Peace Poverty Awareness Mainstreamin
Democratic Strategy Transparency
Impact Change Help Opportunity
Empowerment Corruption Economic
Resources Peace Crisis Challenges Pove
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GLOBAL ANTI-CORRUPTION INITIATIVE (GAIN)
HIGHLIGHTS OF THE KEY ACHIEVEMENTS IN 2014

HIGHLIGHTS OF THE KEY ACHIEVEMENTS IN 2014

GLOBAL ANTI-CORRUPTION INITIATIVE (GAIN)

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ACAs	Anti-corruption Agencies
ACIAC	Anti-Corruption and Integrity in the Arab Countries
ADB	Asian Development Bank
CIEN	China Integrity Education Network
CIS	Community of Independent States
CO	Country Office
CoPs	Communities of Practice
CSW	Commission on the Status of Women
DFAT	Department of Foreign Affairs and Trade (Australia)
DFID	Department for International Development (UK)
DPADM	Division for Public Administration and Development Management of UNDESA
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
PACK	Partnering in Anti-Corruption Knowledge
PDAP	Participatory Development Action Program
RBM	Results Based Management
ROAR	UNDP Results-Oriented Annual Report
RSC	Regional Service Centre
TRAALOG	Transparency and Accountability in Local Governments
UNCAC	United Nations Convention against Corruption
UNDAF	United Nations Development Action Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNSSC	United Nations System Staff College

ACRONYMS

UNODC	United Nations Office on Drugs and Crime
UN-REDD	UN 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
WACA WACA	West and Central Africa Weekly Anti-Corruption Announcements
WBI	World Bank Institute
WHO	World Health Organization
WUF7	7th World Urban Forum

2014 was an important year for UNDP's Global Anti-Corruption Initiative (GAIN) because of two main reasons. First, in line with the UNDP Strategic Plan (2014-2017), UNDP developed and rolled out GAIN (2014-2017), which succeeded UNDP's Global Programme on Anti-Corruption for Development Effectiveness (PACDE). Second, GAIN also had to adjust itself with UNDP's structural review, which aimed at decentralizing the programme support function from UNDP headquarters and bringing UNDP's advisory support closer to the programming countries. Despite these transitions, GAIN maintained and provided the same level of policy and programme support to our programme countries and partners. For example, GAIN successfully delivered a $3.8 million program in 2014, providing direct support to nearly 50 country offices across the world. 2014 has proven to be a fruitful year for GAIN with several achievements, some of which are highlighted in this Annual Report. Moreover, as in the previous years, GAIN continues improving UNDP's result reporting on anti-corruption by documenting lessons learned and challenges. For example, this report presents results for each of the objectives and outputs of the PACDE result framework, but the main text also highlights key areas where GAIN was instrumental in contributing to the global discourse through its policy and programme support.

GAIN expresses its appreciation to its donors, partners and colleagues for their support of UNDP's work on anti-corruption. GAIN is grateful for the support of our donors, which enabled UNDP to continue its role as one of the major technical assistance providers on anti-corruption. In 2014, GAIN received $2.9 million from the Australian Department of Foreign Affairs and Trade (previously AusAID). Additional support was provided by Norway (USD 350,000), Liechtenstein (USD 110,742), Japan (USD 120,000) and the U.S. Department of State (USD 150,000).

The achievements and results reflected in this annual report would not have been possible without the remarkable work and effort of UNDP's anti-corruption practitioners at the global, regional and country level, and our programme partners including the United Nations Office on Drugs and Crime (UNODC), the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO), the World Bank, the U4 Anti-Corruption Resource Centre, Integrity Action (formerly Tiri), the German Agency for International Cooperation (GIZ), the Organization for Economic Co-operation and Development (OECD), Transparency International (TI), the Global Organization of Parliamentarians Against Corruption (GOPAC), the UNDP Water Governance Facility, the United Nations Entity for Gender Equality and Empowerment of Women (UN Women), the UN System Staff College (UNSSC), the Huairou Commission, and the Basel Institute on Governance.

Finally, we are thankful to the following UNDP team members for their inputs and comments: Gerardo Berthin, Gerardo Noto and Adriana Ballestin (UNDP Regional Hub for Latin America and the Caribbean); Elodie Beth, Paavani Reddy, and Liviana Zorzi (Bangkok Regional Hub); Francesco Checchi (Istanbul Regional Hub); Njoya Tikum (Addis Regional Hub) and Arkan El-Seblani (Anti-Corruption and Integrity in the Arab Countries Project). Special thanks to the GAIN team members in New York: Anga Timilsina, Aida Arutyunova, Tsegaye Lemma, Israel Marañón, Diana Torres, Marco Stella and Sabrina Hoque.

Given the focus of the UNDP Strategic Plan (2014-2017) and the discussion on the post-2015 Development Agenda, anti-corruption continues to be an important area of work for UNDP. This report not only tries to highlight the results of GAIN but also the lessons learned and challenges to inform the global discourse on anti-corruption. I hope you find this report an interesting read. We welcome your feedback and comments as continuing

discussions and dialogue on anti-corruption and governance enable us to have a fuller, more comprehensive understanding of the impact of our work in the countries where UNDP is operating.

Patrick Keuleers
Director/Chief of Profession
Governance and Peacebuilding
Bureau for Policy and Programme Support, UNDP

GLOBAL DISCOURSE ON ANTI-CORRUPTION

The world is now moving towards the most crucial phase of the post-2015 process, as governments are in the process of finalizing a new agenda that will replace the Millennium Development Goals (MDGs) with an objective of having a significant impact on reducing poverty, improving people's lives and promoting peace, security, good governance and the rule of law. The current discourse on the post-2015 development agenda has been based on the outcome document of the Open Working Group of the General Assembly. This document has provided a proposal for the Sustainable Development Goals (SDGs) framework for discussion and finalization of new goals and targets. Most importantly, the outcome document has recognized the critical role of governance issues including the reduction of corruption, bribery and illicit financial flows and the development of effective, accountable and transparent institutions at all levels.

UNDP, by co-organizing various thematic discussions on governance and taking the lead on providing information to member states on indicators, contributed to the global discourse on anti-corruption in the context of the post-2015 development agenda. The UNDP Strategic Plan (2014-2017) aims to revitalize South-South and triangular cooperation as a core means for programming and operations, strengthening partnerships and coordination both within and outside the UN system for important global and regional development issues, and transforming institutional effectiveness for high quality programmes. The Strategic Plan acknowledges the role of voice and accountability to achieve development outcomes. More specifically, Output 2.2 of the UNDP Strategic Plan is dedicated for anti-corruption programming to enable institutions and systems to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders. In 2014, more than 100 UNDP projects were linked to this output to report UNDP's overall progress on anti-corruption.

Figure 1. Open Working Group on Sustainable Development Goals (OWG) outcome document

Proposed Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

16.1 significantly reduce all forms of violence and related death rates everywhere

16.2 end abuse, exploitation, trafficking and all forms of violence and torture against children

16.3 promote the rule of law at the national and international levels, and ensure equal access to justice for all

16.4 by 2030 significantly reduce illicit financial and arms flows, strengthen recovery and return of stolen assets, and combat all forms of organised crime

16.5 substantially reduce corruption and bribery in all its forms

16.6 develop effective, accountable and transparent institutions at all levels

16.7 ensure responsive, inclusive, participatory and representative decision-making at all levels

16.8 broaden and strengthen the participation of developing countries in the institutions of global governance

16.9 by 2030 provide legal identity for all including birth registration

16.10 ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

16.a strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime

16.b promote and enforce non-discriminatory laws and policies for sustainable development

Source: OWG outcome document. Available at http://sustainabledevelopment.un.org/focussdgs.html.

UNDP GLOBAL ANTI-CORRUPTION INITIATIVE
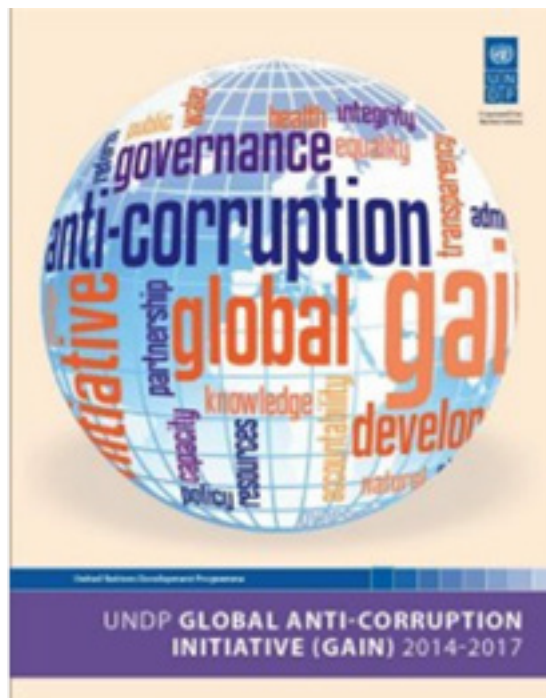
As acknowledged by the UNDP Strategic Plan, there has been a significant growth of anti-corruption activities, globally and within UNDP over the last decade. There is thus a need to have a global anti-corruption initiative to respond to the increasing demand from programming countries and partners for policy, advisory and programme support. UNDP has over two decades' worth of experience addressing democratic governance, with a focus on risk mitigation in service delivery and empowerment of communities, youth and women's networks. UNDP is therefore uniquely positioned to work on the prevention of corruption as a development issue by applying a multidisciplinary and integrated approach.

With the above-mentioned background, 2014 marked the introduction of UNDP's Global Anti-Corruption Initiative (GAIN) (2014-2017). GAIN builds on the ongoing initiatives and lessons learned of its predecessor, the Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE) (2008-2013), to help achieve the objectives of the UNDP Strategic Plan (2014-2017). GAIN aims to provide support on anti-corruption to UNDP programming countries through UNDP Country Offices and Regional Hubs. GAIN continues to work on MDG acceleration, service delivery sectors, support for the implementation of the United Nations Convention against Corruption (UNCAC) and towards the strengthening of anti-corruption agencies.

GAIN continues maintaining its joint programming and partnerships with more than 15 internal (UNDP units amongst other UN agencies) and external partners, including Australia, Norad, OECD, the World Bank, the U.S. State Department, the Principality of Liechtenstein, GIZ, the U4 Resource Centre, the Basel Institute on Governance, Transparency International (TI), Integrity Action, Global Organization of Parliamentarians Against Corruption (GOPAC), and the Huairou Commission.

The overarching objective of GAIN is to support programming countries in their efforts to strengthen their systems, institutions and civic engagement mechanisms and increase transparency, accountability and anti-corruption by:

1. Integrating anti-corruption solutions in service delivery to contribute to MDG acceleration and post-2015 development goals.

2. Strengthening state/institutional capacity to implement UNCAC and prevent corruption.

3. Mitigating corruption risks in climate finance and natural resource management.

4. Enhancing civic engagement, youth and women's empowerment for increased transparency and accountability at national and local levels.

5. Improving results-based management and institutional effectiveness on anti-corruption.

GAIN follows the strategies adopted by the UNDP Strategic Plan (2014-2017), which strives for great-

er organizational openness, agility, and stronger results-based management.

Building on the lessons learned from PACDE (2008-2013) and the various regional strategies of UNDP, GAIN adopted the following strategy to play a lead role in strengthening UNDP's policy and programming:

1. Expanding the political and normative agenda on anti-corruption to development plans by integrating anti-corruption in service delivery and other sectors (e.g. climate change and extractive industry);

2. Strengthening state/institutional capacities (the supply side of anti-corruption) to prevent and combat corruption (working with line ministries and oversight institutions including parliamentarians);

3. Promoting civic engagement and social accountability (the demand side of anti-corruption) through youth and women's empowerment and the participation of civil society and the media;

4. Improving results-based management and institutional effectiveness for effective implementation of anti-corruption initiatives and monitoring of results.

OVERVIEW OF GAIN'S MAJOR ACHIEVEMENTS IN 2014

Overall GAIN provided support to more than 50 countries in 2014. GAIN's support included seed funding up to USD 50,000 for country level innovative projects on anti-corruption to more than 22 countries, advisory support through UNDP regional hubs to more than 40 UNDP country offices and programming countries, and support to commentate the International Anti-Corruption Day and launch the "Break the Corruption Chain" in more than 41 countries.

In terms of major highlights by each region, in

Asia and the Pacific, out of 26 UNDP Country Offices in the region, a total of 7 countries received GAIN seed funding. These countries are: China*, Indonesia, Nepal*, Pakistan, the Philippines*, Thailand* and Viet Nam. Countries marked with a * received GAIN seed funding for more than the specified thematic areas. GAIN also supported regional and country Advocacy and Policy platforms **(Thailand, Sri Lanka, the Philippines, Malaysia, Korea and China)**, aimed at equipping the youngest generations with knowledge, tools and participatory platforms for a culture of integrity, transparency and accountability.

In **Europe and the CIS**, 7 out of 22 Country Offices benefited from funds allocated through the sectoral GAIN program. These countries are: Armenia, Macedonia, Moldova, Kosovo, Romania, Serbia, and Uzbekistan. GAIN also responded to the growing demand of UN anti-corruption activities to be integrated in the broader framework of UN development activities. For example, GAIN in collaboration with UNODC delivered training on **"Integrating Anti-Corruption in the UN Programming Process"** to UNDAF focal points from 12 countries (Armenia, Azerbaijan, Belarus, FYRO Macedonia, Georgia, Kazakhstan, Kosovo, Serbia, Tajikistan, Turkey, Turkmenistan, and Uzbekistan). 11 of the 12 countries have committed to include governance, transparency and accountability as one of their top development objectives in their upcoming UNDAFs.

In **Latin America and the Caribbean,** 9 Country Offices received seed funding support from the GAIN programme. These countries include: Brazil*, Chile, Colombia, Costa Rica, Haiti, Nicaragua, Peru, Trinidad and Tobago, and El Salvador. Recognizing that the analytical connection between gender and corruption has not been fully explored, GAIN supported the development of a study, **"Gender and Corruption in Latin America: is there a link?"** The document highlights case studies from Chile, Colombia and El Salvador to illustrate the vital need to implement anti-corruption policies

while simultaneously accounting for gender bias.

In **Africa**, GAIN provided seed funding to 8 Country Offices in support of their anti-corruption initiatives. These countries include: Benin, Botswana, Ethiopia, Guinea, Liberia, Kenya, Mauritania, and Uganda. With the help of GAIN technical support, numerous anti-corruption practitioners from Anti-Corruption Agencies, representing 18 Commonwealth countries in Africa, received Monitoring and Evaluation training.

In the **Arab States**, 2 Country Offices benefited from GAIN seed funding: Egypt and Jordan. Supported by GAIN, the **Social Contract Center (SCC) in Egypt** developed evidence-based policy briefs and studies addressing anti-corruption mechanisms within the health and education sectors in Egypt. These documents were downloaded over 92,500 times, reflecting the commitment and interest of researchers, CSOs, and others in combating corruption. Similarly, GAIN supported the development of Jordan's first web-based platform to report corruption cases within the health sector.

In terms of thematic areas on anti-corruption, GAIN contributed significantly in the following areas:

Sectoral approach to fight corruption: GAIN provided direct support to 44 countries, facilitating their efforts to implement anti-corruption initiatives. 22 countries were supported with their projects addressing service delivery corruption risks in the health, water and education sectors. 6 countries received support addressing MDG acceleration and social innovation projects, while 6 countries sought GAIN support for their social accountability initiatives. Meanwhile, 5 countries were supported by GAIN in their efforts to address gender biases in their anti-corruption projects and 5 countries received support for anti-corruption projects in relation to Local Governance. GAIN's global support towards these projects has been catalytic, not only for mobilizing an increased number of resources, but also towards generating an expanding interest from other country offices

Figure 2. GAIN's Advisory support to 38 Country Offices and Programming Countries (through Regional Service Centres)

REGIONS	COUNTRIES
Asia-Pacific (10)	Bhutan, China, Indonesia, Mongolia, Myanmar, Malaysia, Nepal, Thailand, the Philippines, Sri Lanka
Africa (12)	Cameroon, Gabon, Ghana, Guinea, Liberia, Kenya, Madagascar, Senegal, South Africa, Swaziland, Uganda, Zambia
Europe and the CIS (7)	BiH, Kosovo, Kyrgyzstan, Moldova, Ukraine, Serbia, Turkey
Latin America (9)	Belize, Brazil, Colombia, Costa Rica, Dominican Republic, Guatemala, Haiti, Panama, Uruguay
Arab States (2)	Jordan, Tunisia

looking to integrate sectoral approaches to their own respective anti-corruption policies by 2015.

Gender empowerment and engagement with youth: GAIN has entered the second year in its partnership with the Huairou Commission, aiming to implement transparency and accountability initiatives through grassroots women's organizations. In 2014, the partnership trained 247 grassroots women to lead transparency and accountability initiatives in **Bangladesh, Uganda, Kenya, Nicaragua, Brazil, Nepal and the Philippines.** At the 58th Session of the Commission on the Status of Women, GAIN organized a Partner's Dialogue with grassroots women representatives. An online course was also launched at the event, addressing "Gender Equality, Women's Empowerment and Anti-Corruption." The course will be available online through the "www.anti-corruption.org" platform during the first half of 2015. GAIN also focused on **mobilizing youth for anti-corruption**.

In the Asia-Pacific region, GAIN supported advocacy platforms **(Thailand, Sri Lanka, the Philippines, Malaysia, Korea and China)** aimed at equipping the youngest generations with knowledge, tools and participatory platforms to support a culture of integrity, transparency and accountability. In Africa, in collaboration with the Presidency of Kenya and Infonet Africa, the first Africa-wide Regional Youth Integrity Camp took place.

FIGURE 3: UNDP ANTI-CORRUPTION PROJECTS BY REGION

- Arab States
- Africa
- Asia and the Pacific
- Europe and the CIS
- Latin America and the Caribbean
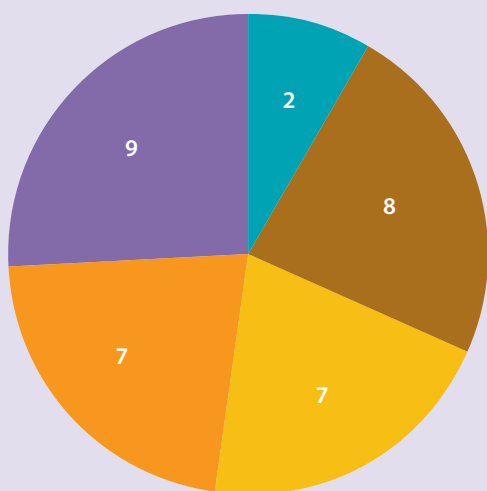
Mitigating corruption risks in natural resource management: In 2014, GAIN continued collaborating with the UN-REDD Programme, providing advisory support and guidance in integrating anti-corruption into climate change mitigation programmes, amongst other national anti-corruption policies and practices. The collaborative duo also provided support to countries developing national capacities to mitigate corruption risks while designing and implementing their respective REDD+ strategies and initiatives. Additionally, the

two bodies worked together to develop a knowledge product titled "Guidance on Developing Capacity to Manage REDD+ Corruption Risks." Some of the 'targeted supports' have begun showing promising results at the country level. A partnership between Transparency International and GAIN, through financial and technical support, has produced an e-learning module, developed to enhance the capacity and network of CSO actors' to monitor REDD+ activities in at least ten African countries.

