



## **Global Programme against Corruption: an outline for action**

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Office for Drug Control and Crime Prevention**

**United Nations Interregional  
Crime and Justice Research Institute**

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## *Summary*

The Global Programme against Corruption has been drawn up by the Centre for International Crime Prevention of the Office for Drug Control and Crime Prevention of the United Nations Secretariat jointly with the United Nations Interregional Crime and Justice Research Institute. The purpose of the Programme is to assist Member States in their efforts to curb corruption.

The Global Programme against Corruption is composed of two main parts, the research component and the technical cooperation component.

### **1. The research component**

In order to provide appropriate and up-to-date background information and support and to sustain the technical cooperation measures, a global study of the phenomenon of corruption and of types of anti-corruption measure and their efficacy will be carried out by the United Nations Interregional Crime and Justice Research Institute. Comparable information is indispensable to combat corruption and to promote accountability, transparency and the rule of law. It is also important in providing the international community with procedures and methodologies to assess the efficacy of measures taken and in facilitating the promotion of compatible efforts against corruption.

The study will deal with three main types of corruption: (a) corruption in public administration and “street-level” corruption (experience of citizens with public administration, local licensing authorities, police, customs and inspectors and so on); (b) business corruption (especially in medium-sized businesses); and (c) high-level corruption of political, administrative and financial centres of power. The study will focus in particular on the organized crime/corruption nexus.

On the basis of the research results and available secondary data, a set of indicators on corruption trends and anti-corruption measures, the corruption monitoring protocol, will be developed and used to assist in the regular periodic review of the corruption phenomenon and the presence or absence as well as the efficiency of anti-corruption measures adopted and implemented at the national level. While the protocol will be utilized mainly at the national level, it will also provide an opportunity for comparative analysis given its standardized nature.

An international database will be set up by the United Nations Interregional Crime and Justice Research Institute and run in collaboration with the Centre for International Crime Prevention. The database, which will be at the disposal of Member States and the international community, will contain up-to-date information on the results of the global study on corruption; from best anti-corruption practices; relevant national legislation and regulatory mechanisms on corruption from different countries; the data collected through the corruption monitoring protocol; and international instruments against corruption. The information in the international database will be accessible electronically.

## **2. Technical cooperation component**

The activities in this component are intended to assist Member States to build and/or strengthen their institutional capacity to prevent, detect and fight corruption. Since corruption has economic, political, social, legal, administrative and cultural dimensions, the most appropriate and effective approach to deal with it is necessarily a multidisciplinary one. An effective approach must also be multidimensional, because corruption needs to be tackled at the national, regional and international levels. The technical cooperation component of the Global Programme will reflect a modular approach meaning that there will be modules consisting of measures that could be implemented alone or as a “package”, in different stages, at both the national and international levels. This set of measures can be made available to Member States and will be as comprehensive as possible so that the measures can be adapted to the particular needs, context and specific situation of each country and/or subregion. The anti-corruption measures proposed in the Global Programme will be refined further in the light of the findings of the study carried out by the United Nations Interregional Crime and Justice Research Institute and of best anti-corruption practices identified.

Within the Global Programme, technical cooperation will be provided mainly:

(a) At the national level, by: (i) assessing existing national measures against corruption; (ii) providing advisory services in drafting and/or revising relevant legislation; (iii) providing advisory services in establishing or, where they already exist, strengthening anti-corruption bodies; (iv) developing preventive measures (such as public awareness campaigns and codes of conduct); and (v) providing training on the newly introduced anti-corruption measures to policy makers, judges, prosecutors, law enforcement personnel and members of banking and financial organizations, including, whenever possible, representatives of the private sector and non-governmental organizations.

(b) At the international level, by: (i) establishing a pool of high-level international experts and representatives of the private sector who will assist the United Nations Interregional Crime and Justice Research Institute and the Centre for International Crime Prevention in assessing the needs of the requesting countries, in making recommendations on best practices to tackle corruption and in implementing the measures recommended by the Global Programme; (ii) promoting the creation of international transparency and monitoring mechanisms; (iii) promoting international legal instruments; and (iv) creating an international forum for discussion and strategy planning on corruption and bribery that will bring together representatives of relevant scientific, intergovernmental and non-governmental organizations active in the fight against corruption. The forum will also promote the adoption by the international community of a more coherent strategy to fight corruption by sharing information on the phenomenon and experience in relation to best practices.

It is envisaged that the technical cooperation activities will be initially implemented in one country from each of the following regions of the world: Africa, Asia and the Pacific, eastern Europe and Latin America and the Caribbean, while the research component will also include the industrialized world. In order to avoid duplication and to strengthen international cooperation, full consideration will be given to already existing international activities, such as the joint Council of Europe/European Union OCTOPUS II programme on corruption and organized crime in central and eastern Europe and their Programme of Assistance for Economic Reconstruction in the Countries of Central and Eastern Europe (PHARE) and other similar initiatives.

Governments of countries in which the technical cooperation activities will be implemented are invited to sign a national anti-corruption programme agreement. The agreement is conceived as a tool to assist Governments to express their political will and their adhesion to the international transparency and monitoring mechanism.

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## I. Introduction

1. Nowadays corruption is internationally recognized as a major problem in society, one capable of endangering the stability and security of societies, threatening social, economic and political development and undermining the values of democracy and morality. This holds true at both the domestic level and the international level. Indeed, with the growing globalization of markets of services, goods and people, accompanied by the internationalization of illegal activities, the international dimension of corruption gains in significance. As a result, reducing corruption becomes a priority at both the national and international levels and requires concerted efforts, exchange of experience and a certain degree of standardization.

2. Although it is true that countries differ in their anti-corruption strategies, it is nowadays increasingly possible to cooperate and exchange information on successful practices. International cooperation is indispensable to combat corruption and promote accountability, transparency and the rule of law. It is also important in providing the international community with procedures and methodologies aimed at assessing the efficacy of measures taken and in facilitating the promotion of compatible efforts against corruption. This project has as its primary aim the assessment and promotion of internationally recognized measures to combat corruption. It is intended to offer to those countries which express their interest in receiving it a coordinated set of possible anti-corruption activities, grouped in modules in order to guarantee flexibility and sustainability in relation to their different contexts and needs.

3. The Global Programme against Corruption has been developed by the Centre for International Crime Prevention of the Office for Drug Control and Crime Prevention of the United Nations Secretariat, jointly with the United Nations Interregional Crime and Justice Research Institute, based in administrative centres of power. This often constitutes a corrupt network that

4. The Global Programme against Corruption will provide (a) reliable and up-to-date information on trends in corruption as well as on effective policy strategies to reduce and control corruption; and (b) technical cooperation to developing countries and countries with economies in transition to prevent, detect and fight corruption.

