

# Global Programme against Corruption

## Implementation Strategy

### I. Programme Summary

The Global Programme against Corruption has been designed by the UN<sup>1</sup> to assist member countries in their efforts to curb corruption. The proposed programme design seeks to address the historic challenge of development programmes to achieve quality results due to insufficient transparency, capacity, results orientation and accountability. It will be jointly implemented by CICIP and UNICRI with the technical co-operation component being largely undertaken by CICIP, and the monitoring, analysis and evaluation of the results of the action learning process being undertaken by UNICRI with the assistance of the International Expert Group.

The Global Programme against Corruption is composed of three main parts: (i) the action research (learning by doing) component, (ii) the technical cooperation component and (iii) the monitoring and evaluation component. The Programme will take place at (i) the international, (ii) the national and at the (iii) sub-national or municipal (local) level.

#### A. Action Learning Component

In order to address suitably the causes of corruption, the proposed programme will implement a systematic action learning process, which will identify best practices at three levels:

1. *Project and Programme:* Pilot testing new approaches and anti-corruption tools.  
The Programme aims to work with 13 member countries from five regions (Africa, the Middle East, Latin America, Eastern Europe and Asia). These member countries would all have requested help from the United Nations and signed an integrity agreement committing them to invite a broad-based group of stakeholders to assess the current situation and come up with an integrated and realistic anti-corruption programme for implementation. Through this systematic learning process the most successful tools will be identified by the monitoring and evaluation process and refined, while less successful or promising tools might be modified or eliminated.
2. *Donor.* Bilateral partners who opt to be part of a process of self-assessment, will pilot test new approaches with a commitment to initiate a dialogue with their development partners on how to improve their working relationships.
3. *Executing agency.* This Programme will be implemented by the UN according to the principles of (i) local ownership, (ii) donor coordination, (iii) integrated approach, (iv) focus on impact and (v) systematic and independent monitoring and evaluation.

#### B. Technical Co-operation Component

As corruption tends to be dynamic and has crosscutting dimensions and impact, the most appropriate approach must also be dynamic, integrated and holistic in nature. Emphasis should be equally weighted towards preventive measures as well as prosecution and enforcement.

The technical cooperation component will reflect a modular approach consisting of measures or tools that may be implemented individually or as a “package” in different stages at the international, national and local levels. This set of anti-corruption tools will be tested and refined by the action learning process before being made available to member countries. These approaches and tools will be as comprehensive as possible, allowing flexibility in the adoption of the measures to the particular needs and context of each country/sub-region.

Within the Global Programme, technical cooperation will be provided mainly:

- **At the International Level:**
  - (i) promoting the creation of international transparency and monitoring mechanisms; and
  - (ii) promoting international legal instruments, and the adoption of a more coherent strategy to fight corruption by the international community through shared experience and information.
- **At the National Level:**
  - (i) assessing existing national measures against corruption;
  - (ii) providing advice on drafting/revising relevant legislation;

<sup>1</sup> UN stands for CICIP (Centre for International Crime Prevention) and UNICRI (United Nations Interregional Crime and Justice Research Institute)

- (iii) providing advice on establishing/strengthening anti-corruption bodies;
- (iv) developing preventive measures (such as public awareness campaigns and codes of conduct); and
- (v) providing training on newly introduced anti-corruption measures to policy makers, judges, national media, prosecutors, anti-corruption agency staff, law enforcement personnel, the private sector, banking and financial organisations, and non-governmental organisations.

- **At the Sub-national/Local Level.**

Experience has shown that it is easier to build momentum and less complicated to curb corruption at the “grassroots” or sub-national level than at the national level. Therefore member countries will be advised to place equal emphasis on the initiation of anti-corruption programmes as close to the customers as possible. At the sub-national level the anti-corruption programme could:

- (i) assess existing sub-national measures against corruption;
- (ii) provide technical assistance in implementing relevant regulatory and procedural measures; and
- (iii) facilitate adoption and implementation of national initiatives and preventive measures at the local level.

### **C. Monitoring and Evaluation Component <sup>2</sup>**

This component will be undertaken by UNICRI with the support of an International Expert Group, to perform independent monitoring and evaluation in all the pilot countries in order to identify success and failures.

This *corruption monitoring protocol* will be regularly issued to document trends within the three main types of corruption:

- (i) corruption in public administration and “street-level” corruption (experience of citizens with public administration agencies);
- (ii) business corruption (especially in medium-sized businesses); and
- (iii) high-level corruption in finance and politics.

The main results will be stored into a database accessible through the web pages of UNICRI and CICP.

