

Reported Results of Specific Anti-Corruption Projects in SCOs, DDLG Network Members, January 2016

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1	Bangladesh	Melina Trippolini Papageorgiou PAPME	<p>Phase 1: Transparency International Bangladesh (TIB) “Paribartan”- Driving Change, 5 Mio CHF</p> <p>Intervention Strategy: <i>Research and advocacy at national level (actively seeking dialogue with concerned public institutions)</i> <i>Awareness raising and social mobilization at national and local levels</i> <i>Establish mechanisms of social accountability in local institutions (schools, hospitals, local governments) (f.eg. score cards, “face the public” meetings, integrity pacts, etc)</i></p> <p>Challenges: <i>The scale and sustainability of local level changes did not fully meet SDC expectations.</i> <i>The project did not manage to transform local results into systemic change within the targeted 3 sectors. The sustainability of changes in practices cannot be secured without institutional safeguards and effective accountability systems.</i></p> <p>What works: <i>The project achieved improvements in the legal framework and policy changes at national level such as the accession of Bangladesh to the UN Convention against Corruption or the adoption of the Right to Information Act (2010),</i> <i>Whistleblower Protection Act (2011), drafting of the National Integrity Strategy</i> <i>etc. At the local level, TIB activists (about 6000 volunteers) achieved transparent processes for distribution of stipends in selected schools, the reduction of “under the counter” payments in hospitals and public disclosure of budget figures and increased community dialogue with Local Governments.</i></p> <p>Reference documents: <i>End of Phase Report 2013</i></p>	<p>TIB: One important challenge in TIB’s work has been to adopt a strategy for integrating and re-enforcing the national-sub-national linkages of its civic engagement, policy influencing and research work. There is a need to strengthen TIB social movement understanding of power and the power relationships which influence institutional change sub-nationally. Sector- wide analyses, from national policy setting to the point of delivery help identify where along the delivery chain of budgets and services, in each sector, there are corruption/ accountability pressure points with the potential to optimize the impacts of TIB’s interventions.</p> <p>Social and institutional change is not a linear process rather experiences setbacks and needs continuous strategic adaptation and tailored response to be sustained. In this respect it is very important to have a strong results framework and knowledge management strategy.”</p>

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			<p>(SDC DDLGN) MTR 2011 (SDC DDLGN)</p> <p>Phase 2: Transparency International Bangladesh: Building Integrity Blocks for Effective Change, 5 Mio CHF</p> <p>Intervention Strategy:</p> <p>a) (research-based) advocacy work with key national institutions (Parliament, Judiciary etc.) and in five identified sectors (education, health, local governance, land and climate finance). Local level research as complementary to national level.</p> <p>b) Civic engagement including awareness raising and capacity development for members of the grassroots movement and allied civil society org.</p> <p>c) Oversight, dialogue and introduction of social accountability mechanisms in new local institutions (compared to last phase) by anti-corruption grassroots movement. Amplification/spill-over of social accountability mechanisms applied in more local institutions (lighter approach).</p> <p>What works:</p> <p>TIB is one of the leading watchdog civil society organizations in the country.</p> <p>The national level research and advocacy work is prominent in the public debates (press). Certain findings trigger strong reactions from Government (including threats) other Gov. institutions take positive action based on TIB recommendations.</p> <p>The grassroots movement is growing</p> <p>Challenges:</p> <p>The political environment is becoming more authoritarian in Bangladesh resulting in certain self-censorship of media and larger civil society community. Engagement in dialogues between civil society and Gov. increasingly difficult.</p>	