FIGURE 4: GAIN ANTI-CORRUPTION INTERVENTIONS BY THEMATIC AREA IN 2014
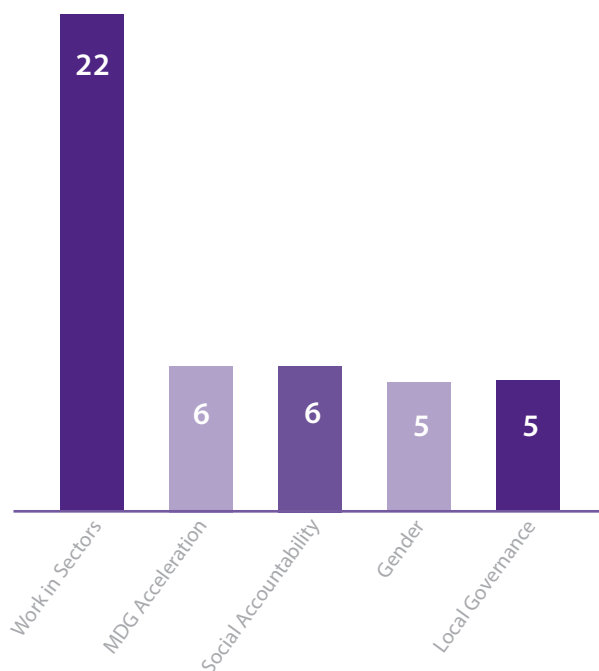
Local and urban governance: GAIN continued promoting and coordinating dialogue amongst local actors, partners and UNDP staff, supporting efforts to expand and up-scale anti-corruption initiatives in local/urban governance settings. Together with the Bogotá Chamber of Commerce, GAIN organized a policy dialogue at the 7th World Urban Forum (WUF7). The event brought together government representatives, mayors, academics, the private sector, and UN officials to discuss how cities can fight corruption more efficiently and contribute to urban equity.

Integrating anti-corruption into the UNDAF programming process: Results Based Management (RBM) was a key focus areas for the 2014 UNDAF trainings on "Integrating Anti-Corruption into the UNDAF Programming Process" conducted in Italy, Istanbul and Madagascar. Nearly 80 practitioners from 12 anti-corruption agencies received training on how to develop theories of change, as well as how to identify anti-corruption indicators and targets.

Strengthening the capacity of Anti-Corruption Agencies (ACAs): Despite their limitations, UNDP recognizes the mandates of ACAs and their role in coordinating the implementation of UNCAC and National Anti-Corruption Strategies. In 2014, with support from GAIN, UNDP responded to requests for technical assistance from anti-corruption institutions in Bhutan, Nepal, the Philippines, Bosnia and Herzegovina and Kosovo.

Global advocacy and awareness: GAIN continued advocating for the integration of anti-corruption in the international development agenda. During the 69th UN General Assembly, GAIN worked with TI and DFID to organize a High Level Event "Building the World We Want by 2030 Through Transparency and Accountability." The event was co-hosted by the Governments of Ghana, Mexico and the UK. At this event, the British Prime Minister, David Cameron, Ghanaian President, John Dramani Mahama and UNDP Administrator, Helen Clark, among others, discussed the role that governance plays in tackling corruption and poverty reduction, referencing the post-2015 Development Agenda. GAIN, together with UN-DESA, also organized a high level workshop on the "Transfer and adaptation of innovative practices for improved public service delivery in Least Developed Countries (LDCs)," held in Addis Ababa, Ethiopia. 15 LDCs participated in the High Level

workshop along with 18 Ministers. GAIN in partnership with UNODC launched the fifth joint Campaign for the International Anti-corruption (IACD) day titled "Break the Corruption Chain". This year, GAIN partnered with the advertisement company Saatchi & Saatchi who, on a pro-bono basis, designed the anti-corruption campaign packages including the logo and slogan. The campaign has had a "social reach" of 15 million people globally, almost double of what it was last year. In addition, 40 UNDP and UNODC COs were selected to support the commemoration of the day through their own local campaign activities. Moreover, in terms of sharing global knowledge and lessons learned, there was a significant spike in the level of traffic and visibility of the UNDP-led, inter-agency anti-corruption web portal (http://www.anti-corruption.org), increasing from 2,825 to 13,820 visits over the year. GAIN has been just as successful on the social media front, continuing to have a strong presence on social media platforms including Twitter and YouTube to engage a wider audience in discussions about anti-corruption. A reflection of the expanding global interest on the issue of anti-corruption is the number of users following GAIN's Twitter account, increasing from 400 to 1,115 followers. UNDP maintained a supportive relationship with regional networks for AC knowledge sharing, including AP INTACT and WACA WACA. There was a big hike in the number of registered members within the AP INTACT network, increasing from 530 members from 50 countries in 2013, to almost 800 members from 62 countries (within the Asia Pacific region and beyond). The network also expanded the anti-corruption news coverage, including the Pacific Islands. An illustration of this is the "West and Central Africa Weekly Anti-Corruption Announcements (WACA WACA)" network expanded from 800 to 1,900 active network members.

FIGURE 5: 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.	1.1: MDG acceleration strategies take into account corruption bottlenecks in targeted countries.
	1.2: Anti-corruption solutions integrated in service delivery systems (such as in education, health and water sectors).
	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.	2.1: UNCAC and anti-corruption mainstreamed in national development strategies and programmes.
	2.2: Civil society and other actors engaged in national dialogue and consultations on anti-corruption and UNCAC implementation.
	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.	3.1: Corruption risks mitigation measures are integrated in national REDD+ strategies or programme.
	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.	4.1: Multi-stakeholder networks, including youth and women's networks, engaged in social accountability initiatives at the local and national level.
	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.	5.1: Results-based management practice is reinforced in anti-corruption programming.
	5.2: Knowledge and experience on anti-corruption is shared with countries globally.

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

To tackle the governance and corruption bottlenecks in MDG acceleration and service delivery, in 2014, GAIN continued contributing to the global discourse by sharing its country level experiences, while strengthening its results and the impact of its anti-corruption interventions in targeted countries.

Removing governance related bottlenecks including corruption and leakages of resources are instrumental in maximizing development outcomes, for example by increasing the quality and access to service delivery. However, governance reforms and MDG related programmes have often been running in parallel, without paying much attention to how efforts to reform governance, reduce poverty and achieve the MDGs can be synergised.

To address this gap, GAIN partnered with TI to organize a **High Level Event on the Post-2015 Development Agenda: "Building the world we want by 2030 through transparency and accountability,"** during the **69th General Assembly** in September 2014 with an objective of keeping up the momentum. The event was co-hosted by the Governments of Ghana, Mexico and the UK, and organized by TI and UNDP. At this event, the UK Prime Minister, David Cameron, Ghanaian President, John Dramani Mahama and UNDP Administrator, Helen Clark, among others, discussed the role of governance to tackle corruption and reduce poverty in the Post-2015 development agenda. Helen Clark noted that corruption

During the 69th UN General Assembly, UK Prime Minister, David Cameron, addressed a High Level Event on "Building the world we want by 2030 through transparency and accountability"

stands in the way of people seeking access to and the delivery of public services, while David Cameron underlined how the world must tackle corruption to end poverty.

GAIN continued its work on global advocacy and awareness on MDG acceleration by collaborating with the Division for Public Administration and Development Management of the UN Department of Economic and Social Affairs **(DPADM/UNDESA)**. An online training course titled, **"Corruption Prevention in Public Administration,"** was launched alongside a high level workshop held in Ethiopia on the **"Transfer and adaptation of innovative practices for improved public service delivery in Least Developed Countries (LDCs) (17-19 March 2014)."** The workshop, hosted by the Deputy Prime Minister of Ethiopia H.E. Mr. Mukhtar Kedir, facilitated the transfer of knowledge amongst LDCs that use collaborative governance methods to achieve the MDGs. **15 LDCs** participated in the High Level workshop, with **18 ministers** and **350 participants** from governments, mission representations, UN agencies, civil society organizations, and the private sector.

From 8-10 October 2014, UNDESA and GAIN, with support from the **Armenia** Country Office and Government of Armenia, also organized a **joint capacity-development workshop** to facilitate the transition to sustainable development for countries in the region with transitioning economies. The workshop provided participants with an opportunity to enhance their knowledge of new trends, ideas and emerging issues in governance and help them recognize how sustainable development might be best pursued in a post-2015 world.

At the country level, GAIN continued supporting initiatives to strengthen citizen voices, especially game changers with new ideas of inclusive participation and offering technological innovations to enhance such participation.

In **Romania**, the data-driven advocacy project, **"Bani pierduti"** aimed to empower and engage taxpayers in decision-making processes related to public spending. As a result, the project team has earned a seat at the table during budgetary discussions led by the Ministry of Finance. Local authorities are now integrating feedback received from civil society on their budget, which is being published in an open data format and civil society representation is active during the implementation of the Open Government Partnership in Romania.

In **Moldova**, a project that seeks to improve transparency in the construction business has contributed to changing the way people make decisions when investing in a new apartment. The **web portal, "LaEtaj,"** has raised people's awareness of fraud and corruption in the construction business, the associated risks, and provides recommendations on how they can protect themselves from real estate scams. As a result, the Chisinau Mayor Office has launched a database with construction permits and related information; and the office of the State Inspection in Constructions provides information on infringements of national legislation by construction companies.

In Latin America, GAIN supported **three new social entrepreneur** projects, awarding them small seed grants. Initial results have been very positive with the selected projects receiving a lot of media attention. For example, Aradhya Malhotra, of Skyless Game Studios, is creating a video game **'City Hall'** aimed at educating players about the importance of transparency in governance. A free game for mobile devices, users will play the role of city managers, making various decisions, particularly budgetary, for a virtual city with data on budget and allocations being pulled from real world budgets. Another example is Margaret Rose, Attorney at Law in **Trinidad and Tobago,** who uses her project, **Disclosure Today! (DT!),** to develop a public interest marketplace inspiring, empowering and connecting citizen activists with each other and with public interest lawyers and public authorities. With a boardgame, **FAENÓN**, Paolo Rivas from **Peru** provides an innovative approach to early citizen education to change attitudes. When making their own choices, students learn how negative externalities of public practice (such as corruption, party rivalry, unfulfilled promises, business lobbies and administrative inefficiencies) have an impact on citizen lives.

To strengthen UNDP's country level partnership for anti-corruption innovation, in June 2014, UNDP organized a regional dialogue on "Transparency, Accountability and Voices against Corruption: Accelerating Human Development in Asia-Pacific." The event attracted over 70 participants from 27

> *"Some people don't want to include these issues in the MDG goals. I say: don't let them get away with it."*
> -UK Prime Minister David Cameron at the High Level Event, **"Building the world we want by 2030 through transparency and accountability"**

countries in the region. During the dialogue, **6 innovative initiatives** to combat corruption won awards at the "Social Innovation Competition on Anti-Corruption For Development" launched by UNDP. Judged by a jury of experts from UNDP and its partners, the competition was viewed as a flagship initiative. DFAT (Australia's Department of Foreign Affairs and Trade) and GAIN support significantly helped improve the quality of the projects, contextualizing activities by taking into account the political-economy on the ground and ensuring national ownership of these projects. The proposals were judged on their ability to integrate anti-corruption efforts with development solutions, focusing on women, youth and marginalized communities. Each of the projects were successful in securing funding of up to USD 50,000 to roll out their projects during a pilot phase. The winning initiatives were:

1. In **Pakistan**, the **Citizens' Information and Accountability Forum** is being launched in the province of Punjab, one of two local governments that have passed Right to Information (RTI) laws. With the help of UNDP Pakistan, the Forum brings together representatives of youth groups, women's rights organizations, minority groups, bar associations, traders associations, farmers associations, teachers associations, NGOs, community based organizations, university faculty, and press clubs. UNDP has also partnered with the Punjab district government, particularly its Information Commission, to ensure their ownership of the initiative. In the long run, the Forum intends to change how development planning happens at the district level, enabling citizens to have a greater say and scrutiny in public expenditures.

2. In **Viet Nam,** GAIN's support aimed to bring Viet Nam's legal framework closer to international standards. The initiative aims to strengthen the role and participation of

The winners from Pakistan, Sadia Hanif and Syed Hashim Zaidi, who plan to introduce a citizens' information and accountability forum to review budgets and development plans at the local level. *UNDP Photo*

civil society organizations by focusing on two groups: local people's supervision boards and news media practitioners. For the people's supervision boards, the initiative helps improve their knowledge on inspection law, the anti-corruption law, and related government policies; train them on policy monitoring, and monitoring and handling of complaints; and, provide them practical tools (such as handbooks and checklists) to complete inspections. News media practitioners benefit from training for investigative journalists on anti-corruption laws and investigation skills.

3. In the **Philippines**, the WATSAN (water sanitation) hubs were successfully launched in 2013 to empower local communities to monitor public finance. Building on this success in 2014, GAIN provided funding for a new initiative, "Citizen Empowerment Hubs." The initiative aimed to tackle disaster risks in an innovative way, based on increasing partnerships between grassroots women's organizations and local authorities allowing women to become more visible in local decision-making, including budget planning, for disaster risk reduction. Conducted in partnership with the

Huairou Commission and the NGO DAMPA, the initiative aims to pilot the Hubs while building the capacity of grassroots women to map and monitor service delivery. It started in September 2014 and it will run throughout 2015. By the project's conclusion, 6-8 communities/CSOs will be actively monitoring budgets and promoting accountability in Disaster Risk Reduction.

4. In **China**, a nation-wide university competition, promoting innovations related to anti-corruption, involving student integrity associations from 11 member universities within the China Integrity Education Network (CIEN), was organized in cooperation with the Beijing Education Commission and the Guangdong Education Department. Their goal was to come up with innovative ideas on how to address corruption (e.g., asset mapping as a tool for youth engagement).

5. In **Thailand**, a partnership with True Coffee, the Anti-Corruption Organisation of Thailand (ACT), Khon Kaen University and Ubon Ratchathani University led to the implementation of the youth advocacy project "Refuse To Be Corrupt," a café chain created by the Thai Youth Anti-Corruption Network (an active group of more than 6,000 college students from more than 90 universities in Thailand). Students were provided with the professional knowledge and means to set up and run the cafés, which will serve as an active community where students can tackle corruption in Thai society. This is a space created by the youth, for the youth.

6. In **Indonesia**, a new initiative titled, **"Enhancing transparency and accountability in the management of business licenses and state revenue collection in the mining sector,"** was launched in September 2014. This initiative will contribute to the broader strategy of UNDP to promote governance in the extractive industries by mitigating corruption risks in key sectors for the economy and human development. UNDP is also supporting the development of a corruption risk assessment tool in order to generate recommended actions and required finances needed by sub-national governments to address corruption on the ground. The project will be upscaled in other districts of Indonesia as well as adapted and replicated in other countries. For example, Mongolia has already expressed interest in implementing a similar approach in 2015.

Students of the Thai Youth Anti-Corruption Network. UNDP to brew coffee in Thailand: Strong and Corruption free!

Building on the successes achieved in 2013, in **Papua New Guinea**, UNDP kept supporting the Provincial Capacity Building (PCaB) programme that aims to develop/build financial management capacities across the six piloted provinces. These successful outcomes have prompted donors and government officials to expand the project to all 10 provinces. The positive outcomes of the first phase paved the way for the introduction of a new component: the "phones against corruption." People that encounter a corruption case now can report the event with a free SMS. UNDP will organize the information and forward it to the relevant government authority for their action.

In the Asia-Pacific region, during the dialogue on, "Transparency, Accountability and Voices Against Corruption: Accelerating Human Development in Asia-Pacific (June 2014)," an interactive map was released, showcasing the various GAIN-funded local activities and events around the world and how they celebrated the International Anti-Corruption Day (IACD).

Integrity in action: UNDP Asia Pacific Interactive Map
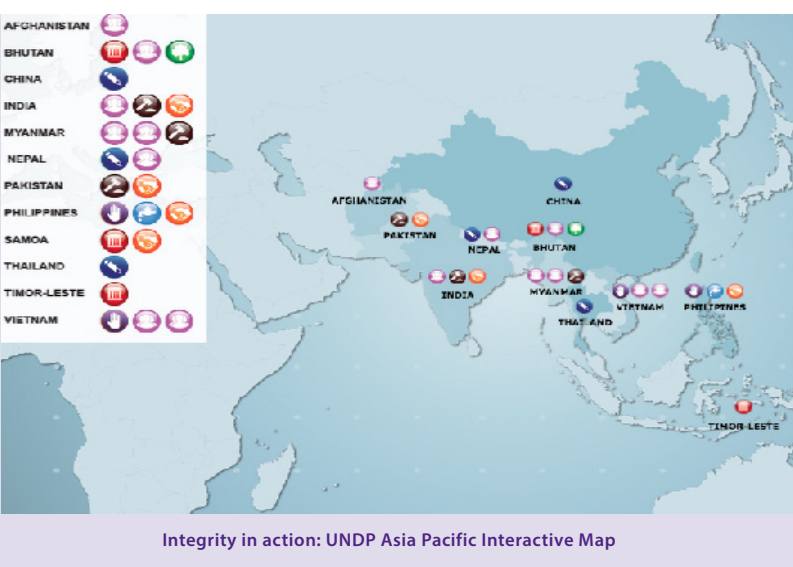
Output 1.2: Anti-corruption solutions integrated in service delivery systems (e.g., health, education and water sectors)

The importance of integrated approaches to anti-corruption, such as integrating corruption risk assessment in service delivery reforms, is one of the crucial lessons transferred from PACDE (2008-2013), providing a distinctive value-added of UNDP's role within the field of anti-corruption. In this regard, UNDP's sectoral initiatives (e.g., mitigating corruption risks in health, education and water sectors) have helped deliver concrete and visible results at the local level, with tangible impacts on the daily lives of citizens.

In 2014, UNDP successfully piloted a **risk assessment guide** for the Thai procurement purchase system to mitigate corruption and improve service delivery. This was done in cooperation with the Office of Public Sector Development Commission, the Comptroller General Department and the private-sector-led, Anti-Corruption Organization of Thailand. As a result, the Thai government is drawing up new public procurement legislation to manage corruption risks, and has set up a sub-Committee on procurement as part of its National Reform Council.

