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INTRODUCTION

No one denies that corruption is a hindrance for development, but practicing «anti-corruption» solely within development programmes is only half the job. When U4 was established in 2002, the anti-corruption topic used to be about definitions, explanations, and stressing why donors had to engage. Now, anti-corruption has sprouted branches into specialised sub-topics across development sectors. Donors have entered international policy arenas once reserved for law enforcement and banking specialists. Aid agencies are under pressure to show impact, and without serious measures to stop illicit financial flows from developing countries, development goals will be much harder to reach.

U4 responds to the ongoing demands for new knowledge that our Partners put forward. Our team members participate ever more frequently in policy and research fora, reflecting the relevance and quality of our work.

WE AIM TO BE LEADERS IN OUR FIELD

The highest objective of the U4 Strategy is our vision: a world in which development efforts of aid donors and developing countries are more effective because the negative impacts of corruption are reduced”. Our mission is “to be a leading provider of high quality research, information, and learning opportunities to help development practitioners more effectively support anti-corruption efforts in the developing world.” In the 2012 user survey, 56% of respondents from Partner Agencies answered “yes” to the question: “do you agree that considering other sources of information on anti-corruption and development, U4 is a leading source of ideas and expertise in this field?” You can find more details about the user survey in the sections on performance monitoring and communications.

U4 EXPANDS THE INTERNAL PERFORMANCE MONITORING

Development agency staff is our primary audience. In order to better determine how well we manage to support practitioners in their work, we have developed a new performance monitoring plan in consultation with our Partners. We have extended our data gathering, and re-designed our annual survey to closely examine our performance trends. Indicators include satisfaction with publications, training and website. We present important results from 2012 throughout this report – particularly in the section on performance monitoring.

OUR WORK CONTRIBUTES TO CHANGE

Anecdotal evidence of change that results from U4’s work is also important to monitor. Here are some of the examples of U4 work from the past year that has resulted in concrete changes:

• Working in partnership with several Partner Agencies and the OECD, U4 helped shape the advice on how the illicit financial flows agenda can be implemented at the country-level.

• A U4 workshop in Tajikistan provided the first forum where donors and government counterparts discussed corruption challenges with an aim to develop solutions.

• U4’s paper on Mapping evidence gaps in anti-corruption evaluates the strength of evidence on the impact of anti-corruption programmes. This helped inform DFID’s expanded research agenda.

• People who use U4 resources report being more confident discussing anti-corruption issues and having a better sense of the corruption challenges relevant for their programmes.
NEW INSIGHTS ON ILLICIT FLOWS, CLIMATE AND EVALUATIONS

In response to the changes in the field described above, U4 now helps lead the way in additional thematic areas within the anti-corruption field. Corruption problems related to REDD+ (climate aid through forest conservation) was a new theme started by U4 in 2012. Another theme produced several publications on ways to reduce the damaging actions by international drivers of corruption. Many anti-corruption initiatives have been implemented by development agencies, and another of our most recently started themes looks at how to best evaluate and measure impact. We need to better understand what works in anti-corruption, and why. You can read more about this and many other 2012 Theme activities in this report.

U4 TRAINING: RECORD NUMBERS AND HIGH SATISFACTION

U4 responds to our Partners’ emerging needs for training. Where we used to offer one online course, our Partners can now pick from seven options, with more in the planning. A total of 25 online courses and in-country workshops were held in 2012, attended by almost 750 participants. The vast majority (99%) report being satisfied or highly satisfied with the event. In October, U4 offered a new online course: Introducing anti-corruption into sector work. The course provides examples of how sector practitioners can work with anti-corruption without neglecting their sector priorities. We present the details about the seven different online course modules and nine workshops held in 2012 in the training section.

FINLAND ON BOARD, MORE AGENCIES WELCOME

CMI and U4 works towards a goal of increasing the number of U4 Partners. The Ministry of Foreign Affairs of Finland joined the U4 Partnership in early 2012, while the Netherlands departed. A new funding model approved by the Steering Committee allows for different contribution-levels based on a minimum for full Partnership, and an option of Associate Partnership. This setup helps improve funding stability despite the current financial constraints facing many aid agencies.

NEW COLLEAGUES JOIN THE TEAM IN BERGEN

Signaling CMI’s strong commitment to the U4 Anti-Corruption Resource Centre, three new U4 anti-corruption advisors and a new director were recruited in late 2012. All start in early 2013. Hiring a full contingent of staff for the U4 core activities was a step to address staffing gaps resulting from funding uncertainty over the past two years. The recruitment opens up capacity for our team to participate in additional projects that expand or complement the core U4 functions.

“Working directly with people on the recipient side is challenging when it comes to transparency and accountability. Information from U4 resources have helped me pick the courage to address corruption issues with my counterparts”

Survey respondent
In 2012, U4 advisors worked actively with producing content for eight of the 17 Themes on our website. 17 Issues, Briefs and Practice Insights were published during the year. At the end of 2012, work was also ongoing for around 20 additional publications. Each U4 Theme with ongoing activities are presented on the following pages.

In addition to work on thematic publications, U4 advisors were busier than usual in 2012 with conducting online courses and in-country workshops, and holding presentations at various events. This, combined with a staff shortage that started in late 2011, which could not be addressed due to funding uncertainty, led to a lower than average number of publications published in the year.

**MAIN WORKING THEMES 2012**
- International drivers of corruption
- Natural resource management
- REDD integrity
- Evaluation and measurement
- Corruption and aid
- Health
- UNCAC

**OTHER THEMES**
- Fragile states
- Anti-corruption agencies
- Education
- Corruption in emergencies
- Ethics
- Justice sector
- Money in politics
- Private sector
- Public financial management and procurement
INTERNATIONAL DRIVERS OF CORRUPTION

www.u4.no/themes/international-drivers-of-corruption

To reduce money laundering and tax evasion, agencies must push for reforms both at home and abroad. Only by thinking outside the box and exploring new forms of collaboration – for instance with criminal prosecution and asset recovery experts - is it possible to stome some of the badly needed funds leaking out of poor countries.

FORUM IN PARTNERSHIP WITH OECD DAC

Following on the inclusion of Illicit Financial Flows (IFF) in the Busan outcomes statement in 2011, U4 is partnering with the OECD DAC Anti-Corruption Task Team (ACTT) to promote the IFF agenda among development practitioners. As part of that effort, U4 and the ACTT joined forces to organise a workshop on Implementation of the Illicit Financial Flows agenda - A field level perspective (Paris, May 14, 2012). The forum aimed to address the perceived gap between the IFF agenda, which has mainly focused on international agreements and inter-governmental processes such as asset recovery, and the programming tools available to development practitioners “on the ground”. Participants included representatives from UNDP, the World Bank StAR initiative and several bilateral development agencies, including some of their field-based staff.

A NEW ADVISOR IN CHARGE

U4 is thankful to Alessandra Fontana – who took on a new position outside U4 from 1 October, 2012 – for her efforts in starting the International Drivers theme and making it into a highly productive project. A newly recruited U4 staff member will continue the good work on this increasingly relevant topic in 2013.

2012 PUBLICATIONS

Tackling shell companies: Limiting the opportunities to hide proceeds of corruption
Sharman, J. (U4 Brief 2012:10) 4 p
Development agencies and developing country governments should work to prioritise more effective regulation of shell companies.

Using money laundering investigations to fight corruption in developing countries: Domestic obstacles and strategies to overcome them
Fontana, A.; Gomes Pereira, P. (U4 Issue 2012:9) 57 p
An effectively implemented anti-money laundering framework limits the channels through which illicit funds can be laundered, making crime riskier and reducing the incentives for corrupt activities

Illicit financial flows and measures to counter them: An introduction
Fontana, A.; Hearson, M. (U4 Brief 2012:9) 4 p
Development practitioners need to understand the nature of the problem of illicit financial flows as an obstacle to development, and be aware of interventions that can reduce such flows.

Implementing the illicit financial flows agenda: Perspectives from developing countries
Fontana, A.; Hansen-Shino, K. (U4 Brief 2012:8) 4 p
This Brief looks at the experiences of some bilateral agencies that have begun to implement the illicit financial flows-agenda. Promising areas to engage in include support for improving tax systems and strengthening anti-money laundering programmes.

Chasing kleptocrats’ loot: Narrowing the effectiveness gap
Sharman, J. (U4 Issue 2012:4) 31 p
To intercept funds derived from corruption is difficult because untraceable shell companies make suspect transactions possible. Cheap and practical studies can test the ease of forming shell companies.

The accumulation of unexplained wealth by public officials: Making the offence of illicit enrichment enforceable
Perdriel-Vaissiere, M. (U4 Brief 2012:1) 4 p

QUICK LEARNING WITH PREZI

20% of respondents to our last survey said they would watch prezis to get new information. As this alternative to powerpoints catches on, more people will discover its value. Anyone interested in a quick overview of the problems and solutions of illicit financial flows, can view Martin Hearson’s presentation online.
Training activities dominated the Corruption in Natural Resource Management Theme (NRM) in the first half of 2012, with a workshop in Mozambique and one online course (detailed in the training section). Work on publications that took place in the last half of 2012 resulted in two publications in early 2013 with three more forthcoming. Topics span from land administration to water, mining, extractive industries and forest certification. Three other forthcoming publications are planned in the 2013 workplan.

Feedback shows that NRM resources are useful for various actors and purposes. The UN Food and Agriculture Organization requested that U4 share experiences and lessons from corruption in land administration for an e-learning course on their Voluntary Guidelines on the Responsible Governance of Tenure. The Stockholm International Water Institute (part of the Water Integrity Network) contacted us to work more closely together on anti-corruption and integrity issues, and initial collaboration has begun on the forthcoming U4 Practice Insight on the local water sector in Kyrgyzstan.

