

OECD Anti-Corruption Network for Eastern Europe and Central Asia

## **Work Programme 2020-2024**



The Steering Group adopted this document at its 24th meeting in March 2019. The full Work Programme 2020-2024 will be developed by the Secretariat and proposed for the adoption at the next plenary meeting of the ACN. For more information, please contact Mrs. Olga Savran, ACN Manager, at [olga.savran@oecd.org](mailto:olga.savran@oecd.org).

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## Context

The **Anti-Corruption Network for Eastern Europe and Central Asia (ACN)** was established in 1998 to help countries in the region<sup>1</sup> implement international anticorruption standards by mutual learning, peer pressure and transferring the expertise from the OECD members. The ownership of this initiative by the countries, with active involvement of non-governmental and international partners, and continuous support from donors made the ACN a driver of anticorruption reforms in the region.

The ACN is a regional programme of the OECD Working Group on Bribery (WGB).<sup>2</sup> Its Secretariat is located at the Anti-Corruption Division (ACD) of the OECD Directorate for Financial and Enterprise Affairs (DAF). The Steering Group is the main governing body of the ACN; it is composed of the National Coordinators from all participating countries and partner organisations. Implementation of the Work Programmes is financed by voluntary contributions of the OECD members, OECD budget, co-funding by partner organisations and annual fees by the ACN countries that were introduced as a part of the Fundraising Strategy adopted in 2016.

As the current Work Programme for 2016-2019 is coming to completion, the ACN Steering Group in its meeting in March 2019 will need to decide on the **main directions of the future activities**. The external evaluation and the summary report of implementation of the current Work Programme will be prepared by the end of 2019. On this basis, the Secretariat will finalise the new Work Programme for 2020-2024 for its endorsement by the Steering Group and by the High-Level meeting in 2020.

## Objectives

The overall objective of the Work Programme is to support ACN countries in the implementation of evidence-based anticorruption reforms and enforcing anticorruption legislation in practice, according to the international standards established by the UN Convention against Corruption, the OECD Anti-Bribery Convention as well as other relevant instruments and best practices.

To achieve this objective, the ACN will pursue the following **specific objectives**:

**Strengthening country peer pressure** through the 5th round of the Istanbul Action Plan monitoring process that will involve standard performance indicators, streamlined scope and more frequent monitoring schedule;

**Developing the evidentiary basis for regional policy dialogue** by using key performance indicators for annual reports that will provide the basis for the discussion at the Steering Group meetings;

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<sup>1</sup> The ACN is open to all countries in Eastern Europe and Central Asia, including Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Estonia, Northern Macedonia, Georgia, Kazakhstan, Kosovo,\* Kyrgyzstan, Latvia, Lithuania, Moldova, Mongolia, Montenegro, Romania, Russia, Serbia, Slovenia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan (\*This designation is without prejudice to positions on status, and is in line with United Nations Security Council Resolution 1244/99 and the Advisory Opinion of the International Court of Justice on Kosovo's declaration of independence). OECD countries participate in the ACN as partners or donors. The ACN is open for participation by international organisations, such as the Council of Europe and its Group of States against Corruption (GRECO), the Organisation for Security and Cooperation in Europe (OSCE), the UN Office on Drugs and Crime (UNODC), and the UN Development Programme (UNDP), as well as multi-lateral development banks, such as the Asian Development Bank, Council of Europe Investment Bank, EBRD, and the World Bank. The ACN is also open for participation by non-governmental partners, including Transparency International and other non-governmental and business associations.

<sup>2</sup> The OECD Working Group on Bribery in International Business Transactions is made up of representatives from the Parties to the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions; for information about the Working Group, please refer to [www.oecd.org/daf/nocorruption](http://www.oecd.org/daf/nocorruption).