5. The Global Programme will provide for continuous feedback between its two main components, the research and operational activities.

## II. Research component

6. The proposed research component will serve not only to provide monitoring of corruption and bribery at the international level, but also to support and revise the technical assistance component whenever necessary. The study will be carried out in the selected countries, utilizing the same methodology and thus providing internationally comparable data.

### A. Structure

7. The proposed research will focus on the aspects described below.

#### 1. The phenomenon of corruption

##### Levels and types of corruption

8. Corruption in public administration (“street-level” corruption) relates mainly to citizens’ perceptions of and experiences with government offices, local licensing authorities, police, customs, inspectors and so on. Corruption at this level influences the quality of civic culture and service orientation or the power-based exercise of public services.

9. Business corruption (in the private sector) relates to experiences of businesses and retailers, including perceptions of business people in both domestic and international milieux. Business corruption undermines normal, fair economic competition and distorts market processes and relations; it is particularly important in the emerging markets as well as in those in which large-scale privatization processes are under way. At the international level, it gives rise to monopolies and unfair competition on the international market.

It encompasses various levels and types of corruption. It is the most dangerous as well as the most covert type of corruption, which often determines the whole structure of political and economic relationships within a given context, undermining democracy and the rule of law. At the international level, it creates major disturbances in international economic and political relations.

### **Organized crime/corruption nexus**

11. In view of the ever-increasing involvement of organized crime in extortion and corruption, the project will explore in particular the organized crime corruption nexus as related to the business community, political corruption and high-level financial and administrative centres of power.

### **Criminal justice system and corruption**

12. Law enforcement, the judiciary and other public authorities are involved in combating corruption, but are often also exposed to it. Special attention will therefore be paid to exploring corruption and anti-corruption measures within the criminal justice system itself as well as perceptions of, and first-hand experience in controlling corruption on the part of actors in the system.

## **2. Prevention**

13. The best means to combat corruption, even in terms of the cost for society, is prevention. Effective prevention can thus reduce the extent and the costs of penal action.

### **Public awareness and tolerance: the role of the mass media**

14. Public attitudes towards corruption are of fundamental importance as regards both prevention and control. There is thus a special need to explore the level of public tolerance towards corruption as well as public attitudes towards anti-corruption measures. The role of the mass media in uncovering corruption cases and in building anti-corruption awareness is important for both the prevention and the investigation and control of corruption.

### **Codes of ethics and integrity testing**

15. In public administration, but also in the private sector, codes of ethics and integrity testing are of great importance in developing a civic sense of respect for institutions and human rights.

### **Auditing and other regulatory mechanisms**

16. It is well established that the existence of clear regulatory rules and procedures for auditing by independent internal as well as external bodies is of paramount importance in preventing corruption. Particular attention will be paid to provisions regarding transparency in bidding for and granting of public sector contracts, as well as to

transparency and regulation of the financing of political parties and campaigns.

## **3. Control and the rule of law**

17. Taking into account the importance of respect for the rule of law as a general framework for the fight against corruption, special attention will be focused on the following areas.

### **Legislative anti-corruption provisions**

18. Corruption is a complex phenomenon that needs to be countered by adequate legislative provisions in the criminal code and/or specialized legislation, including remedies based on civil law. Modern legislation tends to incorporate and develop a number of different provisions regarding various types of corrupt practice. This may be covered by a single legislative act or by means of a number of specific laws.

### **Access to justice**

19. For control to be effective, it is essential to possess information on incidents that require penal or administrative action. Such information rarely comes from the actual victims or witnesses of corruption. The reporting agency should ensure respect and independence as well as guarantees of immunity for the source of information and should protect whistle-blowers from retaliation. Special attention will be paid to reporting channels both within the environment in which the corruption takes place and outside that environment.

### **Specialized independent policy and investigative structures**

20. Modern practice tends to favour the establishment of independent parliamentary commissions of inquiry. In addition, specialized investigative bodies are often created to strengthen the investigation and prosecution of corruption cases.

### **Punishment**

21. Sentencing options envisaged for corruption, including seizure and confiscation of assets and proceeds, reflect the legislator's policy orientation in combating corruption. On the other hand, sentences passed by the judicial authority in corruption cases reflect criminal policy in practice.

## **4. Corruption monitoring protocol**

22. As part of the research component and on the basis of the studies on phenomenology, control and prevention mentioned above, together with other available information, a mechanism for providing regular monitoring of trends in corruption, the corruption monitoring protocol, will be set up. The corruption monitoring protocol is an instrument intended to assist in the regular review every two or three years of the corruption phenomenon and of the presence or absence and the efficiency of anti-corruption measures adopted and implemented at the national level. The protocol will be constructed on the basis of a range of indicators suggested by international research and the recommendations of the Expert Group Meeting on Corruption, held in Buenos Aires from 17 to 21 March 1997 the elements to be taken into consideration for its development are presented in annex I, which provides a draft outline for the corruption monitoring protocol). It will be administered at the national level under the methodological guidance of United Nations Interregional Crime and Justice Research Institute, but, as a standardized instrument, it will also allow for comparative analysis and will become part of the international database.

## **B. Methodology**

23. In order to collect the relevant data, the following activities will be carried out in each participating country or data from related sources will be used:

- (a) A review of international studies and analyses of corruption and anti-corruption measures;
- (b) Street-level corruption/bribery: collection and analysis of surveys of citizens on their experiences with corruption and bribery, for example, the International Crime Victim Survey,<sup>1</sup> the United Nations crime surveys and reports by Transparency International;
- (c) Business corruption/bribery: collection, analysis and updating of surveys and studies carried out by various entities in this field—the United Nations Interregional Crime and Justice Research Institute (International Business Crime Survey<sup>2</sup>); the International Monetary Fund (IMF); Transparency International; the International Chamber of Commerce; the World Bank; Political and Economic Risk Consultancy, Ltd.; the Political Risk Services Group; KPMG Investigation and Security, Inc.; and others. The Internet and the Documentation Centre of the United Nations Interregional Crime and Justice Research Institute will be the major sources of information;

- (d) Top-level corruption: analysis of the patterns of corrupt networks created at the highest levels of financial, political and administrative centres of power and the involvement of organized crime, through the compilation of case studies by a selected group of experienced law enforcement and judiciary personnel;

- (e) Survey among criminal justice personnel on attitudes towards and perceptions of corruption;

- (f) Analysis of investigative and court files on selected corruption cases;

- (g) Analysis of criminal justice statistics related to corruption;

- (h) Analysis of legislative provisions regarding corruption;

- (i) Analysis of the content of coverage of corruption by the media;

- (j) Interviews with key informants (the judiciary, law enforcement agents, victims and witnesses and the business community);

- (k) Development and implementation of a corruption monitoring protocol;

- (l) Research seminar on the implementation of the corruption monitoring protocol;

- (m) Creation of an international database on corruption by the United Nations Interregional Crime and Justice Research Institute, to be run jointly with the Centre for International Crime Prevention.