U4 IN THE NRM POLICY ARENA

At GIZ’s invitation, Aled Williams— who coordinates the NRM Theme at U4 – participated in a technical workshop on synergies between the Voluntary Partnership Agreements (VPA) with timber exporting countries (part of the EU’s Forest Law Enforcement, Governance and Trade action plan (FLEGT)) and anti-corruption approaches. The event took place at the BMZ in Bonn on 30th and 31st of January 2012. The workshop, which was organised by the GIZ Sector Programme for International Forest Policy and the EU FLEGT Facility of the European Forest Institute (EFI), was a first opportunity to discuss cross-over between anti-corruption approaches in natural resource management and the FLEGT VPA process. Participation was drawn from the forest governance and anti-corruption fields. At Norad’s invitation, Aled Williams presented on anti-corruption approaches for natural resource corruption to a delegation from the Ethiopian Ministry of Mines at Norad, Oslo, 18th of June 2012. The delegation included the Ethiopian Minister of Mines, the Director of the Ethiopian Petroleum Licensing and Administration Directorate and the Director of the Ethiopian Mineral Licensing and Administration Directorate.

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WORK IN PROGRESS FOR 2013

Two publications that were finalised in late 2012 have been published in early 2013:

CORRUPTION IN LAND ADMINISTRATION: ROLES FOR DONORS TO MINIMISE THE PROBLEM


Land administration is one of the most corrupt government activities. How should international donors respond?

CERTIFIED INTEGRITY? FOREST CERTIFICATION AND ANTI-CORRUPTION


While forest certification is not primarily geared towards detecting and preventing corruption, they may have some anti-corruption effects in countries where corruption is sporadic but not systemic.

Forthcoming publications from the 2012 workplan:

• Corruption and improving effectiveness of local water management in Kyrgyzstan (U4 Practice Insight by K. Ormushev, an OSCE scholar and researcher based in Kyrgyzstan)

• Revenue management and corruption in mining communities: The case of Sub-Saharan Africa (U4 Issue by G. Hilson at the School of Agriculture, Policy and Development, University of Reading)

• Corporate corruption and the extractive industries (U4 Issue by S. Bracking at the Institute of Development Policy and Management)

Forthcoming from the 2013 workplan:

• Taking stock of anti-corruption policies in the Extractive Industries (U4 Issue)

• Lessons learned from coordinated donor working groups on natural resources (U4 Practice Insight)

• The transparency movement in natural resource sectors (U4 Issue)
Reducing Emissions from Deforestation and Forest Degradation (REDD+) is an effort to reduce greenhouse gases through a series of steps that many donors engage with. U4’s REDD Integrity theme (Funded by Norad) focuses on how to prevent corruption and improve public integrity in this type of climate aid.

2012 PUBLICATIONS

UNREADY FOR REDD+: LESSONS FROM CORRUPTION IN UGANDAN CONSERVATION AREAS


Based on qualitative fieldwork, this publication highlights monitoring and evaluation considerations for donors seeking to support both schemes for Reducing Emissions from Deforestation and Forest Degradation (REDD+) and other conservation efforts in East Africa.

CORRUPTION AND REDD+: IDENTIFYING RISKS AMID COMPLEXITY

Standing, A. (U4 Brief 2012:2) 4 p.

Corruption and other factors can influence deforestation in contradictory ways. For the purpose of country-level implementation of REDD+, donors should focus particularly on three corruption risk areas: land grabbing and tenure rights, fraud in monitoring, evaluation and reporting, and elite capture of REDD+ revenues.

U4’S REDD EXPERTISE WITH WIDER INFLUENCE

UNDP approached U4 Advisor André Standing to lead a corruption risk assessment for REDD+ in Kenya. The study will be published by UNDP/UN-REDD and will be presented and disseminated as a separate U4 Issue in 2013.

André Standing and Aled Williams wrote an opinion piece in the Nordic aid journal: Development Today (No 8, 2008) on Assessing corruption risks critical for success of REDD. The message was that learning the right lessons from past experiences with corruption in the forest sector is crucial to prevent broad undermining of REDD+. U4 has been informed that this publication led the Foreign Affairs Adviser to the Norwegian Progress Party’s Parliamentary Group to use U4’s REDD theme to inform their thinking on climate and environment.

WORK IN PROGRESS FOR 2013

Three publications from the 2012 work plan are forthcoming in early 2013.

- Rule of law and environmental justice in the forests: Addressing the challenge of strong law enforcement in corrupt conditions (U4 Issue by Fiona Downs – PhD candidate, Australia National University)
- Operationalising REDD+ in a framework of zero-tolerance for corruption (U4 Brief by Aled Williams, U4)
- A U4 Brief based on an interview with the head of Interpol’s Law Enforcement Assistance for Forests programme.

The 2013 work plan contains publications on anti-corruption lessons drawn from six REDD+ country cases: Kenya, Tanzania, Guyana, Brazil, Indonesia, and the Philippines.
Guidance on corruption indicators, measurement tools and evaluation methods were some of the outputs of this theme in its first full year of existence. New methodologies were applied on U4 donor projects to improve policy and programming in Malawi and Zambia, and materials were used in training workshops in Liberia, Tanzania, Zanzibar, and Vietnam.

Two substantial publications were finalised in autumn 2012. One paper – on *Mapping evidence gaps in anti-corruption* – was jointly produced under this U4 theme and the Corruption in Aid theme. This was used to inform a future DFID research programme on anti-corruption. Another publication – on theories of change in anti-corruption work – has been used by several civil society and donor officials to analyse and improve their programmes.

Other activities in 2012 include a U4 evaluation and design assignment for DFID, the Norwegian Embassy and Irish Aid on their support to the Malawi Anti-Corruption Bureau. The U4 Advisor in charge of this theme has also been in dialogue with the the Abdul Latif Jameel Poverty Action Lab (J-PAL) (a research centre at the Economics Department at the Massachusetts Institute of Technology) and the World Bank to collaborate on the cost-benefit/effectiveness analysis programme.

“I am using the publication on mapping the evidence gaps in anti-corruption and the Theories of Change document to inform decisions on whether we should be doing more on anti-corruption in our programme portfolio in Nigerian states.”

(survey respondent)

**WORK IN PROGRESS FOR 2013**

- A publication titled *Methods to learn what works and why in anti-corruption: an introduction into evaluation methods for practitioners* (U4 Issue, spring 2013, by J. Johnson and T. Søreide)
- A publication on the UNCAC Implementation Review Mechanism (U4 Issue, spring 2013, by M. Trivunovic et al)
- A publication on cost-benefit/effectiveness analysis for anti-corruption work (U4 Brief, spring 2013, by J. Johnson)

**2012 PUBLICATIONS**

**THEORIES OF CHANGE IN ANTI-CORRUPTION WORK: A TOOL FOR PROGRAMME DESIGN AND EVALUATION**


The theory of change (ToC) approach focuses on how and why an initiative works. Constructing a ToC enables government and donor staff to identify the logic underpinning their programmes and clarify how interventions are expected to lead to the intended results.

**MAPPING EVIDENCE GAPS IN ANTI-CORRUPTION: ASSESSING THE STATE OF THE OPERATIONALLY RELEVANT EVIDENCE ON DONOR’S ACTIONS AND APPROACHES TO REDUCING CORRUPTION**


**WHY, WHEN AND HOW TO USE THE GLOBAL CORRUPTION BAROMETER**


Development practitioners can in particular benefit from the Global Corruption Barometer at the early identification and formulation stages of a programme or a strategy.

**CORRUPTION INDICATORS IN PERFORMANCE ASSESSMENT FRAMEWORKS FOR BUDGET SUPPORT**


If corruption-related indicators are to be used in PAFs, it is important to, among other things, identify clearly budget support objectives and corruption indicator purpose; develop better outcome, rather than output, indicators, and support partner country capacity to develop indicators.
Concern about possible corruption in aid flows and projects has grown with increased pressure on donor aid budgets and greater attention to aid effectiveness. In 2012, U4’s work on the Corruption in Aid theme evolved around finding evidence of the impact of anti-corruption work, and collective donor responses to corruption.

In July, U4 presented the findings of a review of evidence on the impact of a range of anti-corruption interventions to a working group of stakeholders including academia and multilateral donors. The findings of this research will serve as a basis for defining the direction of DFID’s future research on anti-corruption. This activity was a joint effort by U4 and DFID, involving a commitment of U4 staff time and extra funding from DFID for additional research assistance. The paper has been presented to staff at Sida. It also formed the basis for a call for expanding the evidence base on corruption at UNDP’s global anti-corruption community of practice meeting.

U4, together with OECD DAC and the International Law and Policy Institute (ILPI), is implementing a joint project on Collective Donor Responses to corruption. This project has core funding from U4 and OECD DAC, and additional funding from GIZ. Research on lessons learned in Afghanistan, Tanzania and South Sudan has been completed and will result in publications in 2013. A half-day training module on collective donor responses has also been developed and was piloted in workshops special to this project in Tanzania and South Sudan. U4, OECD DAC and ILPI will jointly explore how the joint project can be expanded in 2013.

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HEALTH

www.u4.no/themes/health

USING POWER AND INFLUENCE ANALYSIS TO ADDRESS CORRUPTION RISKS: THE CASE OF THE UGANDAN DRUG SUPPLY CHAIN


PER DIEM POLICY ANALYSIS TOOLKIT


This toolkit proposes a methodology to study per diem policies of the health sector in a given country, in government, international, or non-governmental organizations.

HEALTH GOVERNANCE ROUNDTABLE

In May 2012, U4 was invited to participate in an important agenda-setting roundtable on Good governance for health. The Washington, DC forum brought together health and governance experts from leading universities, representatives of international organisations including the World Bank, the OECD, the WHO, and members of civil society organisations to improve understanding among key practitioners of the governance challenges for health system performance in developing countries. The presentation by Karen Hussmann (U4 Senior Resource Person), based on U4 training materials and publications on corruption risks across different types of health systems and strategies to address them sparked considerable interest. A similar roundtable focusing specifically on corruption risks in health systems is now being planned for 2013, and U4 were invited to contribute to the planning and participate in the event.

