with the Chair of Transparency International, Dr. Huguette Labelle; the Chair of the Board of Deloitte Africa, Ms. Futhi Mtoba; and the Vice Chairman of Citigroup Inc



INTERNATIONAL ANTI-CORRUPTION DAY: 2013 CAMPAIGN FAST FACTS

- 50 UNDP and UNODC field offices worldwide organized events to commemorate the Day under the theme of “Zero Corruption, 100% Development”.
- 117 stakeholders worldwide get involved in the IACD Campaign.
- Approximately 200 million people reach worldwide.



III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013



Institutional Clients Group, Mr. Samuel di Piazza. It was hosted during the 13th Meeting of the UN Global Compact Working Group on the 10th Principle against Corruption.

Among many country-level advocacy actions, UNDP Malaysia partnered with the Malaysian Anti-Corruption Commission, the Anti-Corruption Unit in the Prime Minister's Department and the Association of Certified Integrity Officer to organize a seminar on 'Domestic and global best practices against corruption'. One of the outcomes of the event was a firm commitment by the Government to strengthen anti-corruption measures. In **Egypt**, UNDP presented the results of a mapping of the mandates of anti-corruption authorities with regards to prevention, investigation and accountability to an event organized with National Coordinating Committee for Combating Corruption, the Ministry of State for Administrative Development, and Transparency International. In **Ghana**, the Ghana Integrity Initiative made a strong call to the Government for passage of a right to information bill and a national anti-corruption action plan before parliament.

In 2013, empowering youth and women's networks was another campaign priority. Two workshops in the **West Bank** and **Gaza** identified youth-led activities that could serve to increase

awareness of corruption at the local level through creative advocacy initiatives. The workshops were organized by UNDP through the **Programme of Assistance to the Palestinian People (PAPP)**. Youth councils from Beit Fajja, Jericho, Nusseirat and Qalqiliyah worked together with municipal representatives to design a comprehensive mini-campaign on anti-corruption. Similarly, a two-day training event in collaboration with the Zanzibar Anti-Corruption and Economic Crimes Authority (ZACECA), strengthened the capacity of women's groups and community-based organizations to monitor service delivery and to denounce corruption. **UNDP Afghanistan**, in association with the Afghan Women's Network (AWN), organized a workshop for university students to discuss ways of fighting corruption in the Afghan context, with a special focus on the role of women. Fifty representatives of the Afghan Government attended the workshop as well as national and international NGOs, citizens and media representatives.

The Anti-Corruption Day campaign has contributed towards building momentum on the impact of corruption and anti-corruption on development, securing political commitments of governments, through multi-stakeholders engagement including youth and women's networks.

Enhancing anti-corruption knowledge management for development effectiveness

Knowledge management improves results and impact of anti-corruption interventions. PACDE prioritizes this area as one of its main outcomes and key strategies as a response to the PACDE mid-term review 2012.

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013



The PACDE community of practice and PACDE mid-term review in 2012 have recommended leveraging **web-based platforms** to enable knowledge sharing of results and impact of interventions. In 2013, UNDP took the lead to develop the 'Global Portal on Anti-Corruption for Development', an interagency resource that serves as a one-stop-shop for anti-corruption information and knowledge. It aims to support the work of development/governance practitioners, anti-corruption bodies, researchers, civil society organizations and the donor community by facilitating easy access to information, cutting-edge knowledge and practical tools on anti-corruption at the global, regional and country level.

The portal brings together the work of UN agencies on anti-corruption in different development sectors: human rights, water, education, health,

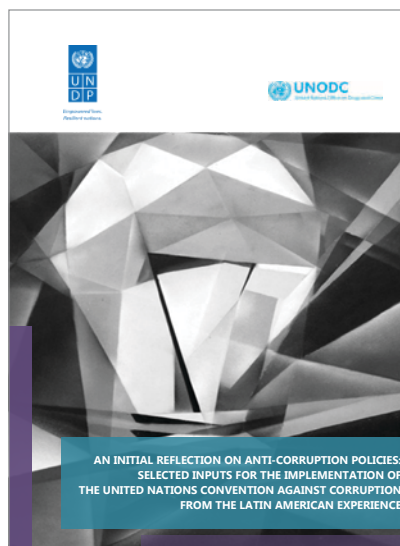
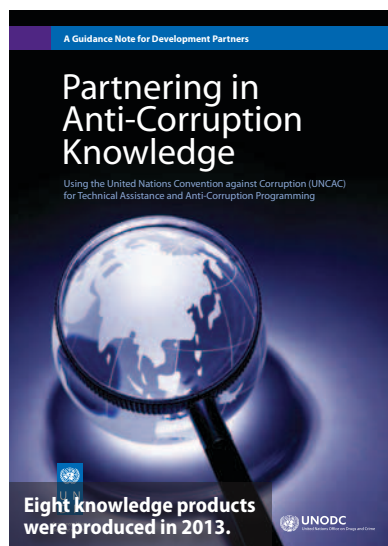
ANTI-CORRUPTION ADVOCACY AND KNOWLEDGE SHARING: FAST FACTS

- 3 global advocacy events were organized to raise awareness on the role of anti-corruption in the post-2015 development agenda.
- 8 knowledge products provided programming guidance on mainstreaming anti-corruption/UNCAC into development/governance processes.
- Over 3,600 practitioners utilized UNDP's anti-corruption knowledge management platforms and tools facilitated by PACDE.

women's empowerment and natural resource management, among others. It serves as a knowledge hub with more than 1,000 documents and knowledge products on anti-corruption. The web portal has been endorsed by six United Nations Agencies (UNDP, UNODC, UNESCO, OHCHR, UNSSC, UNREDD) and after its launch, a number of programmes/organizations working on anti-corruption became partners of the portal, including Iknowpolitics, Water Governance Facility, U4 Anti-corruption Resource Centre, Transparency International, Virtual School, GOPAC, and Harvard Law School.

In 2013, PACDE together with other partners produced eight **knowledge products** with the aim of increasing programme coherence and fostering innovation on anti-corruption. These knowledge products cover the following areas:

III. HIGHLIGHTS OF KEY ACHIEVEMENTS OF PACDE IN 2013



BOX 12: LESSONS LEARNED ON ANTI-CORRUPTION KNOWLEDGE PRODUCTS

Countries need clear anti-corruption programming inputs on how to measure the progress and effectiveness of various anti-corruption initiatives in order to provide guidance on what works, what doesn't and why. There is renewed interest and demand coming from Country Offices and programming countries to focus on **policy dialogue** as a means to move the anti-corruption agenda forward and to shift from a focus on policies, strategies and mechanisms into anti-corruption actions.

UNDP, along with UN partners (such as UNODC) is well-positioned to support countries in this endeavor. For example, through technical advice and facilitation of national policy dialogue and inter-country exchange on UNCAC review and its implementation, concrete guidance on measuring and assessing the effectiveness of national anti-corruption policies, strategies and mechanism could be provided.