In terms of its global engagement in implementing a sectoral approach to preventing corruption, in 2014, GAIN was in the fourth year of implementing pilot projects on anti-corruption at the country level. Since 2010, GAIN has successfully brought together various partners in order to develop corruption risk mitigation methodologies to train UNDP and its partners on how to apply the sectoral approach at the country level. In 2012, GAIN reviewed 37 Expression of Interest (EOI) applications, and selected 16 promising projects to pilot-test various risk mitigation methodologies at the country level in health, education and water sectors. In 2013, UNDP rolled out the second phase of its sectoral projects with an additional 11 countries on board and with 11 countries continuing previous work from 2013. By 2014, UNDP was supporting 22 countries to implement sectoral initiatives and has become one of the first organizations to systematically apply the sectoral approach and document lessons learned in order to refine its approach and contribute to a global discourse that anti-corruption has a significant development dividend.

In **Latin America and the Caribbean**, GAIN, through UNDP's **Transparency and Accountability in Local Governments** (TRAALOG) initiative supported regional transparency and accountability initiatives to increase knowledge and

technical capacity among Country Offices and their respective counterparts.

In April, the Regional Training Course for Trainers (ToT) on "Integrity and Transparency in Water Management in Latin America" was held in Angra dos Reis (Brazil). The Training of Trainers (ToT) provided an opportunity to disseminate a new knowledge product on the Role of Accountability in Water Governance: A Regional Analysis of 4 Cases in Latin America. In 2014, the ToT was replicated by participants in El Salvador – with the support of the UNDP country office — with a communal water management association. A key product of this effort has been a **Training Module on Water Integrity in Latin America and the Caribbean** as a joint effort by the Latin American Water Education Training Network (LA-WETnet), a regional network of capacity building institutions and UN agencies seeking to enhance human resources development and improve access to water and sanitation in Latin America.

ToT on Integrity and Transparency – Brasilea (Brazil)

UNDP also implemented a Training Workshop on Water Integrity in La Antigua, **Guatemala**, with representatives from water institutions and communal managers from 5 countries (Honduras, El Salvador, Guatemala, Dominican Republic and Costa Rica). The training served as a forum where discussions with SIWI were held on the possibility

of a future joint project to strengthen the anti-corruption sectoral approach in the region.

In **Costa Rica**, the water project was scaled up from the initial pilot process with support from the government. UNDP supported the National Rural Administrative Associations of Water Aqueducts (ASADA) by implementing a new online Management Information System and database as a national tool to promote transparency and accountability in the water sector.

In **El Salvador,** a project was started for the efficient and transparent management of 3 municipalities in the Torola River Basin water resources. This initiative aims to develop a water integrity model, which can be up-scaled at the national level.

In **Chile**, the Country Office is developing an action plan to strengthen transparency and to prevent corruption in public hospitals. The project consists of a diagnosis of corruption risks in the health sector, combining the recompilation and analyses of secondary information (reports, studies, evaluations regarding corruption and transparency in the health sector), and in-depth interviews with health care employees and patients. The project will now test a capacity building pilot project in one hospital. This project is in collaboration with the Chile Transparency Council (Consejo de la Transparencia).

In the **Asia Pacific** region, UNDP built on results from successful pilots launched in 2012 and 2013 to expand and **upscale initiatives in the education and water sectors**. The possibility of applying risk mitigation measures in **3 new sectors, i.e. extractives, procurement, and the judiciary**, was also further explored. For example, the findings from a governance assessment of the extractives industry in Indonesia highlighted the importance of addressing corruption within this sector. A new initiative addressing transparency and accountability in the management of

business licenses and state revenue collection in the mining sector was launched to specifically target corruption risks in the extractives industry sector.

In the **Philippines**, building on the positive experience of the WATSAN (water sanitation) hubs launched in 2013 to empower local communities to monitor public finance, a strategy to build integrity in water governance was successful. Building on the lessons learned about the involvement of CSOs and citizens at large, in 2014 UNDP/GAIN provided funding for a new initiative, "Citizen Empowerment Hubs". The initiative aims to tackle disaster risks in an innovative way, one that is based on increasing partnerships between grassroots women organizations and local authorities allowing women to become more visible in local decision-making.

In the education sector, the demand in 2014 from country offices for support in the area of education continued to increase. For example, GAIN provided technical support and seed funding to **Nepal** to set up a corruption risk mechanism for the distribution of scholarships in schools. So far, 4,941 students have benefited from this initiative.

Specific attention was placed on **moving from mere advocacy (e.g. social innovation camps) towards more institutionalized strategies** to change the attitudes of both students and their teachers. Young people need to receive effective training in integrity and anti-corruption during their university studies, as well as be provided with positive role models they can learn from. This is a pre-condition to empower them to act as leaders in their communities and workplaces, both in resisting corruption and promoting good governance practices.

In **Arab States**, the health project implemented in Jordan, with support from GAIN, is a good example of partnership with anti-corruption agencies. The first ever web-based platform to report corruption

cases in the country was established in the health sector in partnership with the Jordanian Anti-Corruption Commission. The project received additional support of $60,196 from the regional Anti-Corruption Programme (ACIAC) in 2014.

A training workshop titled, **"Enhancing Social Accountability for the Better Delivery of Public Basic Services,"** was also held in Amman on 12 June 2014. The workshop was a partnership between the UNDP's Regional Project on Anti-Corruption and Integrity in the Arab Countries (UNDP-ACIAC), the Jordanian Anti-Corruption Commission, and the Arab Anti-Corruption and Integrity Network "ACINET". The workshop aimed to increase understanding amongst participants of the concept and practice of social accountability, the key mechanisms and tools developed to enhance the concept including information and communication technology tools (ICT), and their impact on improving the delivery of basic public services in light of the comparative experiences in the region and the world.

Youth in rural areas of Moldova debate what corruption means for their education.

In the **Sub-Saharan countries**, corruption in the **water sector** is a major problem as it reduces the effectiveness of efforts to attain MDGs in drinking water and sanitation. For example, nearly 50% of the population in **Guinea** lacks access to clean water or basic sanitation facilities, according to official national statistics of 2012. Guinea is also

notorious for its poor record of press freedom. Local journalists are unable to criticize the government or address issues the authorities disapprove of without risk of facing censorship or reprisal. To address this problem, UNDP set up in 2014 the **"Investigative reporting of corruption and similar practices in the water sector"** project.

In **Eastern Europe and the CIS region**, Armenia, Moldova, Kosovo, Serbia and Uzbekistan benefited from funds allocated through the sectoral GAIN program. In **Moldova**, youth from 22 schools in 20 districts engaged in their schools and discussed how it impacts their education. Students became anti-corruption actors by denouncing corrupt cultural practices through theater plays and nation-wide awareness campaigns.

In **Guinea**, UNDP set up the **"Investigative reporting of corruption and similar practices in the water sector."** The goal of the project was to sensitize the corruption bottlenecks in water sector. **35 journalists** (including 12 women), representing public and private media, strengthened their technical capacities on investigative techniques of corruption and related practices in the water sector. **16 articles denouncing corruption** in the water sector were published, capturing the attention of the public and the government to improve services in the water sector.

In **Kosovo**, 14 municipalities were provided with online tools to engage with youth through the now well-established Kallxo internet platform. The platform was successful in hosting two online debate sessions, three workshops, and a four year long memorandum of understanding with municipalities to monitor state exams. While municipalities learned to engage with both new technologies and teenagers, students were empowered to report non-transparent and unfair procedures in their schools. Whether it was through creating memes for social media campaigns, reporting irregular procedures during state exams, or access-

ing and using open data from their local administrations, **youth were encouraged to consider their role in the fight against corruption**. Additionally, UNDP conducted a Corruption Risk Assessment in the Health sector. In light of this work, UNDP reached an agreement with the Ministry of Health to jointly implement activities that potentially have a positive impact on strengthening the capacities of the Ministry to identify and prevent corruption in the health sector.

UNDP Kosovo knowledge product, highlighting the positive impact of identifying and preventing corruption in the health sector

In **Armenia**, the now well-established crowd-sourcing methodology of the UNDP country office has been put to service by the newly established Ethics Commission. Three projects are currently being selected to support the work of the Commission in areas identified through consultations with youth, women and rural communities. The project allowed for engagement with the Commission on their communication strategy and highlighted the advantages of participatory processes. The consultations provided highly relevant feedback on the experience of corruption by different segments of society. In **Uzbekistan**, the **"Support Centre for public services to increasing transparency and accountability of water**

supply services" is being set up in the Karmana district in Navoi region, Uzbekistan. The main goal of the project is establishing a model service center to increase the transparency and accountability of water supply services through an e-billing system for 104,400 water users. **In Serbia**, commitment charters were piloted in **four health centers** where the medical and administrative staff publicly agreed on the services to be provided for each fee. The charters were printed and framed, providing transparent information to all incoming patients. The participatory drafting process and collective commitment aims to reduce opportunities to solicit bribes and undue payment for medical services.

"Can I report corruption on Sundays?" meme produced by young activists for the internet plantform, Kallxo.com

UNDP is **using data as a means to improve service delivery** through enhancing the capacity of citizens to use new technologies. In **Armenia**, UNDP contributed to the drafting process by providing advisory support on the Second Open Government Partnership Action Plan of Armenia (2014-2016). In **Kyrgyzstan**, a new benchmark was achieved with the organization of the Open Data Days. The Prime Minister, Joomart Otorbaev, 9 Ministers and 10 heads of national agencies publicly, argued in favor of publishing quality data while more than 170 participants from the private sector and civil society debated the technicalities and opportunities of opening data. Organized

jointly with the World Bank, this high level event complemented the launch of the national Action Plan for Introducing E-Governance, adopted in November 2014.

In May, GAIN funding enabled representatives of **Armenia, Georgia and Moldova's** governments to attend the Open Government Partnership (OGP) initiative Europe Regional Meeting held in Dublin, Ireland. The discussions highlighted the remaining obstacles for the publication and constructive use of data in the region. Participants identified difficulties in both bringing national and local bureaucracies on board and engaging with civil society and private entrepreneurs to generate interest and constructive use of the data.

UNDP is also working with its partners to develop a **methodology for corruption risk assessments in the judiciary**. UNDP has taken a number of steps to mobilize key stakeholders around this sensitive issue, in particular by:

1. Holding an e-discussion on the AP-INTACT on "Judicial Integrity: Assessing Challenges and Results of Capacity Development Interventions" in partnership with the U4 Anti-Corruption Resource Centre and UNODC;

2. Setting up an **advisory committee** to guide the development of the corruption risk assessment methodology;

3. **Peer-reviewing of the U4 paper**, recently released, on "Corruption risks in the criminal justice chain." A proposal was made to organize a **high level panel on judicial integrity** during the 16th session of the IACC in Malaysia. As a next step, UNDP Bangkok Regional Hub is exploring the interest of countries in the region (e.g. **Bhutan**) to conduct a judiciary integrity scan, in partnership with GIZ and OECD.

In Kosovo, 14 municipalities employed tools from the Kallxo internet platform to engage with the youth.

BREAK THE CORRUPTION CHAIN

2014 IACD Logo was designed "pro bono" by Saatchi and Saatchi.

UNDP has taken a number of steps to mobilize key stakeholders around Judicial Integrity, in particular by:

- Holding an **e-discussion on the AP-INTACT** on "Judicial Integrity: Assessing Challenges and Results of Capacity Development Interventions" in partnership with the U4 Anti-Corruption Resource Centre and UNODC.
- Setting up an advisory committee to guide the development of the corruption risk assessment methodology.
- **Peer-reviewing of the U4 paper**: "Corruption risks in the criminal justice chain".
- Organizing a **high level panel on judicial integrity** during the 16th session of the IACC in Malaysia.

Output 1.3: Anti-corruption solutions and experiences incorporated in global advocacy and policy processes

At the global level, UNDP and UNODC launched the **fifth International Anti-Corruption Day (IACD) Campaign** titled, "Break the Corruption Chain." This year's campaign was significant as UNDP-UNODC partnered with Saatchi & Saatchi, who designed, on a pro-bono basis, the anti-corruption campaign packages including the logo and slogan. Saatchi & Saatchi is a private sector entity with previous experience working on the UN's Global Anti-stigma Campaign.

The "Break the Corruption Chain" campaign recognizes that everyone can play a role in promoting integrity, or at least avoid being part of acts of corruption that undermine education, health, justice, democracy and sustainable development.

This year, GAIN was invited to the Young Spikes Integrated Competition- Spikes Asia 2014. This is a competition held during the annual Spikes Asia International Festival of Creativity in Singapore (22 - 26 September 2014). GAIN challenged young contestants from advertising and communication agencies to create an integrated campaign commemorating the International Day Against Corruption (IACD) on 9 December. 15 teams from across Asia were given 24 hours to devise a public relations (PR) strategy. The competition served to engage with a younger audience during the commemoration of the IACD and encourage young people to raise awareness about the negative impacts of corruption on development, democracy, human rights and economic growth. All works created during the competition were judged by the Young Lions PR jury for gold, silver and bronze awards, and later exhibited at the Festival. GAIN will now consider how some of the proposed ideas can be used for future IACD Campaigns.

40 UNDP and UNODC country offices worldwide were selected to support the commemoration of the IACD through their own local campaign activities. It is estimated that approximately **200**

GAIN challenged young contestants to create an integrated campaign to commemorate the International Day Against Corruption on 9 December.

million people were reached through local activities. Additionally, a wide variety of **stakeholders** participated in the celebrations (government institutions, civil society organizations, youth and women's networks, donor community, UN agencies, national and local networks of anti-corruption actors, etc).

GAIN's objective for 2014 was to transition the IACD from a standalone/one day event, to a **platform that will trigger more sustainable action at the country level.** Subsequently, more than half of the COs supported by GAIN have ongoing projects on anti-corruption/governance. They have all indicated their commitment to securing funding from other sources and to involve more stakeholders during their IACD/post-IACD activities.

To better track and monitor the activities carried out this year at the national and local level, an interactive map was set up that can be accessed here.

In partnership with the Global Integrity, GAIN issued a Brief on Illicit Financial Flows, providing
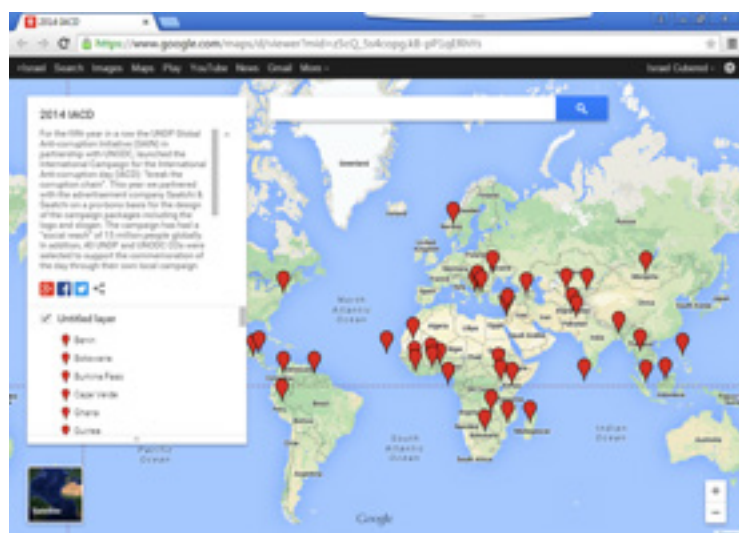
2014 IACD interactive map with information of UNDP/UNODC activities at the national and local level

a snapshot of its magnitude and main drivers in eight low-income and the Least Developed Countries (LDCs) over the past four decades: **Bangladesh, Bolivia, Côte d'Ivoire, Guinea, Nepal, Sierra Leone, Tanzania and Zambia.** The objective of the Issue Brief is to raise awareness amongst policy makers and practitioners at the national level, providing them a methodology to estimate illicit financial flows; and to contribute

to the policy discussions within developing countries. GAIN has also supported the development of country case studies to examine the drivers of illicit financial flows in Côte d'Ivoire, Sierra Leone, Tanzania and Zambia. These studies will be finalized and published in 2015. UNDP is also working together with the Global Financial Integrity to draft a report titled, **"Illicit Financial Flows to and from Fragile States,"** set to be published in 2015.

UNDP, in partnership with UNODC and the ADB/OECD secretariat, organized for the first time in the Asia Pacific Region a Workshop on Preventing Illicit Financial Flows. Hosted by the Anti-Corruption Unit of the Government of **Cambodia** with the support of UNDP, UNODC and the ADB/OECD, the workshop engaged over 50 law enforcement and development practitioners from 27 countries in a dialogue on how to prevent illicit financial flows. The regional paper for consultation, which included case studies from Bangladesh, Indonesia, Nepal and Malaysia introduced a new perspective illustrating how the problem is not limited to LDCs. Financial outflows from MICs, such as Malaysia and China, threaten sustainable economic and social growth, while the inflows of money undermine rule of law and security.

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

UNDP believes that, for UNCAC to gain credence as a development tool, it should be integrated into the national development process. This includes **poverty reduction strategies**, **national plans**, and **UN Development Frameworks (UNDAFs)**, which are signed between the host government and the UN office as an entry point for UN's engagement in the national development processes.

Focus group on integrating anti-corruption strategies into UN planning processes, Istanbul, June 6, 2014.

Together with UNODC and the UNSSC, GAIN has continued to support the integration of anti-corruption components in the system-wide UN programming processes including the UN Development Frameworks (UNDAFs) and Country Programme Documents (CPDs). Based on regional and global trainings, countries such as **Kenya, Uganda, Tanzania, Madagascar, Kosovo Uruguay, Colombia, Azerbaijan, Uzbekistan and Belarus** have prioritized the components of Transparency, Accountability and Anti-Corruption as part of their UNDAF outcomes to support their national development priorities.

In September 2015, GAIN organized the 2nd Training of Trainers Workshop (ToT) on **"Integrating Anti-Corruption into the UNDAF Programming Process."** The training was conducted in Turin, Italy, gathering UN staff from 25 countries, representing 9 UN Agencies, Funds and Programmes. Through this workshop, the ToT certified **30 trainers** who, upon request, can provide support to countries looking to integrate anti-corruption into the UNDAF processes. UN now has in total over 60 trainers available for regional and country level UNDAF training on anti-corruption. The training packages are also being translated into French and Spanish.