WORK IN PROGRESS FOR 2013

Two papers will be published in spring 2013:

- Good governance for medicines initiatives: Exploring lessons learned (U4 Issue by J. C. Kohler, Associate Professor and Director, Global Health, Leslie Dan Faculty of Pharmacy and Munk School of Global Affairs, University of Toronto, and N. Ovtcharenko, Senior Research Associate, Initiative for Drug Equity and AccessUniversity of Toronto).
- Addressing corruption through sector approaches: exploring lessons from the Moroccan anti-corruption strategy for the health sector (U4 Practice Insight).

UN CONVENTION AGAINST CORRUPTION

www.u4.no/themes/un-convention-against-corruption

IS MUTUAL ACCOUNTABILITY FEASIBLE? A CONCEPTUAL DISCUSSION WITH POLICY IMPLICATIONS


Examining the cases of Liberia, Nepal and Colombia, this study asks how corruption poses risks to political legitimacy and stability in fragile situations. The report focuses on the key role of elites and their views of the state’s legitimacy in determining the extent to which there will be instability or stability.

WORK IN PROGRESS FOR 2013

One publication will be published in spring 2013:

- Moving beyond compliance? The role of civil society in the UNCAC review process (U4 Issue by M. Trivunovic (independent researcher), N. Taxell (U4) J. Johnson (U4) and R. de Cássia Biaso (University of Sao Paulo). As part of the broader agenda of exploring effectiveness of the UNCAC Implementation Review Mechanism (IRM), this U4 Issue will explore what role civil society has played, to date, in the IRM and what impact this has had on the value of the IRM for development partners and national governments. Experience of civil society participation in Bangladesh, Brazil, Croatia and Zambia will be presented.
FRAGILE STATES

www.u4.no/themes/fragile-states

RISKS OF CORRUPTION TO STATE LEGITIMACY AND STABILITY IN FRAGILE SITUATIONS


Examining the cases of Liberia, Nepal and Colombia, this study asks how corruption poses risks to political legitimacy and stability in fragile situations. The report focuses on the key role of elites and their views of the state’s legitimacy in determining the extent to which there will be instability or stability.

PEOPLE’S ENGAGEMENT (NEW IN 2013)

http://www.u4.no/themes/people-s-engagement/

Planning started in 2013 for a new Theme on People’s Engagement. This thematic area explores assumptions and experiences about how individuals, Civil Society Organisation’s, media, private sector and others occupy and use the space between the state and the public to hold government to account and have a say in policy and decision making that have an impact on their lives and communities. A look at the use of new technologies for this purpose will be part of the work.

As part of its networking efforts, U4 has joined the TALearn community of Practice which brings together actors in the field of transparency and accountability. Within the community, U4 is taking the lead on the Transparency, Accountability and Participation Nexus practice group. This collaborative effort will seek to uncover the linkages between these three concepts.

WORK IN PROGRESS FOR 2013

The theme website has been established, and two publications are under way:

- Lessons learned of support to social accountability mechanism in DRC, Liberia and Nepal – what worked, why and under what circumstances? (tentative title) (U4 Issue by N. Taxell (U4) and Claire Schouten (Tiri). Field work has been completed.

- Maximising the efficiency and impact of Supreme Audit Institutions through engagement with other stakeholders (U4 Issue by Q. Reed, Independent Anti-Corruption Consultant).
U4 RESOURCES IN FRENCH

www.u4.no/themes/un-convention-against-corruption

2012 saw the completion of a special project to make more U4 resources available in French. Special funding from the Canadian and Belgian U4 Partner Agencies enabled U4 to provide a website, helpdesk service, and several publications and training materials in French.

TRAINING AND TRANSLATIONS 2012

One online course has been conducted in French in spring 2012: The Essentials of Anti-Corruption (Les fondamentaux de la lutte anti-corruption). Please see information in the training section and the full workshop report in the annex for further details. The online course readers for Corruption in Natural Resource Management (Corruption dans la gestion des ressources naturelles) are also available online. There is, however, currently no plan to conduct the course for francophone participants.

Six selected Expert Answers from 2011/2012 were translated and published online in 2012:

- Les promesses de la CNUCC vis-à-vis de la réduction des flux financiers illicites (EA 276FR)
- Bonnes pratiques en matière de renforcement de la transparence, de la participation, de la responsabilité et de l'intégrité (EA 274FR)
- Engagements et actions de lutte contre la corruption par les pays développés (EA 266FR)
- Organismes de lutte contre la corruption: centralisés ou décentralisés ? (EA 323FR)
- Impact des actions de surveillance communautaire sur la corruption (EA 320FR)
- Tendances en matière de corruption dans la région du Moyen-Orient et de l'Afrique du Nord (MENA) (EA 302FR)

Additionally, four Issues and two Briefs were translated and published online (see list on the right).

WORK IN PROGRESS FOR 2013

- Governance Challenges: campaigning to promote good governance in poor governance context in both anglophone and francophone Africa (tentative title) (U4 Practice Insight by S. Gilbert, IDASA – a Southern African independent public interest organisation).
Most of U4’s activities consist of communicating knowledge. How we aim to do this best is outlined in our new communications strategy from mid-2012. It is an ambitious document covering broad tasks that range from dialogues with stakeholders on ongoing theme work, to promotion of the Centre to potential new Partner Agencies.

**DISSEMINATION AND INTERACTION AT EVENTS**

U4 staff’s presence at events where information about U4 work was shared increased by one third from 2011 to 2012. Knowledge sharing through online courses and in-country workshops is also a vital method to reach our core audience. The amount of online courses remained constant from 2011-2012, but the number of workshops increased from 5 to 9. As a result we reached nearly 750 practitioners through training – more than 200 more than in 2011.

U4’s stand at the International Anti-Corruption Conference in Brasilia in November made it possible to share U4 publications with a large number of practitioners and others interested in anti-corruption issues. We distributed 500 U4 memory sticks with our publications, and printed U4 publications were very popular among conference participants.

**MONITORING OUR AUDIENCE’S INFORMATION NEEDS**

The annual user survey and training evaluations clearly show that U4’s most important communication channels are the website and the newsletter. However, to reach new audiences more methods are necessary, including making sure U4 work is visible outside our own portal. This will be a priority in 2013.

Core U4 audiences report relatively low levels of use of social media to get work-related information. We will monitor developments in this area and adjust our engagement in such fora accordingly. We currently have 235 members in the U4 Linked-in group. Members include U4 Partners, researchers, lawyers, government employees, and staff of international institutions and NGOs. We have 450 followers on Facebook and 150 followers on Twitter, which are still modest numbers compared with organisations that prioritise social media. There is therefore potential to be explored in the future for more U4 interaction with audiences via these channels.

**WEBSITE REDISEIGN LED TO IMPROVEMENT IN IMPORTANT INDICATORS**

U4 has built its online presence since 2002, achieving 217,000 unique visitors in 2011. In December the same year the website was revamped, and content which used to generate traffic from other websites was changed. Steep drops in website traffic is common after web-makeovers, and it is therefore not useful to compare website-visits from 2011 and 2012. On the positive side, the indicators that matter most as reflections of quality have improved:

**Positive effects of the website redesign**

- average time each visitor spends on the site has increased 100%
- number of pages they view each time they visit is up by nearly 90%
- the number of visitors who leave the site after just viewing one page (bounce rate) is down by 22%
- Downloads of U4 publications has remained stable despite lower general online visibility
- The number of people who have visited the website more than 5 times in the year increased by 60% from 2011 to 2012.

**97,000 unique web visitors**

**47,000 publication downloads**

81% of survey respondents agree with the statement: “The U4 website is highly informative, relevant and useful.”
A valued service

Spontaneous, positive feedback to the Helpdesk team from people who submit queries and others who read the Expert Answers shows that the Helpdesk is a much valued service. Many practitioners repeatedly use the service – some more than three times – which signals that they find the service very useful. The total number of processed queries increased from 32 in 2011 to 36 in 2012.

In 2013 the Helpdesk team will start collecting more in depth information about how the Expert Answers are used, in order to get a better overview of the impact of this service.

Practitioners interested in country profiles and social accountability tools

Half of the queries in 2012 were requests for country profiles, or otherwise limited to one country. These are needed in connection with the development of country strategies. Expert Answers with overviews of corruption and anti-corruption in a country include information about forms of corruption, sectors at risk, reforms, institutions and civil society involvement in anti-corruption work. As in previous years, most country specific queries have focused on Africa, followed by Asia and the Middle East.

Requests about social accountability tools have emerged as a new trend. Examples include the impact of community monitoring on corruption, community policing as a tool against corruption or the use of ICT to fight corruption. This seems to reflect a growing interest in complementing legal/institutional approaches to anti-corruption with community based approaches.

Expert Answers reach a wide audience

All expert answers that are suitable for redistribution are published online both on the U4 and TI websites. The answers are also spread to the TI network through quarterly updates and annual compilations of answer’s summaries. Relevant queries are also disseminated regularly to TI’s National Chapters in bulletins. Selected answers are also shared in different meetings and fora, both from TI’s side, and for instance in U4 in-country workshops. Prior to the redesign of the U4 and TI websites in late 2011 and early 2012 – which caused a natural drop in visits to the sites – the Expert Answers were the most downloaded of all U4 publications. In 2012, Expert Answers were downloaded 8000 times from the U4 website which lists almost 200 of these useful texts.

Expert Answers go through tight quality control

The Helpdesk is operated by a senior research coordinator and a research coordinator with part time supervisory function by a director. The team gets additional support from other staff from the research and Knowledge Group at TI when necessary. All Expert Answers are also reviewed by a U4 Advisor before they are published online. Capacity constraints on this level caused a backlog in the publishing process for the U4 website which is being addressed in early 2013.

