

## CALL FOR APPLICATIONS

# Tailored anti-corruption country engagement and learning – 2022

The Covid-19 pandemic and shifts in political priorities affect our chances of achieving the Sustainable Development Goals. It is important to keep safeguarding scarce funds from corruption and make sure investments lead to actual improvements. The U4 Anti-Corruption Resource Centre runs workshops and other activities to bring momentum to local processes. Our interactions provide neutral spaces for different actors to meet, learn, discuss, and collaborate.

U4 partner agency embassies and field offices can now apply for U4 in-country engagement and learning opportunities in 2022. We offer tailored, blended learning that can combine in-person events with online activities. The set-up will depend on whether we are restricted from travelling and gathering people in workshops.

The topics we cover range from sectors – for example health, education, and justice – to specific challenge areas and approaches such as

climate change and collective donor responses. Check out the full list below.

To apply for U4 to run training and facilitate collaboration for your team and local partners, please see the section on practicalities. If you are interested in a headquarter event, you do not need to apply through this process but can contact us throughout the year.

**Application  
deadline**  
31 August 2021

## Our partner agencies



**MINISTRY OF  
FOREIGN AFFAIRS  
OF DENMARK**  
*Danida*



Ministry for Foreign  
Affairs of Finland



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation SDC



The U4 Anti-Corruption Resource Centre works to reduce the harmful impact of corruption on society. We share research and evidence to help international development actors get sustainable results. U4 is a permanent centre at Chr. Michelsen Institute in Norway.

# Topics in 2021

You may pick one of the following topics in your application:

— Collective donor responses	— Health sector corruption
— Approaches to systemic corruption	— Integrity in the justice sector
— Corruption risk management	— Natural resources and illicit financial flows
— Gender and corruption	— Corruption and climate change
— Education sector corruption	— Civil society and people's engagement

## Collective donor responses

### Responsible:

Arne Strand, [arne.strand@cmi.no](mailto:arne.strand@cmi.no)

Development partners gain from joining forces around anti-corruption planning, measures and how they respond to corruption cases. Joint support towards anti-corruption bodies and legislation increases the chance of success. Donors can team up to take advantage of anti-corruption opportunities that arise even in challenging environments. Joint responses to corruption cases reinforce impact and convey a common stand. This requires creating a proactive collaboration to make it easier to achieve positive development outcomes.

U4 will map the existing donor and coordination structures and identify options for collective responses. Together, we look at how collaborating donors can partner with civil society actors, the private sector, the media, and anti-corruption institutions. We also assess the risks and costs of various forms of action (and inaction). Joint efforts may include:

- Joint analysis of corruption risks and which interventions may hold the largest impact.
- Efforts to introduce or strengthen anti-corruption bodies, legislation, and other initiatives.
- Responding to corrupt environments and

corruption in donor-funded activities. This may include coordinating donor responses with the help of OECD Anti-Corruption Task Team operational guidance.

- Harmonising responses to corruption cases through a scaled approach.
- Working with anti-corruption institutions, oversight and control bodies, NGOs, media, and civil society.
- Building capacity and voice to influence political incentives in favour of the anti-corruption agenda.
- Applying international donor coordination standards and drawing on international resources, for example the UN Convention against Corruption.
- Assess risks and costs of the various forms of action (and inaction).

## Approaches to systemic corruption

### Responsible:

David Jackson, [david.jackson@cmi.no](mailto:david.jackson@cmi.no)

The more corruption is organised, embedded in social norms, and sustained by powerful political networks, the more it is systemic. Effective anti-corruption efforts against systemic corruption may require alternative or modified approaches. This topic is useful if you want to explore in what ways corruption can be

systemic and/or how to design programmes and projects in high-corruption environments. If appropriate, please indicate a specific sector or problem in your application.

Participants will explore and receive methods and tools to:

- Understand the broader system of political structures, informal institutions, and social norms underlying systemic corruption.
- Define specific systemic corruption challenges in sectors and take a problem-centric approach to those challenges.
- Learn about a wide range of interventions that can address the drivers of systemic corruption.