**Focusing regional peer learning** through thematic work such as practitioner's networks, experience exchange and modern knowledge products and communication tools with the focus on law-enforcement, business integrity and implementation of anticorruption reforms in real sectors such as education and/or others;

**Supporting country-specific peer learning** and technical assistance in the areas of ACN competence through reform of legislation, training and capacity building for anticorruption bodies, and other tailor-made analytical and policy advice;

**Taking stock of anticorruption reforms in the region** and setting new priorities by developing the ACN summary report and commissioning external evaluation upon the completion of this Work Programme and presenting it for the discussion at the high-level meeting.

## Activities

In order to achieve its objective, the ACN will implement the following activities:

### 1. Country monitoring under the Istanbul Action Plan

- Performance indicators

- Annual country monitoring reports

### 2. Regional policy dialogue in the Steering Group

- Key performance indicators

- Annual regional outlook reports

### 3. Regional peer learning

- Law-enforcement network

- Business integrity group

- Anticorruption reform in selected sectors, possibly education

### 4. Country capacity building

- On demand conditional to additional resources

### 5. Taking stock of regional anticorruption reforms

- Summary report on progress and challenges in fighting corruption in the ACN region

## Country monitoring under the Istanbul Action Plan

Istanbul Anticorruption Action Plan is the flagship activity of the ACN.<sup>3</sup> It has made an impact on countries' anticorruption reforms, and has proven to push countries to "sign-up" for ambitious commitments and incentivize performance through the continuous follow up. It has been acknowledged for high standards of transparency and inclusion of CSO, business and international community.

At the same time, the ACN has been looking into further improving its peer review programme. The Steering Group at its 23<sup>rd</sup> meeting in July 2018 made the following recommendations: streamline the scope of the monitoring, specify benchmarks for countries assessment, and improve progress update procedure to serve as a stronger pressure tool.

### ***Methodology***

To respond to the above guidance of the Steering Group, the methodology for the 5<sup>th</sup> monitoring round will combine the key principles as in previous rounds with major innovations. The key principle that will remain are the following:

- Peer review and equal treatment
- Comprehensive scope
- Questionnaire, on-site visit, adoption based on consensus
- Participation of civil society, business, international and other non-governmental partners
- Publication of reports

The major innovations are the following:

- Introduction of standard performance indicators
- Streamlining the scope of monitoring
- Increasing the frequency of monitoring

The methodology will be developed in a separate document that will be called '**Monitoring Tool**' that will combine all the elements, such as the principles, performance indicators, schedule, model questionnaires and agendas, and practical guide for the National Coordinators and monitoring experts.

### ***Performance Indicators and scope of monitoring***

Based on the summary report for the Work Programme for 2016-2019, the ACN Secretariat in cooperation with experts from governments and non-governmental partners will develop a set of performance indicators (PIs). PIs will cover the main areas monitored by the Istanbul Action Plan process such as anticorruption policy and institutions, prevention of corruption and criminal liability for corruption.

The scope of PIs will be more streamlined than the previous monitoring rounds and will focus on main anticorruption functions of the governments where standard approaches can be formulated and measurable and comparable data can be collected. Some issues where the ACN does not have capacity or value-added will be dropped.

The more focused scope will be important in the view of the proposed increased frequency of the monitoring. The tentative list of PIs is provided below.

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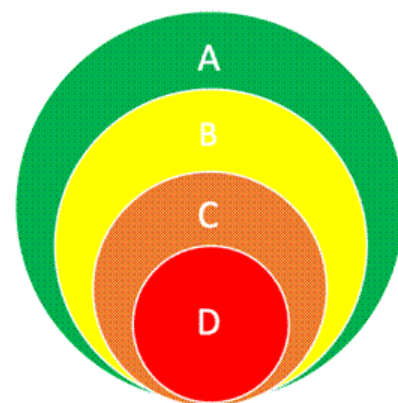
<sup>3</sup> Istanbul Action Plan involves nine ACN countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Ukraine and Uzbekistan. The Action Plan was launched in 2003 at the ACN meeting in Istanbul, hence the name; it involves regular monitoring of countries' anticorruption reforms. The 4<sup>th</sup> round of monitoring will be completed in 2019. For more information about the Istanbul Action plan please refer to <http://www.oecd.org/corruption/acn/istanbulactionplan/>.