## **III. Technical cooperation component**

24. The technical cooperation component of the Global Programme has been designed to follow a multidisciplinary<sup>3</sup> and modular approach, with modules consisting of activities that can be implemented alone or as a “package”, in different stages, at both the national and international levels.

25. This approach is based on the consideration that corruption is a phenomenon that varies from country to country according to social, economic, historic and legal factors. Moreover, each country has its own needs arising from its specific economic, social and institutional characteristics. The kind of measures to be taken in each country will be chosen from among the range of measures provided for in the Global Programme on the basis of an in-depth assessment of the situation of the specific country.



## A. Proposed measures to be taken at the national level

26. At the national level, the Centre for International Crime Prevention will make available its expertise for the described below.

### 1. Assessment of the existing national measures against corruption

27. In order to tailor the kind of technical cooperation to be provided to the specific needs of each country, the first step to be undertaken is an assessment of the existing national measures against corruption. That assessment, which will be carried out jointly by the Centre for International Crime Prevention and a team of international experts, will focus on existing relevant legislation (penal, commercial, procurement, financial, etc.), institutions, administrative regulations for public officials, regulation of the funding of political parties, the role of the media and civil society and other issues.

### 2. Advice in drafting and/or revising relevant legislation

28. Many countries admit that their anti-corruption legislation is ineffective and/or not exhaustive. Under the Global Programme against Corruption advice will be provided upon request on the revision of legislation and/or adoption of specific provisions, including specific anti-corruption legislation (e.g. anti-corruption strategies for tenders and procurements as well as for the recovery of the proceeds of corruption).

29. As corruption is not just a matter of penal law, attention will also be given to the revision of other relevant legislation such as civil, commercial, fiscal and procurement law. In particular, specific civil legislation could deal with illicit enrichment and declaration of assets without using penal measures.<sup>4</sup> The advantage of such legislation is its flexibility and the avoidance of problems related to immunity issues. Other relevant international principles, strategies and experiences will also be taken into account.

### 3. Advice in establishing and/or strengthening anti-corruption bodies

Technical cooperation will be provided in the following areas: (a) drafting of codes of

30. Based on the success of initiatives already experienced in some countries, the establishment of specialized anti-corruption bodies seems to be an efficient tool for combating corruption. In that context, under the Global Programme advisory and technical support will be provided upon request

in the creation or strengthening— where they already exist—of specialized anti-corruption bodies, such as:

(a) An independent *national anti-corruption commission*, which might be established by and be accountable to the legislative bodies, in charge of defining national policies and strategies for preventing and combating corruption as well as of coordinating and monitoring the activities of other anti-corruption bodies. Each country would be responsible for defining more precisely the composition, functions and working methods of the commission. A draft law for the establishment of a national anti-corruption commission is provided in annex IV;

(b) A *national anti-corruption investigative unit*, in charge of collecting and analysing relevant data as well as carrying out investigations into serious or complex cases of corruption. A unit of this kind should include experts from the judiciary, the police, financial administrations tax and customs authorities and top experts in international finance and computers. Guidelines for the establishment of such a unit are provided in annex V;

(c) *Internal and external control measures*. The creation or strengthening of internal and/or external structures and procedures for inspecting and controlling the civil service might be envisaged. These might include disciplinary measures to be taken against those convicted of acts of corruption; development or revision of internal codes of conduct or ethics; definition of specific legal and regulatory criteria to be adhered to during recruitment, training and promotion processes; and establishment of institutions such as posts of ombudsman or auditor-general;

(d) *Advisory group of representatives of the private sector*. An important factor in an effective anti-corruption strategy is to obtain the support of the private sector in order to liaise with and provide advice to the Government on best anti-corruption strategies and measures. The incentive for the private sector rests in the reduction of damages and costs incurred as the result of corruption. In addition, such an initiative would facilitate the implementation of the Government's anti-corruption initiatives the private sector.

### 4. Prevention of corruption

conduct and ethics for public officials; (b) development of appropriate procedures relating to recruitment, career advancement, training, mobility and salary; (c) introduction of provisions for the financial disclosure of assets for public officials; (d) setting up of a system of disciplinary sanctions;

(e) enhancement of self-monitoring mechanisms in the bodies specialized in the fight against corruption; and (f) organization of public awareness campaigns, creation of hotlines and so on.

## **5. Training**

32. The Centre for International Crime Prevention will also make available its expertise for the organization of training for policy makers, judges, prosecutors, law enforcement personnel, members of banking and financial organizations, including, whenever possible, representatives of the private sector and non-governmental organizations. Study tours might also be envisaged. Training will be provided on the newly introduced anti-corruption measures. Training for law enforcement officials will focus in particular on the latest investigative techniques in cases of corruption.

## **B. Proposed measures to be taken at the international level**

33. The measures to be implemented nationally identified above will have a weaker impact if appropriate anti-corruption measures are not also taken at the international level. The following international-level initiatives are therefore recommended as part of the Global Programme.

### **1. Creation of a pool of high-level international experts**

34. A pool of high-level experts recognized at the international level for their expertise and competence in the area of anti-corruption strategies and economic, financial and legal affairs will be established. The pool would include prosecutors, judges, academics and representatives of the private sector selected by the Centre for International Crime Prevention and the United Nations Interregional Crime and Justice Research Institute on a wide geographical basis. The experts will assist the Institute in implementing the research component and the Centre in assessing the needs of requesting countries and making recommendations on best practices to tackle corruption, as well as in implementing the measures recommended by the Global Programme. Experts may also be requested to evaluate the impact of the measures taken under the Programme.

### **2. Transparency and monitoring mechanisms**

35. In the publication *Corruption and Integrity Improvement Initiatives in Developing Countries*, recently published by the United Nations Development Programme (UNDP) and the Organisation for Economic Cooperation and Development (OECD), it is stated:<sup>5</sup>

“Multinational business firms face a dilemma when they deal with corrupt regimes. Each believes it needs to pay bribes in order to do business, but each knows that all of them would be better if none of them paid.”

In order to overcome that dilemma it is necessary to promote transparency and accountability. The Centre for International Crime Prevention will therefore work to make Governments and the international community aware of the need for the creation of internationally recognized mechanisms of transparency and accountability providing for adequate remedies as regards recovery of the costs of tendering and potential loss of profits.

36. Practical and flexible mechanisms will be developed within the context of the Global Programme. It is planned to create a mechanism to monitor the transparency of public sector contracts and commercial transactions, as well as a monitoring mechanism dealing with the commercial aspects of corruption and bribery in international commercial transactions.