2012

36 queries processed
33 were from staff at headquarters
196 Answers available online
8000 downloads from U4.no
# Expert Answers 2012

<table>
<thead>
<tr>
<th>Title</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global issues and anti-corruption approaches</td>
<td>Tajikistan: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td>Sources on the link between corruption, poverty and conflict, and evidence of the impact of corruption’s on donor interventions</td>
<td>Bangladesh: Overview of corruption within the justice sector and law enforcement agencies in Bangladesh</td>
</tr>
<tr>
<td>Lessons learned in fighting corruption in post-conflict countries</td>
<td>Kenya: Overview of corruption and anti-corruption (submitted twice by two separate enquirers)</td>
</tr>
<tr>
<td>Influence of interest groups on policy-making</td>
<td>Palestine: Literature review of corruption</td>
</tr>
<tr>
<td>Centralised versus decentralised anti-corruption institutions</td>
<td>Palestine: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td>EU-reform strategies and approaches to support anti-corruption measures in ENP countries</td>
<td>Lebanon: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td>Overview of integrity assessment tools</td>
<td>Burma: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td>The use of political analysis for corruption analysis</td>
<td>Somalia: Overview of corruption and anti-corruption (submitted twice by two separate enquirers)</td>
</tr>
<tr>
<td>The benefits of open contracting</td>
<td>Bolivia: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td>Community policing as a tool against corruption</td>
<td>Sudan: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td>Impact of community monitoring on corruption</td>
<td>Indonesia: Causes of corruption</td>
</tr>
<tr>
<td>Use of mobile phones to detect and deter corruption</td>
<td>Evidence of illicit financial flows from developing countries placed in Germany</td>
</tr>
<tr>
<td><strong>Sector specific information</strong></td>
<td><strong>Country specific information</strong></td>
</tr>
<tr>
<td>Fighting corruption in education in fragile states</td>
<td>Afghanistan: Overview of corruption</td>
</tr>
<tr>
<td>How to deal with police extortion</td>
<td>Malawi: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td>Environmental crime and corruption</td>
<td>Liberia: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td><strong>Country specific information</strong></td>
<td>Mozambique: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td>Mongolia: Corruption in the natural resource sector</td>
<td>Vietnam: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td>Bangladesh: Overview of corruption and anti-corruption</td>
<td>Turkey: Overview of corruption and anti-corruption</td>
</tr>
<tr>
<td><strong>Corruption Trends in the Middle East and North Africa (MENA) Region (2007-2011)</strong></td>
<td><strong>Use of Helpdesk by Agency</strong></td>
</tr>
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<table>
<thead>
<tr>
<th>Agency</th>
<th>Count</th>
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</thead>
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<tr>
<td>DFID</td>
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</tr>
<tr>
<td>GIZ</td>
<td>9</td>
</tr>
<tr>
<td>SIDA</td>
<td>5</td>
</tr>
<tr>
<td>AUSAID</td>
<td>5</td>
</tr>
<tr>
<td>NORAD</td>
<td>4</td>
</tr>
<tr>
<td>BTC</td>
<td>1</td>
</tr>
<tr>
<td>MFA Finland</td>
<td>0</td>
</tr>
<tr>
<td>CIDA</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>36</strong></td>
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</table>
U4 online courses and workshops is an important arena for reaching our core audience. 2012 saw the highest level of U4 training activity ever, with nine in-country workshops and 14 online courses. Almost 750 participants were involved, which exceeded the target for the year.

### Online courses

Seven Essentials of Anti-Corruption online courses (two in French), and seven specialised online courses were offered during the year. Overviews of each course are included on the following pages, and complete reports are found in the annex to this report. The average pass rate¹ for online courses in 2012 was 88%. You can see more statistics about online courses in the orange box on page 20.

**MORE COURSE VARIETY**

2012 featured the widest variety of online courses ever offered by U4. The five specialised courses offered in the spring – each of which has been offered at least once before – were complemented in the autumn with a new course on Introducing anti-corruption approaches into sector work. This three-week course looks at entry points for integrating anti-corruption approaches into sector programmes and policies.

**PARTICIPATION TRENDS**

As the variety of online courses offered has grown considerably in the past year, the demand for places in the Essentials course has decreased. As a result, U4 offered fewer sessions of the Essentials online course than envisaged in the 2012 activity plan. We are constantly monitoring the demand for places and have the flexibility to increase the offerings if waiting lists grow.

**TECHNOLOGICAL AND MANAGERIAL IMPROVEMENTS**

Following the launch of U4’s new website in December 2011, the dedicated Virtual Classroom interface used for all online courses was redesigned to ensure a more user-friendly and intuitive platform. In addition, to reduce problems with certificates going missing in the mail, a system of electronic certificates was introduced together with mandatory completion of an online feedback form before a certificate is issued. This new system reduces the labour-intensive process of posting paper certificates and at the same time ensures U4 obtains more information on the usefulness and relevance of courses, through a higher percentage of feedback forms completed.

**SPREADING WORD ABOUT TRAINING**

The diversification of online course offerings and the need to have a critical mass of participants in each course to ensure a dynamic discussion in the virtual classroom have demanded considerable efforts and creativity to “get the word out”. In addition to the usual request for Partner Agency liaisons to distribute information and flyers internally, U4 is using its new website to feature upcoming courses more prominently, engaging in direct contact with alumni who might be interested in a new offering (e.g., those located in Francophone countries), targeting internal communication channels at the Partner Agencies (e.g., training department notices), and producing thematic newsletters focusing on advertising specific online courses.

### Workshops

The 2012 activity plan envisaged nine workshops (Vietnam, Mozambique, Ecuador, Tajikistan, Mali, Tanzania, Benin, The Occupied Palestinian Territories, and Afghanistan). In addition, the workshops planned for Liberia and Colombia in 2011 were carried over to 2012 to accommodate host agency and country preferences. You can view the list of workshops held in 2012 in the orange box below.

**CHANGES IN THE 2012 WORKSHOP SCHEDULE**

U4 met the participation targets for training in 2012 despite some cancellations (Afghanistan, Benin, and Mali). The reasons for cancellation range from language demands (French), timeframes that were too narrow, or local political conditions. The Ecuador workshop takes place in April 2013. See annex for in-depth reports.

**NEW WORKSHOP ORGANISATION**

During 2012, U4 reviewed the strengths and weaknesses of its in-country workshops and have revised the model of organising and delivering these events. In response to increasing demand for workshops that are less “basics of anti-corruption” and more tailored to the specific context of the country, a standardised workshop application form is now in place. The purpose is to link the workshop to ongoing anti-corruption efforts in the country, and ensure broad local participation. We have also started a trial with scoping missions 3-6 months ahead of workshops. This is useful for a better understanding of the country dynamics and host agencies’ goals. It also enables us to discover research needs and identify local experts to speak at workshops and write background papers. An assessment of the trials will be conducted in 2013 to determine if scoping missions should be held for all workshops.
Evolution and impact

U4 training continues to be evaluated very positively, exceeding performance targets. 99% of participants said they were “satisfied” or “highly satisfied” with their course or workshop.

Participants in workshops and courses gave an average rating of 4.4 (1=strongly disagree; 5=strongly agree) on the statement “the course/workshop was relevant to my work.”

In the online course and workshop evaluations of 2012 as a whole, the response to the statement “I will be more confident in introducing AC or integrity measures in my work after taking this course/attending this workshop” achieved 4.3 out of 5 points. Many who responded to the annual user survey also expressly mentioned their participation in training events as useful for work purposes in general.

However, our impact depends on our Partners’ capacity to foster change. In follow-up interviews with course and workshop participants, some Partner Agency staff point out that while they have attained a much better understanding of the issues, they are not always in a position to make changes. In some cases this is because their role is not directly connected to policy or programme decisions. In others, competing priorities ranging from high-level foreign policy objectives, to the desire to assure continued dispersal of funds get in the way of implementing better practices based on learning.

A new evaluation method for workshops in addition to the participant questionnaires starts in 2013. About four months after a workshop the local hosts will be asked to report on satisfaction in a short telephone interview.

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>HOST</th>
<th>TITLE</th>
<th>DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mozambique</td>
<td>Norad</td>
<td>Anti-Corruption Approaches for Natural Resource Mgmt</td>
<td>5-6 March</td>
</tr>
<tr>
<td>Colombia</td>
<td>Sida</td>
<td>Towards the elaboration of an integral anti-corruption policy</td>
<td>14-15 March</td>
</tr>
<tr>
<td>Liberia</td>
<td>Sida</td>
<td>Promoting transparency and accountability in Liberia</td>
<td>22-24 May</td>
</tr>
<tr>
<td>Cameroon</td>
<td>GIZ</td>
<td>Anti-Corruption in the health sector</td>
<td>5-7 June</td>
</tr>
<tr>
<td>Tajikistan</td>
<td>GIZ</td>
<td>Building integrity in the education sector of Tajikistan</td>
<td>4-6 June</td>
</tr>
<tr>
<td>Tajikistan</td>
<td>GIZ</td>
<td>Essentials of integrity and transparency</td>
<td>7 June</td>
</tr>
<tr>
<td>Tanzania</td>
<td>CIDA</td>
<td>Support to the development of the national AC-strategy</td>
<td>18-20 June</td>
</tr>
<tr>
<td>Vietnam</td>
<td>DFID</td>
<td>Anti-Corruption Approaches for Natural Resource Mgmt</td>
<td>19-20 Sept</td>
</tr>
<tr>
<td>Palestine</td>
<td>BTC</td>
<td>Promoting transparency and accountability in the OPT</td>
<td>19-20 Nov</td>
</tr>
</tbody>
</table>

1. Calculation of pass-rates in online courses: Participation in U4 online courses is free of charge for all U4 Partner Agency staff (except GIZ participants on the Essentials course). This lowers the threshold for signing up to courses. The disadvantage is that all courses have a few drop-outs, normally because the participant is too busy with other work tasks to complete the course. U4 therefore calculates pass-rates out of the total number who stayed for the full course, and not the number of participants who enrolled.
ESSENTIALS OF ANTI-CORRUPTION

A complete revision of the course readers and assignment structure of the online Essentials of Anti-Corruption course was finalised in spring 2012. The six-week course was shortened to five weeks, a discussion of illicit financial flows (IFF) was introduced, and all participants are now asked to prepare three individual assignments during the course, replacing a model of fewer assignments combined with group work. This revision was a result of U4 staff’s analysis of the experience with the course, but also in response to feedback provided over the years by participants. Feedback forms repeatedly indicated that a shorter programme would better fit participant’s capacity to devote time to the course and that the model of discussing assignments in groups, separate from plenary discussions, was not very effective. The introduction of IFF to the readers reflects the increased importance this topic has acquired in international development.