No.	Performance Indicator	Benchmarks (to be developed)
<i>Area A. Anticorruption policy and institutions</i>		
PI-1	Anticorruption policy, monitoring and evaluation	
PI-2	Corruption prevention and policy co-ordination institutions	
<i>Area B. Prevention of corruption</i>		
PI-3	Conflict of interest and other restrictions	
PI-4	Asset and interest declarations	Please see example below
PI-5	Whistle-blower protection	
PI-6	Independence of judiciary	
PI-7	Independence of the public prosecution service	
	Integrity in public procurement (to be discussed)	
PI-8	Business integrity	
<i>Area C. Enforcement of criminal liability for corruption</i>		
PI-9	Enforcement of bribery offences	
PI-10	Enforcement of liability of legal persons	
PI-11	Confiscation of corruption proceeds and asset recovery	
PI-12	Investigation and prosecution of high-level corruption	
PI-13	Specialised investigative and prosecutorial bodies	

Each PI will include the description of benchmarks to demonstrate the highest performance that countries should aspire to achieve and the steps that the country should take to get there. The compliance with the PIs will be assessed using scores from D-to-A where D means non-compliance with the PI and A implies a full compliance.

A hypothetical illustrative example for PI on **asset declarations** that includes the benchmarks and D-to-A scale is provided below. As shown in the below circle, country can only score 'B' if all benchmarks of 'C' and 'B' are met, and 'A' if all of the 'C', 'B' and 'A' are met.

Performance Indicator: Effective Asset and Interest Declarations	
Score	Benchmarks
<b>D</b> Not compliant	No system of asset and interest declarations is in place
<b>C</b> Partially compliant	<ul style="list-style-type: none"> <li>✓ Asset/ interest declarations system is established in law</li> <li>✓ High-level officials are required to declare assets/ interests</li> <li>✓ Relatives are included in the scope</li> <li>✓ Scope of declarations allows detecting conflict of interests and illicit enrichment</li> <li>✓ Sanctions are established in law</li> </ul>
<b>B</b> Largely compliant	<u>All of C, +</u> <ul style="list-style-type: none"> <li>✓ Electronic form of submission</li> <li>✓ Publicly available on-line</li> <li>✓ Machine readable data published</li> <li>✓ Responsible body with the mandate to sanction</li> </ul>
<b>A</b> Fully compliant	<u>All of B, +</u> <ul style="list-style-type: none"> <li>✓ Effective verification</li> <li>✓ Effective enforcement of sanctions</li> </ul>



The PIs will be used for country monitoring under the Istanbul Action Plan. In the context of the 5<sup>th</sup> round of monitoring, the PIs will form a basis for **standardized, consistent and transparent** assessment across IAP countries based on clear benchmarks and scores. This will mark a major change from the previous rounds of monitoring where performance was measured individually for each country against its own earlier performance. The PIs will allow comparing the performance of countries and thus will further increase the peer pressure for the implementation of anticorruption reforms. Monitoring of issues that were covered by the previous monitoring round, but are not covered by the PIs for the 5<sup>th</sup> round will be discontinued.

### ***5<sup>th</sup> round of monitoring schedule and reports***

To ensure that countries' achievements are recognised without delay caused by a lengthy monitoring cycle and that new recommendations are up to date and can guide countries to permanent higher compliance, the frequency of the monitoring will be increased. The previous process that included one large monitoring per round and annual progress updates will be replaced by a lighter **annual monitoring** of all Istanbul Action Plan countries.

