



Anti-Corruption (AC) WORKS

Anti-Corruption and Integrity Programme

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Background: Strong BMZ emphasis on mainstreaming corruption in GIZ projects

GVR: corruption risks to be reflected in project proposals

BMZ 2030: anti-corruption as a quality criterion

BMZ AC strategy (being revised)

increased anti-corruption donor standards (e.g. EU)



Handbuch der bilateralen EZ

Verfahrensinformation VI063

*Verfahrensinformation Korruptionsrisiken in
Modulvorschlägen*

*VERANTWORTLICHES REFERAT Referat 400
Sektorale und thematische Grundsätze:
Governance, Demokratie und
Rechtsstaatlichkeit*

THEMENBEREICH Planung, Steuerung, Kontrolle

ZUGEORNETE SCHLAGWÖRTER Modul 11

Risiko	Einstufung	Beeinflussbarkeit	Risiko-Management-Maßnahme
Politisches Risiko	1-4	1-4	
Durchführungs-Risiken			
Risiko für die langfristige Verankerung			
Auswirkungen der Maßnahme auf Umwelt und Soziales (nicht-intendierte Wirkungen)			
Korruptionsrisiken			
Gesamtrisiko			

Stufen: 4=sehr hoch, 3=hoch, 2=mittel, 1=gering



2. What is AC WORKS?

- AC WORKS is an **advisory tool** that assists programmes and country offices, managers and staff in becoming aware of corruption risks in their particular country and sector.
- It helps them develop **feasible, tailor-made anti-corruption measures** that can be integrated into ongoing activities or assist in the planning of new projects / project components.
- AC WORKS is a **two-day participatory workshop** for programme staff and – if appropriate and possible – their project partners.
- Specifically trained **anti-corruption experts facilitate** the workshop and provide the necessary expertise on corruption.
- **Target audience:** GIZ project staff and, where appropriate, partners



1. Context

- Pro-actively countering corruption risks can enhance the chances of success and the impact of development cooperation.
- What is needed is for countering corruption for a development project is
 - detailed know-how of processes and actors in the sector and institutional context
 - knowledge on how corruption works and how corrupt actors think
 - inspiration and methodology on how to tackle corruption





2. Why AC WORKS is useful for development projects

AC WORKS...

- ...brings together sector and anti-corruption expertise
- ...makes it easy for programmes to do corruption-sensitive planning and mitigate their specific risks
- ...gives a reality check and raises staffs' awareness on the topic
- ...focuses on implementation, not just training
- ... is best conducted in-country or online
spread over several weeks