Integrating transparency, accountability and anti-corruption in development effectiveness

1. Issue brief on 'Anti-corruption for the achievement of sustainable human development', as a contribution to the Global Thematic Consultation on Governance and the Post-2015 Development Framework;
2. UNDP User's Guide on Assessing Water Governance;
3. UNDP Regional Study on the Effectiveness of Accountability in the Water Sector (Spanish);
4. UNDP-UNODC Guidance Note for Development Partners: Partnering in Anti-Corruption Knowledge.

UNCAC implementation

1. UNDP and U4 Anti-Corruption Resource Centre paper on Enhancing Cooperation of SAs with Stakeholders (presented at the OGP Summit in London);
2. UNDP and GOPAC User's Guide: Anti-corruption Assessment Tool for Parliamentarians;
3. An initial reflection on anti-corruption policies: Selected inputs for the implementation of the United Nations Convention Against Corruption from the Latin American Experience;
4. Guidance Note: Challenges and Opportunities to Strengthen Democratic Governance, Accountability and Transparency through Access to Information Laws.

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

OBJECTIVE #1: TO ACCELERATE MDG ACHIEVEMENT AND REDUCE POVERTY THROUGH ADDRESSING CORRUPTION BOTTLENECKS

OUTCOME INDICATOR: ANTI-CORRUPTION IS INTEGRATED IN MDG ACCELERATION, SECTORAL STRATEGIES (E.G. EDUCATION, HEALTH AND WATER) AND SOCIAL ACCOUNTABILITY INITIATIVES.

Outputs	Activities	Results
<p>Output #1.1: The action plans lead to design and implementation of projects to improve service delivery and remove bottlenecks.</p> <p>INDICATOR Number of newly implemented and completed MDG Action Plans.</p> <p>FAST FACTS 4 countries supported (Tanzania, Moldova, Romania and Colombia).</p>	<p>1.1.1. Support implementation of MDG acceleration in three countries by integrating anti-corruption in programmes and projects.</p> <p>1.1.2. Organize a regional meeting with MDG priority countries to devise a roadmap for further integration of anti-corruption agenda into MDG achievement processes.</p> <p>1.1.3. Identify and engage with potential countries that express interest and commitment to tackle the issue of illicit financial flows at national/sub-national levels. (Note: This activity was implemented under funds from Norway).</p> <p>1.1.4. Provide advisory support and monitor progress on MDG acceleration, sectoral strategies and social accountability initiatives to make sure that results are achieved as per the results framework – MDG Coordinator.</p>	<p>In 2013, PACDE in partnership with UN Women and Transparency International (TI) provided support to design and implement anti-corruption projects for MDG acceleration in Colombia, Moldova, Romania and Tanzania.</p> <p>The project in Tanzania with UNWOMEN (launched in April 2013) focused on building capacities of local women's groups to engage in monitoring public service delivery. Of 148 participants, 126 (85%) women were trained on how to develop gender responsive budgets, and manage and track resources at national, sectoral and local levels.</p> <p>Together with TI in Colombia, the <i>Monitor de Corrupción</i> project helped develop an online map for citizen complaints denouncing corruption. The cases reported through the online map are intended to be taken up by journalists to the respective government representatives to ensure proper follow up and actions.</p> <p>In Romania, the "Bani pierduti" (Missing/Lost money) initiative put in place an innovative platform that enabled citizens to vote for legislative acts, propose amendments to legislation and monitor and vote for national budgets.</p> <p>In Moldova, web portal LaEtaj.md was officially launched on November 30, 2013 to provide accurate information on 47 construction companies and new apartment construction projects in Chisinau city. The project aims to contribute to decreased cases of real estate fraud and prevent corruption in the activities of responsible authorities and construction companies.</p> <p>CHALLENGES/LIMITATIONS: Integration of anti-corruption agenda into MDG acceleration processes is a challenge. There is a missing middle issue where in many instances MDG focal points and respective government counterparts do not see the value of integrating transparency, accountability and integrity issues into MDG strategies unless they are convinced that it contributes to service delivery.</p> <p>RISK MITIGATION PLAN: PACDE continues to strengthen the capacity of CO focal points, government counterparts and civil society to integrate transparency, accountability and integrity into MDG strategies.</p> <p>WAY FORWARD: In April 2014, the PACDE team together with Asia Pacific Regional Centre will organize a policy dialogue for MDG focal points in COs and government counterparts. This capacity building event aims to increase understanding on how to address governance challenges as part of MDG achievement using an interdisciplinary approach.</p>

CONTINUED ON PAGE 36

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

Output #1.2:

Sectoral approach to fighting corruption developed and implemented in at least fifteen selected countries.

INDICATORS

Number of countries with implemented programmes in sectors.

Rate of reduction in corruption in service delivery sectors.

Number of monitoring missions and advisory missions to MDGs and sectoral initiative countries.

FAST FACT

27 country offices supported by the Global Programme are implementing the sectoral approach to anti-corruption (phase 1 & 2).

1.2.1. Continue supporting 16 selected pilot countries started in 2012 to implement programmes/projects on mapping corruption risks in education, health and water sector and develop and implement corruption risk reduction plans.

1.2.2. Organize a mid-term meeting on lessons learned and monitoring and evaluation of sectoral initiative with participation of all 16 pilot countries.

1.2.3. Advisory support and field missions to MAF and sectoral pilot countries.

By September 2013, PACDE completed the first year of implementation of its 16 sectoral initiatives in education, health and water sectors. The results of Year 1 have been quite promising: out of **16 countries**, 8 managed to mobilize additional resources, and **11 countries** gained the buy-in from the governments to up-scale the initiative in 2014. PACDE convened a mid-term assessment meeting in **June 2013** in Bratislava with 26 participants from **country offices, regional center and partners**. The meeting assessed the progress of countries in Year 1, shared lessons learned and planned for next steps for Year 2. Based on the results from Year 1, interest from the government to upscale the initiative and feasibility of proposed actions for Year 2, out of **16 country offices** PACDE approved projects from **11 countries**.¹²

Due to high interest from other countries to join the PACDE's sectoral initiative, a new call for expressions of interest for PHASE 2 was launched in July 2013. Out of **24 Eols** received, **11 countries**¹³ were selected based on set criteria and availability of financial resources. All projects bring in partnerships, additional resources and commitment from governments to support the initiative in 2014 and beyond.