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			<p>Reference documents: Credit Proposal (SDC DDLGN)</p>	
2	Bulgaria	Thomas Kraijnik	<p>Increase the integrity of prosecutors and prosecuting the new challenges in organized crime, 878'437 CHF</p> <p>Intervention Strategy: Implemented by Prosecution Office of the Republic of Bulgaria</p> <p>Reference documents: Can be shared</p> <p>Overcoming Institutional Capacity Gaps to Counter Corruption and Organized Crime, 552'027 CHF</p> <p>Intervention Strategy: Implemented by the Center for the Study of Democracy (Civil Society)</p> <p>Reference documents: Can be shared</p>	Im Rahmen des Erweiterungsbeitrags
3	Bhutan	Matthias Meier MEIMA	<p>Phase 1 : Support to the Anti-Corruption Commission of Bhutan (2008-2013), 2.6 Mio CHF</p> <p>High-intensity institutional development project specifically targeting a newly created Anti-Corruption Commission (ACC)</p> <p>Phase 2: Democratic Governance Programme DG+ (2013-2017) 1.5 Mio CHF</p> <p>Focus is on mainstreaming of anti-corruption efforts into the public and private sectors while further professionalizing ACC and enhancing civil society engagement</p> <p>SDC reference documents can be shared with DDLGN members, if there is interest:</p>	<ul style="list-style-type: none"> Effective anti-corruption interventions should rest on several pillars: 1. Deterrence (investigation and prosecution of high-profile cases); 2. Public education (in Bhutan: especially value education in schools, perception surveys), 3. Engagement of Civil Society, 4. Mainstreaming into the Public Service (and Private Sector), 5. Legal Frameworks (including UNCAC and national

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			<p>(1) Project Documents: Phase I (Support to Anti-Corruption Commission) and Phase II (Democratic Governance Programme DG – Mainstreaming of AC agenda)</p> <p>(2) Evaluation of National Anti-Corruption Strategy 2008-2013</p> <p>(3) Asia Brief (2016): Combatting Corruption in Bhutan</p> <p>“It is worthwhile mentioning that there are competent people in Bhutan that have now finished their terms with a good and very sound track record in anti-corruption (and are thus beyond any possible reproach). These are credible and convincing peers.”</p>	<p>legislation).</p> <ul style="list-style-type: none"> • In order for the champion of change to effectuate systemic change, it must itself first become a credible actor that adopts the highest standards of transparency, accountability and professionalism – this requires commitment from the very top (while civil society plays a role in the longer-term development of a culture of non-tolerance to corruption) and, probably, high investments from the donor. • In the presence of a credible change agenda, national execution in combination with selective self-implementation by SDC proved to be a very effective implementing mechanism in Bhutan. However, any direct / bilateral anti-corruption engagement is a “high risk – high benefit” undertaking, especially due to the associated political risks. • There is strong technical expertise available in Switzerland in relevant areas such as: financial investigation, asset recovery, strategy development, legal frameworks etc. This “Swissness” is often an asset and is generally well received. Topics such as international asset recovery may be good entry points for an

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				<p>engagement. Our partner in this has been the Basle Institute on Governance.</p> <ul style="list-style-type: none"> As regards specific interventions, we found the development of a national anti-corruption and integrity strategy most effective for mainstreaming the agenda in Bhutan. All Government agencies have concluded performance agreements with the Prime Minister of Bhutan, against which anti-corruption measures have to be taken and regularly reported. This initiative took place five years into the bilateral cooperation. Corruption perception surveys are “low-hanging fruits” and generally very effective in public awareness-raising, whereas analytical studies to research vulnerabilities in corruption prone sectors are highly demanding and require significant investments, although very much worth the effort. Our programme includes a grant system accessible to all sectors to follow-up on findings, whose utilization is however much behind schedule. SDC funded a wide range of capacity building initiatives, including investments in Master degree scholarships in highly

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				<p>specialized subjects.</p> <ul style="list-style-type: none"> • On the other hand, developing the capacity of the media to conduct high-quality investigative reporting has unfortunately not produced much tangibles till date; this due to high staff turnover, politization and dependence of media outlets as well as the dominance of social media versus traditional journalism. • Transparency International is another partner of SDC in Bhutan, where we support the creation of a national chapter, which advocates for integrity as a civil society organization; however, the prospect of sustainability is challenging, especially – and perhaps paradoxically – in a middle-income country. Several youth initiatives were launched and social accountability tools rolled out, although possibly a bit prematurely. • Finally, Bhutan has been highly engaged in regional initiatives (for example with the OECD/ADB, but also bilaterally, especially with the anti-corruption agencies in Malaysia, Hongkong, India, Singapore). Several international agreements were concluded. The impact is very hard to