37. The following are two possible examples:

(a) *A monitoring mechanism for the transparency of public sector contracts and commercial transactions.* Upon the request of the national authority in charge of granting a public sector contract, the Centre would provide assistance and advice in monitoring the phases leading to the conclusion of the contract, including the establishment of criteria for the selection of candidates. As a recognition of probity, a sort of “label of quality” for such contracts could also be developed. The same monitoring mechanism could be applied to international trade transactions<sup>6</sup> contracted within a country that is party to a national anti-corruption programme agreement. Annex II.A contains an example of such a monitoring mechanism;

(b) *An international anti-corruption monitoring mechanism.* It would also be extremely important for the international community to promote the establishment of an international monitoring mechanism to deal with the commercial aspects of corruption and bribery in international commercial transactions. The monitoring mechanism could include the setting up of a group of three international experts nominated jointly by the Centre for International Crime Prevention and the Government of the

country. The experts should be in the position to investigate and to submit the results of their investigation to the judicial authority of the country and, if one exists, to the national anti-corruption commission for proper action. In turn, national authorities would inform the international anti-corruption monitoring mechanism of the action subsequently taken. Every year a report of the activities of the international monitoring mechanism, including decisions and recommendations. A list containing the names of companies that have been convicted of corruption may be added. Excerpts of the annual reports of the international anti-corruption monitoring mechanism would be published in the main international trade newspapers and in the major national newspaper. Annex II.B contains an example of such a mechanism. More specifically, the monitoring mechanism will show to foreign countries and international institutions the strong commitment of the national Government.

### **3. Promoting international legal instruments, with a specific focus on corruption and bribery**

38. In order to fight corruption and bribery effectively the drafting and adoption of proper international legal instruments should be improved. Several legal instruments are already available at the international level, but the development of new ad hoc model legislation and regulations is essential to avoid incompatibility between the various legal systems.

39. In particular, the Centre for International Crime Prevention will concentrate its efforts on the following measures:

(a) Improvement of the impact of existing mutual legal assistance and extradition treaties through their ratification and reduction of the number of grounds for refusal in extradition and mutual legal assistance cases;

(b) Development of practical mechanisms to facilitate and speed up mutual legal assistance;<sup>7</sup>

(c) Drawing up of new regional and subregional agreements on extradition and mutual assistance with a specific focus on corruption;

(d) Development and promotion of model letters for tenders and public procurement;

(e) Strengthening of law enforcement capacities at the subregional and regional levels by promoting and facilitating partnership among law enforcement agencies of different countries;

(f) Provision of assistance in the establishment of monitoring mechanisms at the international level.

### **4. Establishment of an international forum on corruption and bribery**

40. Within the framework of the Global Programme, the establishment of an international forum on corruption and bribery is foreseen. It will serve as a place in which the various bodies' countries and institutions active in the fight against corruption will share information and the results of their respective efforts against corruption. The forum will promote the adoption by the international community of a more coherent strategy to fight corruption by sharing information on the subject and experiences on best practices.

41. Annual meetings will be convened in the framework of the forum. The main international organizations working in related fields, such as the World Bank, IMF, UNDP, OECD, the Organization of American States, the European Union, the Council of Europe, the International Chamber of Commerce and Transparency International, will be invited to attend the forum. Such a mechanism already exists for the coordination of activities against money-laundering and is proving to be a very useful tool of international cooperation.

### **5. The international database on corruption**

42. On the basis of the results of both research and technical cooperation activities, an international database on corruption will be established by the United Nations Interregional Crime and Justice Institute and run in cooperation with the Centre for International Crime Prevention. The database will be at the disposal of Member States and international organizations with up-to-date information on best anti-corruption practices, relevant national legislation and regulatory mechanisms on corruption of different countries, the results of the corruption monitoring protocol and international instruments against corruption. The information provided in the database will be accessible electronically.

## **C. National anti-corruption programme agreement**

43. For the success of anti-corruption activities the support and commitment of the Governments involved is essential. Governments may choose to sign a national anti-corruption programme agreement with the Office for Drug Control and Crime Prevention. This agreement is a necessary tool for the implementation of the transparency and monitoring mechanisms, which will show to the international community the strong commitment of the national authorities. Through

the signature of the agreement (a draft outline is given in annex III), the Government would, for example, request the activities of the Global Programme to be carried out in the country; commit itself to facilitate and promote the implementation of the different phases of the activities envisaged; and possibly envisage the involvement of the country in international activities.

## IV. Evaluation

### A. Programme evaluation

44. The evaluation of the Global Programme will be undertaken by the following means:

(a) Specific evaluation mechanisms will be included as part of the implemented activity or module, where appropriate;

(b) Donor countries and/or entities will receive regular progress reports and financial statements (to be agreed upon with each donor);

(c) Progress reports and other information on the implementation and results of the Global Programme will be accessible to the international community through the database, the forum, presentations at conferences and publications.

45. If requested by donor countries, one independent evaluation could be undertaken after the implementation of the Programme has been completed.

### B. Impact evaluation

46. In order to evaluate the impact of the measures undertaken under the Global Programme the following actions are envisaged:

(a) At the country level, the national anti-corruption commission, where it exists, or the body identified in the national anti-corruption programme agreement, will include in its regular reports to the competent national authority an assessment of the impact of the implemented strategies and measures. International experts may also be requested to evaluate the impact of those measures;

(b) The corruption monitoring protocol will be used in regular periodical monitoring of trends in corruption and

in evaluation of the efficacy of the anti-corruption measures adopted and implemented at the national level.

#### Notes

<sup>1</sup> The International Crime Victim Survey was carried out in some 60 countries and included items on corruption in public administration.

<sup>2</sup> The International Business Crime Survey was piloted in 10 countries in 1994 and included a series of items on corruption in the business sector. It will be expanded in the near future.

<sup>3</sup> The use of a holistic approach in the fight against corruption has been advocated by many, in particular by Transparency International, the main non-governmental organization working in this field. Transparency International has developed the elements of a "national integrity system", which are mechanisms supporting accountability and transparency; a partnership between government and civil society organizations; administration reform and countering conflict of interests in the public services; accountability of the decision makers; appropriate mechanisms that provide public officials with channels for reporting acts of alleged corruption; independence of the judiciary; open, genuine, competitive and transparent systems of procurement; self-regulation of the private sector; an alert press, with the freedom to discharge its role as public watchdog; and creation of independent anti-corruption agencies. For further details, see Transparency International, *Transparency International Source Book* (2nd ed.), 1997, pp. 1-7.

