

Work plan 2022



Prepared
for the U4
partners

CMI | U4 ANTI-CORRUPTION
RESOURCE CENTRE

ABOUT THIS WORK PLAN

The 2022 U4 workplan is prepared for our eight funding partners:

German Federal Ministry for Economic Cooperation and Development – BMZ
 German Corporation for International Cooperation – GIZ
 Global Affairs Canada
 Ministry for Foreign Affairs of Finland
 Ministry of Foreign Affairs of Denmark / Danish International Development Assistance – Danida
 Swedish International Development Cooperation Agency – Sida
 Swiss Agency for Development and Cooperation – SDC
 The Norwegian Agency for Development Cooperation – Norad
 UK Foreign, Commonwealth and Development Office – FCDO (*partner until 31st of March 2022*)

ABOUT U4

U4 is a team of anti-corruption experts working to reduce the harmful impact of corruption on society. We share research and evidence to help international development actors get sustainable results. The work involves dialogue, publications, online training, workshops, Helpdesk, and webinars. U4 is a permanent centre at the Chr. Michelsen Institute (CMI) in Norway. CMI is a non-profit, multi-disciplinary research institute with social scientists specialising in development studies.

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INTRODUCTION

Director
Peter Evans

We initiate this year's workplan with a new five-year strategy (2022–2026), which focuses on making stronger partnerships to boost anti-corruption efforts. Under the lead of a new U4 Director and entering U4's 20th anniversary year, our team is excited and hopeful of our future research and deliverables as we continue operations as one of the main corruption and anti-corruption knowledge centres in our field.

The present 2022 workplan is divided by type of activity, and tags our 2022 publications along the four new strategic goals:

1. Greater impact on the ground
2. A coherent, global approach to anti-corruption
3. Addressing the complexities of corruption
4. Pushing anti-corruption up the agenda

In this plan, we also include research and outputs initiated in previous years, which will continue to be developed and/or finalised in 2022.

U4's online courses, in-country workshops, headquarter visits, partner fora and Helpdesk are categorised as cross-cutting items that support U4's four strategic goals.

We will also continue to produce blog posts linked to our publications or other relevant topics during the year, and update U4's website topic pages to offer our users the latest information on over 25 areas linked to corruption. Providing a space for learning about the latest anti-corruption research will continue to have a place through the Bergen Hub where we aim to steer the conversation towards topics such as how corruption ties in with example gender or decolonisation debates. The Bergen Hub allows us to not only present U4's research but also to include external research that may be of relevance to the wider anti-corruption community.

U4 is also concentrating efforts on becoming the organisation we want to be in terms of how we work and where we are heading as a team, this has been framed as *Goal 5 The organisation we want to become*. Thus, during this new strategy period we will run internal projects to improve skills needed for our work to reach further, but also foster a positive working culture where there is a voice for inclusivity and gender equality. Relevant efforts include reflecting how we can best use social media and other digital tools, learn better from our on work, actively promoting work-life balance as well as raising the bar on issues around gender, decolonisation, and ethics.

2022 FINANCIAL OVERVIEW

Responsible staff

Finance and
Operations
Manager
Maya Havre

The total estimated income for 2022 is NOK 26 420 495. This includes additional funding for our work with the Coalition for Accountability, Transparency in the Health Sector (CATCH) funded by Norad, the climate change work funded by SDC, and the Anti-corruption Partnership Pilot (APP) funded by Sida.

Our 2022 budget amounts to NOK 25 492 250. The budget is framed and prioritised to fit with the four strategic objectives in the U4 2022–2026 strategy, as well as include the possibility for continued work on our internal Goal 5: *The organisation we want to become*. As of April 2022, our current forecast for 2022, which includes the outstanding payments from work commenced last year that will be finalised in 2022, is NOK 26 416 876.

Regarding our partners, the Foreign, Commonwealth and Development Office (FCDO), one of the four U4 founding partners, has from April 2022 entered a pause in funding due to the readjustment and budget constraints within the Ministry. U4 continues to have an open channel of communication with FCDO and is hopeful that the funding commitment will resume soon.