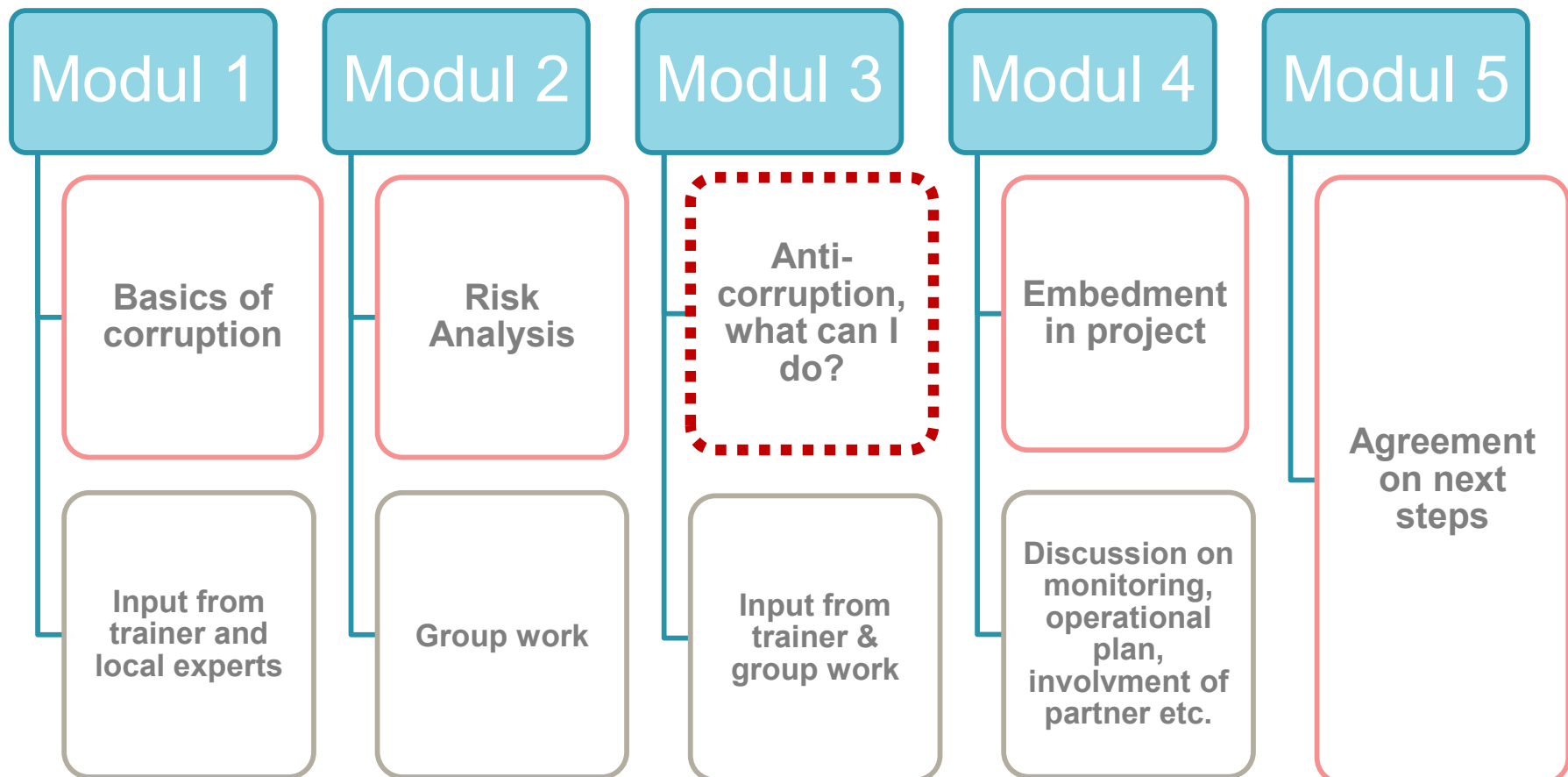
2. Why AC WORKS works

- It is **fast** as it draws on existing knowledge, encourages ownership
- It is **practical** as it delivers approaches and measures
- It is **specific** as it focuses on the respective country and sector
- It is an **easy-to-adapt** semi-standardized tool that can be tailored to specific needs





AC WORKS standard structure





Module 1: Basics of Corruption

Goal: Participants are aware of different types of corruption and are able to apply their knowledge to specific projects.

Time	Topic	Method	Responsibility
09:00 – 09:30	Opening & expectations	Flash lights	Programme director, experts
09:30 – 10:30	Introduction: Definition & types of corruption	Presentation & group discussion	Experts
10:30 – 11:00	Coffee Break		
11:00 – 12:00	Forms & effects of corruption in infrastructure projects	Presentation (local expert) & group work in project team	Experts; project staff
12:00 – 12:30	Basics: Anticorruption & integrity	Presentation & group discussion	Experts
12:30 – 13:30	Lunch Break		



Module 2: Risk Analysis and Prioritization

Goal: The team has identified main corruption risks within their ongoing project through a process- or actor-based approach

Time	Topic	Method	Responsibility
13:30 – 15:00	Risk Analysis I & prioritization	Group work (project staff): Value Chain Approach; Analysis of the Project Environment (CW # 1.2), Actor Profiling (CW # 2.1, adapted), Eisenhower Matrix	Experts, project staff
15:00 – 15:30	Coffee Break		
15:30 – 17:00	Risk Analysis II	Group work (project staff); Value Chain Approach; Process Landscape (CW # 4.3)	Experts, project staff
NN	Feedback talks on day 1 with component leader		