Annual monitoring will involve streamlined PI-based questionnaires, smaller on-site visits (3 to 3.5 days visit with up to 3 peer reviewers and one representative of the Secretariat) and shorter reports. Evaluation based on the specific uniform benchmarks will allow significant shortening of the descriptive part of the report and focus on the analytical conclusions. Countries will probably be able to achieve progress only in some of the areas during one year; therefore, annual monitoring (on-site agenda, expertise of monitoring experts and conclusions of the report) will focus only on the areas of progress or regress, which will allow reducing the overall workload.

Return missions and progress updates will be discontinued. However, countries will be encouraged to establish coordination mechanisms that will regularly discuss, follow up on and promote implementation of monitoring reports after their adoption, to all the stakeholders, including involved governmental bodies, CSOs, business and international partners. Secretariat and experts may take part in these discussions by

skype or using other remote communication method. Such coordination mechanism can be included among the benchmarks for monitoring PIs.

Monitoring plenary meetings will be organised once per year to adopt all IAP monitoring reports for all countries. The meeting will therefore need to be longer by at least one day. The Secretariat will aim to organise these plenaries during the OECD Global Forums on Anti-Corruption and Integrity that usually take place in spring, however consideration will need to be given to the fact that might will prevent ACN delegates to attend the Forum.

#### **Provisional schedule of annual monitoring cycle**

<b>Years</b>	<b>Countries</b>	<b>Deadline</b>	<b>Activity</b>
2021	Armenia	September	Questionnaire
2022	Azerbaijan	November	on-site
2023	Georgia		
	Kazakhstan	January	draft report
	Kyrgyzstan	March	plenary adoption
	Mongolia		
	Tajikistan		
	Ukraine	April	publication
	Uzbekistan		

### **Regional policy dialogue**

The ACN regularly collects data about corruption levels and anticorruption reforms in the region from three main sources: 1) data collected during Istanbul Action plan country monitoring, 2) data submitted by all ACN countries for annual reports, and 3) data published by various international and national research and academic institutions, NGOs, media, and other non-governmental partners. This data is used *inter alia* for the development of the ACN annual activity reports. While these reports provide a useful tool for the Secretariat to report to the Steering Group, they cannot provide a basis for the regional policy dialogue about trends, risks and opportunities for anticorruption work in the region.

The Secretariat proposes to further develop the annual activity reports into regional anticorruption outlooks about the trends, achievements and challenges of anticorruption reforms in the ACN region. For this purpose, the Secretariat will further work on the indicators that are currently used for data collection for annual reports in order to develop them into Key Performance Indicators and will conduct annual analysis of these indicators to identify trends and issues for regional policy dialogue.

#### **Key Performance Indicators**

The purpose of Key Performance Indicators (KPIs) is to provide a standard system for analysing anticorruption trends in the ACN region. KPIs will be built based on the data that is already collected by the ACN for annual reports and taking into account the PIs for the monitoring purposes. KPIs will include only the benchmarks where comparable quantitative and qualitative data can be obtained from the governments. KPIs will be used for the preparation of the annual reports covering all ACN countries (IAP countries will not be asked to provide data and their PIs will be used instead).



	<b>Istanbul Action Plan monitoring</b>		<b>ACN regional Outlook report</b>
No.	<b>Performance Indicator</b>	No.	<b>Key Performance Indicator</b> (to be developed)
<i>Area A. Anticorruption policy and institutions</i>			
PI-1	Anticorruption policy, monitoring and evaluation	KPI-1	Anticorruption policy, monitoring and evaluation
PI-2	Corruption prevention and policy co-ordination institutions	KPI-2	Corruption prevention and policy co-ordination institutions
<i>Area B. Prevention of corruption</i>			
PI-3	Conflict of interest and other restrictions	-	
PI-4	Asset and interest declarations	KPI-3	Asset and interest declarations
PI-5	Whistle-blower protection	KPI-4	Whistle-blower protection
PI-6	Independence of judiciary	-	
PI-7	Independence of the public prosecution service	-	
	Integrity in public procurement?		Integrity in public procurement?
PI-8	Business integrity	KPI-5	Business integrity
<i>Area C. Enforcement of criminal liability for corruption</i>			
PI-9	Enforcement of bribery offences	KPI-6	Enforcement of bribery offences
PI-10	Enforcement of liability of legal persons	-	
PI-11	Confiscation of corruption proceeds and asset recovery	-	
PI-12	Investigation and prosecution of high-level corruption	KPI-7	Investigation and prosecution of high-level corruption
PI-13	Specialised investigative and prosecutorial bodies	KPI-8	Specialised investigative and prosecutorial bodies