Meanwhile, U4 will be presenting a funding proposal to the CMI management group for institutional investment covering additional work in 2022 on themes such as gender, and anti-corruption ; as well as continuing to look for potential new like-minded partners to the U4 partnership. This will allow our team to balance the uncertainty from FCDO and be able to dedicate more resources to our gender and corruption work and to address any emerging priorities.

2022 INCOME TABLE

Income sources	Contract in original currency	% 2022 expected income	Total amount NOK*
BMZ/GIZ (70% in 2021, 30% in 2022)	EUR 15 004	6%	1 500 000
GAC Canada	EUR 266 400	11%	2 679 984
MFA Finland	EUR 266 400	11%	2 679 984
Danida Denmark	EUR 266 400	11%	2 679 984
Sida Sweden	SEK 2 884 172	11%	2 679 984
SDC Switzerland	CHF 289 964	11%	2 679 984
Norad Norway	NOK 2 679 984	11%	2 679 984
FCDO UK	GBP 50 000	2%	595 010
Income estimated-memberships fees for 2022			18 183 914
Sida Sweden-Earmarked funds	SEK 2 115 828	8%	1 900 330
SDC Switzerland-Earmarked funds	CHF 90 036	3%	832 155
Norad Norway-Earmarked funds	NOK 3 320 016	14%	3 320 016
Earmarked funds estimated for 2022			6 052 501
Funds carried forward (incl. Belgian funds)			2 184 080
TOTAL INCOME ESTIMATED FOR 2022			26 420 495

2022 BUDGET (MAIN CATEGORIES)

Expenditure categories	Budget	Forecast	Balance
1. Management Salary, travel, running costs	2 758 500	2 758 500	
2. General operations Staff, travel, communications, running costs	15 344 000	15 344 000	
3. Themes External research costs for 12 themes including quality control	1 460 000	1 657 531	197 531
4. Strategic initiatives Strategy development, peer research exchange, partnerships in the South	210 000	210 000	
5. Helpdesk (TI)	1 740 000	1 740 000	
6. Courses and convening Online training, in-country workshops incl. APP, webinars	2 479 750	3 206 848	727 098
7. BMZ/GiZ U4 partner project Staff, thematic outputs, online training	1 500 000	1 500 000	
TOTAL NOK	25 492 250	26 416 879	924 629
Total EUR	2 534 021	2 625 932	91 911
Total CHF	2 758 902	2 858 970	100 068
Total GBP	2 197 608	2 277 317	79 709

STRATEGY 2022–2026

Coordinators

Senior Adviser
Sophie Lemaître

Senior Adviser
David Jackson

The strategy is now ready. Under the new U4 director's guidance, we have developed an action plan for each goal and a preliminary suitable framework for monitoring, evaluation, and learning (MEL framework) for the next five years, both available as annexes to this workplan. This MEL framework and the action plan will continue to be fine-tuned in 2022.

The strategy, our mission, and values represent new frames of action and opportunities for anti-corruption work. The four strategic goals places U4 in a stronger position to support our partners – and the wider development community – in responding to change and improving results. We will continue to be an agile and flexible organisation, adapting quickly to the shifting environment and helping our partners secure that anti-corruption remains at the top of the global agenda.

We also added an internal development goal (Goal 5) to guide our team to the organisation we want to become.

1. Greater impact on the ground
2. A coherent, global approach to anti-corruption
3. Addressing the complexities of corruption
4. Pushing anti-corruption up the agenda
5. The organisation we want to become

VISION

A just and equitable future for all, free from the damaging effects of corruption.

MISSION

We use our knowledge, evidence, practical experience, and strategic partnerships to power global efforts against corruption.

VALUES

Curiosity – Sincerity – Integrity – Optimism

COMMUNICATIONS

Responsible staff	We will supplement the new strategy with a tailored communications strategy to be developed in 2022–2023. This will include U4’s overall communications goals, priorities, tactics, and resource use.
Senior Communications Adviser Kirsty Cunningham	We will explore how we can best exploit social media for U4’s voice to reach further among our target audience in the development community.
Digital Communications Adviser Lisa Arnestad	Finally, as part of Goal 1: <i>greater impact on the ground</i> , we will develop a language policy and translation plan that allows more non-native English speakers access to U4’s resources – improving our global reach.