Name of the Process	Setup of an intranet in a ministry	Objective of the process	The ministry's staff can exchange information and documents efficiently					
5-7 essential process steps	Corruption risk	Risk description: (1) Who is involved? (2) What exactly happens? (3) What makes this possible?			Negative effect on the process' objective	Severity: $I \times P = S$	Our influence 0, +, ++	
Needs definition (ToRs, technical specifications, etc.)								
Tender								
Installation								
Reception of the work	Extorsion / Speed money	(1) Person in charge in the ministry; GIZ advisor; contractor	(2) The person in charge in the ministry demands money from the contractor in exchange for signing the official reception note	(3) The person in charge in the ministry has no obligation to report back to his/her superior; no systematic follow up; discretionary power; absence of a counter-expertise	Delay in the implementation of the tool – the system is not used and the ministry's staff cannot exchange information or documents	P = 2 I = 3 S = 6	+	
Payment								



Beispiel Risikoanalyse – Phytosanitary Certificate Control

Steps	Corruption Risks · opportunity · incentives · costs · pressure	Impact	Perpetrators	Victims	Beneficiaries
Product will be checked by phytos. certification body central body certificate will be given against fee	· produced is not correctly checked · categories might be influenced by personal interests · speeding up the process by bribery	· Non quality, healthy and safety products	· Management staff on BCPs		
Truck will be screened according to RMS	· low salaries / motivation · incorrect declaration to avoid inspection	· Cost of production and profit (perishable goods) · Cost of trust from RMS	· Inspectors on BCPs · Customs offices on BCPs · Phytosanitary staff on central level	· TFCA project · Producers / SMEs (farmers, processing company) · consumers	· perpetrators · Competitiveness increasing for local producers
Certificate is checked by phytos inspection at BCP But no physical control for transport	· complicated, unclear and intransparent procedures · Customs services may not allow phytos. inspection (control forces) · is custom service too powerful? lack of control	· Cost of trust and cooperation between countries and partners	· SMEs, transport and logistics companies		



Module 3: Anticorruption – What can be done

Goal: The team develops measures to cope with corruption risks within ongoing work and future phases of their project.

Time	Topic	Method	Responsibility
09:00 – 09:30	Welcome & presentation of Risk Analysis	Plenary discussion	Experts
09:30 – 11:00	Planning of action against corruption (focussing on current construction work)	Presentation: Inclusion of civil society to monitor construction work; group work: Accountability Triangle, Anticorruption-Matrix	Experts, project staff
11:00 – 11:30		Coffee Break	
11:30 – 13:00	Planning of action against corruption (focussing on future phases)	Group work, Anticorruption-Matrix	Experts; project staff
13:00 – 14:00		Lunch break	



Modules 4 & 5: Monitoring and future steps

Goal: The project team integrates anticorruption activities into the monitoring system and commonly agrees on further steps for implementation

Time	Topic	Method	Responsibility
14:00 – 15:30	Anticorruption as a field of observation within the monitoring-system	Presentation Monitoring Officer; group discussion,	Monitoring Officer, experts, project staff
15:30 – 16:00		Coffee Break	
16:00 – 17:00	Agreement on further steps; evaluation of workshops	Group Discussion, Blitzlicht im Sitzen	Component Leader, Experts



Possible design of a virtual AC-WORKS process

2 – 4 weeks prior
to
the live sessions

Preparation +
Process
Agenda

Detailed
clarifications
with the client
project regarding
the process.

Including the
highest possible
hierarchy on the
client side is a
major key
regarding the
commitment to
the process.

Based this first
meeting, the
main facilitator
drafts the
agenda of the
process.

Week 1

Technical
Introduction

30-60 minutes of
technical
introduction to
the virtual
whiteboard, which
also serves as an
ice-breaker
between
participants and
the facilitator(s).

Week 1

1st
live session:
Awareness
raising and
introduction
of the topic

5-6 hours with the
entire team,
including admin
staff (20
participants)

Week 3

2nd
live session:
Introduction
of the risk-
analysis

2 hours.
Introduction of
the risk analysis
methodology +
giving examples
with the core
technical team (15
participants)

The participants
identify and
choose the 3
processes they
would like to
analyse.

Participants form
3 groups à 5
participants for
the further work
on the analysis.
Each group
analysis 1
process and
organises, who
will invite for a
group work
session and
agree on a
specific date and
time.