In **Uganda**, the sectoral project has helped to train **40 community budget** monitors and set up public accountability firms to regularly monitor the utilization of its Universal Primary Education programme resources. In **Liberia**, a Public Expenditure Tracking Survey (PETS) has been carried out to assess corruption risks in **10 public high schools**. In **Guinea**, **29 journalists were trained** in investigative reporting, resulting in **27 written articles**, audio and video coverage of corruption in the health sector. A policy paper on bribery in schools was produced and validated with national stakeholders in **Cambodia** that will support an elaboration of risk mitigation plan to be implemented in 2014. In the **Philippines**, positive results of monitoring of water service provision by the **Integrity Watch Groups (IWG)** led to the allocation of new funding from the government for up-scaling the initiative to 5 more communities in 2014. A corruption risk mapping of the **Higher Education System in China** was concluded and was used by the Northeastern Normal University to manage risks related to procurement, student enrollment, asset management, and teachers' employment in the University.

In **Jordan**, the first ever web-based platform to report corruption cases in the country was established in the health sector. The project will get additional support from the regional anti-corruption programme (ACIAC) in 2014. In **Cartagena, Colombia**, through the "Tribunal for Patients' Rights", as of end of September 2013, **771 complaints** were filed by patients of which **769 cases** were resolved. The Tribunal was recognized legally by local authorities as a formal complaint mechanism concerning health care services. In **Kosovo**, 1,024 cases of corruption were reported with more than half of cases resolved through an online platform to report cases of corruption in schools and universities (www.kallxo.com). This initiative will be replicated in 30 provinces in Kosovo in 2014. In **Cost Rica**, the water sector initiative will be up scaled in 2014 to national level with additional support from the government.

CONTINUED ON PAGE 37

12 Armenia, Brazil, China, Colombia, Costa Rica, Guinea, Kosovo, Liberia, Jordan, Philippines, Uganda

13 Benin, Botswana, Chile, Egypt, El-Salvador, Haiti, Mauritania, Moldova, Nepal, Thailand, Uzbekistan

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

<p>Output #1.2</p> <p>CONTINUED FROM PAGE 36</p>		<p>CHALLENGES/LIMITATIONS: Some countries did not get support and buy in from their governments and respective line ministries to continue and expand the work performed during 2012-2013. This is mostly conditioned by the fact that in some instances the value and importance of this initiative was underestimated.</p> <p>RISK MITIGATION PLAN: Results and work done in 22 countries in 2014 will be widely presented in various fora to showcase how the work in sectors can mobilize communities and improve service delivery and quality of life of regular citizens. The advocacy and awareness on the 'MDG pay offs' in anti-corruption will continue.</p> <p>WAY FORWARD: The sectoral approach will be implemented in 2014-2015 by putting in place risk mitigation plans and their further implementation. More engagement and partnership with government counterparts, civil society and other stakeholders will be sought at global, regional and country levels.</p>
<p>Output #1.3: Multi-stakeholder networks, social accountability initiatives and dialogues held in at least three countries.</p> <p>INDICATORS</p> <p>Number of countries with implemented programmes on social accountability.</p> <p>Increased quality of public service delivery through monitoring of citizens' feedback.</p> <p>Increased knowledge and awareness of anti-corruption through UNDP knowledge products and networks.</p> <p>FAST FACTS</p> <p>5 countries received financial and technical support from the Global programme to implement social accountability initiatives.</p>	<p>1.3.1. Upscale the experience and knowledge from the ongoing 4 pilots (Ghana, Papua New Guinea, Philippines, and Serbia) and support civil society/ community monitoring of government services, budgets and infrastructures at least in 2 more countries.</p> <p>1.3.2. Strengthen transparency and accountability in local governance.</p> <p>1.3.3. Implement the findings and recommendations of the Study on gender and corruption through transparency and accountability project. (Countries: Brazil, Nepal, Nicaragua, Philippines, Uganda, Kazakhstan) and develop and launch a training module on gender and corruption.</p> <p>1.3.4. Together with partners such as TI, Tiri, raise awareness and develop capacity of parliamentarians, media and private sector to promote active engagement in social accountability initiatives and use the information from these initiatives to influence national and local policy processes.</p>	<p>In 2013 PACDE, continued supporting five countries implementing social accountability initiatives: FYR Macedonia, Ghana, Papua New Guinea (PNG), the Philippines and Serbia.</p> <p>1. Ghana implemented a Community Score Card in eight communities with workplans developed to monitor service delivery in the health care system.</p> <p>2. Serbia identified critical points of corruption and promoted citizens' charters and furnished the government and Ministry of Health with recommendations for immediate improvement of the situation in the health system. The Ministry of Health proposed amendments to the Law on Health Protection, which will introduce mandatory public recruitment of managing medical staff and abolish additional paid engagement of medical staff (being some of the identified points of risk).</p> <p>3. The Philippines conducted monitoring of service delivery in agricultural, water, health and education sectors in six communities. Community members were trained to monitor public service delivery. The results of monitoring were channeled to local authorities with further follow up by monitors to address the existing issues. Local governments committed to replicate the initiative in other service delivery sectors and in more communities.</p> <p>4. PNG trained journalists and increased the quantity of newspaper articles focusing on corruption issues. Government's strong commitment, including the ongoing work of Task Force Sweep and the establishment of the International Commission Against Corruption (ICAC), have further provided an enabling environment where people feel more comfortable discussing corruption more openly. The 2013 awardee, Mr. Elias Nanau, uncovered that a private law firm, under the pretext of pro-bono services for accused individuals, drafted invoices and sent to the state for payment – undermining the role of the Public Solicitor's Office. While subsequently this journalist faced pressures to stop covering the story, the article was picked up and supported by the Attorney General and Justice Minister by a press statement. This led to the Government's Task Force to investigate the case, and ultimately to the arrest and charge of the CEO of the law firm, with bank accounts in PNG and Australia frozen.</p> <p>5. In 2013 PACDE also engaged the Macedonia Country Office in implementation of a social accountability initiative at the local level. The project aimed to promote state-citizen engagement, improve the quality of service delivery and tackle corruption at the local level by using innovative technology solutions (such as web-based platform) for participation and strengthening citizens' voice.</p> <p>CONTINUED ON PAGE 38</p>

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

Output #1.3

CONTINUED
FROM PAGE 37

1.3.5. Building capacity of journalists on investigation and reporting corruption using a journalism guide developed by UNDP and partners. (Note: the first draft was finalized but it should go under major revisions. The validation process is planned to take place in 2014)

1.3.6. Codifying lessons learned of the social accountability initiative in partnership with the Basel Institute on Governance. (Note: this process is ongoing and results will be available in 2014)

1.3.7. Knowledge management, including anti-corruption web portal (phase 1), global anti-corruption report, regional knowledge management, coordination, monitoring and evaluation by knowledge analyst. (Note: this is a cross-cutting activity and it is reported under output.2.1.)

