



USAID
FROM THE AMERICAN PEOPLE

**Mainstreaming Anti-Corruption Thinking and Programming Workshop
USAID/Nicaragua
November 16-17, 2005**

Review and Recommendations

USAID Americas' Accountability/Anti-Corruption Project

Managed by:

Casals & Associates, Inc.

1199 North Fairfax Street

Third Floor

Alexandria, VA 22314

Mainstreaming Anti-Corruption Thinking and Programming Workshop
USAID/Nicaragua
November 16-17, 2005

USAID/AAA

USAID/AAA presented the Mainstreaming Anti-Corruption Thinking and Programming workshop to the members of the Nicaragua Mission and Embassy staffs on November 16-17, 2005. The objectives were to:

- Deepen mission and embassy staffs' understanding of corruption and its countless manifestations, and
- Increase capacity to plan and implement cross-sectoral anti-corruption programming.

Participants

Participants included 34 USAID and Embassy staff, from a wide complement of sections and sectoral teams and one USAID contractor. From the Embassy, nine members including five section heads attended all or part of the sessions. The Political, Economic, Public Affairs, RLA and DAO sections were represented. In addition, the Ambassador attended the afternoon session of the second day and the DCM attended intermittently during both days. From USAID, 23 staffers including four Office Directors attended all or part of the sessions. Participating USAID Offices included: the Office of Democratic Initiatives (SO 1), the Trade and Agribusiness Office (SO 2), the Human Investment Office (SO 3), the Office of Strategic Management and Assessment, the Office of Finance and the Executive Office. The Acting Mission Director opened and closed the workshop and attended intermittently on both days.

Schedule

The workshop was presented over two days. (See Workshop Agenda in Attachment 1.)

Speakers

1. Ms. Carol Horning, Acting Mission Director, USAID/Nicaragua
2. Mr. Steven Hendrix, Chief, Office of Democratic Initiatives, USAID/Nicaragua
3. Mr. Frank Miller, Director, USAID Americas' Accountability/Anti-Corruption Project—Casals & Associates, Inc. (C&A)
4. Dr. Gerardo Berthin, Senior Technical Advisor/Deputy Director
USAID Transparency & Governance Program/El Salvador (C&A)

Workshop Design and Content

For the workshop agenda, USAID/AAA designed two types of sessions: generic presentations, appropriate for missions worldwide, on the language and characteristics of corruption and the *USAID Anti-Corruption Strategy*, and sessions specific to the mission's country plan and strategic objectives.

Observations and Participant Evaluations

1. The Acting USAID Mission Director strongly endorsed the workshop in her opening remarks by urging participants to utilize the workshop as a first step in developing approaches for mainstreaming anti-corruption activities throughout the Mission portfolio.
2. Strong support for the objectives of the workshop was also demonstrated by the presence of the DCM, five Embassy Section Heads and the Acting USAID Director at the opening sessions of the workshop as well as the attendance of the Ambassador, DCM and other key members of the Country Team at the closing session.
3. After the session on managing mainstreaming, the Ambassador, DCM and the Acting Mission Director spoke of the need to mainstream anti-corruption initiatives at the country team level and to explicitly include mainstreaming anti-corruption initiatives in the Mission MPP.
4. Some participants remarked that the workshop was very useful in galvanizing the country team to integrate anti-corruption efforts.
5. Several participants remarked that the workshop was useful in highlighting the importance of an Embassy-USAID network of colleagues to work together to tackle the corruption issue in Nicaragua.
6. A few Embassy participants mentioned that the workshop was useful in familiarizing them with the USAID Nicaragua program in general and specific USAID anti-corruption activities in Nicaragua.
7. Several participants spoke of the need to provide similar workshop training on anti-corruption to our partners in the GON, NGO's, media and USAID contractors.
8. Many participants said that the workshop improved their understanding of corruption and the need to mainstream anti-corruption initiatives across programs.
9. Some participants, particularly from the Embassy, remarked they would have been able to attend more sessions if they had received more advanced notice of the workshop and its objectives.
10. Overall, the workshop was rated between good and excellent or 4.6 on a scale of 1-5 with 5 being excellent.
11. Participants perceived assessing sectoral corruption vulnerabilities and anti-corruption strategies and tools as the most valuable sessions.
12. The workshop was held in the USAID Office Building instead of an off site location. To some extent proximity to their offices was a factor that encouraged many USAID participants to shuttle back and forth between their office and the workshop.

Recommendations:

1. The USAID Democratic Initiatives Office has taken the first steps in building an Embassy wide anti-corruption network. We believe that this effort should be continued and formalized.
2. In order to increase attendance, a notice describing the workshop, its objectives and a draft agenda should be circulated to the Embassy and USAID staff at least two weeks before the workshop start date.
3. Ideally, the Mission Director and Ambassador should strongly endorse the workshop and emphasize that attendance at all sessions is important so as to maximize the benefits for participants and USG programs in the country.

4. It is a standard practice to host workshops in an off-site location to avoid the temptation of participants shuttling back and forth to their offices. Attendance in break-out group discussions was particularly affected by staffers leaving to go back to their offices. Missions should strive to hold training workshops at off site locations.