<sup>4</sup> For instance a draft law in Lebanon suggests the creation of two special bodies. The first, an investigative commission, could receive complaints from citizens, companies, non-governmental organizations and so on and would be endowed with full investigative capacities such as searches, seizures and special investigative techniques. The second body, a national anti-corruption council, could judge cases brought to it, including those involving high-level officials such as the President of the Republic, the Prime Minister, ministers and members of Parliament. The council would be allowed to pass sentences, including high fines and seizure of assets; publicize its judgements; and dismiss public officials. Both the commission and the council would be composed of high-level experts and judges. Furthermore, the draft law also envisages declaration of assets for all officials falling under its jurisdiction.

<sup>5</sup> See United Nations Development Programme/Organisation for Economic Cooperation and Development, *Corruption and Integrity Improvement Initiatives in Developing Countries* (UNDP Sales No. E.98.III.B.18), August 1998, pp. 37 and 38, where the idea of creating an international tribunal to resolve disputes on such cases is mooted. This is still a controversial idea, however, and some technical cooperation mechanism appears more practical and to have a higher degree of flexibility.

<sup>6</sup> The types of international trade transaction submitted to such a monitoring mechanism would also be defined in the context of a national anti-corruption programme agreement.

<sup>7</sup> One of the crucial points in international cooperation are delays in mutual legal assistance. Examples are provided in Jean Ziegler, *Le bras paralysé du juge*, “Les seigneurs du crime”, 1998, pp. 228-235.

## **Annex I**

### **Draft outline for a corruption monitoring protocol**

1. Citizens' perception of corruption in public administration.
2. Citizens' first-hand experience of corruption in public administration.
3. Business perceptions (private and public).
4. Business experience (private and public).
5. Perceptions of the criminal justice system.
6. Action by the criminal justice system:
  - (a) Reported cases (police and other agencies);
  - (b) Cases prosecuted;
  - (c) Sentences;
  - (d) Average length of prison sentence;
  - (e) Average monetary return.
7. Offender's profile:
  - (a) Age and gender;
  - (b) Size and turnover (corporate);
  - (c) Money, gifts or services received;
  - (d) Services provided.
8. Legislative source.
9. Anti-corruption policy structures.
10. Anti-corruption implementation structures.
11. Codes of ethics and integrity testing procedures for public officials and implementation mechanisms.
12. Public awareness and educational initiatives.
13. Public officials: disclosure of assets, liabilities and income tax returns.
14. The issue of immunity for public officials.
15. Bank secrecy provisions.
16. Simplicity of provisions regarding transparency in public sector works.
17. Provisions regarding regulation of and transparency in financing political parties and campaigns.
18. Provisions regarding the support and protection of victims, witnesses and whistle-blowers.
19. Ratification of international instruments and bilateral agreements.

## **Annex II**

### **Examples of transparency and monitoring mechanisms**

1. Transparency and accountability are two key elements to combat corruption. Governments of countries where activities of the Global Programme against Corruption will be implemented may choose to enter into a formal anti-corruption programme agreement. This agreement is an essential tool for setting up the transparency and monitoring mechanisms, which will show to the international community the firm commitment of the national authorities. Strengthening transparency and accountability by means of international assistance will bring competitive advantages, increase credibility not only from an ethical but also from an economic perspective and will promote development of the country.
2. Two mechanisms for monitoring public sector contracts and international commercial transactions have been envisaged: (a) an international contract transparency mechanism; and (b) an international monitoring mechanism. The former would have a direct impact on the fairness of procedures to be followed in commercial transactions and in contract bidding in the public sector. The latter would provide the international community and national authorities with advice, information and recommendations upon request.

#### **A. Transparency mechanism for public sector contracts and commercial transactions**

3. The basic idea behind the transparency mechanism is to guarantee the honesty and transparency not only of public sector contracts but also of other commercial transactions in sensitive areas where bribery is widespread.
4. For that purpose, the first task is to define the types of public sector contract and commercial transaction that fall under the jurisdiction of the mechanism. Specific criteria might be defined, such as the level of the contract, the nature of the goods or services and so on.
5. Within that framework and at the request of either the national authority in charge of issuing the contract or the authority monitoring the commercial transaction, the Centre for International Crime Prevention of the Office for Drug Control and Crime Prevention of the United Nations Secretariat would offer advisory services covering all phases leading to the conclusion of the contract and, in particular, the establishment of criteria for the selection of candidates.
6. The immediate effects could be a significant improvement in transparency by promoting healthy competition among the companies and thus more integrity in the commercial transactions.

## **B. International anti-corruption monitoring mechanism**

7. The international anti-corruption monitoring mechanism is intended to promote concrete action against corruption and to support the judiciary and law enforcement agencies, including the national anti-corruption commission or the national anti-corruption investigative unit where these exist. The mechanism would be composed of three international experts selected by the Centre for International Crime Prevention in agreement with the Government of the country.

8. The goal of the mechanism would be support effective action against corruption. It would also acknowledge the country's true commitment to fight corruption.

9. As regards the establishment and functioning of the mechanism, it should be underlined that it would only function within the framework of a national anti-corruption programme agreement. This means that the mechanism is exclusively a technical assistance tool and not an international legal instrument. It would be advisable for such a mechanism to be included in subregional or regional treaties against financial and economic crimes, either as part of those treaties or as a protocol to them. The experts composing the mechanism should be in the position to investigate and to submit the results of their investigations to the judicial authority of the country for appropriate action.

10. The report of the activities of the monitoring mechanism will be disseminated every year after consultation with relevant authorities and concerned international organizations. The report will include decisions and recommendations related to corruption. A list containing the names of companies that have been convicted of corruption may also be published. Excerpts from the annual reports of the mechanism will appear in both national and international newspapers.

11. All interested parties, including companies and national entities, may, under conditions to be specified by the national anti-corruption programme agreement, approach the international anti-corruption accountability mechanism either for advice or to initiate an impartial investigation, which could then lead to a judicial procedure by the competent national authority.