## Corruption risk management

### Responsible:

Guillaume Nicaise, [guillaume.nicaise@cmi.no](mailto:guillaume.nicaise@cmi.no)

Corruption risk management (CRM) is a process to identify, assess and mitigate corruption risks in organisations and projects. Its direct aim is to bring about corrective measures to curb and to prevent corruption risks. CRM is related to fundamental aspects for development aid agencies and their employees: managing risks that can harm the organisation and its development programmes, ensuring the good allocation of funds to partners and that those funds serve targeted ends, but also contributing to integrity within employees' work environment. At U4, we present the CRM topic the way that is most useful for specific audiences:

Controllers, auditors, compliance officers and anti-corruption experts working for development agencies at the HQ level

- Discover the ISO 37001 anti-bribery management standard and how its

requirements could be useful for anti-corruption management in your organisation.

- Learn more about organisational integrity and how new behavioural methods can help to increase integrity in an organisation as a way to prevent and reduce corruption risks.

### Project developers

- Explore how corruption risks evolve along the project life cycle and how CRM can be integrated into development programmes and projects.

### Programme managers and field-level officers

- Learn by examples on how to elaborate efficient corruption risk assessments and mitigation measures.
- Discover how to implement joint responses to identify and manage corruption risks with donors and partners.

## Gender and corruption

### Responsible:

Monica Kirya, [monica.kirya@cmi.no](mailto:monica.kirya@cmi.no)

Women are more exposed to corruption in areas determined by stereotypical gender social roles and specific needs such as water, health and education. Women's limited participation in decision-making is partly because of corruption, since they are largely excluded from male-dominated patronage networks. Women are also vulnerable to exploitative practices such as sextortion. At the same time, the women's rights movement has made significant gains in advancing policies to promote gender equality that can substantially improve transparency and accountability, such as gender-budgeting.

In 2022, we will offer opportunities for dialogue and learning on mainstreaming gender in national anti-corruption strategies and anti-

corruption programmes in general. Gender analysis for anti-corruption programmes: 'putting gender back' into political economy and power and influence analysis and a gendered approach to assessing corruption risks.

- Gender-sensitive whistleblowing and complaints mechanisms
- Strengthening synergies between gender equality and anti-corruption programming.

## Education sector corruption

### Responsible:

Monica Kirya, [monica.kirya@cmi.no](mailto:monica.kirya@cmi.no)

According to the United Nations, progress towards achieving SDG 4 is too slow and over 200 million children, mostly girls, will still be out of school by 2030. The Covid-19 pandemic has exacerbated existing inequalities, with UNESCO data showing that due to school closures, over 100 million additional children will fall below the minimum proficiency level in reading. Corruption played a part in the Covid- related education crisis. The rapid and emergency purchases of educational equipment to meet the transition to distance and online education was beset by procurement-related corruption. But even before the pandemic, corruption in the education sector was draining resources and hampering inclusive and equitable quality education for all. In 2022, we will offer dialogue, discussion and learning opportunities on addressing corruption in the education sector:

- Approaches and methods for assessing and mitigating corruption risks in the education sector, including public financial management and procurement systems, addressing examination malpractices, improving social accountability and enforcing teachers' codes of conduct.

- Incorporating values and integrity in education curricula.

## Health sector corruption: pandemics and health emergencies

### Responsible:

Monica Kirya, [monica.kirya@cmi.no](mailto:monica.kirya@cmi.no)

Daniela C. Cuadrado, [daniela.cepeda@cmi.no](mailto:daniela.cepeda@cmi.no)

Daniel Hausenkamph, [daniel.hausenkamph@cmi.no](mailto:daniel.hausenkamph@cmi.no)

The Covid-19 pandemic has exposed considerable corruption-related vulnerabilities in health systems worldwide. Since early 2020, the media has exposed grand corruption as politicians and government officials have colluded with the private sector to profit illicitly from the pandemic. In health service delivery, there have been reports of nepotism, favouritism and bribes. Overall, the pandemic response has revealed serious shortcomings in global and national health security and pandemic preparedness, exposing the failure to incorporate sufficient anti-corruption, transparency and accountability safeguards in pandemic preparedness and response systems.