Benchmarks will be developed for the KPIs in the same way as for the PIs. They will build on the list of questions that was used for collection of data for annual reports under the previous Work Programme. Data for KPIs will be submitted by the governments and will not benefit from in-depth analysis that can be done only for individual countries like through the IAP monitoring.

The development of PIs and KPIs and their benchmarks will require further consultations with the ACN governments, and with the CSOs, business and international partners.

A hypothetical list of benchmarks for one of the KPIs on asset and interest declarations is provided below.

### KPI-3: Effective Asset and Interest Declarations



PI Benchmarks	Indicators for annual reports for 2017 and 2018- to be used as a basis for KPI benchmarks development
<ul style="list-style-type: none"> <li>✓ No asset and interest declarations</li> <li>✓ Asset/ interest declarations system is established in law</li> <li>✓ High-level officials are required to declare assets/ interests</li> <li>✓ Relatives are included in the scope</li> <li>✓ Scope of declarations allows detecting conflict of interests and illicit enrichment</li> <li>✓ Sanctions are established in law</li> </ul>	<ul style="list-style-type: none"> <li>✓ What was the number of <b>declarations of assets</b> and/or <b>interests</b> collected and published in 2018? (please provide data that corresponds to your system of declarations, e.g. for assets or interests separately, or combined in one declaration form)</li> </ul> <p>Number of public officials who must declare assets and/or interests</p> <p>Number of submitted declarations of: assets; interests; both combined in one form</p> <p>Number of published declarations of: assets; interests; both combined in one form</p>
<ul style="list-style-type: none"> <li>✓ Electronic form of submission</li> <li>✓ Publicly available on-line</li> <li>✓ Machine readable data published</li> <li>✓ Responsible body with mandate to sanction</li> </ul>	<ul style="list-style-type: none"> <li>✓ Which <b>agency is responsible for asset and interest declarations</b> and how many staff worked on declarations in 2018?</li> </ul> <p>Name of agency responsible for collection and publication, and for verification</p> <p>Number of staff engaged in collection, publication/ checks and verification</p> <p>Link to declarations on-line system</p>
<ul style="list-style-type: none"> <li>✓ Effective verification</li> <li>✓ Effective enforcement of sanctions</li> <li>✓ Evidence of decline in CoI and illicit enrichment</li> </ul>	<p>What was the number of declarations of assets and interests <b>checked</b> in terms of timeliness and completion of information and <b>verified</b> in terms of the false information?</p> <p>Number of late submissions, number of sanctions</p> <p>Number of failures to submit, number of sanctions</p> <p>Number of verified declarations (in-depth checks using various databases)</p> <p>In how many cases did checks and verification of declarations lead to <b>administrative or other sanctions</b> related to conflict of interest or <b>criminal or other sanctions</b> related to illicit enrichment, provision of false information or other offences?</p> <p>Number of cases of conflict of interest is identified and sanctions applied</p> <p>Number of sanctions applied for submitting intentionally false information</p> <p>Illicit enrichment, identified and sanctioned</p>

## Annual Outlook Reports

KPIs data submitted by the non-IAP-ACN countries together with PIs for IAP countries will feed into annual regional **Outlook Report**. The purpose of the **Outlook Report** is to identify regional trends, achievements and challenges regarding the anticorruption activities of the governments, and to serve as an 'evidentiary basis' for the regional policy dialogue. The Secretariat will develop an analysis and a narrative that will accompany the indicators; this narrative will aim primarily to take stock of the situation. If the quality of the data allows, it might also be possible to rank ACN countries in the same manner as IAP countries will be ranked (see below). CSOs, business and international partners from all ACN countries will be invited to provide their inputs to these reports and policy dialogue.