Attachments

1. *Annex 1: Agenda*
2. *Annex 2: List of Attendees of the Mainstreaming Workshop*
3. *Annex 3: Breakout Sessions #1, #2, #3*
4. *Annex 4: Resource Materials*

Annex 1

**Mainstreaming Anti-Corruption Thinking and Programming Workshop
USAID/Nicaragua
November 16-17, 2005**

AGENDA

Day 1—November 16, 2005

- | | |
|-------------------|---|
| 8:15-8:30 am | Welcome and Introduction
Ms. Carol Horning, Acting Mission Director, USAID/Nicaragua |
| 8:30-9:00 am | Objectives and Context
Frank Miller, Director, USAID Americas' Accountability/Anti-Corruption Project—Casals & Associates, Inc. (C&A) |
| 9:00-10:00 am | USAID Anti-Corruption Strategy/Anti-Corruption 101
<i>(Definitions, causes, typology, costs, measurement, vocabulary, conceptual framework).</i>
Steven Hendrix, Chief, Office of Democratic Initiatives
USAID/Nicaragua |
| 10:00-10:15 am | Q&A/Discussion |
| 10:15-10:30 am | Break |
| 10:30-11:30 am | Corruption in Nicaragua
Steven Hendrix |
| 11:30-11:45 am | Q&A/Discussion |
| 11:45 am-12:45 pm | Assessing Sectoral Corruption Vulnerabilities
<i>(Focus on sectors in which the Mission is working—education, environment, health and private sector; examples of sectoral corruption and its impact; cross-cutting frameworks)</i>
Dr. Gerardo Berthin, Senior Technical Advisor/Deputy Director
USAID Transparency & Governance Program/El Salvador (C&A) |
| 12:45-1:00 pm | Q&A/Discussion |
| 1:00-2:15 pm | Lunch |
| 2:15-3:15 pm | Break-Out Group Discussions 1 Assignment: <i>How is authority currently exercised within this sector? Examine the governance components in your sector to assess the vulnerabilities to corruption. Where are the weaknesses? Compare</i> |

what is said on paper versus what exists in practice. Consider weaknesses in governance at the ministerial level and the municipal level.

- 3:15-3:30 pm Break
- 3:30-4:30 pm **Plenary Session 1:** Group reports and discussion.
- 4:30-5:00 pm Review and Brief Assignment for next Session

Day 2—November 17, 2005

- 8:30-9:00 am Discussion of Assignment
- 9:00-10:15 am **Anti-Corruption Strategies & Tools**
(Strategic options for incorporating anti-corruption goals and activities across sectors; illustrative examples related to assessments, surveys, awareness campaigns, involvement of civil society, IFMS, transparent budgeting, social auditing; cross-sectoral and multi-sectoral approaches)
Dr. Gerardo Berthin
- 10:15-10:30 am Q&A/Discussion
- 10:30-11:00 am Break
- 11:00 am-12:00 pm **Break-Out Group Discussions 2**
Considering the major corruption vulnerabilities in your sector, identify anti-corruption tools that address these problems using the handout as a guide. How do these anti-corruption initiatives fit within the sector's core programs?
- 12:00-1:00 pm **Plenary Session 2:** Group reports and discussion
- 1:00-2:15 pm Lunch.
- 2:15-3:00 pm **Mission Organization to Mainstream Anti-Corruption** *(Examples of mission management approaches for implementing crosscutting anti-corruption programming to address SOs.)*
Frank Miller
- 3:00-3:15 pm Q&A/Discussion
- 3:15-4:15 pm **Break-Out Group Discussions 3:** Next Steps—*Management options to coordinate efforts and share information to mainstream anti-corruption initiatives within the Mission. How would these options work? Who would be responsible? What are the information needs for each option?*
- 4:15-5:00 pm **Plenary Session 3:** presentations and discussions