MONITORING, EVALUATION, AND LEARNING FRAMEWORK (MEL)

Responsible staff Programme coordinator Priscilla González	As U4 enters a new strategic period 2022–2026, 2022 is the transition year when we adjust our priorities and workplan to move from the old strategy to new.
	This has included developing iterative, multi-year plans for each of our 4 strategic goals, plus our internal team goal 5 (add name of goal narrative annex here), and rationalizing and refocusing our logical framework.
	We will have a series of team discussions through the year to further refine the changes needed in the outputs and activities that will allow us to meet our goals, and also the indicators and targets to evaluate our work.
	For Monitoring, Evaluation and Learning (MEL) we have a simple, but ambitious, aim: A simplified and flexible MEL framework, that strikes the right balance in gathering the MEL data without being too resource intensive.
	Our initial discussions, reflected in Annex 1 of this report (MEL framework Draft 0), have allowed us to move away from a heavier logframe of 46 indicators to a new one of around 25.
	We will use Impact Case Stories to complement the quantitative data collected, and also provide a better sense of our long term, multi year, impact, and we will set more ambitious targets for the proportion of our work that includes rigorous gender analysis.
	The next steps include revising the Means of Verification (MoV), fine-tuning the indicators based on the lessons learned during this first part of 2022 and confirming the 2022 targets with the U4 team.

ONLINE COURSES

Coordinator
 Senior Learning
 Technology Adviser
 Rachael Tufft

In 2022, we will continue offering a diverse online-course portfolio covering six different topics, in addition to the foundational course *Essentials of anti-corruption: The basics* (now available in English, French, Spanish and Arabic):

1. Essentials II: Development programming
2. Addressing corruption in the health sector
3. Addressing corruption in the natural resources sector (NRS), available in French and English.
4. Corruption in the justice sector
5. Gender and corruption
6. Corruption risk management (CRM)

Our *Essentials II* and *CRM* courses will run with the newly incorporated in-depth revisions developed in 2021.

We will continue new course development work started in 2021, including designing several new modules:

- Fragile States – facilitated course
- Natural Resources self-paced series (English and French): corruption in the extractive industries / corruption and wildlife trafficking: an overview / corruption in the forestry section: an overview.
- Gender and corruption – in-depth revisions
- Addressing corruption in the health sector – in-depth revisions

Covid-19 has reiterated the importance of addressing corruption in global and local health emergency responses. Through the CATCH initiative, we will develop a new self-paced course addressing corruption in pandemics and health emergencies. This course will be highly flexible with short modules that suit participants with limited time available.

We will also look into the modality and lessons learned from the online courses so far, and how to adapt this better to the course participants' needs and modern learning innovations.

U4 ONLINE COURSES 2022

* Revised course

** New course

Online course	Type	Language
Essentials of anti-corruption I: The basics	Self-paced	EN, FR, SP, AR
Essentials of anti-corruption II: Development programming*	Facilitated	EN
Addressing corruption in the natural resources sector <i>La corruption dans le secteur des ressources naturelles</i>	Facilitated	EN, FR
Corruption in the justice sector	Facilitated	EN
Corruption risk management*	Facilitated	EN
Addressing corruption in the health sector	Facilitated	EN
Gender and corruption	Facilitated	EN
Corruption in the forestry sector: an overview**	Self-paced	EN
Corruption and wildlife trafficking: an overview**	Self-paced	EN
Corruption in the extractive industries**	Self-paced	EN
Fragile states**	Facilitated	EN

IN-COUNTRY ENGAGEMENTS

Coordinator
Senior Adviser
Sofie Arjon Schütte

In 2022 we will implement two in-country engagements (U4-ICE) from the 2021 workplan:

- 1) **Ethiopia:** Corruption risk management (CRM) and collective donor responses.
- 2) **Madagascar:** Webinar on illicit financial flows associated with the exploitation of gold (natural resources sector, NRS).