6. PACDE, in partnership with Integrity Action, implemented a leadership programme targeting **27 civil society leaders from 15 countries in Western and Eastern Africa**. As a follow up to the leadership development courses, a mentorship programme – involving mentors from UNDP, World Bank, Integrity Action and Strathmore University – was created to assist participants to develop project ideas related to social accountability in their respective countries. As a result, ten countries – **Burundi, DRC, Guinea, Kenya, Nigeria, Madagascar, Senegal, Sierra Leone, South Sudan and Uganda** – are finalizing their projects to be implemented in 2014. This initiative also made it possible to establish the Integrity Leadership for Africa Course (ILC) Alumni Movement that comprises alumni from both Francophone and Anglophone countries.

7. PACDE in partnership with **Huairou Commission** supported **six grassroots women organizations** that were actively engaged in monitoring public service delivery and performance of local governments. **In Brazil**, the advocacy work carried out by grassroots women's organization led to a formal agreement with the Sanitation Department to implement a joint plan to monitor sanitation policies to the needs of the local community. Over **40 grassroots** women members of "Las Brumas" organization **in Nicaragua** are participating in local and formal commissions and mechanisms created by local authorities to report corruption cases related to Identification Documents. **In Thankot, Katmandu (Nepal) 20 trained and empowered grassroots women** are now working with local authorities through a new monitoring committee to prevent corrupt practices. In the District of Jinga in **Uganda**, **a group of 50 women** was trained on land titling processes. Already **35 women** received land titles on their names for the first time, and **120 more women** submitted requests pending to be reviewed. In the **District of Kiboga in Uganda**, access to information regarding health care free services and budgeting processes have improved where over **200 grassroots women** have been trained and engaged in dialogues with public officials and community members for engaging in decision making processes.

In Latin America, **over 56 young leaders, of which 65% were women**, were trained on social auditing tools to engage decision makers and create accountability and transparency in the policy making process. The workshops took place in Dominican Republic and Belize and were based in part on the practical guide to Social Audit as a Participatory Tool to Strengthen governance, transparency, and accountability.

CHALLENGES/LIMITATIONS: Communities at the local level, particularly women, lack capacity, knowledge and skills to meaningfully engage with local authorities to ensure quality service delivery. New technologies have helped improve transparency, but there is need to ensure accountability.

RISK MITIGATION PLAN: Further support to communities, specifically women, to build the capacity body of knowledge and skills that will enable meaningful engagement and monitoring of service delivery at the local level. In 2014, PACDE will help communities to utilize transparency mechanisms to ensure accountability.

WAY FORWARD: PACDE will continue engaging with partners and country offices to work at the local level and build capacities of communities, particularly women to monitor service delivery. In 2014, PACDE together with Huairou Commission, UNDP Learning Resource Center and Gender Team will launch an online course on gender and anti-corruption that will be validated during a dedicated side event at CSW in March 2014.

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

OBJECTIVE #2: UNCAC AND ANTI-CORRUPTION MAINSTREAMED INTO NATIONAL DEVELOPMENT PROCESSES.

OUTCOME INDICATOR: ANTI-CORRUPTION IS AN INTEGRAL PART OF GOVERNANCE/ DEVELOPMENT INTERVENTIONS IN TARGETED COUNTRIES, INCLUDING COUNTRIES IN TRANSITION AND RECOVERY CONTEXT.

Outputs	Activities	Results
<p>Output #2.1: UNCAC mainstreamed in national development processes.</p> <p>INDICATORS</p> <p>Number of country offices and practitioners trained on integrating anti-corruption in UNDAFs.</p> <p>Number of countries reflecting anti-corruption in UNDAFs.</p> <p>FAST FACTS</p> <p>94 UN staff members were trained on how to integrate the UNCAC in development programmes.</p> <p>Altogether 19 Country Offices from LAC and Arab region received training on UNDAF and anti-corruption.</p> <p>10 United Nations Agencies (UNDP, UNODC, UNEP, WFP, UNESCO, OHCHR, PAHO, UN Women, UNSSC) received training on integrating anti-corruption into development initiatives.</p>	<p>2.1.1. UNDAF course validation meeting and organization of training of trainers to integrate anti-corruption in regional UNDAF training events to be organized by DOCO.</p> <p>2.1.2. Support regional UNDAF training events provided by the UN System Staff College, Turin.</p> <p>2.1.3. Provide advisory services to those countries which are developing UNDAF programme documents.</p>	<p>A pool of 32 trainers on anti-corruption was certified by the UN System Staff College to provide in-country UNDAF training upon request by the UN Country Teams. The pool of trainers includes UN staff members from all regions to deliver training in Arabic, English, French, and Spanish.</p> <p>As a follow up to the ToT, a total of 62 UN staff members were trained on how to integrate the UNCAC in development programmes. Three UNDAF workshops were delivered at regional and country level (one regional training was conducted in Panama for the Latin-American region, and the other two took place in Iraq and Kenya). Evaluation of the training by participants revealed that these workshops have proved to be instrumental to sensitize other UN agencies about the importance of governance/anti-corruption in the achievement of broader sectoral and development goals.</p> <p>The interagency web portal “Anti-Corruption for Development” was launched in September 2013. The portal brings together five UN agencies (OHCHR, UNODC, UNSSC, UNESCO and UNDP) that work on anti-corruption in different development sectors: human rights, water, education, health, women’s empowerment and international standards, among others. It serves as a knowledge hub with more than 1,000 documents and knowledge products on anti-corruption. From its launch in September through December 2013, the portal had an estimate of 3,200 visits.</p> <p>CHALLENGES/LIMITATIONS: Discussions during the UNDAF workshops revealed that corruption/anti-corruption continues to be a sensitive issue and there is some skepticism from the UN Country Teams to introduce the topic in development agenda of the government counterparts. Partly, this is explained by the lack of knowledge on UNCAC and anti-corruption. Thus, the key is to help develop understanding, knowledge, and skills among UN staff to identify and understand corruption challenges in their country contexts to advocate for transparency and accountability in UN programming and make the link between development and anti-corruption.</p> <p>RISK MITIGATION PLAN: More country level training activities are envisioned in 2014 to build the knowledge and awareness of UN staff on the importance of integrating anti-corruption, transparency and accountability issues into UNDAF processes.</p> <p>WAY FORWARD: In 2014, UNDP together with the UNSCC and UNODC will roll-out anti-corruption training for UN Country teams in at least eight countries, which are scheduled to formulate UNDAFs in 2014. Likewise, UNDP and UNODC will actively engage in advocacy and awareness to popularize the course by requesting DOCO to include a roster of anti-corruption experts and UNDAF training teams as a resource package to the UNCTs and announce the availability of anti-corruption course in DOCO’s ‘beginning of the year message’ and allocate time in one of the ‘UNDAF Peer Network’ meetings to have a briefing by UNDP, UNODC and UN System Staff College on the new course for all UN agencies.</p>

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

Output #2.2:

National dialogue on anti-corruption using the Going Beyond the Minimum (GBM) approach is on a demand driven basis.