In **Europe and the CIS,** GAIN responded to the growing demand for an integrated UN approach on anti-corruption programming by organizing a regional training event. In June 2014, UNDP, sup-

ported by UNODC, delivered training in Istanbul, Turkey, on "Integrating Anti-Corruption in the UN Programming Process" for UNDAF focal points from 12 countries (**Armenia, Azerbaijan, Belarus, FYRO Macedonia, Georgia, Kazakhstan, Kosovo, Serbia, Tajikistan, Turkey, Turkmenistan and Uzbekistan**). 11 of the 12 countries have decided to include governance, transparency and accountability as one of their top development objectives for the upcoming UNDAFs. For instance, **Uzbekistan's** new UNDAF, under the thematic area of Democratic Governance, states that, "particular attention will be given to enhancement of the national corruption prevention system as well as the necessity of improving transparency and accountability in the public sector." Also, in **Belarus** the new UNDAF admits that the country needs "assistance in reducing the size of informal employment, the shadow and non-observed economies and strengthening its anti-corruption response."

In **Latin America and the Caribbean**, the "Workshop on Integrating Anti-Corruption into the UN Programming Process in Latin America and the Caribbean", held in Panama in 2013, has produced some results. **Uruguay** is planning to introduce anti-corruption in its new Country Programme Document, and **Colombia's** new UNDAFs draft includes components highlighting transparency and accountability. **Honduras** and **Panama** are also officially preparing its UNDAFs with intentions to include the anti-corruption approach. In **Tunisia** and **Yemen**, UNDP's support on anti-corruption has been delayed due to the elections in Tunisia and political unrest in Yemen. However, UNDP has received a request to identify corruption-prone sectors by assessing sectoral corruption risks as a basis for strategies and Action Plans in Tunisia. GAIN shared its methodologies to identify corruption-prone sectors and assess corruption in critical sectors such as education, health and water. In 2015, GAIN will provide technical support to develop a national programme to ad-

dress corruption risks in service delivery sector.

In 2013, the Social Contract Center (SCC) in **Egypt** completed a series of anti-corruption assessments that revealed a serious lack of awareness amongst Egyptians of their own rights, such as their rights to information, to hold officials accountable, to participate in decision-making processes, etc. In 2014, despite the political challenges, with support from GAIN, the SCC organized a series of capacity building initiatives for civil society and citizens. **377 participants** from healthcare and educational institutions, as well as interested citizens benefited from capacity building initiatives on their rights, governments' responsibilities to access and deliver quality services. For example, **151 civil society groups,** including NGOs, media institutions, universities and research centers, syndicates and trade unions were trained on the role media plays in fighting corruption, with a special focus on investigative journalism in the education and health sectors. SCC developed evidence-based policy briefs and studies on fighting corruption in the two sectors in Egypt. These were downloaded from the website over 92,555 times, reflecting the interest among researchers, CSOs, and other entities in fighting corruption and emphasizes the SCC role in that area. With no parliament in place, and the Ministry of Justice currently being restructured with institutional reform, there is an apparent absence of national anti-corruption legislations being issued.

However, within the frames of GAIN-supported initiatives, the Law on "The Schools' Boards of Parents and Trustees" was amended to guarantee more transparency and integrity in the boards' election as a result of the pressure of the "Parent's Coalition" and other CSOs who participated in the SCC anti-corruption in education workshop.

GAIN developed a guidance note on the topic of managing corruption risks, applicable to UNDP's anti-corruption programming in post-conflict countries. The note will be finalized by June 2015

(see Output 2.1). This guide aims to address corruption challenges in UN/UNDP's programmes/projects in post-conflict and fragile contexts.

In November 2014, GAIN was invited by UNDP **South Africa** to assess the training needs of Kwazuru Natal Province (KZN) and design a curriculum framework on Cooperative Governance, Ethics and accountability/fraud and Anti-Corruption and Results Based Management (RBM)/Monitoring and Evaluation. The objective of this training was to mainstream anti-corruption measures and ethics into the public sector. The training curriculum developed will now be used to train more than **eight thousand public sector workers** in KZN.

In **Guinea Conakry**, GAIN provided technical and drafting support to the development of the country's Anti-Corruption bill. GAIN also provided technical capacity building and facilitation support to the national validation workshop held in Conakry in June 4-5, 2014, to discuss and validate the draft law. Additional support was also provided to the UNDP Guinea Country Office for developing an anti-corruption programme.

In **Uganda**, GAIN was part of the advisory group within the UNCT, working with the Government in the development of a new UN Development Assistance Framework (UNDAF). Anti-corruption and accountability has now been adopted as a national priority by the Government and is currently being integrated in the UNDAF and new CPD.

In **Zambia**, GAIN conducted a capacity building training on anti-corruption as a core principle of development programming. Over the course of 4 days, more than 60 participants from government agencies, civil societies, UN agencies and other development partners in Zambia received training. A direct outcome of this training was that the UNCT and its government counterparts agreed to include issues of accountability and transparency as a key component of their new development framework for Zambia.

In **Senegal**, UNDP worked with the National Of-

fice for the Fight Against Fraud and Corruption of Senegal (OFNAC) to conduct a needs assessment aimed at providing the platform for developing the Commission's strategic work plan. A planning mission has been scheduled to take place during the first quarter of 2015. This mission will shape UNDP's support and contribution to OFNAC and other national counterparts.

In **Afghanistan**, GAIN supported the Cooperation for Peace and Development (CPD), a non-profit, non-governmental organization that has been campaigning for anti-corruption since 2012 through its Corruption Free Afghanistan's initiative. CPD joined hands with UNDP to organize an e-campaign echoing the UN "Break the Corruption Chain." The focus of the national campaign, conducted with a wide use of Internet and social media, was on combating corruption in the education sector.

Output 2.2: Civil society and other actors engaged in national dialogue and consultations on anti-corruption and UNCAC implementation

UNDP plays a crucial role in helping countries implement their international obligations under the UNCAC, especially in the area of prevention. This is done by engaging with a range of actors, such as anti-corruption agencies, government, private sector, civil society organizations and development partners.

Working with UNODC, UNDP continued providing support to several countries with the preparation for their first cycle of the UNCAC review and encouraging member states to use the "going beyond the minimum" methodology. For example, UNDP supported the government of Myanmar with the organization of a National Seminar on the Implementation of the UNCAC (co-organized with the Attorney General's Office and UNODC). As a follow-up to the national seminar, UNDP provided anti-corruption training to **50 senior**

officials from national and local government in September. The training was delivered as part of a Senior Management Course on Good Governance, Anti-Corruption and Integrity Module, organized by the Union Civil Service Board and the UNDP Myanmar country office.

Collaborating with the lead anti-corruption agencies and donor partners, technical support to implement the UNCAC has also been successfully provided to **Nepal** and **the Philippines**. UNDP and UNODC engagement in **Bhutan's** anti-corruption initiatives have also resulted in a key achievement in 2014. The government of **Bhutan** is taking steps to ratify the UN Convention against Corruption following the UNDP capacity assessment of the Anti-Corruption Commission.

UNDP participated as a trainer in a **regional multi-stakeholder workshop for civil society organisations and government officials** on UNCAC and its review mechanism. The event, organized by UNODC and the UNCAC coalition, attracted 60 participants from 14 countries of the region to attend the workshop in Malaysia in February 2014. The training aimed to increase the engagement of civil society in promoting the ratification and the implementation of the UN Convention against Corruption, as well as more generally in supporting anti-corruption efforts. This was also an opportunity to encourage governments in publishing their UNCAC review reports and engaging with civil society at different stages of the review cycle – from the initial diagnostic/self-assessment, during the country visit, as well as during the follow-up of the recommendations.

As a contribution to UNCAC implementation (e.g., ensuring effective and coordinated policies as provided in article 5 of UNCAC), UNDP Asia-Pacific Centre lead in the efforts to take stock of anti-corruption strategies in the region. To provide guidance on how to increase the effectiveness of such strategies, UNDP launched a ground-breaking study on "Anti-Corruption Strategies: Understand-
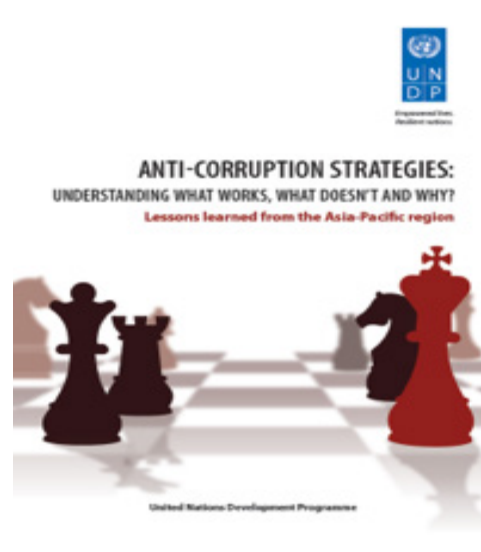
UNDP launched a ground-breaking study to provide guidance on how to increase the effectiveness of anti-corruption strategies.

ing What Works, What Doesn't, and Why: Lessons learned from Asia Pacific." The report reviews the experiences of 14 countries from the region in designing, implementing, and monitoring anti-corruption strategies as well as outlining the drivers for developing these strategies. The report features guiding principles on how governments can implement anti-corruption strategies. An example of a positive outcome is the Kuala Lumpur Statement on Anti-Corruption Strategies, which have become part of the normative framework (COPs Resolution 5/4 as a follow-up to the Marrakech declaration on the prevention of corruption).

On 26-27 June 2015, Albania hosted a regional seminar on the "Prevention of Corruption – Main Trends and Examples of Successful Practice in Eastern Europe and Central Asia," co-organized by the UNDP, OECD, UNODC and OSCE. With the participation of 60 participants from 23 countries, the seminar engaged public officials, CSO representatives and international organizations in roundtable discussions, group work, and expert presentations. Two key lessons emerged from the debates: the illustrated interest and potential of open data

approaches in the region and the crucial role of NGOs in developing accountability tools through technological innovation.

UNDP and UNODC rolled out the Partnering in Anti-Corruption Knowledge (PACK) in 2013; however, for the first time, UNDP in cooperation with UNODC, conducted a country level training on PACK in Nepal. The event brought together 25 representatives from development partners and government agencies. Participants agreed to set up a **donor coordination mechanism on anti-corruption** in Nepal, under the leadership of Norway. The successful experience of the PACK training in Nepal will be replicated in other interested countries within the region.

In 2014, UNDP continued engaging with the Global Organization of Parliamentarians against Corruption (GOPAC) to sensitize and train parliamentarians on anti-corruption by utilizing UNDP-GOPAC publication titled "Anti-Corruption Self-Assessment Tool for Parliamentarians."

Output 2.3: Anti-corruption institutions put in place measures to prevent corruption

In the **Asia Pacific Region**, several anti-corruption agencies (e.g. Indonesia's Corruption Eradication Commission (KPK), Anti-Corruption and Civil Rights Commission of Korea (ACRC), Singapore's Corrupt Practices Investigation Bureau (CPIB), Hong Kong's Independent Commission Against Corruption (ICAC)) have managed to create a momentum for anti-corruption reforms. This provides an opportunity for South-South cooperation between countries in the region to strengthen the capacities of anti-corruption agencies for prevention, investigation and prosecution. Common challenges for these agencies include inter-agency coordination and gaining specialized expertise in investigating complex corruption crimes and related offences such as money-laundering.

Against this backdrop, in 2014, UNDP with the support of GAIN provided technical assistance to anti-corruption institutions in **Bhutan**, **Nepal** and **the Philippines** in response to emerging requests from these countries. In March 2014, in partnership with Basel Institute on Governance, the "Training on Investigating Corruption and Money-laundering" was provided to 40 participants from various agencies of **Nepal** (Commission for the Investigation of Abuse of Authority, the Department on Anti-Money Laundering Investigation, the Attorney General Office, the National Vigilance Commission, the Public Procurement Monitoring Office, and the Special Court of Nepal). Training focused on identifying the basic legal concepts (e.g. corruption and money-laundering offences, MLA) and concrete investigation cases as well as on methodologies for measuring unexplained wealth. The training was organized by UNDP in partnership with the Basel Institute on Governance. As a follow-up to the training, UNDP also facilitated a visit to the Malaysian Anti-Corruption Academy to provide additional insights into concrete techniques for investigating corruption and money-laundering. UNDP support has increased donor interest for multi-partner support to Nepal, bringing various agencies together and providing technical support for improved coordination and strengthened anti-corruption capacities.

With support from GAIN, the capacity assessment of anti-corruption agencies were conducted in **Bhutan, Bosnia and Herzegovina, Kosovo, the Philippines** and **Serbia** based on UNDP methodology for Capacity Assessment of Anti-Corruption Agencies.

The Anti-Corruption Commission of **Bhutan** (ACC) was established in 2006, with a dual mandate of both prevention and deterrence functions that complement each other. Following a request from the Chairperson of the ACC, UNDP conducted a high level field mission to review the ethics and integrity infrastructure in Bhutan in the three branches of government (executive, legislative and judiciary). Following this review, they would

make recommendations on the implementation of ethics and integrity programmes. An assessment report, together with short and medium-term recommendations, was produced as a result of the mission. Bhutan has already started to implement the recommendations formulated in the report. In October 2014, the government decided to initiate the process for ratification of the UNCAC, which is a great mile-stone for anti-corruption reforms in the country. In January 2015, all branches of government will have gone through training on the conflict of interest issues, in line with the recommendations from the UNDP mission. As a follow-up to the mission, the ACC explored interest in undertaking an assessment focused on procurement and judiciary integrity. UNDP is exploring the possibility to undertake integrity scan of the judiciary system in cooperation with OECD and GIZ.

At the request of the Ombudsman of **the Philippines,** UNDP and UNODC conducted a joint assessment of the anti-corruption infrastructure in the Philippines. The scoping mission provided a

In **Bhutan**, after completing the UNDP methodology for Capacity Assessment of Bhutan's Anti-Corruption Agencies, **the government decided to initiate the process for ratification of the UNCAC.** The government is also planning to train, in early 2015, all branches of government on conflict of interest issues, in line with the recommendations from the UNDP assessment. As follow-up to the mission, the ACC explored interest in undertaking an assessment focused on procurement and judiciary integrity. UNDP is exploring options to undertake an integrity scan of the judiciary system in cooperation with OECD and GIZ.

quick scan of existing initiatives from all relevant actors in the Philippines to promote transparency, accountability and anti-corruption (e.g. the Ombudsman's office, other investigative and prosecution authorities, the finance ministry, human rights commission, academia, business and civil society). They then provided recommendations to enhance synergies among relevant actors and identify possible entry points for UNDP programming on anti-corruption. The Ombudsman's Office used the inputs from the assessment to launch a mid-term Action Plan Against Corruption (APAC) under the leadership of the President's office while using UNCAC as its normative framework. This was to bring more policy coherence and improve cooperation among various agencies and stakeholders.

In October 2014, a joint expert team from UNODC and UNDP conducted an assessment of the Anti-Corruption Agency of **Kosovo** (KAA). The team assessed progress since the last assessment completed in 2009 and the remaining challenges faced by the Agency. The assessment identified the absence of written procedural codes or guidelines in several areas (such as handling of complaints, procurement, investigation, etc.), gaps in the distribution of human resources within the agency and the absence of an MOU with KAA institutional partners. It has also identified the overall difficulties of coordinating action, notably with individual prosecutors within the judiciary. The joint expert team identified **22 potential areas where training** could be developed to support the work of the Agency. Based on the assessment findings, UNDP is mapping out existing capacity building programmes to strengthen future collaboration.

In **Bosnia and Herzegovina**, technical support was provided to assess the role of the Bosnian Audit Office of the Institutions in implementing the Anti-Corruption Action Plan and the inter-institutional cooperation with the Anti-Corruption Agency. The assessment identified weaknesses in the legislation related to conflict of interest, the

protection of whistleblowers, the lack of human resources within the Agency to investigate asset declaration, and the absence of a coherent communications strategy.

In **the Philippines**, the **Ombudsman's office** used the inputs from the Capacity assessment conducted by UNDP to launch a **mid-term Action Plan against Corruption (APAC)** under the leadership of the President's office while using UNCAC as its normative framework. This roadmap will define the steps for collective action towards finding solutions together while providing a tool to go beyond political boundaries and regimes.

In **Serbia, the Anti-Corruption Agency** is responsible for the training of nearly 750,000 civil servants in charge of developing and implementing anti-corruption strategies in their respective departments and institutions. To support the capacity building and training role of the ACA, Serbia's UNDP Country Office developed a **"Training of Trainers"** programmes.

In **Africa**, policy and programming guidance was provided for the effectiveness of anti-corruption bodies. Support was provided to the 8th Annual General meeting of East African Association of Anti-Corruption Authorities (EAAACA), a regional body of national anti-corruption agencies from Burundi, Djibouti, Ethiopia, Kenya, Rwanda, South Sudan, Tanzania and Uganda. The annual meeting shared South-South experiences on the recovery of stolen assets.

In partnership with the World Bank, UNODC and UNDP, a regional Dialogue on the State of Asset Disclosure in West and Central Africa took place from the 26th till 28th of May 2014, in Dakar, Senegal. Government experts, parliamentarians and members of civil society from 22 countries came

together to provide an overview of their different legislations on asset disclosure and share technical experiences on the collection and verification of asset declarations. The Conference adopted the Dakar declaration on asset disclosure, setting out guiding principles to strengthen asset disclosure systems at the country level.

Through GAIN, UNDP continued to provide technical support to the newly established Commonwealth Africa Anti-Corruption Centre (CAACC),

President Macky SALL and Participants at the Opening Ceremony of the first regional Dialogue on State of Asset Disclosure in West and Central Africa, Senegal

strengthening the capacity of ACAs in Africa. From 8-12 December 2014 in Gaborone, Botswana, a training event was organized on the 3rd Module of Monitoring and Evaluation training programme for anti-corruption practitioners of Anti-Corruption Agencies (ACAs). The 1st and 2nd modules of this programme were conducted in February and August 2013 respectively. As a result of these three training activities, 18 ACAs in Africa have established M & E units and have initiated projects to manage and strengthen these units accordingly.

The finalization and publication of the **"Forensic Financial Investigation" manual,** which was drafted in 2013 and will be finalized in collaboration with the AU in 2015, will be used for the training of ACAs from Eastern and Southern Africa.

In 2014, GAIN supported the Mauritius Independent Commission Against Corruption (ICAC) in

the development of a second national report on corruption. The report is based on the opinions and experiences of **2,100 citizens**, aged between 18 and 65 in Mauritius and Rodrigues. The survey data collected reflects the opinions and real experiences of the people who interact with the state in many ways and through various interfaces. These perspectives are essential for the development of a well-informed anti-corruption strategy. Some highlights of the report are summarized below:

The survey reveals that the people of Mauritius do not view corruption as the most important problem in their country. It ranks 4th in their list of concerns. However, more than 60% believe that both high level and small scale corruption have increased over the last three years:

1. 81.6 % of the participants believed that police officers are corrupt.