Week 3-5

Small group
work:
Risk analysis

4 – 6 hours,
depending on the
chosen process
and the group
dynamics.

The facilitator is
invited to all the 3
group sessions
and facilitates /
supervises the
work.

Each group may
split up the time in
2 sessions à 3
hours.

Week 6

3rd
live session:
Introduction
to anti-
corruption
approaches

2 hours.
Introduction to
anti-corruption
approaches +
giving examples.
The entire team
including admin
staff participates.

The 3 existing
groups organise
the next group
work session.

Week 6-7

Small group
work:
Identifying
anti-
corruption
measures

2 hours.
The facilitator is
invited to all the 3
group sessions
and facilitates /
supervises the
work.

Week 8

4th
live session:
Introduction
to the
planning of
AC-measures

2 hours with the
core technical
team (15
participants).

At the end of the
session, the
participants
define next steps
and evaluate the
process

2 – 8 weeks after
the live sessions

Reporting,
Follow-up and
additional
support

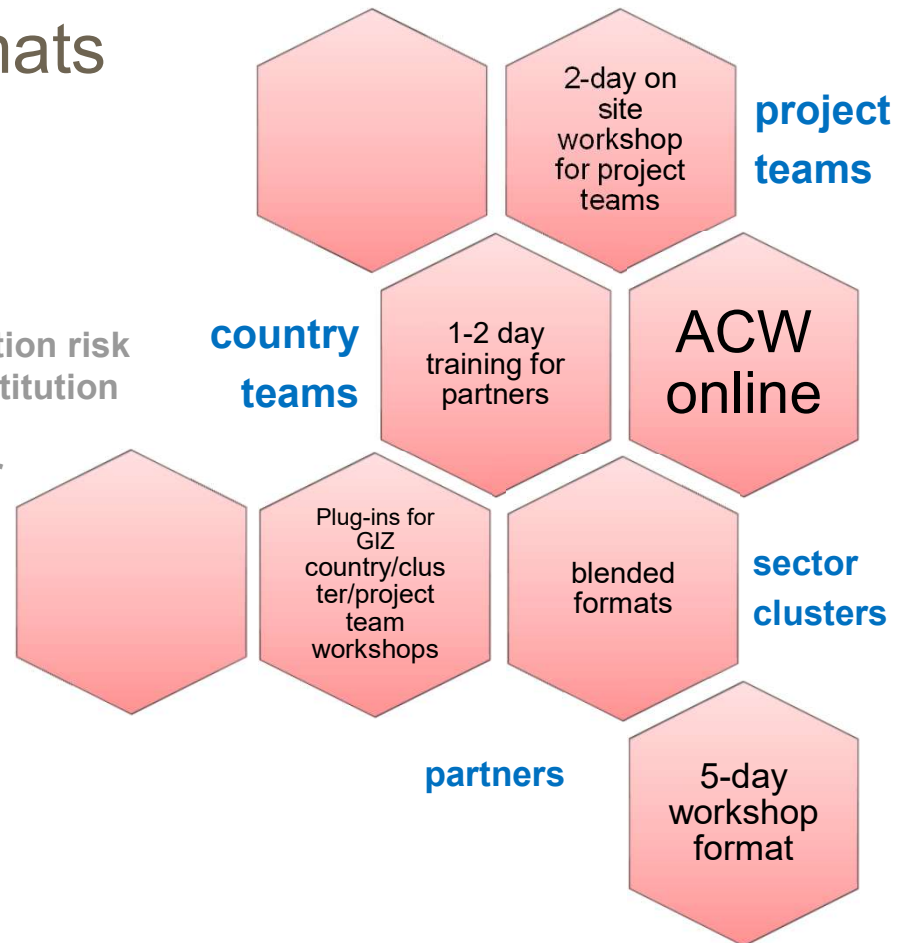
The facilitator
provides a
process report
within 2 weeks.

The client project
contacts the
facilitator in case
further support is
needed.