A separate sub-section of the Outlook Report will build on the PIs for Istanbul Action Plan countries and will serve as an additional 'pressure tool' and clear guide to the areas where additional efforts are needed in order to improve performance. Thus, the instrument will provide for a clear and full picture to the **monitored countries**, to the **evaluators**, **CSOs** and **international community**, what is assessed and how and enhance and facilitate their roles in assisting anti-corruption reforms. An imaginary example of a partial outlook is provided below (please note that the scores are assigned as an illustration and do not represent any assessment of the listed countries).

The below table shows how the Istanbul Action Plan section of this Outlook could look like and is a clear demonstration of weakest performance points for the international community and donors and areas where further action is most needed.

IAP Section of outlook				
	ARMENIA	AZERBAIJAN	GEORGIA	UKRAINE
<b>Area B: Prevention of Corruption</b>				
<b>PI-3. Conflict of interest</b>	C	D	C	B
<b>PI-4. Asset declaration</b>	B	D	B	A
<b>PI-5. Reporting and whistleblowing</b>	B	C	B	B

## Steering Group Meetings

The Steering Group will continue meetings back-to-back with the monitoring meetings once per year. The annual Outlook Reports will provide the basis for the policy dialogue about trends, achievements and challenges of anticorruption reforms in the region. These policy dialogues will replace the tour-de-table sessions that were organised during the Steering Group meetings under the previous Work Programme.

The Steering Group in its meetings will also discuss other matters related to the Work Programme implementation, such as the Fundraising Strategy implementation, Secretariat updates about annual work plans, updates by ACN partners. The Secretariat will make an effort to organise the Steering Group meetings during the OECD Global Forum on Anti-Corruption and Integrity, when the schedule permits, to provide an additional opportunity to the members to attend related OECD events and to place ACN work in broader context.

## Regional capacity building

### ***Enforcement of complex and high-level cases and Law-enforcement network***

The Law-Enforcement Network (LEN) is a sub-group of ACN that brings together prosecutors, investigators and other law-enforcement practitioners dealing with corruption cases. LEN operates through annual meetings, where participants establish professional contacts and learn from each other about modern and effective methods of investigating and prosecuting corruption crimes. The meetings are open for the law-enforcement practitioners only, the agenda focuses on presentations of real-life cases and working groups on hypothetical cases dedicated to a specific theme.

To support the discussions at annual meetings, the Secretariat develops studies on the theme selected by the practitioners that examine current practices across the countries and formulate recommendations. During the last LEN meeting in 2018, participants agreed to address the theme of high-level corruption, in addition to such recurrent subjects as international cooperation, financial investigations, and other practical matters.

The LEN will continue its **annual meetings**, supported by **thematic studies**, with the focus on high-level cases. In addition, the Secretariat will develop further already existing LEN methodology of simulated real-life complex corruption case in a form of a **training manual** with several modules (such as “how to detect high-level corruption”, “how to build investigative strategy”, “how to conduct financial investigation”, “how to ensure asset recovery”, etc.).

The LEN will explore the possibility of creating a **matrix of high-profile corruption cases**. The matrix will provide a database on the allegations, investigations, prosecutions and sanctions in such cases, that on the one hand will provide an evidentiary basis for the LEN discussions, and will serve a peer pressure tool for stronger enforcement actions in the region.

The LEN will also explore the possibility to develop an **internet community** for its members that will allow law-enforcement practitioners to communicate between them directly and securely.

Finally, LEN participants will be invited to take part in the activities of **other regional LENs and the Global LEN (GLEN)** supported by the OECD Anti-Corruption Division, thus expanding the networking opportunities further.