INDICATORS

Number of UNCAC gap analyses carried out using Going Beyond the Minimum approach.

Number of UNCAC review trainings provided to countries.

FAST FACTS

6 countries in EE and CIS region implemented the Going Beyond the Minimum Methodology.

20 countries in the Asia Pacific Region adopted the Kuala Lumpur Statement on National Anti-corruption Strategies.

2.2.1. Join UNODC to support the training for reviewers and the countries scheduled to be reviewed.

2.2.2. Fostering national dialogue through going beyond the minimum methodology and support in development of anti-corruption policies, strategies, UNCAC implementation and trainings to different stakeholders, including government, CSOs, media etc.

2.2.3. Encourage countries to go beyond the minimum requirement for UNCAC review. Provide technical support for gap analysis and strengthening civil society's role in UNCAC mainstreaming.

In Eastern Europe and the CIS region, national dialogue was coordinated in **six countries (Albania, Bosnia and Herzegovina, Kyrgyzstan, Moldova, Serbia, and Uzbekistan)**, using the "UNCAC Self-Assessment - Going Beyond Minimum" Methodology. **In Moldova**, the Government agreed to initiate preparations for the assessment of chapter II of UNCAC that will start in 2015. The Government of Moldova is committed to make the country report public. In **Kyrgyzstan**, multi-stakeholder engagement in the UNCAC review mechanism was ensured with a stronger role of media, NGOs and academia in the preparation of the country report. **In Moldova**, UNDP in collaboration with GOPAC developed and launched a user's guide, 'Anti-Corruption Assessment Tool for Parliamentarians', that will advocate to parliamentarians the importance of UNCAC implementation and review mechanisms.

In the **Asia-Pacific Region**, UNDP continued its active role in supporting countries in implementation of the UNCAC. One of the major achievements of this work in 2013 is reflected in the endorsement by 20 countries in the region of the Kuala Lumpur Statement, a set of principles and guidelines to design and implement National Anti-Corruption Strategies (NACs). UNDP, together with the Government of Malaysia and UNODC organized a regional conference in which **70 high-level representatives** of anti-corruption agencies as well as national planning authorities discussed and agreed on a set of minimum principles to ensure the effectiveness of NACs. The guidelines were then endorsed at the international level in the Preventive Resolution adopted by the 5th Conference of States Parties to UNCAC held in Panama.

In 2013, UNDP and UNODC produced a guidance note '**Partnering in Anti-Corruption Knowledge**' that elaborates on what UNCAC can mean for the work of various development partners and practitioners. The aim was to raise awareness about UNCAC and provide guidance as to how UNCAC could be used as a framework for technical assistance and anti-corruption programming.

CHALLENGES/LIMITATIONS: Tangible results have been made in the area of putting in place anti-corruption standards and harmonizing normative frameworks with international standards. However, enforcement and implementation of these standards, norms and laws are still challenging. Moreover, the knowledge on UNCAC to promote political reforms and advance the anti-corruption agenda is still very limited among public officials, civil society and the donor community. This serves as a major bottleneck to increased participation and engagement of different segments of society in UNCAC implementation.

RISK MITIGATION PLAN: UNDP will continue working together with UNODC and other regional and global actors such as GOPAC, the World Bank, ADB, OECD to maximize efforts and discuss opportunities provided by UNCAC to increase multi-stakeholder engagement, particularly in the area of corruption prevention.

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

Output # 2.3:

Anti-corruption capacities in post-conflict and transitional contexts are established and strengthened.

INDICATORS

Increased national capacity of institutions to implement anti-corruption interventions; extent of mainstreaming anti-corruption into the governance programme.

Number of anti-corruption programmes designed and implemented in coordination with national partners.

FAST FACTS

6 transition countries received support technical support in the implementation of corruption prevention measures provided by UNCAC.

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 (Note: support to Afghanistan, Libya, Myanmar, Morocco, Liberia, South Sudan, Cote d'Ivoire, Sierra Leone). (Note: The selection of countries supported was on demand driven basis and thus the difference with the initial list of countries mentioned in the right column.)

2.3.2. Coordinate global and regional initiatives and provide advisory support to establish and strengthen the capacity of newly established institutions, and help implement dedicated country level anti-corruption interventions by PACDE manager.

2.3.3. Develop a post-conflict programming guide by building on UNDP's flagship knowledge product "Fighting Corruption in Post-Conflict and Recovery Situations, Learning from the Past" – 2010.

In 2013, technical assistance was provided to six countries (Colombia, Iraq, Liberia, Tunisia, Nepal and Myanmar) to strengthen anti-corruption capacity.

In **Iraq**, PACDE provided specific guidance on how to integrate transparency and accountability as a crosscutting issue in all UNDP programmes, including the Public Sector Modernization programme. In particular, a workshop for sector line ministries was organized to mainstream transparency and accountability for improved service delivery; and a guidance note was developed to support the training. The guidance note will be translated into Arabic and circulated to all key government institutions in 2014.

In **Colombia**, the first overarching public policy on anti-corruption was drafted and discussed with key national stakeholders with support from PACDE. The public policy is expected to be enacted by the Colombia President in the first quarter of 2014.

In **Liberia**, in consultation with various national counterparts, the UNDP Country Office with technical assistance from PACDE designed a new anti-corruption programme aimed at: 1) strengthening prevention and enforcement capacity and coordination among oversight institutions, and line ministries and agencies in key sectors, and 2) increasing capacity of media and civil society organizations to advocate for and engage in transparency and accountability mechanisms. The programme was approved in May 2013 and is currently under implementation.

Similarly, PACDE provided advisory support to **Tunisia** to formulate the National Anti-corruption Strategy. PACDE provided concrete recommendations on the draft strategy, building on lessons learned from other countries. Support to this process will continue in 2014.

In **Myanmar**, working together with UNODC, UNDP engaged with the Attorney General's Office in three priority areas: creating of the anti-corruption agency, UNCAC self-assessment, and development of the anti-corruption strategy.

CHALLENGES/LIMITATIONS: Overall, inter-agency coordination to integrate anti-corruption, transparency and accountability components as a cross-cutting issue in development programmes continues to be very limited, particularly in case of post-conflict and transition countries. However, there is a growing recognition from other UN agencies on the importance of mainstreaming anti-corruption into their work.

RISK MITIGATION PLAN: In 2014, a guidance note will be rolled out to provide more guidance to integrate anti-corruption in post-conflict and fragile contexts. UNDP will continue working with other agencies to ensure further integration of the anti-corruption agenda in various development programmes/projects.

WAY FORWARD: A corporate guidance note is being developed in partnership with the U4 Anti-corruption Resource Centre. This note gathers experiences and lessons learned from four country cases and will be validated through an expert's workshop in 2014 before its launch. In 2014, PACDE will allocate adequate resources (technical and financial) to ensure the sustainability of the work undertaking in post-conflict and transition countries.