AC Works formats

- Training based on ACW corruption risk analysis module for partner institution
- ToT/corruption risk analysis for partner institution (ACI)
- Situational trainings to cope with corruption





AC WORKS since January 2014

Datum	Land	Vorhaben
Jan 14	Mauretania	Good Gov, NRM, Cimate, Police
June 14	Kyrgystan	GIZ and KfW staff (sector teams)
Sept 14	Ukraine	Good Financial Governance
Oct 14	Kenya	Food Security & Drought Resilience
Jan 15	Mauretania	s.o. + Zivilgesellschaft
Mar 15	Bosnia and Herzegovina	Administrative reform
June 15	Indonesia	Forest & climate
Jan 16	Bonn	Sector programme Sports and Development
Feb 16	Benin	Decentralisation
Oct 16	DR Kongo	AC WORKS WEEK with several project teams
Oct 16	Bonn	AC WORKS PLUG-IN with Polifonds/Fight against poaching
Nov 16	Mexiko	Solar energy & Waste management + Energy cluster
Feb 17	Eschborn	Training of Trainers
May 17	Eschborn	Construction sector
July 17	Vilm	Biodiversity conservation
Oct 17	Benin	Decentralisation



Datum	Land	Vorhaben
Sept 18	Berlin	Police Programme Africa
Oct. 18	Madagascar	SFF Antikorruption MAD/AV AKul (Korruptionsrisikoanalyse/ACW)
May 19	Madagascar	SFF Antikorruption MAD/SV AKul (Korruptionsrisikoanalyse/ACW)
June 19	Berlin	Police Programme Africa
Sept. 19	Sambia	Good Financial Governance
Sept. 19	Eschborn	Introductory training AC WORKS
Oct. 19	Somaliland	Management Team workshop
Dec. 2019	Sambia	Decentralisation
Feb 2020	Kirgistan	Handelserleichterungen Zentralasien
Mar 2020	Madagaskar	Elektrifizierung durch Erneuerbare Energien (PERER)
April 2020	Irak	Private Sector Development
May 2021	Irak	Restoration of Peace, Livelihoods and Economic Cycles in Anbar (REPLECA)
July 2021	Madagascar	Promotion d'une Politique Foncière Responsable (PROPFR)
Oct. 2021	Kenya/Rwanda	Sustainable economic development and employment promotion
Nov. 2021	Global/India	Textile industries/sustainable supply chains



Success factors

- Can be implemented **in all sectors**
- **Compact design**, can be realised short-term
- **Participatory** tool: sensitising, building capacities, creating ownership
- **Application-oriented**: offers feasible anti-corruption approaches
- **Half-standardised**: tailor-made to concrete context; based on experiences and well-established tools
- **Specific and risk-based**: focusses on specific sector and country/societal context (no abstract training)
- **compatibel** with Capacity Works
- **Quick & uncomplicated external support** (framework agreement with implementing partner)



3. Currently available AC WORKS packages

	AC WORKS – standard for one project	AC WORKS – standard for multiple projects	AC WORKS – plug-in for planning WS
Duration	2 days	2-4 days	1 – 1.5 days
Expected result	<ul style="list-style-type: none"> • Knowledge on corruption and anti-corruption approaches enhanced • Risk analysis for key risk areas of the project completed • Risk-mitigating measures and next steps identified • Linkage to project planning/monitoring made 	<ul style="list-style-type: none"> • Knowledge on corruption and anti-corruption approaches enhanced • Risk analysis for key risk areas of each project completed • Risk-mitigating measures and next steps identified for each project • Potential for joint action across projects identified 	<ul style="list-style-type: none"> • Knowledge on corruption and anti-corruption approaches enhanced, through prior briefing package and workshop inputs • Risk analysis on 1-2 pre-defined risk areas conducted • Initial ideas for risk-mitigating measures identified • If possible, linkage to project planning / monitoring made
When to do it – timing	Anytime, but best at beginning of phase or at the end of one, to plan for new phase	Anytime	As part of strategic or operational planning works
Distinct advantage / limitations	+ allows for both thematic & methodological induction and thorough initial planning exercise	+ allows for cross-project exchange and synergies + cost-efficient	+ close link to project planning and implementation +/- concise package, which though requires prioritising focus
Costs	10,000 – 15,000 Euro	15,000 – 20,000 Euro total	5,400 – 10,000 Euro



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