The new five-week Essentials course was piloted in French in April-May. A group of four new Francophone experts led discussions and evaluated assignments. In English, the first offering of the 5-week course took place in September.

WEEKLY TOPICS IN THE 6-WEEK COURSE
1. Definitions and concepts
2. Consequences
3. Causes and explanations
4. The practice of anti-corruption
5. International cooperation against corruption
6. Anti-corruption on the donor agenda

WEEKLY TOPICS IN THE NEW 5-WEEK COURSE
1. Definitions, examples and concepts of corruption
2. Explanatory and analytic tools
3. Responses to corruption at the domestic level
4. International drivers of corruption and global responses
5. Anti-corruption and the donor agendas

2012 Numbers for online courses

<table>
<thead>
<tr>
<th>Course</th>
<th>&quot;The course was relevant to my work&quot; max 5</th>
<th>&quot;I would recommend this course to a colleague&quot; max 5</th>
<th>General satisfaction* max 4</th>
<th>No. of Courses</th>
<th>Participants enrolled</th>
<th>drop-outs</th>
<th>passed</th>
<th>pass-rate1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essentials</td>
<td>4.4</td>
<td>4.7</td>
<td>3.6</td>
<td>5</td>
<td>151</td>
<td>22</td>
<td>115</td>
<td>89%</td>
</tr>
<tr>
<td>Essentials FR</td>
<td>4.5</td>
<td>4.8</td>
<td>3.7</td>
<td>2</td>
<td>60</td>
<td>24</td>
<td>36</td>
<td>100%</td>
</tr>
<tr>
<td>NRM</td>
<td>4.5</td>
<td>4.8</td>
<td>3.6</td>
<td>1</td>
<td>25</td>
<td>2</td>
<td>16</td>
<td>70%</td>
</tr>
<tr>
<td>UNCAC</td>
<td>3.5</td>
<td>4.5</td>
<td>3.4</td>
<td>1</td>
<td>17</td>
<td>6</td>
<td>10</td>
<td>91%</td>
</tr>
<tr>
<td>Health</td>
<td>4.3</td>
<td>4.5</td>
<td>3.4</td>
<td>2</td>
<td>49</td>
<td>9</td>
<td>38</td>
<td>95%</td>
</tr>
<tr>
<td>Education</td>
<td>3.7</td>
<td>4.7</td>
<td>n/a*</td>
<td>1</td>
<td>29</td>
<td>8</td>
<td>19</td>
<td>90%</td>
</tr>
<tr>
<td>Intro-sector</td>
<td>4.8</td>
<td>4.5</td>
<td>3.6</td>
<td>1</td>
<td>21</td>
<td>3</td>
<td>12</td>
<td>67%</td>
</tr>
<tr>
<td>Money-politics</td>
<td>3.9</td>
<td>4.7</td>
<td>n/a*</td>
<td>1</td>
<td>25</td>
<td>6</td>
<td>16</td>
<td>84%</td>
</tr>
<tr>
<td>Total/average</td>
<td>4.4</td>
<td>4.7</td>
<td>3.6</td>
<td>14</td>
<td>377</td>
<td>80</td>
<td>262</td>
<td>88%</td>
</tr>
</tbody>
</table>

*The question about overall satisfaction with the course was introduced into the evaluation forms in May 2012, courses completed before that therefore do not have this statistic.
1. See information about how pass rates are calculated in the footnote on page 19

www.u4.no/training
- See dates for all online courses in 2013
- Download the training brochure and calendar for distribution within your agency
ONLINE TRAINING 2012

**MONEY IN POLITICS**

A three-week course on the challenges arising from the need for financial resources in electoral processes. For practitioners dealing with democracy building and those interested in understanding how electoral processes interfere with development programmes.

**WEEKLY TOPICS**

1. Political finance - between democracy funding and the risk of corruption
2. Regulating political finance, control by state agencies and oversight by media and non-profit organizations
3. Global standards

**UNDERSTANDING UNCAC**

A four-week course to raise awareness about what UNCAC entails and how it can be used to promote good governance in partner countries.

**WEEKLY TOPICS**

1. Understanding the basics of the Convention and how it deals with prevention
2. How UNCAC lays the foundation for criminalising corruption and combating it through international cooperation
3. Using UNCAC to strengthen anti-corruption reform

**CORRUPTION IN NATURAL RESOURCE MANAGEMENT**

A four-week programme with information and key lessons for anti-corruption engagement around natural resources.

**WEEKLY TOPICS**

1. Introduction to corruption in natural resource management
2. Corruption in the oil sector
3. Corruption in the forest sector
4. Anti-corruption approaches for natural resource sectors

**CORRUPTION IN THE HEALTH SECTOR**

A three-week course on causes and consequences of corruption in the health sector, vulnerabilities in drug supply systems, informal payments, and strategies to minimise the problems. Offered in collaboration with Boston University, School of Public Health, and aimed at practitioners in the health sector. Weekly readings supplemented with video lectures.

**WEEKLY TOPICS 2012**

1. Overview of problems, consequences and reform
2. Informal payments
3. Pharmaceutical systems corruption

**CORRUPTION IN THE EDUCATION SECTOR**

A four-week course on methodologies to address problems of corruption in education. Offered in collaboration with the International Institute on Educational Planning-IIEP, UNESCO, and aimed at practitioners in the education sector.

**WEEKLY TOPICS 2012**

1. Including corruption in education sector dialogue, SWAPs, programmes and projects
2. Promoting the use of methodological tools to monitor corruption in education
3. Introducing successful country strategies to reduce corruption in education

**INTRODUCING AC INTO SECTOR WORK**

This course was new in 2012. It looks at tools and strategies that identify corruption risks, and explains the entry points for integrating anti-corruption approaches into sector work to improve governance and achieve goals.

**WEEKLY TOPICS**

1. Why? Background and rationale
2. How to? The building blocks
3. Applying what you have learned

"High level of facilitation, in-depth work through requests of participants’ contribution and perfect balance between theory and practical application."

- PARTICIPANT FEEDBACK
WORKSHOPS 2012

COLOMBIA

Towards the elaboration of an integral anti-corruption strategy in Colombia

BOGOTÁ, 14-15 MARCH, 2012

This U4 workshop was part of a large event funded by the EU. It served as the platform for the official launch of the Government’s plans to develop an integrated anti-corruption policy and consisted of the following:

- Inaugural speech by the President of Colombia (audience: 120 high-level officials, and 100 workshop participants)
- One-day workshop to present the preliminary ideas of the Government for this policy and for U4 to share international experience as well as to identify key issues to be considered for the policy, through group work exercise (approx. 100 participants)
- Half-day donor coordination meeting to take stock of workshop results, conduct an informal mapping of donor activities in the area of anti-corruption efforts and explore ways for future coordination. (15 participants from U4 partner agencies/multilateral organisations)
- Half day internal training on integrating an anti-corruption lens into the different areas of work the Swedish Embassy (approx. 15 participants)

FEEDBACK

There has been explicit demand from both the Transparency Secretariat and the EU to count on further U4 support, for the process of elaborating the integral anti-corruption policy in the case of the former and to support the development of the EU anti-corruption project in the case of the latter.

MOZAMBIQUE

Anti-corruption approaches for natural resource management

MAPUTO, 5-6 MARCH, 2012

The two-day workshop gathered staff from U4 Partner Agencies, representatives of international organisations, the Anti-Corruption Agency and other relevant domestic agencies, civil society, and local representatives of multinational firms.

OBJECTIVES

- Provide a status update on corruption issues in Mozambique
- Explore why natural resource sectors present particular corruption challenges, with special reference to Mozambique
- Consider current initiatives for addressing corruption in natural resource sectors, with special reference to what different stakeholders have so far attempted in Mozambique
- Discuss potential avenues for future activities that promote public and private sector integrity with reference to natural resource sectors
- Promote coordination among different stakeholders

LIBERIA

Promoting transparency and accountability in Liberia: Taking stock, improving dialogue, and supporting existing initiatives

MONROVIA, 22-24 MAY 2012

This three-day workshop designed to contribute to the fight against corruption in Liberia was jointly organized by the General Auditing Commission and the Swedish Embassy.

OBJECTIVES

- Take stock of anti-corruption programmes and initiatives in Liberia
- Promote coordination of existing programmes and initiatives, and identify potential areas where more work is needed
- Identify entry-points and methods for social accountability measures to support anti-corruption elements of civil service and PFM programmes at the central and local level
- Lay the foundation for a strategic dialogue, coordination and collaboration with national counterparts and between donors in terms of future anti-corruption work
WORKSHOPS 2012

CAMEROON
Corruption in the health sector: causes, consequences, and avenues for action
YAOUNDÉ, 5-8 JUNE, 2012

The two consecutive two-day workshops were attended by staff from GIZ, KfW and the German Embassy, along with other bilateral and multilateral donors active in the health sector, as well as representatives of government institutions with a role to play in combatting corruption within the health sector, as well as representatives from Cameroonian civil society.