2. 67% believed that municipalities/ district councils are corrupt.

3. 76% view corruption as part of the culture of Mauritius.

4. A sizeable proportion of people believe there is corruption in civil society organizations (NGOs), and that community leaders are not too committed to fighting it.

This can be for a number of reasons, including:

1. Media reports which tend to blame an entire institution for one officer's act of corruption. It is to be noted here that survey respondents have indicated that they rely a lot on the media for information about corruption.

2. Some institutions' bad image remains an enduring one.

3. Mauritians tend to be critical of public institutions, which they consider as underperforming and bureaucratic.

4. The willingness to fight corruption exists in

the majority of Mauritians, but they fear retaliation and perceive high-ranking individuals as being above the law.

The report concludes with recommendations emanating from the findings of the survey:

1. Political elite should demonstrate unambiguous commitment to setting clear conditions for anti-corruption initiatives to be more credible and more effective.

2. Anti-corruption agencies are less likely to succeed unless they are strong enough and politically independent enough to win the public's respect.

3. The laws regarding corruption need to be revised, making it mandatory for the Parliamentary Committee to report regularly to Parliament and to the public on its meetings and oversight actions. This will ensure transparency, and provide reassurance to stakeholders and the public in general of the commitment to anti-corruption.

4. The ICAC has a poor communication strategy. This is vital as written and audio-visual media remain the dominant shapers of public opinion on corruption and performance of the organisation.

5. One of the strategies that ICAC should adopt, both for the purpose of abating corruption and for building up public confidence, is to use its own initiative to target a number of institutions where corruption is perceived as prevalent and the public is likely to indulge in giving bribes because of inefficient service (for examples on matters of licenses and permits by local authorities).

More info about the recommendations can be found at http://www.icac.mu/

The greatest challenge for ICAC is to win popular support in the fight against corruption and to defeat the prevailing cynicism. This will, however, only be achieved by gaining the trust of people that the institution and systems are truly committed; that crimes of corruption do not pay, be they small or large-scale corruption.

In **Latin America and the Caribbean**, UNDP strengthened its parthership with the "**Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFs)."** In October, Minister Augusto Nardes – President of the Brazilian Court of Audit (TCU) and President of OLACEFS visited UNDP HQ and its Regional Service Center in Panama to foster an institutional partnership to provide technical assistance on proactive and reactive audits in various sectors (e.g., health, education, water, bio-diversity, and natural resources). In November, UNDP participated in Brasilia (Brazil) at an event on the "Exchange of experiences and good government," organized by TCU and OECD. In November 2014, GAIN participated in the XXIV OLACEFs General Assembly in Cusco (Peru). In 2015, the experience of OLACEFs on audits will be utilized for South-South knowledge exchange and the capacity development of other audit institutions around the world.

In **Bogotá**, Colombia, on July 17-18, UNDP, through GAIN, participated alongside the Inter-American Development Bank, the World Bank, the OAS and the Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFs) in the "International Seminar: Evaluation and Prospects in the Fight Against Corruption." The regional event joined representatives of regional organizations, representatives of supreme audit institutions (the Court of Accounts of Brazil, Chamber of Accounts of the Dominican Republic, General Comptroller of Ecuador), with the private and academic sectors. It was an opportunity to analyze measures taken by states to prevent and sanction corrupt practices.

Objective #3: Mitigate corruption risks in climate finance and natural resource management

Output 3.1: Corruption risks mitigation measures are integrated in REDD+ Strategies Programme

In 2014, GAIN continued its collaborative work with the UN-REDD Programme, both in terms of providing guidance on integrating anti-corruption in climate change mitigation programmes and supporting countries develop their national capacities to mitigate corruption risks while designing and implementing their respective REDD+ strategies and initiatives.

GAIN, in partnership with UN-REDD programme, developed a knowledge product titled, **"Guidance on Developing Capacity to Manage REDD+ Corruption Risks."** This guide offers practical steps and suggestions for developing capacity to manage the potential corruption risks in REDD+ processes. It complements the UN-REDD Programme Guidance on REDD+ Corruption Risk Assessment (REDD+ CRA). Partners are enabled to translate the findings of the assessment into programmatic responses that counter the priority risks by deploying appropriate anti-corruption and accountability measures. It also forms part of the effort to help UN-REDD partner countries develop the capacity to ensure transparent, equitable and accountable management of REDD+ payments. This guide could also be used to address any potential anti-corruption relevant outcomes from the Participatory Governance Assessments (PGAs) for REDD+. The guide has already been utilized by the UN-REDD in its country level programmes.

GAIN collaborated with the UN-REDD programme providing advisory support to strengthen national anti-corruption policies and practices. Some of the 'targeted support' at

the country level showed promising results. For instance, **Kenya** received technical and financial support from UNDP, and a **National Task Force on Anti-Corruption** for REDD+ was established. The task force is composed of the Ministry of Environment, Water and Natural Resources (MEWNR), the Ethics and Anti-Corruption Commission, Transparency International Kenya, the Land Commission, the Kenya Forest Service, the National REDD+ Office, the National Treasury, Indigenous Livelihoods Enhancement Partners (ILEPA), and the National Alliance for Community Forest Associations (NACOFA). It is expected that this task force will advance a multi-stakeholder dialogue on the interface between REDD+ and anti-corruption efforts and promote greater collaboration.

Ongoing work in 2014 included technical support to transparency, accountability and anti-corruption efforts through the participatory governance assessment and evaluation of an online forest permit system in Indonesia; integration of transparency and accountability issues into the design of National REDD+ Fund in Cambodia; and a REDD+ Corruption Risk Assessment focusing on drivers of Deforestation and Forest Degradation in Ethiopia and Malawi.

In partnership with Transparency International and with GAIN financial and technical support, an e-learning module has been developed to enhance CSO actors' capacity and network to monitor REDD+ activities in at least ten African countries. After the roll out of this tool, the country level monitoring is set to begin in 2015.

Output 3.2: Countries have transparent and accountable mechanisms and systems to manage revenues from their extractive industries

Many countries have financed their development through resource extraction. However, there are risks related to natural resource wealth. These include volatile economic growth, limited job

UNDP **Indonesia** is developing, with the support of GAIN, a corruption risk assessment tool for **the management of mining business licenses**. This tool is built on a foundation of best practices and lessons learned from the **"Participatory Governance Assessment"** (PGA) tool, developed for the REDD+ project.

Depending on the results of the pilot, the project could be **upscaled in other districts of Indonesia,** and also adapted and replicated in other countries. **Mongolia** has already expressed interest in implementing a similar approach in 2015.

creation, violent conflicts, corruption, environmental degradation, gender violence and the spread of contagious diseases among communities impacted by extraction activities. Such negative outcomes, however, are not inevitable. They can be tackled through effective strategies, legal frameworks and policies.

Recognizing the far-reaching impacts of extractive activities, UNDP adopted a **Strategy for Supporting Sustainable and Equitable Management of the Extractive Industries** in 2012.

In 2014, GAIN has further strengthened its collaboration with UNDP's global programme on extractive industries. The new Experts Roster that was developed for the extractives team included a dedicated thematic sub-grouping on anti-corruption and transparency. GAIN took part in identifying and vetting these experts.

A practitioner's guide on corruption risk management on extractives has been simplified to be more user-friendly. The guide will be made publicly available and pilot-tested in at least two countries in 2015, by bringing together government officials, civil society and the private sector. After pilot-testing, GAIN also plans to disseminate experiences of transparent and accountable management of extractive industry in the major global and regional fora (e.g., 16th IACC) by facilitating South-South exchange of knowledge and experiences.

In the Asia-Pacific region, in September 2014, a

new initiative was launched in **Indonesia: "En-hancing transparency and accountability in the management of business licenses and state revenue collection in the Indonesian mining sector."** This initiative will contribute to the broader strategy of UNDP to promote governance in the extractive industries by mitigating corruption risks in key sectors for the economy and human development. UNDP is also supporting the development of a **corruption risk assessment tool** in order to generate recommended actions and required finances needed by sub-national governments to address corruption on the ground. The project will not only be **upscaled to other districts of Indonesia, but also will be adapted and replicated in other countries**. For example, **Mongolia** has already expressed interest in implementing a similar approach in 2015.

Also related to this issue, in Africa, GAIN took part in the **first regional Dialogue on State of Asset Disclosure in West and Central Africa.** From 26th till 28th of May 2014, officials in charge of asset disclosure from 16 countries from West and Central Africa met in Dakar to provide an overview of their legislations on this matter, share technical experiences on the collection and verification of asset declarations, adopt guidelines, as well as set out a research and advocacy strategy to enhance the current systems in place.

Objective #4: Enhance civic engagement, youth and women's empowerment for increased transparency and accountability at the national and local levels

Output 4.1: Multi-stakeholder networks, including youth and women's networks, engaged in social accountability initiatives at the local and national level

In 2014, the **Basel Institute on Governance** con-

ducted an independent evaluation of three social accountability initiatives of GAIN (Ghana, Serbia and the Philippines). Based on these case studies, the Basel Institute developed a **risk mitigation methodology for social accountability** to be applied to community and local level projects. In 2015, this methodology will be published as a joint product of UNDP and the Basel Institute on Governance. GAIN and the Basel Institute on Governance are also currently in the process of developing an issue brief based on UNDP's three social accountability initiatives.

The social accountability initiative in **Ghana** (community score cards for monitoring of health service) and **PNG** (awards for journalists investigating corruption cases) concluded in December 2013. However, GAIN continued supporting two other social accountability initiatives in **Serbia** and the **Philippines**. In **Serbia**, the overall objective of the project is to support anti-corruption efforts, with a focus on the health sector. The project established a SMS complaint mechanism, where citizens can file their complaints related to corruption practices they come across. During 2014, **565 SMS reports** were received, out of which 310 reports were valid. 29 reports were sent to the Prosecutors' offices and Police, 30 reports were sent to the Health inspection of the Ministry of health and 24 to the Advisor for the protection of patients' rights.

Out of 310 reports, over **70% have been resolved** to the satisfaction of the patients/health service users. The remaining cases are in the process of follow up.

In the **Philippines**, the participatory performance monitoring systems were developed following the first two rounds of making the procurement process and service delivery transparent, accountable and efficient in 6 localities. The main goal of the project was to enhance local service-delivery through improvement in efficiency, effectiveness, and responsiveness. In 2014, the **G-Watch** team leading this initiative organized dialogues with local government and civil society partners

to prioritize and sensitize the issue of engaging citizens in the monitoring of services. Data has been gathered for the mapping of accountability mechanisms, efforts and challenges in all 6 local sites. A Rapid Assessment of State-Based Accountability Mechanisms was conducted and an awareness campaign was held in the six local sites with the launch of the **"Ako, Ikaw, Tayo, May Panana-gutan" movement,** encouraging citizens to be involved in the monitoring of services provided by local government. 12 CSO leaders, as well as 180 monitors, were trained on how to monitor services provided by the local government. The findings of the reports will be shared with the local government in 2015.

In **Serbia**, GAIN supported the Serbian NGO, **Srbija u Pokretu** (Serbia on the move) and the Ministry of Health in setting out a system to tackle corruption in the health sector with an SMS corruption reporting service.

310 SMS reports have been received, of which more than **70% have been resolved** to the satisfaction of the patients/health service users.

In 2014, a **Manual for Journalists to investigate and report on corruption** was drafted by GAIN. The guide will be validated and published in 2015, followed by training provided for journalists. The guide focuses on the general investigative techniques including understanding the legal context, laws and regulations as well as sector specific skills, such as investigating corruption cases in executive, parliaments, judiciary, local governance, procurement, licensing and permits, and service delivery, etc.

On **gender and anti-corruption**, GAIN entered into its second year of partnership with Huairou Commission to implement the transparency and accountability initiative through the grassroots women's organizations. UNDP and the Huairou Commission organized a Partner's Dialogue **with grassroots women representatives from Brazil, Nepal, Nicaragua, the Philippines, and Uganda** as well as a side event during the 58th Session of the Commission on the Status of Women. The side event presented the forthcoming **e-learning course** on gender equality, women's empowerment and anti-corruption and came up with a Phase 2 of the Huairou Commission's **Transpar-**

GAIN and the Huairou Commission, convened a global dialogue

ency & Accountability Initiative (T&AI) (July 2014-July 2015) supported by GAIN. The event also launched a forthcoming online course titled "Gender Equality, Women's Empowerment and Anti-Corruption," which will be available online through the "www.anti-corruption.org" platform in 2015. UNDP country offices in Bhutan, Pakistan and China have expressed their interested to train government officials on gender and anti-corruption.

Regarding the country level partnership with the Huairou Commission, the partnership resulted in the training of **247 grassroots women** to lead the transparency and accountability initiatives in 7 countries. **In Bangladesh**, more than 500 community members, representing 300 households, are receiving improved birth registration service delivery information. The Participatory Development Action Program (PDAP) surveyed 74 families with children, assisted 18 pregnant women with their birth registration applications, and facilitated the process for 20 out of 100 newborn babies to successfully receive their birth registration. In **Kiboga**, **Uganda**, 200 grassroots women received increased information from local authorities, hospital administrators, health clinicians, and district officers. In **Recife, Brazil**, 360 residents have participated in a community assessment of sanitation, and have contributed to the planning of a new sanitation system to be built in 2015. Additionally, grassroots women in **Recife, Brazil** (15 women) have been trained to implement a community survey across 120 streets to gather recommendations towards a new sanitation system.

In **Kakamega, Kenya,** 3 sensitization meetings with the community have shared information about revenue collection in markets, raising awareness about the lack of documented policies for procuring and monitoring sanitation services in public markets. In **Kirtipur Municipality, Nepal,** the women's group in Panga initiated a community consultation for water supply management in 4 wards bringing awareness to the lack of services. 15 grassroots leaders in **Jinotega, Nicaragua**, have gained positions in Family Cabinets, decision-making structures of the local government which take the needs and priorities of the community and communicate them to the relevant local authorities.

In **Thailand**, UNDP partnered with True Coffee, the Anti-Corruption Organisation of Thailand (ACT), Khon Kaen University and Ubon Ratchathani University to implement the youth advocacy project "Refuse To Be Corrupt," a café chain created by the Thai Youth Anti-Corruption Network, an active group of more than 6,000 college students from more than 90 universities in Thailand. This project provides students with the professional knowledge and means to set up and run the cafés, which serve as an active community to tackle corruption in Thai society. This is a space created by the youth, for the youth.

In **Europe and the CIS** region, UNDP explored the impact of corruption on the experiences and careers of women in the public service through a methodology jointly developed by the UNDP's anti-corruption and gender experts. This methodology was published in early 2014 and piloted in the second half of the year in **Albania, Kosovo, Kyrgyzstan and Ukraine**. Research shows that women tend to have less access to training and networking opportunities. In Kyrgyzstan, the report shows recruitments without a transparent tender process result in hiring only 20% women, whereas 38% women are hired when the tender procedure is used. With support from GAIN, in **Turkey,** specific activities designed for **individuals and organized groups of women** have been integrated into anti-corruption programs at **the municipal level**. Both civil society and civil servants from local institutions have been trained on tools to prevent and detect occurrences of corruption disproportionately impacting women. The program also works on the establishment of communication channels between women and municipalities.

In **Latin America and the Caribbean**, the analysis of the connection between gender and corruption is still fairly rudimentary. UNDP´s Regional Centre, with the support of GAIN, has therefore promoted the development of the study "Gender and Corruption in Latin America: Is there a Link?" The working document referenced case studies from **Chile, Colombia and El Salvador** to highlight areas that will require the attention of policy makers to generate preventive anti-corruption policies, while simultaneously diminish the gender bias.

In **Papua New Guinea** the successful outcomes of the Social Accountability Initiative in the **six piloted provinces** has convinced donors and government to expand **the project to all 10 provinces.** It also paved the way for the introduction of a new component: the **"phones against corruption"** initiative. People that encounter a corruption case can now report it with a free SMS.

The project has created **a new momentum** in PNG where many people have started using the system to report corruption. The next challenge will be to ensure that adequate follow-up action is taken by the ICAC in relation to the allegations made.

In addition to building synergies between anti-corruption and gender empowerment, GAIN also focused on mobilizing **youth** to engage in anti-corruption initiatives.

In the **Asia-Pacific region**, GAIN supported Regional and country advocacy and policy platforms **(Thailand, Sri Lanka, the Philippines, Malaysia, Korea and China)** with the aim of equipping the youngest generations with the knowledge, tools and participatory platforms for a culture of integrity, transparency and accountability.

Focus Groups in Ukraine allowed women to freely discuss their access to information on training and networking opportunities

In **Africa**, UNDP RSC-Africa in collaboration with the President of Kenya and Infonet Africa, organized the first African wide Regional Youth Integrity Camp, bringing together over **70 youth** to share ideas on innovation, integrity and accountability within the public and private domain of service delivery. They also organized the first **Regional Innovation Lab on integrity and accountability in Public Sector and Service Delivery.** At the end of the expert Lab, participants resolved to explore ways of synchronizing ongoing support to governments in the area of accountability and innovation with the All Africa Public Sector Innovation Award (AAPSIA). Hosted in Kenya, the Lab will be a forum for governments to attract more initiatives amongst youth.

Gender and Corruption in Latin America: Is there a Link?

UNDP also supported the African Union's African Governance Architecture (AGA) consultative conference, held in Nairobi in September 2014. The Nairobi Youth Consultation was attended by 150 young males and females, representing distinguished youth-led organizations from across Africa and the world. The main goal of the Youth Consultation to the Third High Level Dialogue was to provide and present a framework for the effective engagement of youth in democracy, elections and governance activities towards building a culture of democracy and peace in Africa.

Group photograph at the Youth Pre-consultation on Accountability and Silencing the Guns in Africa, Kenya

GAIN, in partnership with Integrity Action, implemented a **Leadership Programme** in **Uganda**, targeting **35 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 developed to assist the participants with creating project ideas related to social accountability in their respective countries. This initiative led to the development of the **Integrity Leadership for Africa Course (ILC) Alumni Movement,** comprised of alumni from both Francophone and Anglophone countries in Africa.

Field visit with participants at the Social Accountability and Integrity training, Uganda

Output 4.2: Transparency, accountability and integrity measures are integrated in local/urban governance to improve service delivery

Working together with the Local Governance Advisor based in NY, policy and advisory support was provided to the ongoing GAIN supported project on **social accountability and local governance.** The increased demand for such projects in all regions reflect the need to increase capacity at the HQ to continue to provide policy and programme support.