Furthermore, U4's call for proposals for the 2022 engagements received 15 applications, of which eight have been shortlisted due to the quality of the proposal and considering internal resource capacity. For 2022, the topics of CRM, NRS and systemic corruption are the most demanded themes from our partners.

Note that the back-up list includes the remaining six applications from the list of proposals that were not shortlisted. If two engagements get cancelled, we will consider a replacement from this list in line with U4's internal capacity.

Finally, under this new strategic period we will convene a discussion space with our partners regarding the future of the format of U4-ICE.

2022 COUNTRY ENGAGEMENTS SHORTLIST

	Agency	Country	Topic
1	Danida	Mali	Corruption risk management (in French)
2	GIZ	Honduras	Civil society and people's engagement
3	Norad	Angola	Natural resources management, illicit financial flows
4	SDC	Armenia	Corruption risk management, public service delivery
5	Sida	Moldova*	Interventions in contexts of systemic corruption (through the Anti-corruption Partnership Pilot)
6	Sida	Rwanda	Corruption and climate change
7	Sida	Zambia*	Health (through the Anti-corruption Partnership Pilot)
8	FCDO	Peru**	Natural resources management, illicit financial flows

* U4-ICE part of the Anti-corruption Partnership Pilot, additionally funded by Sida.

** This engagement had a scoping workshop held in April 2022; due to the pause in funding from FCDO the continuation of this engagement is on hold.

BACK-UP LIST

	Agency	Country	Topic
1	FCDO	Colombia	Natural resources and illicit financial flows
2	FCDO	Colombia	Corruption risk management
3	FCDO	Colombia	Interventions in context of systemic corruption
4	GIZ	Jordan	Corruption risk management
5	Sida	Liberia	Interventions in contexts of systemic corruption
6	Sida	Ukraine	Corruption risk management

HEADQUARTER VISIT (HQ)

For 2022, we have two scheduled HQ visits. One carried over from 2021 on corruption risk management with our Canadian partner, and a second one aiming to take place in May with our Finnish partner.

Three tentative HQ visits have also been requested by Sida, SDC and Norad, all possibly taking place in autumn 2022.

HQ VISIT CANADA

Corruption Risk Management

NICAISE, G., EVANS, P.

HQ VISIT FINLAND

Corruption Risk Management

NICAISE, G., EVANS, P., SCHÜTTE, S.A, KYRIA, M., TUFFT, R.

PARTNER FORA

Coordinator
Senior Adviser
David Jackson

We have identified five topics that will be presented through our partner fora in 2022.

We expect more events will be added as opportunities arise during the year.

PARTNER FORUM

Rule of Law / Justice engagement mapping

SCHÜTTE, S.A.

PARTNER FORUM

Special report on anti-corruption and human rights defenders

SCHÜTTE, S.A

PARTNER FORUM

China an integrity actor in environmental governance

JACKSON, D.

PARTNER FORUM

Coalition for Accountability, Transparency and Anti-corruption in Health (CATCH)

KIRYA, M., CEPEDA CUADRADO, D., SEJERØE HAUSENKAMPH D.

HELPDESK

Coordinator
Senior Adviser
Guillaume Nicaise

U4 has renewed its collaboration on the U4 Helpdesk with Transparency International (TI) to continue providing tailor-made desk research in a short time frame (ten days).

As in previous years, the Helpdesk aims to set resources for 30 answers in 2022.

SPECIAL PROJECTS

For 2022, U4 will deliver some of its outputs through several specially-funded internal and external projects.

INTERNALLY FUNDED PROJECTS

Preliminary outputs through two internally-funded projects – the Coalition for Accountability, Transparency and Anti-Corruption in Health (CATCH) and the Anti-corruption Partnership Pilot (APP) – are already included as part of our core workplan. However, it is likely that as discussions with the different organisations involved in each project evolve, U4 will be adding more deliverables for this year under these two initiatives.

EXTERNALLY FUNDED PROJECTS

Regarding externally funded projects, we continue our engagement in the USAID initiative Targeting Natural Resources Corruption (TNRC).

Additionally, we continue on an advisory role in a public procurement / State capture project for the Southeast Europe region.