OBJECTIVES
• Train participants to define corruption, identify the types of corrupt activities that occur in the health sector and explain why corruption occurs, applying principles of economics, governance, and crime prevention to understand the issues involved
• Assess specific risks which make corruption more likely in certain settings, identify the consequences which can result from corruption and examine specific problems such as procurement corruption, absenteeism, extortion of bribes for services (informal payments), and theft of medical equipment/supplies
• Analyse proposed policies and strategies for decreasing corruption and promoting accountability
• Make participants effective advocates for anti-corruption strategies and reforms to promote accountability and transparency in health programs

TAJIKISTAN
Building integrity and transparency in the education sector of Tajikistan
DUSHANBE, 1, 5 & 6 JUNE, 2012

This three-day workshop organised by GIZ, DFID, the Development Coordination Council (DCC) and U4 was attended by international development partners active in the education sector in Tajikistan, including UNICEF, the World Bank, USAID, the Ministry of Education, as well as other government agencies and civil society organisations.

OBJECTIVES
• Mapping out malpractices in the education sector and identifying some methodologies to diagnose corruption
• Funding of the sector, teachers’ management and access to information
• Corruption in higher education and mobilisation of public support through introduction of anti-corruption in educational curriculum

TAJIKISTAN
Essentials of integrity and transparency. Ways to move forward in Tajikistan
DUSHANBE, 7 JUNE, 2012

This one-day event was attended by different international development partners, embassies and representatives from different ministries and civil society organisations.

OBJECTIVES
• Building a shared understanding of the areas of governance affecting transparency and accountability in Tajikistan
• Enhancing knowledge on international practices in anti-corruption work and on the experiences in this area
• Reaching an agreement on necessary measures to maintain a meaningful dialogue on these issues between Tajikistan’s government, civil society and development partners
**TANZANIA**

**Support to the development of the National Anti-Corruption Strategy in Tanzania**

**DAR ES SALAAM, 20-21 JUNE, 2012**

The workshop had eight sessions distributed over two days, and was attended by leaders and staff from government institutions, representatives of civil society and private sector organisations, staff of U4 partner agencies and other development partners.

**OBJECTIVES**

- Assist participants in developing strategic approaches to address opportunities and challenges of the new national anti-corruption strategy (NACS)
- Discuss key issues for the design, implementation, monitoring and evaluation of the NACS
- Explore possibilities for donor support for anti-corruption work

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**PALESTINE**

**Promoting transparency in the Occupied Palestinian Territories**

**RAMALLAH, 19-20 NOVEMBER 2012**

The Palestinian Authority, Belgian Development Cooperation and U4 organised a two-day event focusing on promoting transparency and accountability in the OPT. Support and coordination ahead of and during the event was provided by Transparency Palestine/AMAN. The workshop was attended by representatives from the Palestinian Authority, civil society and the international community.

**OBJECTIVES**

- Understand anti-corruption reforms and take stock of anti-corruption programmes and initiatives, including the Palestinian Authority National AC Strategy
- Increase awareness of possible anti-corruption interventions, with specific attention to preventive measures
- Provide recommendations on how to combine efforts to support the Palestinian Authority in implementing its national strategy and other AC initiatives.

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**VIETNAM**

**Anti-corruption approaches for natural resource management**

**HANOI, 19-20 SEPTEMBER 2012**

The two-day workshop brought together staff from U4 Partner Agencies present in Hanoi, representatives of multilateral institutions (UNDP, World Bank), representatives from Vietnamese ministries and government agencies and representatives of Vietnam-based civil society organizations. The U4 workshop, hosted by DFID Vietnam, provided a forum for focusing on anti-corruption approaches relevant for natural resource sectors in Vietnam.

**OBJECTIVES**

- Provide a status update on corruption and anti-corruption issues in Vietnam
- Explore why natural resource sectors present particular corruption challenges, with special reference to Vietnam’s realities
- Consider current initiatives for addressing corruption in natural resource sectors, with special reference to what different stakeholders have so far attempted in Vietnam
- Reflect on the value of using a “theories of change” approach to anti-corruption in Vietnam’s natural resource sectors
- Discuss potential avenues for future activities that promote public and private sector integrity with reference to natural resource sectors in Vietnam
- Promote a common understanding and propose coordination among different stakeholders (government, development partners, private sector, civil society) in addressing corruption in Vietnam’s natural resource sectors
### WORKSHOPS 2012

**2012 Numbers for workshops**

<table>
<thead>
<tr>
<th>Country</th>
<th>“The course was relevant to my work” max score 5</th>
<th>“I would recommend this course to a colleague” max score 5</th>
<th>“I am satisfied with the workshop”</th>
<th>“I am highly satisfied with the workshop”</th>
<th>No. of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mozambique</td>
<td>3</td>
<td>3</td>
<td>n/a</td>
<td>n/a</td>
<td>45</td>
</tr>
<tr>
<td>Colombia</td>
<td>There were no workshop evaluation forms used at this workshop due to the size and nature of the events</td>
<td>103</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Liberia</td>
<td>4</td>
<td>4,3</td>
<td>33%</td>
<td>67%</td>
<td>103</td>
</tr>
<tr>
<td>Cameroon</td>
<td>4,1</td>
<td>4,6</td>
<td>32%</td>
<td>68%</td>
<td>38</td>
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<tr>
<td>Tajikistan EDU</td>
<td>4,3</td>
<td>4,3</td>
<td>75%</td>
<td>25%</td>
<td>41</td>
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<tr>
<td>Tajikistan</td>
<td>3,8</td>
<td>4,8</td>
<td>50%</td>
<td>50%</td>
<td>42</td>
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<tr>
<td>Tanzania</td>
<td>4,4</td>
<td>4,6</td>
<td>64%</td>
<td>27%</td>
<td>44</td>
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<tr>
<td>Vietnam</td>
<td>A different evaluation form was applied which makes it non-comparable to the other courses, see the course report for evaluation details</td>
<td>46</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Palestine</td>
<td>4,7</td>
<td>4,6</td>
<td>35%</td>
<td>59%</td>
<td>34</td>
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<tr>
<td><strong>Total/average</strong></td>
<td><strong>4,2</strong></td>
<td><strong>4,6</strong></td>
<td><strong>46%</strong></td>
<td><strong>46%</strong></td>
<td><strong>432</strong></td>
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</table>

*The question about overall satisfaction with the course was introduced into the evaluation forms in May 2012, courses completed before that therefore do not have this statistic.

** For reasons of continuity and comparison from year-to-year, the total/average figures are drawn from our internal statistics admin-system which includes all decimals. Therefore, the figures are marginally different than the result would be from summing the numbers for the courses in this table. Also, not all evaluations could be done electronically, which means that some data for the individual courses are not part of the overall average (Palestine).
STAFF

ELIZABETH HART
Director

ALESSANDRA FONTANA
Advisor
(worked at U4 until 30 September 2012)

ALED WILLIAMS
Advisor

JESPER JOHNSØN
Advisor

NILS TAXELL
Advisor

SARA ÖGMUNSDÓTTIR
Finance and Administration Officer

MARION MARMORAT
Advisor/French Language Coordinator
(worked at U4 until 20 December 2012)

LISA ARNESTAD
Online and Publications Coordinator

KIRSTY CUNNINGHAM
Communications Advisor

ANDRÉ STANDING
Advisor

AFFILIATED STAFF

KAREN HUSSMANN
Senior Resource Person / Independent Consultant

VERA DEVINE
Resource Person / Independent Consultant

HELPDESK - OPERATED BY TRANSPARENCY INTERNATIONAL

MARIE CHÉNE
Senior Research Coordinator

MAIRA MARTINI
Knowledge and Policy Officer

ROBIN HODESS
Policy and Research Director

OTHER CMI STAFF SUPPORTING U4

ROBERT SJURSEN
IT Programmer

STAFF RECRUITED IN 2012 TO START IN FEB/MARCH 2013

PAUL WADE
Director

FRANCESCO DE SIMONE
Advisor

ARÁNZAZU GUILLÁN MONTERO
Advisor

SOFIE ARJON SCHÜTTE
Advisor

INGVILD HESTAD
Head of Communications
# PUBLICATIONS

U4 produced 17 publications in 2012

<table>
<thead>
<tr>
<th>BRIEF (8)</th>
<th>ISSUE PAPER (8)</th>
<th>PRACTICE INSIGHT (1)</th>
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<tbody>
<tr>
<td><strong>INTERNATIONAL DRIVERS</strong></td>
<td></td>
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<tr>
<td>Sharman, J. (2012)</td>
<td>Tackling shell companies: Limiting the opportunities to hide proceeds of corruption (U4 Brief 2012:10) 4 p</td>
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<tr>
<td><strong>REDD</strong></td>
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<tr>
<td><strong>E &amp; M</strong></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>AID/E&amp;M</strong></td>
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</table>
WE PUSH TO LEAD ON IDEAS AND EXPERTISE

The vision of the U4 strategy is a world in which development efforts of aid donors and developing countries are more effective because the negative impacts of corruption are reduced. We can best promote this vision by fulfilling our stated mission: to be a leading provider of high-quality research, information and learning opportunities to help development practitioners more effectively support anti-corruption efforts. U4 can have the greatest impact by sharing knowledge with our primary audience of practitioners and policymakers. To do this we have to continually build on a strong reputation for quality and relevance in our publications, courses and events. U4 systematically gathers and analyses information to see if we are getting the expected results from our work.

U4 SCORES HIGH ON QUALITY AND RELEVANCE

According to 56% of our annual survey respondents working in Partner Agencies, U4 is a leading source of ideas and expertise in the field of anti-corruption and development. Of the remaining 44% less than 5% disagree, and the rest are neutral or don’t know. This indicator is new in the 2012 survey and therefore cannot be compared to previous years. In the next round it will be exciting to see if we manage to improve these figures.