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4	Kosovo	Victor Popovic, POPVI	<p>Support to Anticorruption Efforts in Kosovo (SAEK I and II) 5.4 Mio CHF</p> <p>Intervention Strategy: <i>In its intervention strategy, SAEK II takes the context of high corruption prevalence, limited political willingness and limited capacities of anti-corruption institutions into account: integrity plans focus on prevention to generate more and urgently needed “champions” of anti-corruption, while in parallel the capacities of anti-corruption institutions are built up and the voice of citizens and civil society further strengthened</i></p> <p>What works: <i>Strengthening the voice and capacity of citizens and CSOs to become agents of change and demand greater accountability from public officials and service providers was the main focus of the project design. As a result of SAEK I over 4,000 corruption cases have been reported by citizens through the web-platform kallxo.com. 10% of these cases were investigated by the kallxo.com team, 64 cases were forwarded to the judiciary, resulting in 24 disciplinary processes and investigations by the prosecution. An affirmed watchdog civil society and outspoken critical media, both supported by SAEK I, play an important role in a sustained public discourse about corruption expected to increase public pressure and generate political will to effectively fight corruption in the medium term. Cooperating with a number of mayors who demonstrated political will to fight corruption within their sphere of competence, SAEK I supported the participative development of integrity plans in five municipalities to systematically eradicate spaces and processes with a particular risk for corruption (prevention). As a result, the municipality of Pristina recognized a high risk for corruption in education and opened to the public a new e-recruitment procedure for hiring teachers and directors.</i></p> <p>Challenges: <i>Although anti-corruption has been on the government’s agenda and seven public institutions are mandated with the fight against corruption, the European Commission’s (EC) Progress Report (2014) warns that Kosovo</i></p>	<p>assess.”</p> <p>SAEK is relevant to the development challenges in the field of anti-corruption, targeting both demand and supply sides through transparency initiatives and institutional strengthening. It complements other donors in some elements, builds on existing good contacts with Kosovo institutions and uses mechanisms to collaborate and avoid overlaps.</p> <p>The design of the project continues the successful elements created under other projects and puts local ownership at the heart of each element to support both effectiveness and sustainability. Some elements could have been more clearly identified in the planning stages, including the role and capacity of some key institutions, the inclusion of measurement to indicators, a more comprehensive treatment of risk and the approach to institution building which remains principally focused on training. Founding the project on actions already under implementation by other UNDP projects as well as the demand based approach to some activities brings the impression that the project is doing activities in line with the objectives rather than in service to them – ie, what it can provide rather than what is necessary to provide.</p>

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			<p><i>has made limited progress in the fight against corruption. The annual report of the Kosovo Anti – Corruption Agency (KAA) shows that, from 2013 to 2014, only 54% of actions foreseen in anti-corruption strategy were fully or partly implemented. It is the result of insufficient political will and government officials being themselves involved in corruptive practice, weak capacities of institutions and a growing but still weak voice of citizens and civil society to demand accountability, accelerated by the status excluding Kosovo of international processes to fight corruption and creating safe havens for criminals e.g. by mutual non recognition of extraditions request by Kosovo and Serbia.</i></p> <p>Reference documents:*</p> <p>www.ks.undp.org/content/dam/kosovo/docs/SAEK/UNDP%20UNODC%20Report%20on%20Judicial%20Integrity_Eng.pdf</p> <p>http://www.ks.undp.org/content/dam/kosovo/docs/PublicPulse/pp9/PPR9_Anglisht.pdf</p> <p>http://ec.europa.eu/enlargement/pdf/key_documents/2014/20141008-kosovo-progress-report_en.pdf</p>	
5	Rumania	Thomas Kraijnik	<p>Operational capabilities of the Anticorruption General Direction (AGD), 323'530 CHF</p> <p>Asset Recovery Competences, 615'026 CHF</p> <p>Campaign Anti Bribes, 170'000 CHF</p> <p>Strengthening the capacity of the Public Ministry to deliver better results in fighting petty corruption, 106 076 CHF</p> <p>Enhancing training capacity for Romanian judges and prosecutors in fighting corruption and economic and financial crime, 421'585 CHF</p> <p>Mapping and Visualizing Cross-Border Crime, 920'000 CHF</p> <p>Increasing the efficiency of assets recovery and management,</p>	Im Rahmen des Erweiterungsbeitrags