## **Annex III**

### **Draft national anti-corruption programme agreement**

1. Governments of countries where activities of the Global Programme against Corruption will be implemented may choose to enter into a formal national anti-corruption programme agreement, by means of which a formal agreement between the country and the United Nations will be established to implement the Global Programme.
2. A national anti-corruption programme agreement would cover a comprehensive modular package of anti-corruption activities and would constitute a formal agreement between the concerned country and the United Nations to implement the Global Programme.
3. The Centre for International Crime Prevention of the Office for Drug Control and Crime Prevention of the United Nations Secretariat and the United Nations Interregional Crime and Justice Research Institute would be responsible for:
  - (a) Undertaking missions to assess the needs and the situation in countries;
  - (b) Selection of international experts to assist in assessing the needs of countries and where to implement the Programme, in elaborating recommendations on best practices to tackle corruption and in implementing the measures foreseen by the Global Programme;
  - (c) Provision of advisory services and research and technical cooperation to the Government.
4. The Government shall commit itself:
  - (a) To facilitate needs assessment missions and the provision of advisory services and research and technical cooperation, which, according to the country's request, could relate to:
    - (i) Review of the criminal, administrative and commercial legislation and regulations currently in force with a view to incorporating into them relevant internationally accepted principles related to the fight against corruption;
    - (ii) Implementation of relevant administrative reforms;
    - (iii) Strengthening of the national anti-corruption framework by establishing, to the extent possible, anti-corruption bodies and/or by strengthening existing ones;
    - (iv) Providing the necessary facilities for the administration of the corruption monitoring protocol;
    - (v) Implementation and/or strengthening of preventive measures (such as codes of conduct, public awareness campaigns and hotlines);
    - (vi) Provision of training;
  - (b) To conclude and ratify international treaties on extradition and legal mutual assistance in the fight against corruption;
  - (c) To utilize, if and when established, the international transparency and accountability mechanisms and to report to the Centre for International Crime Prevention on actions resulting from the submissions received from those mechanisms.

## Annex IV

### Draft law for the establishment of a national anti-corruption commission

#### I. Preliminary remarks

##### *Article 1*

*[When a national anti-corruption commission is to be established]*

With respect to the relevant United Nations and international instruments signed by the country, and to the existing national legislation, a national anti-corruption commission shall be established with the task of implementing and coordinating policy at the national level for the prevention and control of corruption.

##### *Option*

*[When the functions are devolved upon an existing entity]*

The *[name of the designated entity]* shall be entrusted with implementation and coordination of corruption prevention and control policy at the national level.

#### II. Composition of the Commission

##### *Article 2*

1. The Commission shall be directed by [...] and composed of [...] persons, such as members of the judiciary, public officials (in office or retired) and any other duly qualified persons.
2. The members of the Commission shall cease to perform any duties that would be incompatible with those arising from their obligations as members of the Commission.
3. The appointment of members of the Commission shall take place in accordance with the legislation in force in the country.
4. The Commission may enlist the assistance of any duly qualified persons on an ad hoc basis.

##### *Article 3*

1. The Commission shall have an independent budget.
2. The Commission (name of the designated entity) shall have the assistance of a secretariat placed at its disposal by *[Head of State, Minister of ...]*.
3. The secretariat of the Commission shall be directed by a Secretary-General, who shall attend the Commission's deliberations (name of the designated entity).

### **III. Functions of the Commission (Functions of the designated entity)**

#### *Article 4*

1. The National Anti-Corruption Commission (name of the designated entity) shall prepare strategies for the prevention and control of corruption for submission to and adoption by the [*legislative bodies, Head of State*].
2. The Commission shall implement and coordinate policies aimed at preventing and combating corruption.
3. The Commission shall advise government departments on anti-corruption strategies and procedures.
4. The Commission shall conduct information campaigns aimed at preventing corruption and misconduct and shall organize specialized training of staff in prevention, investigation and prosecution.
5. The Commission shall centralize information regarding acts and misconduct communicated to it by the police services and public authorities (and by persons responsible for auditing the accounts) (or sent to it directly by private individuals).
6. The Commission shall receive information relevant to the performance of its mission within the scope of the administrative powers assigned to it.

#### *Article 5*

1. The Commission (name of the designated entity) shall ensure that the provisions of articles [...] and [...] of this law are observed.
2. The Commission (name of the designated entity) shall investigate shortcomings in the organization and management of public administrations and enterprises that could facilitate the commission of the acts and misconduct covered by paragraph [...] of article [...], and shall recommend measures for their prevention.
3. The Commission shall provide advice on such measures to authorities requesting them.

#### *Article 6*

Once a year, the Commission (name of the designated entity) shall prepare and submit to the [*legislative bodies, Head of State*] a progress report and further proposals aimed at the effective prevention and control of corruption.

#### *Article 7*

1. The Commission (name of the designated entity) may request declaration of property and incomes by persons holding any of the public offices listed in article [...].
2. The Commission may require a person holding public office to reveal the source of his or her property, wealth, assets and interests, as well as those of his or her spouse, dependants and relatives, as envisaged by proper legislation.
3. The Commission may require submission, by the person acting as its depositary, of the register of declarations of gifts stipulated in article [...].

4. In case of reasonable suspicion regarding the above, the Commission may seek to establish the reliability of such declarations in cooperation with relevant national bodies.

*Article 8*

*Option 1*

1. The Commission (name of the designated entity) may verify observance of the ceiling on electoral expenditure and the accuracy of the election campaign accounts.

*Option 2*

1. The Commission will have powers to examine the execution of public contracts (not only tendering, but also results).
2. The Commission may verify that the award of public works and supply contracts and the assignment of operations with a value of [...] or more by the public authorities is conducted in a proper manner.

#### **IV. Professional secrecy**

*Article 9*

Disclosure by any person, except in connection with judicial or disciplinary proceedings, of information gathered by the Commission (name of the designated entity) shall be punished by [...].

#### **V. Information to the judicial authorities**

*Article 10*

1. As soon as information received by the Commission (name of the designated entity) reveals facts that may constitute an offence or misconduct, it shall refer the matter to [...] [*name of the authority competent to institute criminal proceedings*].
2. The Commission (name of the designated entity) shall, at the request of the judicial authorities dealing with such acts or misconduct, forward to them information in its possession pertaining to those acts or misconduct.

#### **VI. Implementing provisions**

*Article 11*

The implementation of all the above-mentioned provisions shall be promulgated by [*decree*].

## **Annex V**

### **Guidelines for the establishment of a national anti-corruption investigative unit**

1. The creation of a national anti-corruption investigative unit could be one of the essential elements of a national strategy in this area, subject to respect of the basic principles and rules established in the national legislation and in the international instruments ratified.

#### **I. General principles**

2. The national anti-corruption investigative unit should be inter-ministerial and autonomous. Its personnel should combine a high degree of professionalism with the utmost integrity. High-level value attached to their functions, close monitoring and a strict disciplinary regime should be envisaged to ensure their incorruptibility.

3. In order to reflect the multidisciplinary nature of its tasks, it is strongly recommended that the unit be inter-ministerial and thus composed of specialists representing the judiciary, the police and finance administrations (tax and customs), as well as highly qualified experts, especially in finance and computers.

4. The staff should be of the highest professional calibre and should thus be recruited from among the specialists in their service of origin.

5. Irrespective of their service of origin, and apart from considerations of rank, all staff in the unit should enjoy the same status.