On local/urban governance and anti-corruption, UNDP together with the Bogotá Chamber of Commerce organized a policy dialogue at the 7th World Urban Forum (WUF7) in Medellín, Colombia. The event brought together government representatives, mayors, academics, the private sector, and UN officials to discuss how cities can efficiently fight corruption to contribute to urban equity. As long as corruption prevails, efforts for sustainable development in cities may prove elusive. The dialogue highlighted the need for more opportunities for civil society, women and youth networks to take an active role in local and urban governance.

On local governance, a guidance note titled "Transparency and Accountability in Local Governance to Combat Corruption: Supporting the next generation of initiatives" has been drafted and will

be finalized and pilot tested in 2015.

In **Europe and the CIS,** the anti-corruption approach developed aims to demonstrate concrete uses for **open data and innovation technologies** to enhance the ability of citizens to engage with public officials, improve service delivery, knowledge sharing and participation at the municipal level. In this regard, the **Open Government Partnership and Open Data Initiative** were two flagship initiatives in social accountability.

Kyrgyzstan Prime Minister Joomart Otorbaev of the Kyrgyz Republic defends open data at the opening roundtable of the Open Data Days

The **Armenia** Country Office notably developed a methodology for crowd-sourcing innovation solution that was disseminated to teams engaged in similar efforts. The UNDP team in **Montenegro** is a lead partner of the Open Ideas for the Balkans initiative, successfully launched last year in Montenegro and has emulated projects in Bosnia and Herzegovina, Kosovo and Serbia. The "Be Responsible" application, which was selected during the first "Open Ideas Montenegro" competition in 2013, won two international prizes from the Open Government Partnership and the United States National Association of Government Communicators (NAGC). The application has resulted in the collection of one million euros in fines, half of which was reinvested in social projects, and has **3500 users**. Building on the success of the first round of Open Idea Montenegro initiative, a second competition and call for applications was opened in the

first half of 2014. **Two winners were announced in July 2014**, in collaboration with the Ministry of Foreign Affairs and European Integration and the National Directorate for Youth and Sports. Awards were given to the Association of Youth with Disabilities of Montenegro (UMHCG), focusing on transparency and access to information, and the Ideus Team, working on consumer rights. Both groups will be supported while they develop and launch their products.

Visual created by the Montenegro UNDP Country Office to announce the second international award of the "Be Responsible" mobile app

The UNDP Country Office in **Montenegro** has received the **prototype version** of the Veritza website, which will be launched early 2015 to enhance the capacity of citizens to access information at the national level and engage with the government on decision-making results. Countries where similar platforms have been launched have proven that it is a useful tool for subsequent sectoral work.

In **Armenia**, the Kolba website was revamped in 2014 to launch the call for applications on access to information. In **Kosovo**, the **Kallxo platform** designed last year was upgraded to include more **interactive tools** targeting youth. In September 2014, 40 high level government officials from 15 countries in the Europe and the CIS region were brought together by UNDP, World Bank and other partners in **Turkey** to discuss strategies for **publishing** their **national databases** to enhance openness of data.

Kolba Labs is a social venture incubator for initiatives which are conceived, designed and led by young people in Armenia.

In **Latin America and the Caribbean**, responding to a request from the UNDP and UNICEF Country Offices to engage municipalities and local actors in Belize, a joint effort was promoted between UNDP Regional Service Centre for Latin America and the Caribbean (RSC-LAC), UNDP-Belize, UNICEF-Belize and the Belizean Ministry of Local Government. The idea was to produce a Rapid Assessment of Local Governments´ Capacities in Belize in the 9 municipalities to serve as input for a UN integrated support to strengthen and expand local governments´ roles and functions in public policy and development. As a second step, the joint team worked to adapt the Basic User´s Guide: Tools to Analyze Political and Management Capacities for Local Governance and Decentralization into a Rapid Assessment tool to measure selected institutional capacities of the 9 municipalities. On July 12th, a technical team from the UNDP RSC-LAC traveled to Belize to implement the tool jointly with UNDP-Belize, UNICEF-Belize, and the Belizean Ministry of Local Government.

This effort produced a Report that is currently being reviewed by the government and UNDP and UNICEF in Belize.

Participants at the IV Central American and the Caribbean Forum: Transparency, Engagement, and Access to Public Procurement, Dominican Republic, June 2014.

UNDP also participated in several regional events in Latin America and the Caribbean to raise awareness and share its experiences on anti-corruption:

1. The "IV Central American and the Caribbean Forum: Transparency, Engagement, and Access to Public Procurement with an emphasis on the MSMEs" held in Dominican Republic on June 4th-6th. Among the participants were regional members of TI, chiefs of procurement of the region, civil society groups that are linked to SMEs, members of the international cooperation and the public sector, as well as academia and media. The event concluded with the signing of the Declaration of Santo Domingo: **"Por la Transparencía, Participación y Acceso a las Compras Públicas"** (for Transparency, Engagement, and Access to Public Procurement). The Declaration has the objective of achieving efficiency, efficacy, transparency, and equity in the systems of public procurement, as well as to achieve the incorporation of SMEs, suppliers, and the general public.

2. The Forum, "**Transparency as a Strat-egy against Corruption"** held in **Costa Rica** in September 2014, was organized in coordination with the Ombudsman- Defensoría de los Habitantes. A number of opportunities and niches for future collaboration between UNDP and the Office of the Ombudsman, the Inter-institutional Transparency Network and other stakeholders were identified.

3. The Regional Forum "Partnerships to Strengthen Democratic Governance, Public Integrity and Leadership: Opportunities and Challenges in Public Management in Latin America" was held in Panama in March 2014, organized by UNDP RSC-LAC, in collaboration with the UNDP Virtual School, the Global Center for Development and Democracy (CGDD), the Ford Foundation, and the City of Knowledge Foundation. The event brought together **four former Latin American presidents**; Carlos Mesa, from the Plurinational State of Bolivia, Nicolás Ardito Barletta of Panamá; Vinicio Cerezo of Guatemala and Ernesto Samper from Colombia.

Objective #5: Improve results-based management and institutional effectiveness on anti-corruption

Output 5.1: Result-based management practice is reinforced in anti-corruption programming

The UNDP Strategic Plan (2014-2017) is taking major steps to promote its results-based management, particularly on how it delivers results and the impacts achieved through its programmes. GAIN aims to contribute by reinforcing standards on ethics, transparency, and an integrated approach with other areas of governance and development.

GAIN developed two guidance notes in 2014:

"**Mainstreaming, Transparency, Accountability and Integrity in the Public Sector to Enhance Service Delivery,"** and **"Managing Corruption Risks in UNDP's Anti-Corruption Programming in Post-Conflict Countries."** These notes will be finalized in 2015.

In **Europe and the CIS region**, a concept note on peer to peer technical assistance for parliamentarians in the region was also developed. The aim was to identify the champions in parliaments (model parliamentarians and their staff) and facilitate South-South exchange of knowledge and experience on anti-corruption. Several parliaments in **Europe and the CIS** have expressed their interest in this initiative. In response to this new demand, UNDP has developed a framework to support a new network of cooperation amongst Parliaments in the Western Balkans: **The Parliament accountability and transparency exchange facility (PARLATEX).** The platform will employ aggregated knowledge and best practices in the region as an advocacy tool. The activities for supporting PARLATEX will be implemented in 2015.

Results-Based Management (RBM) was a key focus area in this year's **UNDAF trainings** conducted in Turin, Istanbul and Madagascar. Around **80 practitioners from 12 agencies** received training on developing theories of change as well as formulating **anti-corruption indicators and targets.**

GAIN has prioritized, as one of its main objectives, the strengthening of UNDP's anti-corruption programming by providing guidance on how to measure and assess, in a more reliable manner, the impact and results of anti-corruption interventions. To this end, in partnership with Global Integrity (GI), GAIN has developed a **User guide to Measuring Corruption and Anti-Corruption**, with existing methodologies, tools and practices that have been used and validated by the anti-corruption community. The guide was discussed at the **Seoul Debate on Anti-corruption**, organized by the UNDP Seoul Policy Centre (USPC) on January

2015 in partnership with the Korean Foreign Ministry and the Korean Anti-Corruption and Rights Commission (ACRC).

Participants at the IV Central American and the Caribbean Forum: Transparency, Engagement, and Access to Public Procurement, Dominican Republic, June 2014.

Output 5.2: Knowledge and experience on anti-corruption is shared globally and with countries

In 2014, GAIN continued strenghtening its **knowledge management strategy** launched in 2012, which aimed to enable knowledge sharing in the growing and vibrant anti-corruption community. To do this, GAIN has put in place both **online** and **off-line mechanisms** to facilitate easy access to good practices, new knowledge, exchange of information and communication among practitioners as well as an anti-corruption roster of experts and trainers ready to be deployed upon request at the country level.

In 2014, the UNDP Anti-Corruption web portal had a significant increase in visibility and traffic, from 2,825 to 13,820 visits in one year.

In 2014, GAIN succcesfuly increased the visibility and enagement of anti-corruption practitioners around the globe through its online platforms. For example, the UN Web portal www.anti-corruption.org was launched in September 2013, and it has received positive feedback for its contribution to information/knowledge in terms of tools, good practices and innovation in the area of anti-corruption for development effectivevess. Similarly, in terms of social media, GAIN continued strengthening its presence on Twitter and Youtube to reach ot a broader audience of people interested in learning and applying new tools, training and programmes related to anti-corruption in development. See below the table with figures showing the increased number of users of GAIN's KM platforms.

Figure 6

GAIN KM Platforms	2013	2014
AC Webportal	No. of Visits: 2825	No. of Visits: 13820
AC for Development News Update	800 Suscribers 12 Issues	1200 Suscribers 13 Issues
Twitter account (@UNDPGAIN)	400 followers	1,115 followers
Youtube Channel AC UNDP	1,917 views	3,178 views 39 videos uploaded

1. AP-INTACT On-line Community of Practice:

The Asia-Pacific Integrity in Action (AP-INTACT) Network is an on-line community of practice that aims to improve knowledge sharing and information exchange among anti-corruption practitioners and experts from the Asia-Pacific Region and beyond through an e-mail mailing list (ap-intact@groups.undp.org). In 2014,

the number of registered members increased substantially from 530 members from 50 countries in 2013, to **almost 800 members from 62 countries** (from and beyond the Asia Pacific region). The Network also expanded the anti-corruption news coverage, to also include the **Pacific Islands**.

2. Waca Waca:

The **"West and Central Africa Weekly Anti-Corruption Announcements (Waca-Waca)"** network, launched in 2012 to share information on anti-corruption initiatives and opportunities in the region, expanded from 800 to **1,900 active network members**, including anti-corruption agency staff, representatives from government, civil society, academia, and multilateral and bilateral development partners, and other anti-corruption practitioners and experts.

UNDP KNOWLEDGE PRODUCTS

In 2014, GAIN together with other partners developed new guidance notes on how to integrate anti-corruption perspectives to address key development challenges and the current debates as related to the Post-2015 agenda. In total, 6 knowledge products were published and used in discussions with stakeholders at the global, regional and country level:

1. A snapshot of illicit financial flows from eight developing countries: results and issues for investigation

2. Discussion paper: Building Transparency, Accountability and Anti-Corruption in the Post-2015 Development Agenda

3. Gender and Corruption in Latin America: is there a link?

4. Survey methodology: addressing gender equality related corruption risks and vulnerabilities in the civil service

5. Methodology Survey: addressing gender equality and corruption risks in civil service

6. Anti-Corruption Strategies: Understanding What Works, What Doesn't, and Why: Lessons learned from Asia Pacific

7. User Guide to Measuring Corruption and Anti-Corruption (ongoing)

8. Programming Guide: Integrating Anti-Corruption in Post-Conflict Contexts (ongoing)

9. Guidance Note: Mainstreaming, Transparency, Accountability and Integrity in Public Sector to Enhance Service Delivery (ongoing)

10. Transparency and Accountability in Local Governance to Combat Corruption: Supporting the next generation of initiatives.

AC learning hub

GAIN is currently working on the launch of a new user-friendly **AC learning hub** that will be hosted on the Anti-Corruption web portal. This learning center offers a compendium of online modules developed by UNDP and other UN agencies. It aims to provide tools, methodologies, case studies, lessons learned, and new approaches for practitioners, governments, donors, and civil society organizations. The focus will be on how to prevent corruption in order to achieve sustainable development and strengthen democratic governance.

Working together with UNDESA, the Learning Resource Center, UNDP Virtual School, Huairou Commission and other partners, GAIN has initiated eight online courses on anti-corruption**: Basics on AC, ACAs, Corruption Prevention, Corruption and Gender and AC in specific sectors (Health, UNREDD, Water and Education).** These online courses will be publicly available in 2015.

ANTI-CORRUPTION E-LEARNING HUB

ACA's. The Global Anti-Corruption Initiative along with the UN Virtual School, have designed this course to strengthen capacities of Anti-Corruption agencies. The course is based on the 2011 UNDP "Practitioners' Guide: Capacity Assessments of Anti-Corruption Agencies." The publication is designed to be used by senior officials working in anti-corruption agencies (ACAs), as well as UNDP Country Offices and other anti-corruption practitioners. It aims to provide users with a simple tool to assess the existing capacities of a target ACA.

Corruption Prevention. This course provides an overview of current issues and practices in preventing corruption in public administration. The training was developed by the Division for Public Administration and Development Management (DPADM) of the United Nations Department of Economic and Social Affairs (UNDESA), in cooperation with UNDP's Global Programme on Anti-Corruption for Development Effectiveness (PACDE). It complements UNDP's online course on the Basics on Anti-Corruption prevention.

Anti-corruption and Gender. This course provides UNDP staff and partners a deepened understanding of the basic concepts related to gender equality, women's empowerment, corruption and anti-corruption and the links between these concepts; The context within which UNDP operates supports gender sensitive programming in all its work, including its anti-corruption programmes; Definitions of corruption and the impacts, specifically from the perspectives of grassroots women; Synergies between gender equality, women empowerment and anti-corruption, particularly by building on grassroots women's anti-corruption strategies and the implications for UNDP programming.

Anti-Corruption in sectors (Health, UNREDD, Water and Education). These courses are designed for anti-corruption practitioners interested in implementing sectoral approaches in the Health, Water, Education and Extractive Industries sectors.

GAIN Partners

OBJECTIVE #1: INTEGRATE ANTI-CORRUPTION SOLUTIONS IN SERVICE DELIVERY TO CONTRIBUTE TO MDG ACCELERATION AND POST-2015 DEVELOPMENT GOALS.

Outputs	Activities	Results

Output #1.1: Number of countries that have incorporated anti-corruption solutions into their MDG acceleration
 	
OUTPUT INDICATOR Number of countries that have incorporated anti-corruption solutions into their MDG acceleration strategies.
 	
FAST FACTS 4 countries supported (Romania, Moldova, Papua New Guinea and Uzbekistan).
	1.1.1. Support countries to tackle off-track MDGs by addressing governance/anti-corruption bottlenecks. (TI – 3 countries, Asia Pacific – 2 countries)
	
	1.1.2. Develop and integrate tools and methodologies within MDG acceleration strategies to promote transparency and access to information, and support public tracking of resources.
	
	1.1.3. Provide advisory support and monitor the progress of countries implementing MDG acceleration strategies.
		41 projects in 33 countries integrated anti-corruption in MDG-related initiatives such as education, health, water sectors, gender and local governance.
		
		In 2014, UNDP/GAIN, in partnership with Transparency International, strengthened citizen's voices, especially game changers with new ideas for enhancing inclusive participation.
		
		In Romania, the "Bani Pierduti?" (Missing/Lost Money) initiative that empowers citizens to be more engaged in budget-related decision-making processes has resulted in:
		
		  • Integration of civil society feedback into budgetary discussions led by the Ministry of Finance;
		
		  • Budget is being published in open data format;
		
		  • Active civil society representation within the Open Government Partnership
		
		In Moldova, the web portal, LaEtaj.md initiative with a focus on fraud and corruption within the corruption industry, has resulted in:
		
		  • Improved transparency has led to increased awareness amongst citizens making more educated decisions in real estate investments;
		
		  • A database launched by the Mayor's office offering construction permits
		
		  - Amped up efforts by the Office of the State of Inspection in Construction to raise awareness about infringements of national legislation by construction companies.
		
		In Papua New Guinea, the UNDP-supported Provincial Capacity Building (PCaB) programme that piloted financial management capacities in six provinces, was expanded to reach all 10 provinces, allowing people that encounter a corruption case to report it with a free SMS.
		
		3 social entrepreneur projects received small seed grants from GAIN:
		
		  1. 'City Hall': a free, virtual city, role-playing game for mobile users aimed at educating players about the importance of transparency in governance.
		
		  2. 'Disclosure Today!': a project that uses the public interest marketplace that connects citizen activists with one another and public interest lawyers and authorities.

3. 'FAENÓN': a boardgame with an innovative approach to early citizen education, raising awareness amongst students about how negative externalities of public practice have an impact on the daily lives of citizens.

In Papua New Guinea, the UNDP-supported Provincial Capacity Building (PCaB) programme that piloted financial management capacities in six provinces, was expanded to reach all 10 provinces, allowing people that encounter a corruption case to report it with a free SMS.

3 social entrepreneur projects received small seed grants from GAIN:

In March 2014, GAIN and UNDESA co-organized a high level workshop on the "Transfer and adaptation of innovative practices for improved public service delivery in Least Developed Countries (LDCs)" in Addis Ababa, Ethiopia. Knowledge was exchanged amongst the 350 participants in attendance, representing a wide variety of perspectives from governments, mission representations, UN agencies, civil society organizations, and private sector to share experiences and innovative practices.

Several knowledge products were launched in 2014:

• An Online training course on "Corruption Prevention in Public Administration"

• GAIN launched a flagship paper titled "Building Transparency, Accountability and Anti-corruption into the Post 2015 Development Agenda," at a High Level Event during the 69th UN General Assembly, "Building the world we want by 2030 through transparency and accountability."

CHALLENGES/LIMITATIONS: These new social accountability initiatives have been launched based on their potential to be up-scaled and produce intended results. However, their successes will depend on government buy-in and whether other partners will be able to join hands to sustain these projects.

RISK MITIGATION PLAN: GAIN has strengthened its monitoring mechanism as well as advisory support to reach out to the governments and donor partners to up-scale these projects in 2015.

Output #1.2: Anti-corruption solutions integrated in service delivery systems (such as in education, health and water sectors).

TARGET FOR 2014

At least five countries are supported to implement MDG acceleration strategies (including ongoing countries).