Views about U4 research and publications stayed strongly positive over the past year. More people (70% of survey respondents in general) rate outputs as excellent or very good when judging quality, relevance and ease of understanding. When also adding the good rating, the number is 93% – a two percent increase since 2011. Country focus and practical examples are the most broadly cited strengths of U4 publications, and as many of our readers would like more of it, we will continue to prioritise this type of analyses.

Most of U4’s readers (67%) also judge our publications to be better than materials from other sources. Among other sources that survey respondents say they use are Transparency International, NGO’s, the World Bank, academic institutions and their own agencies.

POSITIVELY INFLUENCING CAPACITY

Practitioners who draw on U4 resources and services are essential contributors to achieving the U4 vision. The annual survey revealed that many who use our resources report that it increased their understanding of anti-corruption issues, or that they were able to teach others about anti-corruption based on U4 resources. This indicates that one of U4’s main influences is to contribute to improved anti-corruption capacity. U4 materials also help inform work-related decisions, and the courses and workshops are cited as particularly useful. Also, U4 materials are often used as an entry point to putting anti-corruption on the agenda, or to inform counterparts outside their own organisation.

U4 INPUTS IN DEMAND FOR POLICY

Face-to-face knowledge sharing is important for effective communications of information that can improve anti-corruption work. We see an increasing demand for U4 participation at events organised by bilateral and multilateral donors, as well as NGOs and academic institutions. Team members presented U4 resources at 26 non-U4 events in 2012, and at least 7 requests had to be declined for capacity reasons. An overview of events is included towards the end of this report.

U4’s relevance for policy-making is a crucial area to monitor in order to determine our impact. We often depend on third parties telling us where our resources have been used. A more systematic gathering of information started in 2012, and anyone can contribute by e-mails to u4results@u4.no. For example, according to Laurence Cockcroft – member of the board of Transparency International UK, U4 outputs on REDD+ have been used by T1 UK to inform their policy work vis-à-vis British policymakers.

CONSCIOUSLY AIMING FOR RESULTS

U4 uses internal performance targets to monitor user satisfaction, dissemination and influence. 2012 was a baseline year for many indicators, making it too soon to draw conclusions regarding progress. This applies to the question of how many partners regard U4 as a leading source of ideas and expertise, and whether people find the website highly informative and useful. Still, the 2012 feedback on these points is highly encouraging. Developments in other areas related to satisfaction with trainings, web-traffic and downloads, and other measurable
indicators are all on or above target. Most of the targets increase yearly in the current 2012-2016 strategic period. Therefore, the team is conscious about always assessing the relationship between ongoing activities and expected results.

More information and data in the Annex:
- Results framework logframe
- Results chain
- Annual user survey report
- Overview of statistical data

WHAT SURVEY RESPONDENTS SAY ABOUT THEIR USE OF U4 RESOURCES

“I am using the publication on mapping the evidence gaps in anti-corruption and the Theories of Change document to inform decisions on whether we should be doing more on anti-corruption in our programme portfolio in Nigerian states.”

“The publication on REDD Financing/Carbon Markets provided some ideas for developing a programme on anti-corruption in natural resources sector for my organization”

“U4 resources helped me in 2010 and 2011 when I was recruited as an expert to write the National Anti-corruption Strategy papers for the sectors of Education, Health and Transport in my country. Besides, I have had useful insight while reading through U4 publications on various thematic areas on governance.”

“U4 has been extremely helpful for me on two levels. First, as I work in an anti-corruption authority in my country. So, U4 helped us in learning from other experiences and has been a main reference for a training manual in anti-corruption”

“I very much enjoyed U4 Issue 2011 no 9. When I started my work in the fraud unit this enabled me to grasp the challenges of developing a well-functioning anti-corruption policy.”

“I pass on relevant U4 materials to my host government partners”
# ACTIVE U4 PRESENCE AT EVENTS 2012

U4 participated actively as speakers and invited participants at 29 different events.

<table>
<thead>
<tr>
<th>WHO</th>
<th>WHAT</th>
<th>TOPIC/EVENT</th>
<th>ORGANISER</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ELIZABETH HART</td>
<td>Presentation to CIDA staff</td>
<td>Emerging Issues in Anti-Corruption and Development</td>
<td>CIDA, Gatineau, Quebec, Canada</td>
<td>3 February</td>
</tr>
<tr>
<td></td>
<td>Presentation to Sida staff</td>
<td>Corruption, Anti-Corruption and Development: Emerging Issues</td>
<td>Sida, Stockholm, Sweden</td>
<td>9 May</td>
</tr>
<tr>
<td></td>
<td>Presentation</td>
<td>Aid, Donors, and Corruption</td>
<td>U4-WIDER Results Conference on Democracy and Fragility</td>
<td>10 May</td>
</tr>
<tr>
<td></td>
<td>Participant</td>
<td>Meeting on Illicit Financial Flows and Development</td>
<td>U4 and OECD Anti-Corruption Task Team, Paris, France</td>
<td>14 May</td>
</tr>
<tr>
<td></td>
<td>Presentation</td>
<td>Lessons Learned in Communicating to Development Practitioners Workshop</td>
<td>University of Birmingham, UK</td>
<td>17 October</td>
</tr>
<tr>
<td></td>
<td>Presentation</td>
<td>Anti-Corruption and Development: Where Have We Been and Where Are We Going?</td>
<td>UNDP Anti-Corruption Community of Practice meeting, Brasilia, Brazil</td>
<td>6 November</td>
</tr>
<tr>
<td>ALED WILLIAMS</td>
<td>Invited participant</td>
<td>Workshop on Synergies between FLEGT VPAs and Anti-Corruption Approaches</td>
<td>BMZ, Bonn</td>
<td>30-31 January</td>
</tr>
<tr>
<td></td>
<td>Organiser/presenter</td>
<td>Expert workshop: Corruption and the Political Economy of REDD+</td>
<td>U4, Bergen</td>
<td>14-15 June</td>
</tr>
<tr>
<td></td>
<td>Organiser</td>
<td>Panel debate: Facing the realities of Corruption and REDD+</td>
<td>U4, Bergen</td>
<td>15 June</td>
</tr>
<tr>
<td></td>
<td>Presentation</td>
<td>Anti-corruption approaches for natural resource management (to a delegation from the Ethiopian Ministry of Mines)</td>
<td>Norad, Oslo</td>
<td>18 June</td>
</tr>
<tr>
<td></td>
<td>Presentation</td>
<td>Examining a “theory of change” for donors in supporting participatory governance for reducing corruption risks in REDD+</td>
<td>Norad and U4, Oslo, Norway</td>
<td>5 November</td>
</tr>
<tr>
<td></td>
<td>Presentation</td>
<td>Preventing the Risks of Corruption in REDD+ Financing, Workshop at the 15th International Anti-Corruption Conference</td>
<td>Centre for International Forestry Research (CIIFOR), at IACC, Brasilia, Brazil</td>
<td>8 November</td>
</tr>
<tr>
<td>JESPER JOHNSON</td>
<td>Main speaker</td>
<td>Zero-tolerance policy and anti-corruption risk management</td>
<td>Association of Norwegian NGOs</td>
<td>22 February</td>
</tr>
<tr>
<td></td>
<td>Presenter</td>
<td>Presentation of findings of the joint assessment of the state of operationally relevant evidence on actions and approaches to reducing corruption</td>
<td>U4 and DFID, London</td>
<td>3 July</td>
</tr>
<tr>
<td></td>
<td>Invited participant</td>
<td>Fighting Ghost Workers: Innovations for Poverty Action. Matchmaking programme</td>
<td>J-PAL, ADB, Bangkok, Thailand</td>
<td>30 August</td>
</tr>
<tr>
<td></td>
<td>Presenter in workshop</td>
<td>Financial crime challenges to development: global mining, remittances, and illicit financial flows (Cambridge International Symposium on Economic Crime)</td>
<td>University of Cambridge and Serious Fraud Office, UK</td>
<td>6 September</td>
</tr>
<tr>
<td></td>
<td>Presenter in plenary workshop</td>
<td>Corruption - the boundaries. (Cambridge International Symposium on Economic Crime)</td>
<td>University of Cambridge and Serious Fraud Office, UK</td>
<td>6 September</td>
</tr>
<tr>
<td>WHO</td>
<td>WHAT</td>
<td>TOPIC/EVENT</td>
<td>ORGANISER</td>
<td>DATE</td>
</tr>
<tr>
<td>-------------------</td>
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<td>-----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td></td>
<td>Participant: OECD 2nd Forum on Tax and Crime</td>
<td></td>
<td>OECD, ROME</td>
<td>14-15 June</td>
</tr>
<tr>
<td></td>
<td>Presentation: Transparency in political finance. Meeting on Supreme Audit Institutions and their role in political party finance</td>
<td></td>
<td>UNDP Montenegro, Podgorica</td>
<td>18-19 June</td>
</tr>
<tr>
<td></td>
<td>Presentation: Why is it so difficult for developing countries to use AML to fight corruption? (Cambridge International Symposium on Economic Crime)</td>
<td></td>
<td>University of Cambridge and Serious Fraud Office, UK</td>
<td>6 September</td>
</tr>
</tbody>
</table>

| **NILS TAXELL**   |                   | Presenter: Findings of the joint assessment of the state of operationally relevant evidence on actions and approaches to reducing corruption | U4 and DFID, London                                           | 3 July  |
|                   | Panelist: Fifth UNDP Anti-Corruption Community of Practice Meeting |                                                                            | UNDP Anti-Corruption Community of Practice meeting, Brasilia, Brazil | 5-6 November |
|                   | Co-organiser and Rapporteur: After the Transition: The Role of People Power in Dismantling Entrenched Corruption, and Consolidating Democratic, Accountable Governance and Sustainable Peace, 15th International Anti-Corruption Conference, Global Solutions session |                                                                            | U4 and International Center on Nonviolent Conflict (in Brasilia) | 9 November |