6. Their status should be given proper recognition, by combining both particular restrictions (such as checked declarations of income and assets on appointment to and upon leaving the unit and periodic monitoring during assignment to the unit and sanctions) and specific benefits (such as appropriate salary, provision of service accommodation and a high level of technical resources making the job more attractive).

7. To maintain its independence, the unit should be given appropriate autonomy by being placed outside the traditional administrative framework and should be accountable to the national anti-corruption commission.

8. The unit should, however, be subject to control at various levels, executive, judiciary and parliamentary.

9. The chief of the unit should prepare an annual public report on the activities of the unit and the results achieved, which should be submitted to parliament and made public through the media to ensure that it is distributed as widely as possible.

#### **II. Functioning**

10. The national anti-corruption investigative unit should not be merely a corruption watch. It should function as an active information and investigation service and keep the relevant national authorities informed of its work.

11. The anti-corruption unit should be able to function effectively, which implies compliance with the following rules:

(a) It should be both an information and investigation service and a coordinating body for other information or investigation units;

(b) Its case files should be transmitted simultaneously to the judicial authority and to other relevant national bodies. The unit should also issue notification of proceedings. The judicial authority should in turn be required, for control purposes, to inform the unit and other relevant national bodies of proceedings actually conducted and to provide justification for its decisions, especially in the case of discontinuance of a procedure;

(c) Since the unit cannot deal with all investigations into corruption, it should, in consultation with the relevant national bodies and the judicial authority if necessary, assess the gravity and complexity of cases brought to its attention. It would then decide, on the basis of that assessment, either to refer such cases to other police units or external control and inspection bodies or to carry out the investigation itself or in conjunction with other specialized units, for example, those in charge of control and prevention of drug abuse, money-laundering and organized crime.

### **III. Resources and methods**

12. The unit should be able to receive information and have the capacity to initiate all types of investigation permitted by law.

13. It should have adequate logistical and budgetary support to be able to utilize the newest information and investigative methods and techniques, as permitted by law.

14. The means of reporting to the unit should be as informal, accessible and effective as possible. Everyone should have access to it by any available means of communication, including free hotlines.

15. The service should also carry out its information-gathering role on its own initiative and primarily on targets defined by itself. In order to enhance efficiency, it might also have the capacity to use a controlled procedure for paying rewards to its informants.

16. Specific legal provisions should allow the unit as direct and immediate access as possible to information held by financial institutions otherwise subject to banking secrecy.

17. It should have the technical capacity, subject to the rules of criminal procedure, to carry out surveillance, interrogation and other activities that it deems necessary and to carry out or request other services to carry out background inquiries on individuals or other administrative, industrial, financial or commercial entities.

## **Annex VI**

### **Staff and budget**

#### **A. Measures to support the implementation of the Global Programme against Corruption**

##### **A. Research component**

1. In order to support the work of the United Nations Interregional Crime and Justice Research Institute in implementing the research component of the Global Programme against Corruption, three posts would be required, as follows: two Professional posts, one L-5 and one L-3, to carry out the research and one G-4 to deal with administrative tasks.

##### **B. Technical cooperation component**

2. In order to support and facilitate the work of the Centre for International Crime Prevention of the Office for Drug Control and Crime Prevention of the United Nations Secretariat in implementing the technical cooperation component of the Global Programme against Corruption, four posts would also be required, as follows: one L-6 to manage the implementation of the technical cooperation component of the Programme, one L-3 as Programme Officer and two G-4 staff to deal with administrative tasks.

3. In addition to the staffing requirements for the Centre for International Crime Prevention and the United Nations Interregional Crime and Justice Research Institute, a pool of high-level international experts will be established. The pool should include prosecutors, judges, academics and, if possible, representatives of the private sector, selected on a wide geographical basis. The experts will assist the Institute in the implementation of the research component and the Centre in assessing the needs of countries and where to implement the Programme, in drawing up recommendations on best practices to tackle corruption and in implementing the measures foreseen by the Global Programme.

##### **C. Duration of the Programme**

In order to have a real impact, the duration of the project should be of at least three years. An extension of the project for two additional years is highly recommended, but is subject to the availability of funding. The following draft budget covers the costs of activities over a three-year period.



## B. Proposed project budget for the period 1999-2002<sup>a</sup>

(United States dollars)

Object of expenditure	1999		2000		2001		2002		Total	
	Work-		Work-		Work-		Work-		Work-	
	months		months		months		months		month	
									s	
<b>1. Personnel</b>										
<i>(a) International staff</i>										
Technical Cooperation Manager (L-6)	4	52 500	12	157 500	12	157 500	8	105 000	36	472 500
Research Manager (L-5)	4	49 500	12	148 500	12	148 500	8	99 000	36	445 500
Programme Officer, research (L-3)	4	35 900	12	107 700	12	107 700	8	71 800	36	323 100
Programme Officer, technical cooperation (L-3)	4	35 900	12	107 700	12	107 700	8	71 800	36	323 100
Consultant, region I (incl. travel)	-	-	4	28 000	4	28 000	-	-	8	56 000
Consultant, region II (incl. travel)	-	-	4	28 000	4	28 000	-	-	8	56 000
Consultant, region III (incl. travel)	-	-	4	28 000	4	28 000	-	-	8	56 000
Consultant, region IV (incl. travel)	-	-	4	28 000	4	28 000	-	-	8	56 000
Researcher, pilot study, region I	1	5 000	-	-	-	-	-	-	1	5 000
Researcher, pilot study, region II	1	5 000	-	-	-	-	-	-	1	5 000
Researcher, pilot study, region III	1	5 000	-	-	-	-	-	-	1	5 000
Researcher, pilot study, region IV	1	5 000	-	-	-	-	-	-	1	5 000
Research team, full study, region I (incl. travel) <sup>b</sup>	-	-	5	37 500	5	37 500	-	-	10	75 000
Research team, full study, region II (incl. travel) <sup>b</sup>	-	-	5	37 500	5	37 500	-	-	10	75 000
Research team, full study, region III (incl. travel) <sup>b</sup>	-	-	5	37 500	5	37 500	-	-	10	75 000
Research team, full study, region IV (incl. travel) <sup>b</sup>	-	-	5	37 500	5	37 500	-	-	10	75 000
Consultant, programme evaluation	-	-	-	-	-	-	2	10 000	2	10 000
<b>Subtotal</b>	<b>20</b>	<b>193 800</b>	<b>84</b>	<b>783 400</b>	<b>84</b>	<b>783 400</b>	<b>34</b>	<b>357 600</b>	<b>222</b>	<b>2 118 200</b>
<i>(b) Administrative support</i>										
Administrative support staff (G-4)	4	19 700	12	59 000	12	59 000	8	39 400	36	177 100
Administrative support staff (G-4)	4	19 700	12	59 000	12	59 000	8	39 400	36	177 100