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<sup>2</sup> The *Corruption Monitoring Protocol*

The *corruption monitoring protocol* will be disseminated widely:

- (i) in regular meetings with the Member Countries;
- (ii) in UN’s periodicals and web pages;
- (iii) on the respective web pages of the Member Countries being part of the Global Programme against Corruption will continually disseminate lessons learned (quarterly progress reviews) through the use of web sites which will be linked to each other and to CICP/UNICRI’s own web pages.

## **II. Programme Organisation and Implementation**

### **A. International Steering Committee**

All Programme activities will be administered by UN in close collaboration with an *International Steering Committee (ISC)*. This Committee will meet on a yearly basis and assure the proper involvement of the Member States that participate in the Global Programme either as Donors or as Clients and the coordination with the various other international and bilateral organisations. Furthermore it will create a forum to share information and experiences from the CICP’s 13 pilot projects and to discuss future measures.

### **B. International Expert Group**

To assist the UN and its partners in the anti-corruption work an *International Expert Group (IEG)* will be identified and invited to participate in a discussion forum. This group will combine all relevant technical backgrounds and serve as a think tank in various phases of the Programme elaboration and implementation.

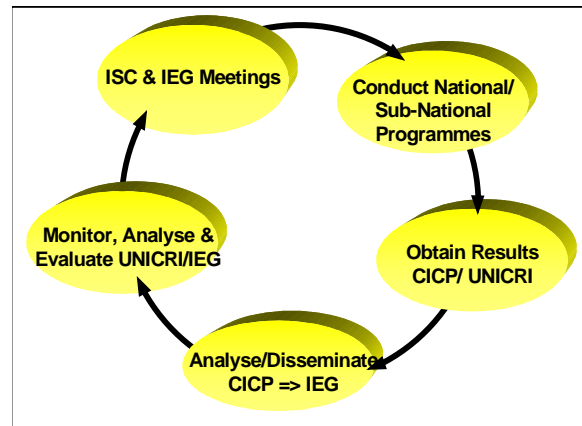
In addition the *International Expert Group* will be enriched by approximately five personalities who are known internationally for their high levels of integrity. While the experts will give the Programme the necessary scientific substance, these personalities support the UN in overcoming political challenges that are envisaged due to the complexity and sensitivity of the anti-corruption work.

The *International Expert Group* will meet initially to:

- (i) discuss and provide feedback on UN’s Global Programme against Corruption;
- (ii) provide and/or evaluate the possible methods that could be applied in the pilot projects; and
- (iii) establish some “shared values” among the Group, the UN and other partners in implementing

the Action Learning Component. The CICP and UNICRI web pages will host a database providing the background, focus area(s), skills and publications of each expert for the benefit of any pilot country or other interested party.

### Action Learning Cycle



### When:

The Programme implementation has begun in November 1999 and will continue through December 2003.

### Where:

UN's Global Programme against Corruption has the following phases:

- Phase 1;* (May-Nov 1999): Initiating projects in Hungary and Lebanon.
- Phase 2;* (Nov 1999 - Nov 2001): Implement projects in Hungary, Lebanon, Nicaragua, Uganda, Benin, Nigeria, South Africa and Bolivia. Initiate projects in Zimbabwe, Macedonia, Indonesia, Guatemala and Tajikistan.
- Phase 3;* (Nov 2001- Nov 2003): Implement, evaluate and disseminate experience from Global Programme against Corruption in Hungary, Lebanon, Nicaragua, Uganda, South Africa, Indonesia, Benin, Zimbabwe, Macedonia, Tajikistan, Nigeria, Guatemala and Bolivia.

### Who:

Key implementers of the three programme components are:

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|-------------------------------|--|
| <b>Action Research</b>        | CICP's Global Programme against Corruption supported by UNICRI, the International Expert Group, ODCCP's 20 Field Offices and bilateral partners funding specific pilot countries |
| <b>Technical Co-operation</b> | CICP's Global Programme against Corruption supported by UNICRI, the International Expert Group, ODCCP's 20 Field Offices and bilateral partners funding specific pilot countries |
| <b>Monitoring/Evaluation</b>  | UNICRI supported by the International Expert Group.  |

### Funding:

The Programme is seeking funding both from bilateral donor agencies and from the private sector. Currently it receives funding from the governments of The Netherlands, France and the USA. A dialogue concerning potential future funding has been initiated with the Norwegian and the British governments. The estimated funding need for the next three years is US\$ 6million. The funding gap is currently US\$ 4 million.

### More Information:

Additional information can be obtained by contacting CICP at the address below or by visiting the following web sites:

CICP P.O. Box 500, A-14000, Vienna, Austria, Telephone 43-1 26060 4269; Fax 43-1-260605898

<http://www.odccp.org> or <http://www.ifs.univie.ac.at/>

UNICRI – via Giulia, 52 – 00186 Rome, Italy – Telephone +39-06-6877437; Fax +39-06-6892638

[http:// www.UNICRI.it](http://www.UNICRI.it)