FAST FACT
6 new innovative initiative in 2014 (China, Indonesia, Pakistan, the Philippines, Thailand and Viet Nam)

1.2.1. Develop and validate a guidance note on the sectoral approaches to fighting corruption.

1.2.2. Provide both technical support and seed grants to implement corruption risk mitigation plans and support governments to up-scale successful initiatives. (multi-year initiative started in 2012)

1.2.3. Support the development of sector work in new areas such as Judicial integrity.

1.2.4 Sharing lessons learnt and good practices on anti-corruption in sectors.

At the UNDP-launched "Social Innovation Competition on Anti-Corruption For Development," GAIN awarded seed grants of USD $50,000 to 6 innovative initiatives to support the piloting of their projects. The winning initiatives were:

> 1. Pakistan: Citizens' Information and Accountability Forum
>
> 2. The Philippines: Citizen Empowerment Hubs
>
> 3. Thailand: "Refuse To Be Corrupt" Anti-Corruption Cafés in Universities
>
> 4. China: Youth Participation Innovation Laboratory
>
> 5. Indonesia: Corruption Tracking Tool for the Extractives Industry
>
> 6. Viet Nam: Strengthening People's Role in Anti-Corruption Work

In June 2014, over 70 participants from 27 countries of the Region to share their lessons learned and good practices on anti-corruption in sectors at the UNDP regional dialogue on "Transparency, Accountability and Voices against Corruption: Accelerating Human Development in Asia-Pacific."

UNDP piloted a risk assessment guide for the Thai procurement purchase system to mitigate corruption and improve service delivery in Thailand. 2 direct results from this guide were:

> a) The Thai government is drawing up public new procurement legislation to manage the risk of corruption; and
>
> b) a sub-Committee on procurement has been set up as part of Thailand's National Reform Council.

In 2012, 16 projects out of 37 submitted Expressions of Interest were selected to pilot-test risk mitigation methodologies at the country level.

In 2014, 22 countries were supported by UNDP in their efforts to implement sectoral initiatives. These included:

In Costa Rica, UNDP supported the upscaling of the National Rural Administrative Associations of Water Aqueducts (ASADA) Management Information System, an online database to report management and financial information onto a central repository of information.

In Nepal, GAIN provided technical support and seed funding to set up a corruption risk mechanism for the distribution of scholarships in schools. Approximately 4,941 pupils have benefited from this initiative.

In Jordan, the first ever web-based platform to report corruption cases in the country was established in the health sector in partnership with Jordanian Anti-Corruption Commission.

In Guinea, UNDP set up the "Investigative reporting of corruption and similar practices in the water sector" project in 2014. 35 journalists (including 12 women) of public and private media received

1.2.1. Develop and validate a guidance note on the sectoral approaches to fighting corruption.

1.2.2. Provide both technical support and seed grants to implement corruption risk mitigation plans and support governments to up-scale successful initiatives. (multi-year initiative started in 2012)

1.2.3. Support the development of sector work in new areas such as Judicial integrity.

1.2.4 Sharing lessons learnt and good practices on anti-corruption in sectors.

technical capacity training on investigation techniques of corruption and related practices in the water sector. A direct result of this was: 16 articles denouncing corruption in the water sector were published, grabbing the attention of public and the government to improve services in the water sector.

UNDP has taken a number of steps to mobilize key stakeholders to develop a methodology for corruption risk assessments in the judiciary:

• An e-discussion is being organized on the AP-INTACT on "Judicial Integrity: Assessing Challenges and Results of Capacity Development Interventions" in partnership with the U4 Anti-Corruption Resource Centre and UNODC

• An advisory committee was set up to guide the development of the corruption risk assessment methodology

• Peer-review of a U4 paper, recently released, on "Corruption risks in the criminal justice chain."

• A high-level panel on judicial integrity will be held during the 16th session of the IACC in Malaysia.

CHALLENGES/LIMITATIONS: GAIN has encountered some challenges and limitations that will inform its future strategy on working in sectors, including:

1. A lack of coordination and capacity to implement the sectoral approach to anti-corruption amongst relevant actors, including government agencies, anti-corruption agencies, departments of health, education, water management and other ministries.

2. Lack of government buy-in to support sectoral initiatives and upscaling them to the national level. Some governments expect development partners to continuously support these initiatives without relying on local ownership.

3. The financial sustainability of pilot initiatives has been also a challenge in some countries. Governments and development partners have limited resources for these initiatives with additional activities in the pipeline.

RISK MITIGATION PLAN:

1. GAIN has facilitated more dialogues with governments, prospective donors and development partners to showcase successes of sectoral initiatives.

2. GAIN has teamed up with partners such as GIZ, Water Governance Facility, Basel Institute on Governance and other partners to incrase engagement in countries where sectoral approaches are being implemented. These partnerships have triggered more interest from other partners and governments for further support.

Output #1.3: Anti-corruption solutions and experiences incorporated in global advocacy and policy processes.

OUTPUT INDICATOR Knowledge products, country pilots and advocacy events contributed to global development agenda (post-2015, development financing, aid effectiveness, etc.).

FAST FACTS Issue Brief on Illicit Financial Flows

40 UNDP COs were supported to organize IACD events.

1.3.1 Finalize two knowledge products on Illicit Financial Flows (Issue Brief and report on fragile states)

1.3.2 Together with UNODC, coordinate the global campaign on the occasion of the 'International Anti-corruption Day' ensuring increased engagement and impact at the country level of supported activities.

1.3.3 Together with TI, organize UNDP's participation at the 16th International Anti-Corruption Conference (IACC) in Tunisia.

1.3.4 Develop and roll out a knowledge product on anti-corruption indicators to contribute to the MDGs and post-2015 development goals.

For the fourth year in a row, GAIN partnered with UNODC to launch the fifth joint Campaign for the International Anti-Corruption (IACD) day titled "Break the Corruption Chain".

The campaign had a "social reach" of 15 million people globally, almost twice the reach of last year.

40 national-level campaigns were supported in their commemorations of the day.

More than 100 stakeholders worldwide participated in the events and activities. The global outreach of the campaign was 15 million through means of social media.

GAIN partnered with Global Integrity to issue a brief on Illicit financial flows, providing a snapshot of its magnitude and main drivers from eight low-income and Least Developed Countries (LDCs) over the last four decades: Bangladesh, Bolivia, Côte d'Ivoire, Guinea, Nepal, Sierra Leone, Tanzania and Zambia.

Results of the issue brief include:

• Increased awareness

• Introduction of a methodology to policy makers and practitioners at the national level to identify illicit financial flows

• A contribution to the policy debate within developing countries

50 law enforcement and development practitioners from 27 countries participated in the Workshop on Preventing Illicit Financial Flows, hosted by the Anti-corruption Unit of the Government of Cambodia with the support of UNDP, UNODC and the ADB/OECD. The dialogue addressed how illicit financial flows can be prevented, highlighting that the issue is not limited to LDCs.

CHALLENGES/LIMITATIONS: Anti-corruption is increasingly at the centre of various global development discourses. However, despite significant progress on anti-corruption, corruption remains a major challenge for development. In many countries, the political will to fight corruption is very weak. There is also a need to move the transparency agenda towards an increased focus on accountability. Engaging with new generations is also a challenge.

RISK MITIGATION PLAN: GAIN, working together with various partners, is advocating for building transparency, accountability and anti-corruption in the post-2015 development agenda. UNDP has also published a menu of indicators for the proposed targets by the Open Working Group of the member states.

OBJECTIVE #2: STRENGTHEN STATE/INSTITUTIONAL CAPACITY TO IMPLEMENT UNCAC AND PREVENT CORRUPTION.

Outputs	Activities	Results
Output #2.1: UNCAC and anti-corruption mainstreamed in national development strategies and programmes. **OUTPUT INDICATORS** Numbers of countries that mainstreamed UNCAC and anti-corruption in national development strategies and programmes **TARGET FOR 2014** At least five UNDAF workshops conducted At least 20 trainers receive training on anti-corruption for UNDAF. **FAST FACTS** Over 80 UN staff trained to integrate anti-corruption in UN programming processes.	2.1.1 Conduct in-country UNDAF workshops with UNCTs and National Counterparts to integrate anti-corruption. 2.1.2 Organize second ToT on anti-corruption for UNDAF. 2.1.3 Translate UNDAF training package into French and Spanish. 2.1.4 Provide advisory services to the regions and countries (including post-conflict and transition contexts) developing CPDs and national anti-corruption programmes and projects.	GAIN together with UNODC and the UNSSC has continued its support to the integration of anti-corruption components in the UN system wide programming processes including the UN Development Frameworks (UNDAFs) and Country Programme Documents (CPDs). Based on regional and global trainings, countries such as Tanzania, Kenya, Madagascar, Kosovo and Azerbaijan, Uzbekistan and Belarus chose to prioritize the components of Transparency, Accountability and Anti-corruption as part of one of the UNDAF outcomes to support the national development priorities. On the 22 of September GAIN organized the 2nd Training of Trainers Workshop (ToT) on "Integrating Anti-Corruption into the UNDAF Programming Process". The training was conducted in Turin, gathering colleagues from 25 countries and representing 9 UN Agencies, Funds and Programmes. The ToT has certified 30 trainers who upon request can support countries to integrate anti-corruption into the UNDAF processes. Altogether, UN now has more 60 trainers available for regional and country level UNDAF training on anti-corruption. The training packages are also in the process of being translated into French and Spanish. In Europe and CIS region, GAIN also responded to the growing demand of UN anti-corruption activities to be integrated in the broader framework of UN development activities. In June 2014 in Istanbul, Turkey, UNDP, supported by UNODC, delivered training on "Integrating Anti-corruption in the UN Programming Process" for UNDAF focal points from 12 countries (Armenia, Azerbaijan, Belarus, FYRO Macedonia, Georgia, Kazakhstan, Kosovo, Serbia, Tajikistan, Turkey, Turkmenistan and Uzbekistan). 11 of the 12 countries have decided to include governance, transparency and accountability as one of their top development objectives in the upcoming UNDAFs. In Tunisia and Yemen, UNDP's support on anti-corruption has been delayed due to the elections in Tunisia and political unrest in Yemen. UNDP, however, received the request for identifying corruption-prone sectors by assessing sectorial corruption risks as a basis for sectorial anti-corruption strategies/Action Plans. GAIN shared its methodologies to identify corruption-prone sectors and assess corruption in critical sectors such as education, health and water. In 2015, GAIN will provide a technical support to develop a national programme to address corruption risks in service delivery sector. In 2013, the Social Contract Center (SCC) in Egypt produced a series of anti-corruption assessments that revealed a serious problem pertaining to people's awareness of their own rights, such as their rights to information, to hold officials accountable, to participate, etc.

In 2014, despite the political challenges, with support from GAIN, the SCC organized series of capacity building initiatives for civil society and citizens. 377 participants from healthcare and educational institutions, as well as interested citizens benefited from capacity building initiatives on their rights, governments' responsibilities to access and deliver quality services. 151 civil society groups, including NGOs, media institutions, universities and research centers, syndicates and trade unions were trained on the role of media in fighting corruption, with special focus on investigative journalism in education and health sectors. SCC developed evidence-based policy briefs and studies papers on fighting corruption in education and health sectors in Egypt that were downloaded from the website for over 92,555 times, which reflects how researchers, CSOs, and other entities are interested in fighting corruption and emphasizes the SCC role in that area. Because there is no parliament in place and the Ministry of Justice is currently being restructured and is witnessing institutional reform, no national anti-corruption legislations have been issued yet. However, within the frames of GAIN-supported initiative, the Law on "The Schools' Boards of Parents and Trustees" was amended to guarantee more transparency and integrity in the boards' election as a result of the pressure of the "Parent's Coalition" and other CSOs who participated in the SCC anti-corruption in education workshop.

GAIN developed a guidance note on managing corruption risks in UNDP's anti-corruption programming in post-conflict countries. The note will be finalized in the first half of 2015 (also see Output 2.1). This guide also aims at addressing corruption challenges in UN/UNDP's programmes/projects in post-conflict and fragile contexts.

In November 2014 GAIN Regional Anti-corruption Advisor in Africa was invited by UNDP South Africa to assess the training needs of Kwazuru Natal Province (KZN) with the view of designing curriculum framework on Cooperative Governance, Ethics and accountability/ fraud and Anti-Corruption and Results Based Management (RBM)/Monitoring and Evaluation. The objective of this training is to mainstream anti-corruption and ethics in public sector. The training curriculum will be used to train more than eight thousands public sector workers in KZN.

In Afghanistan, GAIN supported the Cooperation for Peace and Development (CPD), which is a nonprofit non-governmental organization campaigning for anti-corruption since 2012 through its Corruption Free Afghanistan's initiative. CPD joined hands with UNDP to organize an e-campaign echoing the UN "Break the Corruption Chain". The focus of the national campaign, conducted with a wide use of Internet and social media was on combating corruption in the education sector.

Output #2.2: Civil society and other actors engaged in national dialogue and consultations on anti-corruption and UNCAC implementation.

OUTPUT INDICATORS Number of countries that engaged civil society actors in national dialogue and consultation on anti-corruption and UNCAC implementation.

TARGET FOR 2014 Three countries carry out UNCAC gap analysis using going beyond the minimum approach.

At least 5 countries adopt "Going Beyond the Minimum" methodology as part of the review process.

2.2.1 In collaboration with UNODC support training for reviewers and the countries scheduled to be reviewed using the "Going Beyond the Minimum" Methodology.

2.2 Provide technical support for UNCAC gap analysis and link the findings with the on-going governance reforms (e.g., implementation of national anti-corruption strategy, public administrative reform, parliamentary strengthening, etc.).

2.2.3 Working with UNODC and U4 develop and roll out an online training programme on "Partnering Anti-Corruption Knowledge".

In Myanmar, following a UNDP-supported National Seminar on the Implementation of the UNCAC, 50 senior officials from national and local governments received anti-corruption training. Similar technical support and training programmes have been delivered in Nepal and the Philippines.

In Bhutan, UNDP and UNODC engagement led to the government ratification of the UNCAC in 2014, following the UNDP capacity assessment of the Anti-Corruption Commission.

Over 60 participants from 14 countries came together in Malaysia in February 2014, to be trained in UNCAC implementation and its review mechanisms, at a UNDP-UNODC regional multi-stakeholder workshop for civil society organizations and government officials.

Over 60 participants from 23 countries went to Albania in June 2014 to attend the regional seminar on "Prevention of Corruption – Main Trends and Examples of Successful Practice in Eastern Europe and Central Asia", co-organized by UNDP, OECD, UNODC and OSCE. There were 2 key take-aways from the event:

•   High level of interest expressed by those in the region to open data approaches

•   NGOs play a crucial role in developing accountability tools through innovative technologies

25 representatives from development partners and government agencies received country-level training on Partnering in Anti-corruption Knowledge (PACK), piloted in Nepal by UNDP in cooperation with UNODC in 2013.

A ground-breaking study was launched by UNDP on "Anti-Corruption Strategies: Understanding What Works, What Doesn't, and Why: Lessons learned from Asia Pacific." The experiences of 14 countries in the region are reviewed in their design, implementation, and anti-corruption monitoring strategies as well as the drivers for developing these strategies.

"Anti-Corruption Self-Assessment Tool for Parliamentarians," a joint publication by UNDP and the Global Organization of Parliamentarians Against Corruption (GOPAC), continues to be used as a training tool for parliamentarians.

CHALLENGES/LIMITATIONS: The engagement of civil society and other stakeholders (e.g., the parliamentarians) in the UNCAC implementation is still optional. This has hindered the realization of the full potential of UNCAC.

RISK MITIGATION PLAN: UNDP, in cooperation with UNODC and other partners, is encouraging national level multi-stakeholder consultation and dialogues as well as publishing a series of reports and guidance notes aimed at expanding the scope of UNCAC by highlighting gaps and limitations in UNCAC implementation.

Output #2.3: Measures to prevent and combat corruption are put in place by anti-corruption institutions.

OUTPUT INDICATORS
Number of anti-corruption institutions with measures in place to prevent corruption.

TARGET FOR 2014
Five anti-corruption institutions supported.

FAST FACT
Five countries supported on strengthening ACAs.

UNDP engaged in three regional events to facilitate south-south exchange.

2.3.1 Support to anti-corruption institutions to develop capacities for prevention, investigation and prosecution. (Nepal)

2.3.2. Carry out capacity assessment of anti-corruption agencies. (Philippines and Moldova)

2.3.3 Finalize and validate "Forensic Financial Investigation" manual – target countries from East and South Africa.

2.3.4. Based on experiences and lessons learned, provide global policy and programming guidance aimed at strengthening the effectiveness of anti-corruption bodies.

40 participants from various agencies in Nepal attended the "Training on Investigating Corruption and Money-laundering" event held in partnership with the Basel Institute on Governance in March 2014. A result of this has been increased donor interest in multi-partner initiatives to bring agencies together to improve coordination and strengthen anti-corruption capacities.

5 countries participated in a capacity assessment of their anti-corruption agencies: Bhutan, Bosnia and Herzegovina, Kosovo, the Philippines, and Serbia based on UNDP methodology for Capacity Assessment of Anti-corruption Agencies.

UNDP provided technical assistance to anti-corruption institutions in 3 countries with emerging requests for support: Bhutan, Nepal, and the Philippines.

In Bhutan, as a follow-up to a UNDP assessment report submitted to the government with short-to-medium term recommendations on its ethics and integrity programmes, the government has initiated the process for UNCAC ratification.

In January 2015 all branches of government will go through training on the conflict of interest issues, in line with the recommendations from the UNDP report.

In the Philippines, a joint assessment completed by UNDP and UNODC outlined recommendations to enhance synergies among relevant actors and identify possible entry points for UNDP programming on anti-corruption. Inputs from the assessment were integrated into the mid-term Action Plan Against Corruption (APAC).

In Serbia, UNDP is supporting the Country Office in developing a "Training of Trainers" programme for 750,000 civil servants to enhance the capacity building and training role of anti-corruption agencies in the country.

A regional Dialogue on State of Asset Disclosure in West and Central Africa took place in May 2014 in Senegal. Governmental experts, parliamentarians and civil society from 22 countries provided an overview of their varying legislations on asset disclosure and shared technical experiences on the collection and verification of asset declarations.

CHALLENGES/LIMITATIONS: In many countries, the support to ACAs (e.g., Nepal) has been criticized for having a limited impact on the overall fight against corruption. Although the main ACA (e.g., the Anti-corruption Commission) could be a good entry point, the challenges still remain in brining various agencies together and improving coordination among different agencies with various mandates. Moreover, many regional and global training events hardly contribute to developing sustainable capacity at the country level.

RISK MITIGATION PLAN: UNDP is encouraging countries to assess their national anti-corruption environments to strengthen multi-partner and multi-stakeholders initiative to address the coordination challenge. Similarly, as a follow up to many regional events, UNDP encourages the south-south exchange of information on lessons learned (both on successes and failures) to implement various initiatives discussed at the regional and global levels.