In 2022, U4 will offer our partners opportunities for dialogue and learning on mainstreaming anti-corruption in pandemic preparedness and responding to health emergencies at the national level.

- Identifying and assessing corruption vulnerabilities and risks that can occur in pandemics and health emergencies.
- Approaches and entry points for integrating anti-corruption in pandemics and health emergencies response plans including enhancing procurement systems, minimising the proliferation of substandard and falsified medical products, optimising Health Information Management Systems and improving complaints, whistleblowing and reporting mechanisms, etc.





Group work at U4 workshop in Bamako, Mali in April 2018.

## Integrity in the justice sector

### Responsible:

Sofie Schuette, [sofie.schuette@cmi.no](mailto:sofie.schuette@cmi.no)

The justice sector is crucial in maintaining accountability of citizens and state institutions. But investigating and punishing corruption is only effective if this sector is not corrupted in itself.

We cover the following content and may tailor sessions to specific institutions (eg the judiciary, public prosecutions services, the police, anti-corruption commissions):

- How to assess corruption risks in the criminal justice chain.
- Principles and normative standards for integrity and accountability in the sector.
- How to integrate anti-corruption approaches in justice sector reform.
- How to improve collaboration between institutions that handle corruption cases.
- What to consider when setting up

specialised anti- corruption agencies and courts.

- International support, collaboration, and peer-to-peer learning for justice sector players.

## Natural resources and illicit financial flows

### Responsible:

Sophie Lemaître, [sofie.lemaitre@cmi.no](mailto:sofie.lemaitre@cmi.no)

Aled Williams, [aled.williams@cmi.no](mailto:aled.williams@cmi.no)

Natural resources and Illicit financial flows (IFF) – eg corruption, tax evasion, money laundering – are intrinsically connected. Improving governance in the natural resources sector requires an understanding of how IFFs take place. By linking these two areas, we can identify, design, and implement well-targeted measures. In order to offer meaningful learning and engagement activities, we have grouped specific challenges and approaches into sub-topics that hosts may pick from:

IFF and extractive industries (oil, gas and minerals, including commodity trading)

- IFF risks, patterns, and mechanisms.
- Measures to curb IFFs in the extractive industries.

IFF and forestry (illegal logging, artisanal milling, land conversion)

- IFF risks, patterns, and mechanisms.
- Measures to curb IFFs in the forestry sector.

Corruption and wildlife trafficking

- Forms of corruption and money laundering, and where it happens.
- Measures to tackle corruption associated with wildlife trafficking.

Corruption and illegal, unreported, and unregulated (IUU) fishing

- Corruption risks.
- Measures to tackle corruption associated with IUU fishing?

Green transitions and economic development (eg transitions from coal to low carbon energy sources)

- Corruption risks
- Measures to tackle corruption associated with green transitions.

## Corruption and climate change

**Responsible:**

Saul Mullard, [saul.mullard@cmi.no](mailto:saul.mullard@cmi.no)

Investing in efforts to mitigate and adapt to climate change is important, but there is a potentially dangerous connection between this spending and corruption. In 2018, global climate finance totalled US\$ 546 billion. Financial losses from corruption are notoriously difficult to determine for any sector. However, one estimate says that of US\$ 13 billion of

multilateral climate funds allocated to the water sector every year, between one and two billion (7–15%) are lost to corruption. We offer a general exploration of this topic:

- The nature of corruption challenges in climate mitigation and adaptation efforts.
- Cases and examples showing to address corruption to improve climate change outcomes.
- Strengths and weaknesses of specific climate change policies and practices in terms of corruption risks.

## Civil society and people's engagement

**Responsible:**

Saul Mullard, [saul.mullard@cmi.no](mailto:saul.mullard@cmi.no)

Public concern about corruption can often give strength to people's movements. Success in people's movements requires a strong foundation based upon civil society and fundamental rights – to free association, assembly, speech, and protest. Whilst people's movements can often be political and difficult for donors to support, donors and other stakeholders can contribute to building strong and independent civil society organisations that can demand the change needed, build alliances with reformers in government, and strengthen anti-corruption efforts.