THEMES

CIVIL SOCIETY AND PEOPLE'S ENGAGEMENT

Responsible staff

Senior Adviser
Saul Mullard

This theme aims to develop three major strands of activity, one in collaboration with the climate change theme.

1) **Locally driven anti-corruption initiatives**, merging with the climate theme, involving indigenous people, local communities, other minorities, and other alternative civil society organisations.

2) **Media and independent journalism**, this is particularly relevant in the changing global context towards de-democratisation, where media ownership is becoming concentrated in fewer larger corporations resulting in the silencing of independent voices. This will fill a gap in U4's current civil society work.

3) **De-colonisation debate**, this strand is challenge driven and will seek to explore how to learn from the de-colonisation debate in order to develop insights for, and address blind spots in, anti-corruption and development practice.

2022 ACTIVITIES

BLOG + ISSUE

GOAL 3

Civil society engagement in the UNCAC review process

PRING, C., MULLARD, S.

TOPIC PAGE

GOAL 1, 3, 4

Investigative journalism and the media

MULLARD, S.

CARRIED OVER

RESEARCH**Decolonising anti-corruption**

MULLARD, S., WILLIAMS, A., KIRYA, M.

CLIMATE CHANGE

Responsible staff

Senior Adviser
Saul Mullard

Our direction under the climate change theme general direction for 2022 is to answer three critical questions about corruption and climate change:

- What is the relationship between corruption and climate change on the local level?
- How do we harness different approaches to environmental governance and how this contestation leads to alternative pathways for anti-corruption practice in climate change projects?
- Revisiting/reframing the notion of greenwashing from a corruption angle as abuse of power, shying away from established conceptions based on marketing strategies and how development practitioners can pinpoint and address greenwashing.

Each output, in their own way, will help uncover current blind spots to address corruption in the development sector, but also they will form the basis of a new, collective understanding of corruption and its effect on climate change among U4 partners.

2022 ACTIVITIES

PUBLICATION

GOAL 1, 3

Corruption and climate change on the local level

MULLARD, S., CEBALLOS, J.

RESEARCH

GOAL 1, 3

Indigenous peoples and local communities (IPLC) and alternate paths to climate change interventions

MULLARD, S., CEBALLOS, J.

CARRIED OVER

ISSUE

Made for corruption: The role of private sector actors in renewable energy

SOVACOO, B., MULLARD, S., CEBALLOS, J.

ISSUE

Integrity and water governance in Mekong Basin

SOPERA, D.

DEVELOPMENT COOPERATION

Responsible staff

Senior Adviser

David Jackson

Senior Adviser

Guillaume Nicaise

Corruption Risk Management

In 2021, a new outline for CRM online course has been defined. On that basis, new modules will be developed in 2022. Priority is given to modules related to In-Country engagements, as a way to find synergies among U4 products but also to respond to partner's needs and to get a greater impact on the ground.

Integrity

Integrity is crucial in preventing and reducing corruption risks within organisations. In 2022, our research covers best practices for managing integrity within development aid agencies, in particular analysing what ethics framework aid organisations have successfully implemented. Another focus is on integrity training, as a way to prevent and reduce corruption risks within organisations.

2022 ACTIVITIES

RESEARCH + ONLINE MODULE

GOAL 1

How to promote/require/introduce CRM into implementing partner organisations systems and processes?

NICAISE, G.

RESEARCH + ONLINE MODULE

GOAL 1

How to handle allegations on suspicions of ethical misconduct and low-level corruption cases?

NICAISE, G.

RESEARCH + ONLINE MODULE

GOAL 1

How to integrate CRM into project/programme management cycle?

NICAISE, G.

BRIEF GOAL 1

Evidence of effectiveness of integrity framed approaches in anti-corruption

NICAISE, G., JACKSON, D.

PUBLICATION

Systemic corruption

JACKSON, D.

CARRIED OVER

- BRIEF** **How development agencies can perform due diligence operations and approach their partners to mitigate corruption risks**
AUTRAN, C., MUSSO, S..
- ISSUE** **Strengthening the ethics framework within aid organisations: good practices from the compliance and the values-based approach**
NICAISE, G.
- ISSUE** **Fragile states: peace building vs accountability**
JACKSON, D.
- ISSUE** **Tuning into the politics of (anti)corruption: Astute interventions and deeper accountability**
JACKSON, D.