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

OBJECTIVE #3: CAPACITY OF ANTI-CORRUPTION AGENCIES (ACAS) STRENGTHENED.

OUTCOME INDICATOR: INCREASED CAPACITIES OF ANTI-CORRUPTION AGENCIES TO RESPOND TO CHALLENGES POSED BY CORRUPTION AND PROMOTE GOVERNANCE AND SUSTAINABLE DEVELOPMENT.

Outputs	Activities	Results
<p>Output #3.1: Capacity of ACAs to prevent, monitor, investigate and prosecute corruption cases is strengthened.</p> <p>INDICATORS</p> <p>Number of UNDP Country Offices having dedicated projects to support the ACAs;</p> <p>Number of anti-corruption institutions and experts engaged in capacity building initiatives.</p> <p>Number of participants from ACAs trained.</p> <p>FAST FACTS</p> <p>17 Anti-corruption agencies received support from UNDP in 2013.</p> <p>52 M&E officials from anti-corruption agencies in Africa were trained on anti-corruption measurement.</p>	<p>3.1.1. Using UNDP methodology, conduct capacity assessment as a part of capacity strengthening programme.</p> <p>3.1.2. Provide training to ACAs on measurement/assessment of the effectiveness of anti-corruption initiatives, including Botswana training with Commonwealth Office on Corruption Measurement and Anti-Corruption monitoring and evaluation for 6-10 ACAs.</p> <p>3.1.3. Provide capacity development support to selected ACAs (including south-south knowledge exchange in Bhutan, Indonesia, Timor-Leste, Malaysia, Botswana, Mauritius).</p> <p>3.1.4. Develop a knowledge product providing guidance on UNCAC self-assessment, specifically related to preventive measures chapter.</p> <p>(Note: A first draft of this product was finalized but it should go under major revision. The validation process will take place in 2014.)</p>	<p>In Eastern Europe and the CIS region, three countries received targeted support (Kosovo, Latvia and Moldova) to design and implement prevention corruption measures, promoting dialogue and engagement with civil society. UNDP joined efforts with the OECD and the OSCE to coordinate anti-corruption activities at the regional and country level.</p> <p>In the Eastern and Southern Africa Region, UNDP together with the Commonwealth Secretariat trained 52 representatives of 12 anti-corruption agencies in the region on anti-corruption monitoring and evaluation. The regional training led to three immediate results in terms of capacity development for ACAs: a) South-South exchange of experiences in the area of monitoring and evaluation of anti-corruption work in the region; b) four anti-corruption agencies (Lesotho, Mauritius, Nigeria, and Zambia) initiated projects aimed at strengthening their capacities of data collection, analysis and monitoring and evaluation; and c) establishment of a dedicated regional training programme on M&E of anti-corruption, coordinated by the Commonwealth Anti-corruption Centre in Botswana.</p> <p>In Latin America and the Caribbean Region, a scoping mission was conducted to Brazil, particularly to engage with the Tribunal of Accounts (TCU) of Brazil, which is the Supreme Audit Institution in the country and also the Chair of the Latin America chapter of the International Organization of Supreme Audit Institutions. The TCU received UNDP's support to enhance its role at the regional organization.</p> <p>In the Asia Pacific Region, UNDP conducted a capacity assessment of the Commission for Abuse of Authority (CIAA) of Nepal that resulted in a new cooperation programme on anti-corruption and development of an institutional strategy by the CIAA that will improve monitoring and evaluation capacities of the agency, including communication, advocacy and knowledge management.</p> <p>CHALLENGES/LIMITATIONS: The lack of solid evidence on the effectiveness of anti-corruption agencies in tackling corruption has raised scepticism from different stakeholders about the work in this area. However, this scepticism is not well founded. More evidence and time is required to determine progress and impact of this work.</p> <p>RISK MITIGATION PLAN: PACDE will continue promoting the Jakarta Principles of ACAs at the global and national level. It will apply its capacity development approach to address major challenges of ACAs. A resource tool kit is being developed to support the M&E units of the ACAs to strengthen their capacities to collect data and information, conduct analysis and investigation and put in place monitoring and evaluation mechanisms.</p>

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

OBJECTIVE #4: MITIGATING CORRUPTION RISKS IN CLIMATE CHANGE AND NATURAL RESOURCE MANAGEMENT.

OUTCOME INDICATOR: UN-REDD PARTNER COUNTRIES RECEIVED TECHNICAL SUPPORT IN SETTING UP TRANSPARENT AND ACCOUNTABLE BDS

Outputs	Activities	Results
<p>Output #4.1: Capacity of countries to integrate anti-corruption into climate change and natural resource management is strengthened.</p> <p>INDICATORS</p> <p>Number of countries carrying out the corruption risk assessment and integrating it to UN-REDD.</p> <p>Number of countries supported to integrate transparency and accountability in natural resource management.</p> <p>FAST FACTS</p> <p>7 Countries conducted corruption risk assessments in REDD+ and build action plans.</p> <p>65 representatives from 8 countries in Latin America shared knowledge and experiences on how to integrate anti-corruption into national development strategies.</p> <p>3 knowledge products were produced aimed at guiding UN REDD partners to integrate anti-corruption issues.</p>	<p>4.1.1. Enhance the anti-corruption measures in countries that receive UN-REDD Targeted Support (TS).</p> <p>4.1.2. Promote transparency and accountability in the extractive industry (EI).</p> <p>4.1.3. Influence anti-corruption discourse through knowledge creation and global advocacy.</p> <p>4.1.4. Provide advisory support on anti-corruption and UN-REDD.</p>	<p>Throughout 2012 and 2013, the UN-REDD Programme and PACDE supported a number of its partner countries to assess corruption risks in REDD+ and build action plans to address these risks. Bhutan, Bangladesh, the Democratic Republic of the Congo (DRC), Kenya, Nepal, Peru and the Philippines have undertaken, and in some instance completed, the first phases of such activities. In Kenya, the Ministry of Environment, Water and Natural resources joined forces with the Ethics and Anti-Corruption Commission and conducted an institutional context analysis for corruption risks that details the historical context of forest governance and integrity relationships between different actors, and perceptions of new risks. The Nepal REDD cell of the Ministry of Water and Soil Conservation integrated issues of transparency, integrity and accountability in two studies one analyzing drivers of deforestation and degradation, and the other examining options for REDD+ financing. DRC, a country that initiated its work on anti-corruption for REDD+ in 2009, is using the findings of corruption risk assessments to safeguard the operations of its National REDD+ Fund and Investment plan. These country experiences were shared with the UN-REDD Programme Board Members as well as partner countries and donors in an information session in Geneva, Switzerland.</p> <p>In Latin America and the Caribbean, over 65 representatives (including representatives from governmental and non-governmental organizations; civil society representatives; indigenous peoples, academics and UNDP officials) from eight countries of the region (Colombia, Ecuador, Honduras, Dominican Republic, Mexico, Panama, Paraguay and Peru) were brought together by UNDP and the UN-REDD programme to exchange experiences and knowledge for integrating anti-corruption into UN-REDD national strategies. Some key results of this initiative were: consolidate joint efforts by the environmental and anti-corruption sectors; national strategies to raise awareness about REDD+ among key stakeholders and help the REDD+ process move forward; and specialized training on anticorruption and tools to continue promoting risk management and the creation of early warning systems.</p> <p>These country level targeted support activities have benefited from guides, tools and knowledge management initiatives that were produced in 2013. The REDD+ Corruption Risk Assessment guide and Corruption Risk Management capacity development guide have been used for national level training and design of action plans. Thematically designed knowledge and experience exchanges were organized including an e-discussion, which engaged practitioners across three disciplines resulting into more than 30 contributions and over 500 hits. The consolidated responses were disseminated by external networks like UNEP and IISD. A guidance note on 'Engaging Indigenous Peoples and other forest-dependent communities in Anti-corruption for REDD+', has been used to raise awareness and train nine indigenous peoples' organizations in Latin America through an event organized in Bolivia.</p>