OBJECTIVE #3: MITIGATE CORRUPTION RISKS IN CLIMATE FINANCE AND NATURAL RESOURCE MANAGEMENT

Outputs	Activities	Results
Output #3.1: Corruption risks mitigation measures are integrated in REDD+ strategies or programme **OUTPUT INDICATOR** Number of countries that integrated corruption risk mitigation measures in national REDD+ strategies or programmes. **FAST FACTS** Guidance on Developing Capacity to Manage REDD+ Corruption Risks was developed. Anti-corruption was integrated in REDD+ strategies in Kenya, Ethiopia and Malawi.	3.1.1 Launch the guide for developing corruption risk management capacity for REDD+. 3.1.2 Working with TI, provide support to the civil society's activities to monitor REDD+ finance mechanisms. 3.1.3 Support establishment of platforms for citizen (including women and indigenous people) and media monitoring of REDD+ implementation. 3.1.4 Provide advisory support to strengthen national anti-corruption policies and practices of public institutions and private sector actors responsible for REDD+ actions.	UN-REDD and GAIN continued its collaborative work in 2014. This involved: 1. Providing guidance in integrating anti-corruption in climate change mitigation programmes 2. Supporting countries to develop national capacities to mitigate corruption risks 3. Designing and implementing the respective REDD+ strategies and initiatives "Guidance on Developing Capacity to Manage REDD+ Corruption Risks" is a knowledge product developed in partnership with the UN-REDD programme, offering practical steps and suggestions to develop capacity for managing potential corruption risks in REDD+ processes. Country-level support towards the integration of anti-corruption in UN-REDD programmes have produced successful results: In Kenya, a National Task Force on Anti-corruption for REDD+ has been established. The task force is expected to advance a multi-stakeholder dialogue on the interface between REDD+ and anti-corruption efforts and promote greater collaboration. In Indonesia, an evaluation of the online forest permit system was conducted, highlighting the significance of transparency, accountability and anti-corruption in participatory governance. In Cambodia, transparency and accountability issues were integrated into the design of the National REDD+ Fund In Ethiopia and Malawi, a REDD+ Corruption Risk Assessment highlighted the drivers of Deforestation and Forest Degradation in the countries. An e-learning module has been developed, in partnership with Transparency International, to enhance CSO actors' capacity and network to monitor REDD+ activities in ten African countries. **CHALLENGES/LIMITATIONS:** As observed in 2013 and 2014, 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 was the staff turnover in 2014. GAIN's dedicated anti-corruption specialist working in the area of energy and environment moved to another department and a dedicated post no longer remains in the new UNDP organogram. **RISK MITIGATION PLAN:** The increased interest from anti-corruption actors and institutions to engage on REDD related activities, and UNDP and UN-REDD programme's with multiple stakeholders (both anti-corruption and REDD communities) will ensure that the findings and recommendation of the corruption risk assessments inform and link to national REDD+ strategies. GAIN is also planning to hire a consultant to sustain its collaborations with the UN-REDD programme.

Output #3.2: Countries have transparent and accountable mechanisms and systems to manage revenues from their extractive industries.

OUTPUT INDICATORS
Number of action plans for transparent and accountable management of revenues from extractive industries.

FAST FACTS

A roster of anti-corruption experts for managing extractive industry was set up.

A practitioner's guide on corruption risk management on extractives was developed.

Indonesia implemented an initiative for enhancing transparency and accountability in the management of business licenses and state revenue collection.

3.2.1 Design, launch and co-manage ra helpdesk platform, on-demand experts' response to queries on EI.

3.2.2. Develop strategic partnership with civil society partners on better and sustainable governance of the EI sector.

3.2.3 Support local officials, civil society organizations and media to monitor and verify information related to concessions, including through social accountability initiatives involving Indigenous people.

3.2.4 Document lessons learnt and facilitate south-south exchange

A new Experts Roster was developed, dedicated to the extractive industries with a sub-grouping on anti-corruption and transparency.

A new initiative was launched September 2014 in Indonesia: "Enhancing transparency and accountability in the management of business licenses and state revenue collection in the Indonesian mining sector." This initiative contributed to the broader strategy of UNDP to promote governance in the extractive industries by mitigating corruption risks in key sectors for the economy and human development.

UNDP also supported the development of a corruption risk assessment tool to generate recommended actions and finances needed by sub-national governments to address corruption on the ground.

As the results of the pilot, the project will be upscaled to other districts of Indonesia, and also adapted and replicated in other countries.

CHALLENGES/LIMITATIONS: More guidance is needed to integrate anti-corruption in the extractives industry. Although the issues of transparency and accountability are not new, there are very few examples of good practices and tools, particularly from the developing countries. Moreover, different countries are in varying stages of extraction, requiring a more contextualized approach to the problem.

RISK MITIGATION PLAN: GAIN and the UNDP's Extractive Initiative aim to pilot test 'A Practitioner Guide for Managing Corruption Risks in the Extractive Resource' and share lessons learned on their successes and failures. Moreover, building capacity of both anti-corruption and extractive industry practitioners will help significantly to address the knowledge gap.

OBJECTIVE #4: ENHANCE CIVIC ENGAGEMENT, YOUTH AND WOMEN'S EMPOWERMENT FOR INCREASED TRANSPARENCY AND ACCOUNTABILITY AT NATIONAL AND LOCAL LEVELS.

Outputs	Activities	Results
Output #4.1: Multi-stakeholder networks, including youth and women's networks, engaged in social accountability initiatives at the local and national level. **OUTPUT INDICATORS** Number of countries that engaged multi-stakeholder networks, including youth, women and civil society networks, in social accountability initiatives at the local and national level. **FAST FACTS** 2 countries supported on monitoring services at the local level 8 countries supported on gender and anti-corruption (247 grassroots women trained to demand transparency and accountability) More than 7 youth networks were supported for their engagement on anti-corruption.	4.1.1 Together with Basel Institute produce policy and programming guidance to encourage multi-stakeholder engagement in accountability processes. 4.1.2 Support social accountability and monitoring projects in targeted countries: Ghana, PNG, Serbia, Philippines 4.1.3 Finalize and validate the draft investigative journalism guide and train journalists (e.g. in Ghana, PNG, Serbia, Guinea) on how to conduct investigative journalism in various areas of development such as social service sectors, etc. 4.1.4 Finalize the online course on gender and anti-corruption. 4.1.5 Organize a side event at the CSW to raise global advocacy and awareness on gender and corruption and launch an e-learning course on gender and anti-corruption. 4.1.6 Strengthen capacity and engagement of grassroots women organizations to monitor and report corruption.	UNDP, in collaboration with the Basel Institute on Governance, has jointly published a knowledge product highlighting a risk mitigation methodology to be applied to social accountability initiatives at the community and local level. This methodology is based on an independent evaluation that was conducted of three social accountability initiatives of GAIN (Ghana, Serbia, and the Philippines). In Serbia, the initiative supports anti-corruption efforts with a focus on the health sector. The project established an SMS complaint mechanism, whereby citizens can file their complaints related to corruption practices they come across. Results of this initiative include: • 565 SMS reports were received in 2014, out of which 310 reports were valid. • 29 reports were sent to the Prosecutors' offices and Police • 30 reports were sent to the Health inspection of the Ministry of Health • 24 reports were sent to the Advisor for the protection of patients' rights • Over 70% of the 310 reports have been resolved to the satisfaction of the patients/health service users. In 2014, a Manual for Journalists to Investigate and Report on Corruption was drafted by GAIN, focusing on the general investigative techniques including understanding the legal context, laws and regulations as well as sector specific skills such as investigating corruption cases in executive, parliaments, judiciary, local governance, procurement, licensing and permits, and service delivery. UNDP and the Huairou Commission organized a Partner's Dialogue with grassroots women representatives from Brazil, Nepal, Nicaragua, Philippines, Uganda during the 58th Session of the Commission on the Status of Women. A side event presented the forthcoming e-learning course on gender equality, women's empowerment and anti-corruption The event also launched an online course titled "Gender Equality, Women's Empowerment and Anti-Corruption", which will be published on the "www.anti-corruption.org" platform in 2015. The country level partnership with Huairou Commisison has resulted in : • 247 grassroots women being trained to lead the transparency and accountability initiatives in 7 countries.

4.1.7 Pilot test the methodology for assessing the impact of corruption on women in Moldova, Armenia, El Salvador, Colombia, Chile, Mexico, Argentina, Costa Rica, Jamaica, Peru.	• In Bangladesh, more than 500 (300 households) community members are receiving improved birth registration service delivery information.

• In Uganda, 200 grassroots women are receiving increased information from local authorities, hospital administrators, health clinicians, and district officers.

• In Brazil, 360 residents participated in a community assessment of the sanitation systems. This has jumpstarted the planning process for a new system to be built in 2015.

4.1.8 Engage with Youth on integrity and accountability and anti-corruption.

A methodology examining the impact of corruption on the experience and career of women in the public sector was piloted in Albania, Kosovo, Kyrgyzstan and Ukraine.

In Turkey, GAIN supported the integration of individual and organized groups of women into anti-corruption programs at the municipal levels. Both civil society and civil servants from local institutions were trained on tools to prevent and detect occurrences of corruption disproportionately affecting women.

"Gender and Corruption in Latin America: Is there a link?" is a study developed by GAIN in collaboration with the UNDP Regional Centre for Latin America and the Caribbean, using case studies from Chile, Colombia and El Salvador to highlight areas requiring the implementation of preventative anti-corruption policies.

The first African wide Regional Youth Integrity Camp, organized by UNDP RSC-Africa, brought together over 70 youths to share ideas on innovation, integrity, and accountability within the public and private domain of service delivery.

UNDP also supposed the Africa Union's African Governance Architecture (AGA) consultative conference in Nairobi in September 2014, attended by 150 youth representatives from youth-led organizations. The Youth Consultation to the Third High Level Dialogue presented a framework for the effective engagement of young people in democracy, elections and governance activities towards the building of a culture of democracy and peace in Africa.

CHALLENGES/LIMITATIONS: Many countries in transition (such as Arab states, Afghanistan and South Sudan) have gone through political instability. This has an impact on the implementation of the planned project in these countries.

RISK MITIGATION PLAN: GAIN in increasingly trying to organize multi-stakeholder dialogues to fill in the gaps between different stakeholders to ensure cohesion and avoid duplications.

Output #4.2: Transparency, accountability and integrity measures are integrated in local/urban governance to improve service delivery. **OUTPUT INDICATORS** Number of local governments integrate transparency and accountability measures in service delivery	4.2.1 Provide policy and programme support to local and urban governments to integrate anti-corruption to improve service delivery. (TRAALOG approach, OGP, monitoring procurement and PFM processes) 4.2.2 Finalize/validate local governance and transparency, accountability guidance note. 4.2.3 Support up scaling local anti-corruption solutions to national levels and linking national level anti-corruption reforms to the local level actions. 4.2.4 Organize a dialogue around anti-corruption in urban governance during World Urban Forum (WUF) in Colombia. 4.2.5 Provide policy and advisory support on social accountability and local governance.	A policy dialogue was organized by UNDP together with the Bogota Chamber of Commerce in April 2014 at the 7th World Urban Forum. The dialogue highlighted the need to demand more opportunities for civil society, women and youth networks to take an active role in local and urban governance. The Open Ideas for the Balkans initiative was successfully launched in Montenegro, inspiring similar projects in Bosnia and Herzegovina, Kosovo and Serbia. The UNDP Country Office in Montenegro received the prototype version of the Veritza website, which will enhance the capacity of citizen to access information at the national level and engage with the government on results. In Belize, a joint effort between UNDP RSC-Latin America and the Caribbean, UNDP-Belize, UNICEF-Belize and the Belizean Ministry of Local Government led to the development of a Rapid Assessment of Local Governments´ Capacities in Belize in 9 municipalities. A result of these joint efforts was the knowledge product: Basic User´s Guide: Tools to Analyze Political and Management Capacities for Local Governance and Decentralization. **CHALLENGES/LIMITATIONS:** There is a huge gap between community level initiatives and national (macro) level initiatives. Most successful community level initiatives are not up-scaled at the national level. Similarly, many macro level initiatives such as the implementation of UNCAC or national anti-corruption initiatives do not take into account the local level monitoring or accountability initiatives. **RISK MITIGATION PLAN:** GAIN in increasingly trying to organize multi-stakeholder dialogues to fill in the gaps between different stakeholders including the gaps between micro (community level) and macro (national level) anti-corruption initiatives.

OBJECTIVE #5: IMPROVE RESULTS-BASED MANAGEMENT AND INSTITUTIONAL EFFECTIVENESS

Outputs	Activities	Results
Output #5.1: Results-based management practice is reinforced in anti-corruption programming. **OUTPUT INDICATORS** Number of countries with improved results-based management on anti-corruption. **FAST FACTS** 80 practitioners from 12 Agencies trained in UNDAFs. Guidance note on mainstreaming TA&I public sector service delivery. Social Innovation Initiative on Anti-Corruption for Development in Asia.	5.1.1 Develop guidance note on transparency, accountability and integrity in public sector. 5.1.2 Support in training Parliaments on providing oversight and applying existing UNCAC Parliamentary toolkit (Moldova). 5.1.3 Develop and pilot test managing corruption risks in UNDP's anti-corruption programming in post-conflict countries. 5.1.4 Provide training on RBM in anti-corruption including on formulating results, indicators, reports (upon request from COs).	GAIN developed two guidance notes in 2014: 1. Mainstreaming, Transparency, Accountability and Integrity in Public Sector to Enhance Service Delivery 2. Managing corruption risks in UNDP's anti-corruption programming in post-conflict countries A concept note about peer-to-peer technical assistance amongst parliamentarians was developed, identifying champions in parliaments and facilitating south-south exchange of knowledge and experience on anti-corruption. In response to growing interest in this initiative, UNDP developed a framework to support a new network of cooperation amongst Parliaments in the Western Balkans: The Parliament accountability and transparency exchange facility (PARLATEX). Results-Based Management (RBM) was one of the main focuses in this year's UNDAF trainings conducted in Turin, Istanbul and Madagascar. Around 80 practitioners from 12 Agencies received training on developing theories of change as well as formulating anti-corruption indicators and targets. In partnership with Global Integrity (GI), GAIN developed a user's guide to Measure Corruption and Anti-corruption with existing methodologies, tools and practices that have been used and validated by the anti-corruption community over the last years. **CHALLENGES/LIMITATIONS:** The main challenge in strengthening multi-stakeholder engagement is how to bring together all these initiatives (e.g., youth, gender, community initiatives) to have greater impact, Moreover, another challenge is how to make these initiatives self-sustaining. **RISK MITIGATION PLAN:** In 2015, attention will be paid to the domestic political factors and risks for potential instability to minimize the impact on the planned activities. Moreover, anti-corruption support will be integrated in UNDP's peace-building and rule of law programmes.

Output #5.2: Knowledge and experience on anti-corruption is shared globally and with countries.

OUTPUT INDICATORS
Number of practitioners that uses the anti-corruption knowledge management platforms and tools.

FAST FACTS

13,820 visits to the AC web portal.

1,115 twitter followers.

800 members in APINTACT and 1900 in Waca Waca AC Reg Networks.

9 Knowledge products.

AC Learning Hub.

5.2.1 Lead and manage the UN anti-corruption web portal specialized on corruption prevention interventions at global, regional and national level.

5.2 Coordinate the global and regional anti-corruption networks (AP-INTACT, WACA-WACA) to facilitate knowledge sharing and capture lessons learned to enhance UNDP's anti-corruption programming.

5.2.3 Together with donors and other partners such as UNODC, TI and national counterparts, organize a global community of practice meeting to strengthen RBM and anti-corruption measurement.

5.2.4 Knowledge management, including Anti-Corruption web Portal, Global Anti-Corruption Report, regional knowledge management, coordination, monitoring and evaluation by Knowledge Analyst.

In 2014, the UNDP Anti-corruption web portal showed an increase in terms of visibility and traffic (going from 2,825 to 13,820 visits in one year) receiving positive feedback.

GAIN continued strengthening its presence on Twitter and YouTube, with the Twitter account growing from 400 to 1,115 followers, and a significant spike in the viewership of GAIN's Youtube videos.

UNDP continued supporting the regional networks for AC knowledge sharing AP INTACT in Asia Pacific and WACA WACA in Africa region.

The number of registered members in the ¬¬¬AP INTACT recorded a big hike, growing from 530 members from 50 countries in 2013 to almost 800 members from 62 countries (from and beyond the Asia Pacific Region).

The "West and Central Africa Weekly Anti-Corruption Announcements (Waca-Waca)" network, launched in 2012 to share information on anti-corruption initiatives and opportunities in the Africa region, expanded from 800 to 1,900 active network members.

UNDP KNOWLEDGE PRODUCTS

In 2014, GAIN together with other partners produced the following knowledge products:

1. A snapshot of illicit financial flows from eight developing countries: results and issues for investigation

2. Discussion paper: Building Transparency, Accountability and Anti-corruption

3. Gender and Corruption in Latin America: is there a link?

4. Survey methodology: addressing gender equality related corruption risks and vulnerabilities in civil service

5. Methodology Survey: addressing gender equality & corruption risks in civil service

6. Anti-Corruption Strategies: Understanding What Works, What Doesn't, and Why: Lessons learned from Asia Pacific.

7. User's guide to measure corruption and anti-corruption (on going).

8. Programming guide: Integrating Anti-corruption in Post conflict contexts (on going).

9. Guidance note on mainstreaming, Transparency, Accountability and Integrity in Public Sector to Enhance Service Delivery (on going)

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Working together with UNDESA, the Learning Resource Center, UNDP Virtual School, Huairou Commission and other partners, GAIN initiated eight online courses on anti-corruption, that will be publicly available in 2015:

- Basics on AC
- ACAs
- Corruption Prevention
- Corruption and Gender
- Anti-Corruption in the Health Sector
- Anti-Corruption and UNREDD
- Anti-Corruption and Water
- Anti-Corruption and Education

CHALLENGES/LIMITATIONS: During the last two decades, there has been tremendous progress in terms of documenting anti-corruption knowledge. However, measuring the usefulness and applicability is a challenge. Moreover, there are very mechanisms to track the actual effectiveness of these knowledge tools.

RISK MITIGATION PLAN: To improve the effectiveness of the knowledge tools (such as corruption risk methodologies in sectors), GAIN pilot tests these methodologies to improve their quality and applicability as living documents. The online training platform (www.anti-corruption.org), among others, has a mechanism to track the number of practitioners who take the online courses and pass them.

WAY FORWARD: GAIN is planning for the release of a new user-friendly AC learning hub to be hosted on the Anti-Corruption web portal. This learning center offers a compendium of online modules providing tools, methodologies, case studies, lessons learned, and new approaches to practitioners, governments, donors, and civil society organizations, on how to prevent corruption in order to achieve sustainable development and strengthen democratic governance.