### ***Business integrity group***

The ACN pioneered the business integrity work in the region starting with the 2016 cross-country study “Business Integrity in Eastern Europe and Central Asia” that identified trends and included regional recommendations.<sup>4</sup> Together with the EBRD and ACN countries, it organised a series of expert seminars to disseminate the findings of the study and good practices, and supported various initiatives, notably the Ukrainian Network for Integrity and Compliance (UNIC).

During these activities, a group of business integrity champions in the ACN region has emerged, that includes business associations, companies and public institutions that take an active role in promoting business integrity and seek ways to exchange experiences, to learn about new best practices and to boost integrity work in their countries.

The future activities will aim to support and expand the ACN business integrity group by strengthening the evidence-based policies, providing a forum for policy debate and technical seminars for capacity building.

Regarding evidence-based policies, the ACN can conduct **regular monitoring of progress** in promoting business integrity by collecting data and information based on the Business Integrity KPIs (possibly as a

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<sup>4</sup> <http://www.oecd.org/corruption/acn/businessintegrity/>

part of the regional Outlook Reports) and elaboration of **comparative cross-country report** on progress achieved.

The Business Integrity Group will conduct its policy debate in **annual forums** that will bring together business integrity champions in the ACN countries. Annual forums can take place in the framework of the OECD Global Forum on Integrity and Anti-Corruption will provide a global clearinghouse for exchange of new emerging best practices.

The **capacity building** can be provided through technical seminars for various members of the group, including the Business Ombudsmen and other state bodies in charge of promoting business integrity, leaders of SOEs and SMEs that seek to promote integrity, and business associations and initiatives such as UNIC.

### ***Anticorruption reforms in selected sectors***

As most ACN countries have introduced main anti-corruption legislation and established anti-corruption bodies (although many improvements are still necessary), the focus on anti-corruption reforms is shifting towards the 'real life' sectors and local level, where citizens interact with the state and where the impact of corruption on quality of life is most vivid.

The previous round of monitoring focused on sectoral issues covering education, customs, land management, SOEs, political corruption, procurement for infrastructure, and demonstrated difficulties in applying general corruption prevention policies and enforcement measures to specific sectors. To help countries deal with these challenges, the ACN disseminated the INTES methodology that helps assessing corruption risk in the sector of education, and conducted seminar on sector-specific anti-corruption reforms focusing on the sectors of education, police and natural resource management, and on anti-corruption reforms at the local level of governments.

Building on the work done to date, and taking into the account countries' priorities, the sectoral work may focus on one or several "real life" sectors that involves direct contact with citizens and performance of which has immediate impact on their lives [such as education and/or others].

This sectoral work can take different forms – exchange of experience good practices in different sectors (or in one selected sector) at policy-making and expert levels, developing benchmarks, elaboration of methodologies for integrity and corruption assessments and for the development of evidence based sectoral plans, regional comparative review of integrity and anti-corruption reforms in a selected sector.

Countries can take the lead on sectoral work stream, e.g. countries where education was reviewed during the monitoring such as Armenia, Azerbaijan and Kazakhstan (as well as Serbian and Ukraine where corruption in education were reviewed recently by other OECD divisions) can take the lead in this sector and host expert seminars on these issues.

### **Country projects**

Country projects implemented by the ACN in the past (for Ukraine, Kyrgyzstan, Uzbekistan) provided two types of benefits: the ACN helps countries in areas where it has a comparative advantage and expertise, and projects for selected countries allow the ACN to develop knowledge products that are useful for the whole region. They also provide for opportunity to test recommended by ACN reforms and anticorruption solutions in practice in individual country contexts.

As in the past, the ACN will offer the possibilities of country projects under the following conditions: 1) the project is initiative by demand from a country, 2) the subject of the project is within the ACN scope and expertise, and 3) funding is provided for the country project in addition to the ACN regional activities.