CONTINUED ON PAGE 44

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

Output #4.1

CONTINUED
FROM PAGE 43

Extractive industries: PACDE started working in the area of extractive industries in 2013. It contributed to the conceptualization and design of UNDP's strategy and global programme on extractive industries. At the country level, PACDE together with the UNDP Country Office in Kenya developed the Extractive Industries Project Document for UNDP Kenya in consultation with the UNDP teams, relevant UN Agencies, civil society, government, private sector and donors. Secured government commitment for the project and mobilized USD 1.2million for the first year of the project from DFID and BCPR.

CHALLENGES/LIMITATIONS: Ensuring political commitment and buy-in from national governments to implement the findings and recommendations on the corruption risk assessment processes will determine the success of the work on anti-corruption for REDD+. Another challenge is potential staff turnover, which might derail the progress made thus far. The interest and capacity of anti-corruption agencies and ministries of environment and forestry to continue engaging in work together will have an impact on the tasks ahead.

RISK MITIGATION PLAN: Making sure that the findings and recommendation of the corruption risk assessments inform and link to national REDD+ strategies could enhance the sustainability of the intervention and make it more likely to withstand challenges caused by changes in leadership and staff. Investing in collaborative capacity, it will be critical for all key actors and agencies to work together towards a more transparent and accountable REDD+ processes. More guidance is needed to integrate anti-corruption in extractive industry. PACDE is leading the initiative to develop 'A Practitioner Guide for Managing Corruption Risks in the Extractive Resource', which will be piloted in a number of countries in 2014.

OBJECTIVE #5: ENGAGING ON GLOBAL LEADERSHIP AND COORDINATION, ANTI-CORRUPTION ADVOCACY AND CAMPAIGN.

OUTCOME INDICATOR: INCREASED VISIBILITY OF UNDP AT GLOBAL FORA ON ANTI-CORRUPTION SUCH AS THE FIFTH CONFERENCE OF STATE OF PARTIES TO THE UNCAC AND THE POST-2015 AGENDA.

Outputs	Activities	Results
<p>Output #5.1: Advisory capacity at the regional and country level increased through knowledge product and advocacy interventions.</p> <p>INDICATORS</p> <p>Number of countries receiving advisory support.</p> <p>Number of topical policy briefs produced and disseminated.</p>	<p>5.1.1 Promote global advocacy and awareness around UNCAC through engaging in the 5th Conference of State Parties (CoSP) and organizing a side event.</p> <p>5.1.2 Advocacy around the International Anti-Corruption Day to promote UNCAC implementation (at least 30 countries will be supported through continuation of the Act Against Corruption (ACT) campaign) jointly with UNODC.</p>	<p>ADVOCACY AND GLOBAL LEADERSHIP</p> <p>In 2013, PACDE actively engaged in global advocacy initiatives aimed at linking anti-corruption and the current discourse on the international development agenda. Some of the main results are:</p> <p>International Anti-corruption Day: In 2013, selected through a competition among more than 400 people around the world, the 2013 campaign slogan titled "Zero Corruption – 100% Development" was launched in more than 50 national-led campaigns to observe the International Anti-Corruption Day on December 9. Approximately, 200 million people reached worldwide through the events organized to commemorate International Anti-Corruption Day. In the design of the national campaigns, UNDP offices collaborated closely with UNODC and other UN agencies as well as national partners, civil society, universities, local institutions, youth and women's organizations. Thanks to the campaign UNDP joined forces with 117 different stakeholders across the world.</p> <p>CONTINUED ON PAGE 45</p>

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

Output #5.1

CONTINUED
FROM PAGE 44

FAST FACTS

49 Countries were supported to observe the International Anti-Corruption Day.

3 global advocacy events were organized to raise awareness on the role of anti-corruption in the development agenda.

8 knowledge products aimed to provide programming guidance on mainstreaming anti-corruption/UNCAC into development/governance processes.

Over 3,600 practitioners utilized UNDP's anti-corruption knowledge management platforms and tools facilitated by the global programme to share knowledge and promote triangulate cooperation.

Activities included street drama competitions, scholarships for journalists investigating corruption, contests for students and civil servants, athletic activities such as football matches and 'runs against corruption', public service advertisements, music shows, conferences, radio-jingles, talk shows, campaign posters and infomercials.

At the global level, UNDP and UNODC updated the **dedicated website for the Anti-Corruption Day campaign**: www.anticorruptionday.org, which provides a repository of different promotional and informative campaign resources. All materials were made available in the six official languages of UN and could be reproduced locally. UNDP and UNODC used a combination of all of their **social media platforms** to push out the International Anti-Corruption Day. A **Social Media Pack** was created to help UNDP and UNODC Country Office promoting the day.

Alongside national events, UNDP together with UN Global Compact, organized an event in New York, where the United Nations Deputy Secretary-General Jan Eliasson and UNDP Administrator Helen Clark together with the representatives of civil society, permanent missions to the UN, the private sector and members of academia participated in a discussion on the role of good governance and anti-corruption in the post-2015 development agenda. The event took place within the frames of the 13th Meeting of the UN Global Compact Working Group on the 10th Principle against Corruption.

Fifth Session of the Conference of State Parties (CoSP) to the UNCAC: At the CoSP, UNDP was actively engaged in plenary sessions both on prevention and technical assistance as well as in six side events organized on the margins of the CoSP related to different provisions of the UNCAC (judicial integrity, national anti-corruption agencies, illicit financial flows and public procurement).