- Civil society's role in anti-corruption efforts – examples from different countries.
- Leveraging civil society for national change to reduce the harmful effects of corruption.
- Building collaborations and alliances between state and civil society actors.
- Thinking beyond the usual suspects: non-traditional civil society organisations.

# Available learning formats

We offer a combination of formats for each topic. You can pick **one blue and one red**, or **two red** options in your application. Please note that not all red options are available for all topics. This is because we do not currently have online courses on all our topics.

<b>In-country workshop</b> <b>Duration:</b> 2–2 ½ days <b>Location:</b> Applicant country <b>Participants:</b> Around 30 (selected by hosts) <b>Format options, a or b:</b> a. In-person at a venue provided by hosts b. Online event (Zoom). Hosts must ensure that participants have functional and stable access to Zoom <b>Certificates:</b> All participants receive certificates	<b>Online training</b> <b>Duration:</b> Between 2–4 weeks depending on the course (see U4 website for details about our existing online courses) <b>Location:</b> Online, message-based (not real-time) <b>Participants:</b> Up to 30 (selected by hosts) <b>Format:</b> Same as U4's regular, interactive online courses, but for a special group. Hosts must ensure that participants have internet access and speak the language of instruction. <b>Certificates:</b> Participants who complete the course successfully receive certificates.
<b>Bilateral meetings</b> <b>Duration:</b> Meeting series if large workshops are not advisable for health or other reasons. <b>Location:</b> Online or in-country (one trip, eg in conjunction with a research paper) <b>Participants:</b> U4 partner agencies and a select number of their partners	<b>Webinar</b> <b>Duration:</b> Up to 2 ½ hours <b>Participants:</b> Up to 30 (U4 reserves the right to invite other U4 partner staff, depending on the format of the webinar (if its more seminar style than workshop, other U4 partners will be invited to listen in) <b>Format:</b> Tailored to the host's specific needs
	<b>Background paper</b> In close consultation with the host, we will commission a research paper. This may be presented to the host in advance of, during, or after a learning event. U4 presumes the right to publish the paper in its whole or parts.

Download the application form – English  
<https://bit.ly/2SaluQ5>

Download the application form – French  
<https://bit.ly/3py7uvJ>

# Practicalities

## Hosts and applications

A U4 partner agency can submit one or several applications either by itself, or jointly with other U4 partners, or government institutions and/or other stakeholders. It is sufficient to state this in the application, we do not need recommendations or support letters from other embassies or institutions.

To apply, please fill in the separate word-file application form and e-mail it to [sofie.schuette@cmi.no](mailto:sofie.schuette@cmi.no) no later than 31 August 2021.

## Questions about the topics

Please feel free to get in touch directly with the U4 advisers responsible for any topics that you may wish to receive more information about.

## Selection criteria and process

The U4 team first evaluates each application. We generally give preference to applications that several U4 partner agencies develop and submit together. To maximise sustained effect, we also look for applications showing that the workshop can feed into larger reform or programming processes.

We then present a list of proposed locations to the U4 steering committee which makes a decision in late November 2020. We contact the successful applicants shortly thereafter.

## Costs

The U4 in-country workshops form part of a package of activities included in the U4 partnership. The workshops are therefore mainly funded through the U4 Anti-Corruption Resource Centre budget. The only costs that

host agencies need to cover are local expenses such as venue, meals, and translation services.

## Language

We can facilitate most virtual events in English only. Some topics are also available in French: Corruption risk management and any sessions under Natural resources and IFFs that Sophie Lemaître is in charge of.

For in-person events, host agencies should consider whether simultaneous translation is required into a local language. We depend on the local hosts to organise and pay for such services.

## Participants

To ensure effective discussions, we limit participation to around 35 participants in each activity. Ideally, we would like to see some continuity and engage with the same participants in the various activities under one topic. This will, however, be part of the points for discussion that start between the local host and the responsible U4 adviser after an application has been selected.

## Contact

For information regarding topic content, please contact the responsible adviser. Email addresses are listed above.

For general information on the process, please contact

Sofie Schütte, [sofie.schuette@cmi.no](mailto:sofie.schuette@cmi.no)