## Taking stock of regional anticorruption reforms

### **Summary Report**

Towards the end of the Work Programme implementation, the Secretariat will prepare the final report that will summarise trends, progress and challenges of anticorruption reforms. It will also include new policy recommendations and benchmarks for the future anticorruption work in the region. As previous ACN summary reports it will contribute to building global knowledge about effective anticorruption tools and new challenges, and will underpin the commitment of countries in Eastern Europe and Central Asia to move their anticorruption agenda further ahead.

### **External Evaluation**

As in the past, the Secretariat will commit an external consultant to conduct an evaluation of strength and weaknesses of the ACN as a regional anticorruption programme. This evaluation will be conducted towards the end of the Work Programme and will propose recommendations for the future improvements. It might be possible to provide a more global context for this assessment and to compare ACN with some other regional programmes (where available).

### **High Level meeting**

The High Level will be invited to consider future priorities and take commitments for the anticorruption reforms in the region. The summary report will provide the basis for the policy debate at the next High-Level regional meeting.

## Communications (to be developed)

In the region

- With National Coordinators and other governmental bodies

- With non-governmental partners, including CSOs, business and academia

- With local offices of international and donor organisations

In the OECD

- Inside the Secretariat

- With delegations

Globally

- With and across other regions

- With international partner organisations

**Communication tools:** meetings, reports, mailings, web based, mass media, social media

## Fundraising (to be developed)

OECD core funding

Voluntary contributions from OECD members

Co-funding by partner organisations

Annual fees from ACN countries

Hosting by ACN countries

Secondments

Foundations

## Logframe (to be further developed)

<b>OVERALL OBJECTIVE: To support ACN countries in the implementation of evidence-based anticorruption reforms and enforcing anticorruption legislation in practice</b>			
<b>Activities</b>	<b>Outputs</b>	<b>Results</b>	<b>Impact</b>
<b>Specific Objective 1: Strengthening country peer pressure</b>			
<b>Istanbul Action Plan country monitoring</b> Developing a standard system for evaluation of IAP countries against the international standards Conducting the 5 <sup>th</sup> round of IAP monitoring based on performance indicators on annual basis	1 monitoring tool, incl. PIs At least 3 plenary meetings At least 27 monitoring reports		
<b>Specific Objective 2: Developing the evidentiary basis for regional policy dialogue</b>			
<b>ACN regional policy dialogue</b> Developing a standard system for analysing anticorruption reforms in ACN region Conducting evidence-based policy dialogue about anticorruption reforms in the ACN region	Set of KPIs At least 3 Outlook Reports At least 3 Steering Group meetings		
<b>Specific Objective 3: Focusing regional peer learning</b>			
<b>Law-Enforcement Network</b> Building capacity of law-enforcement practitioners to investigate and prosecute complex corruption cases Supporting professional networking of law-enforcement practitioners	4 LEN meetings 1-4 thematic reports for LEN 1 internet LEN community 1 matrix of cases (4 updates) 1 manual for LEN		
<b>Business Integrity Group (BI)</b> Building capacity of business integrity practitioners in governments and private sector Supporting networking, exchange of experience Monitoring progress in BI reforms in the region	At least 3 annual BI forums 3-5 BI expert seminars 1 regional BI report		
<b>Anticorruption reforms in a sector (education)</b>	1 sectoral methodology 1 sectoral regional report 1-4 policy/expert level meetings		

Developing a methodology for assessing anticorruption reforms in a real-life sector Assessing the implementation of anticorruption reform in one sector			
<b>Specific Objective 4: Strengthening country peer pressure</b>			
<b>Country capacity building projects</b> To be determined later based on proposal by individual countries	To be determined		
<b>Specific Objective 5: Taking stock of anticorruption reforms in the region</b>			
<b>Evaluating anticorruption reforms in the region and ACN's contribution and setting future priorities</b> Identifying trends, achievements and challenges of anticorruption reforms in the region Evaluating the performance of the ACN, including its strong and weak points and recommendations for further improvements	1 Summary report 1 External Evaluation 1 High Level meeting		



**Budget (to be developed)**

**Schedule (to be developed)**