Overall, UNDP's role was highly acknowledged by member states, donors and civil society organizations due to its comprehensive and multi-disciplinary approach to corruption prevention at the global, regional and country levels. UNDP played a significant role at the CoSP in linking discussion between UNCAC and the post-2015 agenda at the plenary session given that these two issues tend to be disconnected from each other.

In partnership between Transparency International and UNODC, UNDP organized a side event titled '**Anti-corruption and governance in the context of the post-2015 development agenda**' at the margins of the UN General Assembly (25, September, 2013) to bring together UNDP and other partners country level experience on anti-corruption and development. [UNDP Mexico](#) organized three national dialogues with experts, government representatives and civil society organizations on lessons learned from the Mexican experience concerning governance and anti-corruption efforts. The conclusions of the three seminars aimed to inform the ongoing global discussion on Governance goals and indicators.

CONTINUED ON PAGE 46

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

Output #5.1

CONTINUED
FROM PAGE 45

UNDP KNOWLEDGE PRODUCTS

In 2013, **eight knowledge products** were produced by PACDE together with other partners and disseminated through seminars and workshops with an objective of increase programming coherence within the UN System in the following areas:

- Integrating transparency, accountability and anti-corruption in development effectiveness
- Issue brief for the Global Thematic Consultation on Governance and the Post-2015 Development Framework;
- UNDP User's Guide on Assessing Water Governance;
- UNDP Regional Study on the Effectiveness of Accountability in the Water Sector (Spanish);
- UNDP-UNODC Guidance Note for Development Partners, Partnering in Anti-corruption knowledge.

UNCAC implementation

- UNDP and U4 Anti-corruption Resource Centre paper on Enhancing Cooperation of SAs with Stakeholders (presented at the OGP Summit in London);
- UNDP and GOPAC User's Guide: Anti-corruption Assessment tool for Parliamentarians;
- An initial reflection on anti-corruption policies: Selected inputs for the implementation of the United Nations Convention Against Corruption from the Latin American Experience;
- Guidance Note: Challenges and Opportunities to Strengthen Democratic Governance, Accountability and Transparency through Access to Information Laws.

Regional Networks – Anti-corruption Community of Practices (CoPs)

PACDE supported the organization of three regional UNDP anti-corruption communities of practices (in the Eastern Europe and the CIS region, Arab States Region and Latin America and the Caribbean Region). This year, the overarching theme was “**anti-corruption and local governance**” given the growing demand by country offices and government counterparts to increase UNDP's support in this area. Some outcomes of the regional CoPs are: a) identification of priorities and the comparative advantage of UNDP to work in the area of local governance and anti-corruption; b) South-South exchange of information and knowledge on current practices and progress in the area of local governance, transparency and accountability; and c) identification of entry points and corporate guidelines given UNDP's new strategic plan and the ongoing discussion on the post-2015 development agenda.

Overall, the three regional community of practice brought together **over 140 anti-corruption practitioners** to exchange experience and knowledge on how to support future programming on accountability, transparency and local governments.

CONTINUED ON PAGE 47

IV. REPORTING OF RESULTS BY OBJECTIVES AND OUTPUTS

Output #5.1

CONTINUED
FROM PAGE 46

Online global and regional networks for knowledge sharing

In 2013, PACDE supported the following global and regional knowledge networks on anti-corruption:

- Asia Pacific INTACT Network with 530 Members from 50 Countries;
- UNDP PAGE EE & CIS;
- WACA-WACA;
- Anti-corruption for Development News Update (1,200 subscribers).

CHALLENGES/LIMITATIONS: There is renewed interest and demand coming from country offices and programming countries to focus on policy dialogue as a means to move the anti-corruption agenda forward and to shift from policies, strategy and mechanism into anti-corruption actions. Countries need clear anti-corruption programming inputs on how to measure progress and effectiveness of various anti-corruption initiatives in order to provide guidance on what works, what doesn't and why. UNDP, along with UN partners (such as UNODC) is well-positioned to support countries in this endeavor. For example through technical advice and facilitation of national policy dialogue and inter-country exchange on UNCAC review and its implementation, concrete guidance on measuring and assessing the effectiveness of national anti-corruption policies, strategies and mechanism could be provided.

V. SUMMARY OF DONOR CONTRIBUTIONS TO PACDE IN 2013

DONOR CONTRIBUTIONS TO PACDE IN 2013 (USD)	
Australia	\$2,900,000
Norway	\$185,000
Liechtenstein	\$110,742
Japan	\$120,000
United States	\$77,328
Total contributions in 2013	\$3,393,070

VI. SUMMARY OF PACDE EXPENDITURES IN 2013

SUMMARY OF PACDE EXPENDITURES IN 2013 (USD)		
Activities		Total Expenditure
1	To accelerate MDG achievement and reduce poverty through addressing corruption bottlenecks	\$1,733,303
	1.1 Implementation of MDG Acceleration Strategies (country pilots, global consultation and knowledge products)	\$315,760
	1.2 Sectoral approach to fighting corruption (education, health and water sectors) support to 16 country pilots	\$635,085
	1.3 Support to social accountability initiatives (support to 5 countries, Leadership programme)	\$479,129
	1.4 Support to initiatives on gender and anti- corruption (6 grassroots women organizations)	\$90,000
	1.5 Advisory support and coordination for MDG related work	\$164,109
	1.6 Curbing Illicit financial flows (country case studies)	\$50,220
2	To mainstream UNCAC and anti-corruption into national development processes	\$866,852
	2.1 UNCAC mainstreaming	\$205,234
	2.2 UNCAC going beyond the minimum	\$366,031
	2.3 UNCAC and conflict recovery	\$295,587
3	To Strengthen the capacity of anti-corruption agencies	\$132,704
	3.1 Technical assistance to ACAs; training activities; knowledge products	\$132,704
4	To mitigate corruption risks in climate change and natural resource management (in the context of REDD+)	\$167,177.68
	4.1 Technical support to integrate anti-corruption	\$31,354.68
	4.2 Advisory support partner countries	\$135,823
5	To engage on global advocacy, coordination and knowledge management	\$699,893
	5.1 Strengthening anti-corruption knowledge management (Coordination at the global level; launch of www.anti-corruption.org)	\$199,124
	5.2 Global leadership and coordination, anti-corruption advocacy and campaign ('Zero Corruption, 100% development' campaign; Fifth CoSP to UNCAC)	\$178,055
	5.3 Strengthening regional capacities and networks to support country level interventions in Asia-Pacific region, Europe and CIS, Latin America, Africa and Arab States	\$322,714
6	Management and coordination (advisory and programme support, coordination, monitoring and evaluation, general management services [GMS])	\$438,816
TOTAL EXPENDITURE FOR 2013		\$4,038,746

Note: The difference between the total expenditure and contributions in 2013 was USD 645,676, which was covered from the carry-over resources from 2012 aimed for the multi-year activities.



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