<i>Object of expenditure</i>	<i>1999</i>		<i>2000</i>		<i>2001</i>		<i>2002</i>		<i>Total</i>	
	<i>Work-</i> <i>months</i>		<i>Work-</i> <i>months</i>		<i>Work-</i> <i>months</i>		<i>Work-</i> <i>months</i>		<i>Work-</i> <i>month</i> <i>s</i>	
Administrative support staff (G-4)	4	19 700	12	59 000	12	59 000	8	39 400	36	177 100
<b>Subtotal</b>	<b>12</b>	<b>59 100</b>	<b>36</b>	<b>177 000</b>	<b>36</b>	<b>177 000</b>	<b>24</b>	<b>118 200</b>	<b>108</b>	<b>531 300</b>
<i>(c) Duty travel</i>										
Regional travel, I		-		7 000		7 000		7 000		21 000
Regional travel, II		-		7 000		7 000		7 000		21 000
Regional travel, III		-		7 000		7 000		7 000		21 000
Regional travel, IV		-		7 000		7 000		7 000		21 000
<b>Subtotal</b>		-		<b>28 000</b>		<b>28 000</b>		<b>28 000</b>		<b>84 000</b>
<i>(d) Mission costs</i>		10 000		50 000		50 000		35 000		145 000
<b>Subtotal</b>		<b>10 000</b>		<b>50 000</b>		<b>50 000</b>		<b>35 000</b>		<b>145 000</b>
<i>(e) National staff</i>										
National Coordinator, region I	-	-	12	20 000	12	20 000	6	10 000	30	50 000
National Research Expert, region I	-	-	12	20 000	12	20 000	6	10 000	30	50 000
National Coordinator, region II	-	-	12	20 000	12	20 000	6	10 000	30	50 000
National Research Expert, region II	-	-	12	20 000	12	20 000	6	10 000	30	50 000
National Coordinator, region III	-	-	12	20 000	12	20 000	6	10 000	30	50 000
National Research Expert, region III	-	-	12	20 000	12	20 000	6	10 000	30	50 000
National Coordinator, region IV	-	-	12	20 000	12	20 000	6	10 000	30	50 000
National Research Expert, region IV	-	-	12	20 000	12	20 000	6	10 000	30	50 000
<b>Subtotal</b>	-	-	<b>96</b>	<b>160 000</b>	<b>96</b>	<b>160 000</b>	<b>48</b>	<b>80 000</b>	<b>240</b>	<b>400 000</b>
<b>Total, line 1</b>	<b>32</b>	<b>262 900</b>	<b>216</b>	<b>1 198 400</b>	<b>216</b>	<b>1 198 400</b>	<b>106</b>	<b>618 800</b>	<b>570</b>	<b>3 278 500</b>
<b>2. Subcontracts</b>										
Database creation and maintenance		-		125 000		125 000		-		250 000
Subcontracts with institutions		-		25 000		25 000		-		50 000
<b>Subtotal</b>		-		<b>150 000</b>		<b>150 000</b>		-		<b>300 000</b>
<b>Total, line 2</b>		-		<b>150 000</b>		<b>150 000</b>		-		<b>300 000</b>
<b>3. Training</b>										
Study tours (20 persons)		-		150 000		150 000		-		300 000
<b>Subtotal</b>		-		<b>150 000</b>		<b>150 000</b>		-		<b>300 000</b>
Workshops/conferences (18)		-		400 000		400 000		200 000		1 000 000
<b>Subtotal</b>		-		<b>400 000</b>		<b>400 000</b>		<b>200 000</b>		<b>1 000 000</b>

<i>Object of expenditure</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>	<i>Total</i>
	<i>Work-months</i>	<i>Work-months</i>	<i>Work-months</i>	<i>Work-months</i>	<i>Work-months</i>
Meetings (10 expert working groups)	-	125 000	125 000	50 000	<b>300 000</b>
<b>Subtotal</b>	-	<b>125 000</b>	<b>125 000</b>	<b>50 000</b>	<b>300 000</b>
<b>Total, line 3</b>	-	<b>675 000</b>	<b>675 000</b>	<b>250 000</b>	<b>1 600 000</b>
<b>4. Equipment</b>					
Purchase of documentation (periodicals, books, etc.) UNICRI	15 000	2 000	2 000	1 000	<b>20 000</b>
Purchase of documentation (periodicals, books, etc.) CICP	15 000	2 000	2 000	1 000	<b>20 000</b>
<b>Subtotal</b>	<b>30 000</b>	<b>4 000</b>	<b>4 000</b>	<b>2 000</b>	<b>40 000</b>
Electronic data-processing equipment, region I	-	12 000	-	-	<b>12 000</b>
Electronic data-processing equipment, region II	-	12 000	-	-	<b>12 000</b>
Electronic data-processing equipment, region III	-	12 000	-	-	<b>12 000</b>
Electronic data-processing equipment, region IV	-	12 000	-	-	<b>12 000</b>
Electronic data-processing equipment, UNICRI	60 000	-	13 000	-	<b>73 000</b>
Electronic data-processing equipment, CICP	60 000	-	13 000	-	<b>73 000</b>
<b>Subtotal</b>	<b>120 000</b>	<b>48 000</b>	<b>26 000</b>	-	<b>194 000</b>
<b>Total, line 4</b>	<b>150 000</b>	<b>52 000</b>	<b>30 000</b>	<b>2 000</b>	<b>234 000</b>
<b>5. Miscellaneous</b>					
Printing costs	-	-	100 000	150 000	<b>250 000</b>
Country reports and leaflets	-	-	-	60 000	<b>60 000</b>
<b>Subtotal</b>	-	-	<b>100 000</b>	<b>210 000</b>	<b>310 000</b>
Office operating costs (telephone and other charges)	2 000	8 000	8 000	6 000	<b>24 000</b>
<b>Subtotal</b>	<b>2 000</b>	<b>8 000</b>	<b>8 000</b>	<b>6 000</b>	<b>24 000</b>
<b>Total, line 5</b>	<b>2 000</b>	<b>8 000</b>	<b>108 000</b>	<b>216 000</b>	<b>334 000</b>
<b>Subtotal</b>	<b>414 900</b>	<b>2 083 400</b>	<b>2 161 400</b>	<b>1 086 800</b>	<b>5 746 500</b>
Support costs (13 per cent)	53 937	270 842	280 982	141 284	<b>747 045</b>
<b>Grand total</b>	<b>32 468 837</b>	<b>216 2 354 242</b>	<b>216 2 442 382</b>	<b>106 1 228 084</b>	<b>570 6 493 545</b>

<sup>a</sup>The budget covers four regions of the world and offices will be established in one country in each region.

<sup>b</sup>The full research study includes data collection and analysis.