|                   | Lecturer: Anti-corruption reform and policy making. Economics of Corruption Week |                                                                            | GIZ and Universidad del Norte de Barranquilla, Colombia         | 30 July - 3 August |
|                   | Lecturer: Integrating anti-corruption efforts into sectors. Economics of Corruption Week |                                                                            | GIZ and Universidad del Norte de Barranquilla, Colombia         | 30 July - 3 August |
|                   | Lecturer: Corruption in the health sector. Economics of Corruption Week |                                                                            | GIZ and Universidad del Norte de Barranquilla, Colombia         | 30 July - 3 August |
|                   | Keynote speaker: How can transparency help improve social development – addressing corruption in the health and education sectors. 3rd Transparency Forum of Central America and the Dominican Republic |                                                                            | Govt. of Honduras, TI, Tegucigalpa, Honduras                    | 11 October |
|                   | Invited speaker: Corruption in the health care system and the case of Colombia |                                                                            | National University of Colombia, Bogotá                       | 23 October |
|                   | Opening speaker/ co-organiser: Game Changer Session at the IACC workshop on “Corruption in health care systems – co-responsibility of all actors” |                                                                            | International Anti-Corruption Conference, Brasilia, Brazil    | 9 November |
|                   | Keynote speaker: Transparency and quality in health care services. International Seminar |                                                                            | National University of Colombia, Bogotá                       | 26 November |

| **ANDRÉ STANDING** |                   | Organiser/presenter: Expert workshop: Corruption and the Political Economy of REDD+ | U4, Bergen                                                   | 14-15 June |
|                   | Organiser/chair: Panel debate: Facing the realities of Corruption and REDD+ |                                                                            | U4, Bergen                                                   | 15 June   |
## ACCOUNTS 2012

<table>
<thead>
<tr>
<th>ITEM</th>
<th>TOTAL BUDGET</th>
<th>1Q</th>
<th>2Q</th>
<th>3Q</th>
<th>4Q</th>
<th>TOTAL COST</th>
<th>FUNDS CONFIRMED</th>
<th>TOTAL EXPENSES</th>
<th>BALANCE TO BUDGET</th>
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<tbody>
<tr>
<td><strong>CMI STAFF</strong></td>
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<tr>
<td>U4-General management</td>
<td>1,688,491</td>
<td>501,373</td>
<td>465,074</td>
<td>263,161</td>
<td>361,202</td>
<td>1,590,810</td>
<td>-</td>
<td>1,590,810</td>
<td>97,681</td>
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<tr>
<td>U4-Inform management</td>
<td>7,724,345</td>
<td>2,222,721</td>
<td>2,049,713</td>
<td>1,959,900</td>
<td>1,581,469</td>
<td>7,813,893</td>
<td>-</td>
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<td><strong>THEMES</strong></td>
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<tr>
<td>UNCAC</td>
<td>90,000</td>
<td>-</td>
<td>-</td>
<td>43,451</td>
<td>46,975</td>
<td>90,246</td>
<td>-</td>
<td>90,246</td>
<td>-426</td>
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<tr>
<td>Corruption and aid¹</td>
<td>745,000</td>
<td>97,851</td>
<td>1,800</td>
<td>7,651</td>
<td>487,594</td>
<td>594,896</td>
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<td>695,096</td>
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<td>Natural resource management</td>
<td>240,000</td>
<td>16,478</td>
<td>2,391</td>
<td>42,380</td>
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<td>191,246</td>
<td>40,000</td>
<td>231,249</td>
<td>8,751</td>
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<td>International drivers of corruption</td>
<td>180,000</td>
<td>4,610</td>
<td>33,977</td>
<td>101,260</td>
<td>40,001</td>
<td>179,848</td>
<td>-</td>
<td>179,848</td>
<td>152</td>
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<tr>
<td>Evaluation and measurement</td>
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<td>101,994</td>
<td>4,050</td>
<td>115,927</td>
<td>104,793</td>
<td>326,764</td>
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<td>73,236</td>
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<td>Corruption in health</td>
<td>270,000</td>
<td>4,888</td>
<td>21,843</td>
<td>36,077</td>
<td>124,459</td>
<td>187,267</td>
<td>80,786</td>
<td>268,053</td>
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<td>Other themes + French activities</td>
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<td>10,724</td>
<td>59,723</td>
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<td>86,591</td>
<td>170,495</td>
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<td>-495</td>
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<td><strong>HELPDESK (TI)</strong></td>
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<tr>
<td>Helpdesk</td>
<td>962,748</td>
<td>229,649</td>
<td>228,471</td>
<td>247,074</td>
<td>236,984</td>
<td>942,178</td>
<td>-</td>
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<td>20,570</td>
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<td><strong>TRAINING AND WORKSHOPS</strong></td>
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<tr>
<td>Basic online courses</td>
<td>575,595</td>
<td>124,435</td>
<td>155,285</td>
<td>37,261</td>
<td>256,623</td>
<td>574,604</td>
<td>-</td>
<td>574,604</td>
<td>991</td>
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<tr>
<td>Specialised online courses</td>
<td>278,000</td>
<td>70,545</td>
<td>26,280</td>
<td>120,152</td>
<td>71,087</td>
<td>288,064</td>
<td>-</td>
<td>288,064</td>
<td>-10,064</td>
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<td>In-country²</td>
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<td>100,451</td>
<td>528,429</td>
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<td>253,422</td>
<td>1,051,378</td>
<td>290,000</td>
<td>1,341,378</td>
<td>53,622</td>
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<td><strong>TOTAL</strong></td>
<td>14,719,179</td>
<td>3,486,719</td>
<td>3,577,036</td>
<td>3,156,917</td>
<td>3,781,199</td>
<td>14,001,872</td>
<td>510,986</td>
<td>14,512,857</td>
<td>206,321</td>
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¹ Includes extra funding from DFID and GIZ on a project on collective donor responses, funds confirmed and will be paid out in Q1 and Q2 of 2012
² Includes funds to organise two in-country workshops in 2013.
## TOTAL INCOME FOR 2012

<table>
<thead>
<tr>
<th>TOTAL INCOME FOR 2012</th>
<th>IN ORIGINAL CURRENCY*</th>
<th>TOTAL INCOME</th>
<th>TOTAL INCOME</th>
<th>TOTAL INCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NOK</td>
<td>EUR¹</td>
<td>GBP²</td>
<td></td>
</tr>
<tr>
<td>Transferred from 2011</td>
<td>1 003 143</td>
<td>134 110</td>
<td>109 037</td>
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<tr>
<td>AUSAID</td>
<td>EUR 205 000</td>
<td>1 552 527</td>
<td>205 000</td>
<td>168 753</td>
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<tr>
<td>BTC/DGD</td>
<td>EUR 180 000</td>
<td>1 332 641</td>
<td>180 000</td>
<td>144 852</td>
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<tr>
<td>CIDA French activities</td>
<td>CAD 96 040</td>
<td>554 105</td>
<td>74 078</td>
<td>60 229</td>
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<tr>
<td>DFID</td>
<td>GBP 220 000</td>
<td>1 993 629</td>
<td>266 528</td>
<td>220 000</td>
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<tr>
<td>DFID other projects</td>
<td>GBP 25 880</td>
<td>307 628</td>
<td>41 127</td>
<td>25 880</td>
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<tr>
<td>GIZ</td>
<td>EUR 205 129</td>
<td>1 549 471</td>
<td>205 129</td>
<td>168 421</td>
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<tr>
<td>GIZ other projects</td>
<td>EUR 49 600</td>
<td>367 158</td>
<td>49 600</td>
<td>39 908</td>
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<tr>
<td>MFA Finland</td>
<td>EUR 205 000</td>
<td>1 566 303</td>
<td>205 000</td>
<td>170 250</td>
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<tr>
<td>NORAD</td>
<td>NOK 2 300 000</td>
<td>2 300 000</td>
<td>307 487</td>
<td>250 000</td>
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<tr>
<td>SIDA</td>
<td>SEK 2 394 144</td>
<td>2 036 459</td>
<td>272 254</td>
<td>221 354</td>
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<tr>
<td>Other income</td>
<td>41 586</td>
<td>5 560</td>
<td>4 520</td>
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<tr>
<td>TOTAL INCOME 2012</td>
<td>14 604 649</td>
<td>1 945 872</td>
<td>1 583 205</td>
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</tbody>
</table>

## ACTUAL SPENDING 2012

<table>
<thead>
<tr>
<th>ACTUAL SPENDING 2012</th>
<th>NOK</th>
<th>EUR</th>
<th>GBP</th>
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<tbody>
<tr>
<td>Actual spending 2012</td>
<td>14 001 872</td>
<td>1 871 908</td>
<td>1 521 943</td>
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<tr>
<td>Funds committed as part of the 2012 Activity Plan</td>
<td>510 986</td>
<td>68 314</td>
<td>55 542</td>
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<tr>
<td>ACTUAL SPENDING 2012</td>
<td>91 792</td>
<td>5 650</td>
<td>5 721</td>
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<tr>
<td>Total costs including committed funds 2012</td>
<td>14 512 857</td>
<td>1 940 222</td>
<td>1 577 484</td>
</tr>
</tbody>
</table>

¹ Average exchange rate 2012 NOK/EUR 7.48
² Average exchange rate 2012 NOK/GBP 9.20
LIST OF ANNEXES

Annex 1  Online course reports
Annex 2  Workshop reports
Annex 3  Annual user survey report
Annex 4  Statistics for U4 activities
Annex 5  Results chain
Annex 6  Results framework logframe
The U4 Anti-Corruption Resource Centre assists donor practitioners in more effectively addressing corruption challenges through their development support.

U4 offers relevant anti-corruption material, including our own applied research (featured under Themes), through an extensive web based resource centre. U4 runs also in-country and online trainings on anti-corruption measures and strategies for our partner agencies and their counterparts. Finally, a Helpdesk service providing expert answers to the most pressing questions faced by development practitioners in the field is also available through our website.

U4 PARTNER AGENCIES 2012

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