EMERGING TECHNOLOGIES

Responsible staff

Senior Adviser
Per Aarvik

Emerging technologies need to be understood and then possibly applied in a context where real needs are met and where political and cultural surroundings match the implementation. U4 seeks to identify such conditions to support development organisations in decision-making processes.

2022 ACTIVITIES

PUBLICATION

GOAL 3

Emerging technologies in anti-corruption

AARVIK, P.

GENDER AND CORRUPTION

Responsible staff

Senior Adviser
Monica Kirya

In 2022 and beyond, U4 will continue to play a leading role in advancing policy and practice in relation to gender and corruption. We will consistently push for gender to be on the agenda and for actors to include a gender perspective in their anti-corruption work.

Accordingly, we aim to communicate the findings of the latest research and developments in policy and practice in this area through a quarterly contribution to the U4 newsletter and policy briefs on various topics. We will also strive to build internal capacity for all U4 advisers to better address gender concerns in their work.

CARRIED OVER

BRIEF**Gender, corruption perceptions and judicial legitimacy; Haiti**

TØRAASEN, M.

ISSUE**Addressing sextortion through a feminist approach**

ROSARIO, C., GICHOHI, M., KIRYA, M.

ILLICIT FINANCIAL FLOWS

Responsible staff

Senior Adviser
Sophie Lemaître

In 2022 and beyond, U4 will continue to build evidence and raise awareness on the role of illicit financial flows (IFFs) and how IFFs affect development-related issues.

We will pursue our work on Strategic Lawsuit Against Public Participation (SLAPPs) and other legal threats civil society organisations, journalists, whistleblowers, and researchers face. Other strands of activity under this theme include: asset recovery and repatriation and professional enablers.

2022 ACTIVITIES

ISSUE
GOAL 3

Visualisation of a transnational corruption case

WILLIAMS, A., LEMAÎTRE, S.

CARRIED OVER

BRIEF

The role of professional enablers: the case of law firms

LEMAÎTRE, S.

JUSTICE SECTOR

Responsible staff

Senior Adviser
Sofie Arjon Schütte

Following-up on the conceptual thinking piece on goals and forms of punishment for corruption, we will compile and publish a series of case studies of different forms of punishment and their effectiveness (to the degree this is possible) in different formats. We aim to survey the effectiveness of some of the more conventional types of punishment (i.e. incarceration, fines, asset seizures), and less talked of ways of consequence management (deferred prosecution agreements, divestment and blacklisting, social sanctions).

It has been more than five years since we mapped the anti-corruption tools used by our partner agencies in the judicial sector. Learning from the previous survey experience we will conduct a more extensive (in methodology and time allocated) mapping of the rule of law and justice sector engagement by our current partners agencies (and where relevant Whole-of-Government Approach WOGA).

We will continue to screen the establishment of specialized anti-corruption courts and will seek external funding for more long-term research and data collection that allows inference about effectiveness, and seek to bring the topic judicial specialization and the experiences of special anti-corruption judges higher to existing global networks.

2022 ACTIVITIES

BRIEF

GOAL 3

Civil forfeiture

SCHÜTTE, S.A

PUBLICATION

GOAL 2

Mapping study on Rule of Law and justice sector interventions of our partner agencies

SCHÜTTE, S.A

PUBLICATION

GOAL 3

Punishment and accountability

SCHÜTTE, S.A

PEN

Ethics council and divestments

SCHÜTTE, S.A

PEN

World Bank and sanction system

SCHÜTTE, S.A

CARRIED OVER

BRIEF

The anti-corruption courts in Albania

GUNJIC, I.

ISSUE

Update on anti-corruption court mapping

SCHÜTTE, S.A

MEASUREMENT AND EVALUATION

This year we are finalising our work regarding evaluating anti-corruption interventions and the lessons learned that can be applied to future assessments.