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			<p>866'021 CHF</p> <p>Reference documents: Can be shared</p>	
6	Tanzania	Sonya Elmer Dettelbacher EMS	<p>ICAR technical assistance to Prevention and Combating of Corruption Bureau (PCCB), 270'000 CHF</p> <p>Intervention Strategy: <i>Provision of 1 technical advisor from the International Centre for Asset Recovery to the Tanzanian PCCB (pilot phase)</i></p> <p>What works: <i>Technical support is appreciated by top and middle management</i> <i>The pilot phase allowed to identify gaps and weaknesses at the PCCB (procedural, organizational, capacities) to provide more targeted support in the main phase</i></p> <p>Challenges: <i>Independence of the PCCB – director appointed by the President (rather than by the Parliament)</i> <i>Management style – Director General has a lot of power and does not delegate well</i> <i>Decisions to move a file ahead is subject to political interference</i></p> <p>Reference documents: <i>Available for sharing within SDC only:</i> <i>Project document for pilot phase</i> <i>Capacity assessment and procedural assessment of the pilot phase</i> <i>Draft prodoc for follow up phase</i></p> <p>Public Integrity Promotion and Anti-Corruption Support 2.46 Mio CHF → discussed at the SDC OpCom end of April 2016</p> <p>Intervention Strategy:</p>	<p>This is very recent and we cannot share any lessons learnt yet. Give us another 1.5 years or so as our support only just started in August 2015 as a pilot (under an entry phase) and will start with a more comprehensive support as of June 2016 (credit proposal).</p> <p>Under our new Cooperation Strategy 2015-18 SDC in Tanzania decided to engage in anti-corruption directly by supporting state and non-state actors for collective action as well as strengthening of “duty bearers”. We are currently preparing the credit proposal for phase 1 of our anti-corruption support, which is expected to comprise of 3 elements:</p> <p>Support to the Tanzanian Prevention and Combating of Corruption Bureau (PCCB), Tanzania’s state anti-corruption agency, through technical advisory provided by the International Centre for Asset Recovery</p> <p>Contribution to a multi-media integrity campaign with a feature film and TV serial as flagship products</p> <p>Earmarked support to specific anti-corruption activities to the newly-founded UN Global Compact Network Tanzania, a private sector-led initiative</p>

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			<p>3 partial actions:</p> <ul style="list-style-type: none"> - Technical advisory to the PCCB on investigation, asset recovery and international cooperation - Anti-corruption campaign based on edutainment products (film, TV and radio series) - Support to activities of the local chapter of the UN Global Compact, Principle no. 10 on anti-corruption <p>Reference documents: Credit Proposal</p>	
7	Ukraine	Christian Disler	<p>"Supporting Asset Recovery Efforts in Ukraine". 209'260 CHF</p> <p>Intervention Strategy: <i>The project is implemented by the International Center for Asset Recovery (ICAR) at the Basel Institute on Governance</i></p> <p><i>ICAR assists Ukraine/GPO through the following three main action lines:</i></p> <ul style="list-style-type: none"> <i>i) Onsite financial investigation assistance through an embedded expert;</i> <i>ii) Tools and continued training to support capacity building efforts in financial investigation and asset recovery for key law enforcement agencies;</i> <i>iii) Strengthening the international network of the GPO.</i> <p>What works: <i>A range of mutual legal assistance (MLA) requests were successfully submitted to (and some already accepted for execution by) foreign jurisdictions, including Switzerland.</i></p> <p><i>ICAR provided one-week training for financial investigators and judges, helping them to improve their understanding of key methods and mechanisms for investigating financial crime, as well as for cooperating with other agencies.</i></p> <p><i>Also, a delegation of 5 senior members of the GPO participated in the 20th International Association of Prosecutors Annual Conference in Zurich in September 2015 where they learned more about such issues as law enforcement strategies against corruption and money laundering, international cooperation and assistance for combating corruption and</i></p>	

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			<p><i>money laundering, financial analysis and investigation, and the identification, confiscation and recovery of illicit assets. The conference also allowed the Ukrainian delegation to liaise in person with peers from key requested jurisdictions in Europe and worldwide where Yanukovich assets are either frozen or suspected.</i></p> <p>Challenges:</p> <p><i>The assistance to the GPO takes place in a very politicized environment. ICAR experts are not always supported in their efforts by the Ukrainian side. In February 2016 the reform-oriented main contact of the project within the GPO was stripped of his responsibilities and one month later the General Prosecutor himself is about to be dismissed. Experience so far shows that this type of assistance is very much a long term endeavour and no quick wins are to be expected.</i></p>	