CARRIED OVER

BRIEF

Evaluating anti-corruption interventions: How to tailor the evaluation to the nature of corruption and anti-corruption

WATHNE, C.

NATURAL RESOURCES SECTOR

Responsible staff

Senior Adviser
Sophie Lemaître

During 2022, we aim to examine whether improved understanding of minority perceptions of corruption in resource sectors can help devise more impactful anti-corruption approaches.

Senior Adviser
Aled Williams

We will also continue to research and engage with others on anti-corruption measures for renewable energy transitions.

2022 ACTIVITIES

ISSUE

GOAL 3

Understanding minority perceptions of corruption in resource sectors

WILLIAMS, A.

CARRIED OVER

BRIEF

Green energy transitions and anti-corruption: A primer for development practitioners

WILLIAMS, A.

ISSUE

Addressing corruption in Uganda conservation areas

GARGULE, A.

PRIVATE SECTOR

Responsible staff

Senior Adviser
Guillaume Nicaise

Private sector investment is crucial to achieve sustainable development goals. In 2022, U4 will explore opportunities offered by the private sector to support anti-corruption work, both to get a greater impact on the ground and to push anti-corruption up in the agenda.

We will look at the Corporate Social Responsibility (CSR) for anti-corruption, helping donors to distinguish the different CSR Standards and assessing which ones could be meaningful to level up private governance.

2022 ACTIVITIES

PUBLICATION

GOAL 1

Digital solutions for Corporate Social Responsibility (CSR)

NICAISE, G.

CARRIED OVER

BRIEF**Anti-corruption compliance for small and medium sized enterprises in Ghana**

AMUNDSEN, I.

PUBLIC SERVICE DELIVERY

Responsible staff

Senior Adviser
Monica Kirya

Advisers
Daniela Cepeda
Cuadrado

Daniel Sejerøe
Hausenkamph

In 2022, through our Public Service Delivery theme, under the sub-theme health, we will work on providing more tailored advice, expanding our global reach, and pushing anti-corruption up the global and national health agendas. The areas we will focus on are partnerships, global health security, and a wider lens on issues of inclusion. The goal here is to ensure that all relevant stakeholders, including health actors, seriously consider corruption's threat to health outcomes and work collaboratively to design effective anti-corruption interventions.

Our role as the knowledge partners of CATCH puts us in a position to influence anti-corruption policy at both the global and national level. We will continue to support the Coalition and aim to strengthen collaboration between the global health actors and the U4 partners for a more coherent approach to health sector corruption, that is focused on maximising population health outcomes.

2022 ACTIVITIES

ISSUE
GOAL 3

Accountability for Covid-19 corruption and mismanagement

KIRYA, M., CEPEDA CUADRADO, D., SEJERØE HAUSENKAMPH D.

CARRIED OVER

BRIEF

MEL framework for mainstreaming anti-corruption in the health sector

KIRYA, M., CEPEDA CUADRADO, D., SEJERØE HAUSENKAMPH D.

ISSUE

Safeguarding the Covid-19 vaccine distribution: Evaluating the role of blockchain

ENPACT, KIRYA, M., CEPEDA CUADRADO, D., SEJERØE HAUSENKAMPH D., AARVIK, P.

ISSUE

Implementing results-based financing for health schemes in contexts of systemic corruption

KIRYA, M., CEPEDA CUADRADO, D., SEJERØE HAUSENKAMPH D.

ISSUE**Anti-corruption, transparency and accountability in health management information systems: Exploring the potential of DHIS2**

KIRYA, M., CEPEDA CUADRADO, D., SEJERØE HAUSENKAMPH D.

PUBLICATION**Digital platforms for improving accountability and service delivery in education: A case study of OLAVULA, Mozambique**

KIRYA, M., AARVIK, P

PI**Transparency as a game changer in the Colombian health sector?: Insights from the project ACTUE Colombia**

HUSSMANN, K.

PI**Civil society monitoring in the health sector: Taking stock of the Partnership for Transparency's Fund work to ensure clean procurement and quality service provision**

PARTNERSHIP FOR TRANSPARENCY FUND



ANTI-CORRUPTION
RESOURCE CENTRE

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