5:00-5:30 pm
5:30 pm

Workshop Evaluation
Closing Remarks

Ms. Carol Horning, Acting Mission Director, USAID/Nicaragua

Annex 2

List of Attendees of the Mainstreaming Workshop			
November 16 & 17 2005			
1	Ambassador Trivelli	STATE	
2	Peter Brennan	DCM/STATE	
3	Carol Horning	DMD/USAID	
4	Lucía Llanes	DI	lllanes@usaid.gov
5	Antonio Osorio	USAID/EDUC	antosorio@usaid.gov
6	Steven Hendrix	DI	shendrix@usaid.gov
7	Peter Kranstover	SMA	
8	Luis Ubeda	DI/USAID	lubeda@usaid.gov
9	Claudia Evans	HI/USAID	
10	Ivan Tercero	HI/USAID	itrezero@usaid.gov
11	Eunice Ortega	TAO/USAID	eortega@usaid.gov
12	Glenn Huber	DAO	hubergr@state.gov
13	Luz García	DI/USAID	luzgarcia@usaid.gov
14	Alicia Slate	HI/USAID	aslate@usaid.gov
15	Victoria Alvarado	POL	ternate51@yahoo.com
16	Preeti Shah	PAS	shahpv@state.gov
17	Marcia Bosshardt	PAS	bosshardtm@state.gov
18	Daniel Driggers	OFIN/USAID	ddriggers@usaid.gov
19	Jan Howard	SMA/USAID	jhoward@usaid.gov
20	Aurora Bolaños	DI/USAID	abolaños@usaid.gov
21	Steve Olive	TAO/USAID	solive@usaid.gov
22	Nicole Chulick	INL/POL	chulickNA@state.gov
23	Selma Tijerino	DI/USAID	stijerino@usaid.gov
24	Leo Succar	CHECCHI	lsuccar@cablenet.com.ni
25	Vanessa Morales	OAA	vmorales@usaid.gov
26	Alexander Olivares	XO/HR	aolivares@usaid.gov
27	Plinio Vergara	ADIZA	pvergara@adiza.org.ni
28	Virginia Murillo	USAID	vmurillo@usaid.gov
29	Tim O'Hare	USAID	tiohare@usaid.gov
30	Enrique Urbina	TAO/USAID	eurbina@usaid.gov
31	Janet Potash	ECON/STATE	
32	Conny Johnson	HI/USAID	
33	Ivna Giauque	RLA	giauqueix@state.gov
34	Fernando Groene	RLA	groenefe@state.gov
35	Danika Walters	DI	dwalters@usaid.gov

Breakout Session #1: Sectoral Vulnerabilities

Assignment: Identify the major corruption vulnerabilities in your sector and how corruption is manifested. Who are key stakeholders who participate in the corruption OR who potentially are prepared to confront it?

Corruption Vulnerability	How is corruption manifested	Key Stakeholders
Lack of impartiality in investigations	Controller General investigates Herty but not Alemán	Media Civil Society Political Parties Legislature Justice Sector
Pressure from higher authorities; pressure to influence the outcome	Assembly does not act Courts do not act Public Ministry does not act	The accused and victim Civil society Business Community Legislative, Media, Justice Sector, Int'l Donors
Lack of Judicial independence	Courts do not act on cases (The higher the level, the more influence)	Justice Sector, Int'l Donors Media Civil Society Legislature
Organized crime invading Justice Sector	Economic Pressure	Justice Sector Business Community Civil Society Media, Int'l Donors Police
Party loyalty vs. loyalty to ROL	Judges favor certain persons. Juana Méndez in Alemán case	Civil Society Media Legislature Justice Sector
Lack of knowledge about rights and law	Victims do not file complaints	Media, Civil Society Legislature, Police Justice Sector Int'l Donors

Breakout Session #1: Sectoral Vulnerabilities

Assignment: Identify the major corruption vulnerabilities in your sector and how corruption is manifested. Who are key stakeholders who participate in the corruption OR who potentially are prepared to confront it?

Corruption Vulnerability	How is corruption manifested	Key Stakeholders
<ul style="list-style-type: none"> - Aplicación de leyes, reglamentos y ordenanzas municipales (Medio Ambiente) 	<ul style="list-style-type: none"> - Extracción ilegal de madera - Explotación irracional de recursos naturales 	<ul style="list-style-type: none"> - Comunidades - Ministerio de Hacienda - Auditoria Municipal - Productores legales
<ul style="list-style-type: none"> - Comercio - Aduanas, mucha discrecionalidad de los agentes aduaneros - Altos aranceles 	<ul style="list-style-type: none"> - Sobornos - Trafico de influencias - Competencia desleal 	<ul style="list-style-type: none"> - Agentes, - exportadores, importadores - inversionistas - sociedad civil, - productores, consumidores.
<ul style="list-style-type: none"> - Agro-negocios - Tramites artificialmente engorrosos para la creación de nuevas empresas 	<ul style="list-style-type: none"> - Evasión Fiscal - Sobornos 	<ul style="list-style-type: none"> - MHCP - Sociedad Civil (contribuyentes) - Inversionistas nacionales y extranjeros
<ul style="list-style-type: none"> - Inseguridad Jurídica sobre la propiedad 	<ul style="list-style-type: none"> - Trámites compras de propiedades sin título - No hay inversión ni préstamos 	<ul style="list-style-type: none"> - MHCP - Sociedad Civil - Inversionistas nacionales y extranjeros
<ul style="list-style-type: none"> - Debilidad en cuanto a la ética empresarial 	<ul style="list-style-type: none"> - No respetar contratos/pagar sobornos 	<ul style="list-style-type: none"> - Sociedad Civil - Inversionistas nacionales y extranjeros - MHCP

Breakout Session #1: Sectoral Vulnerabilities

Assignment: Identify the major corruption vulnerabilities in your sector and how corruption is manifested. Who are key stakeholders who participate in the corruption OR who potentially are prepared to confront it?

Corruption Vulnerability	How is corruption manifested	Key Stakeholders
- No hay cuentas Nacionales de Educación, ni un sistema contable que permitiera el M&E y decisiones en el MECD	- Falta control de gastos en las escuelas - Costos por estudiante no se conocen - Decisiones no tienen soporte de información	- MECD - Directores escolares - Delegaciones - Padres de familia
- No hay recursos en el MECD para fortalecer el sistema de auditoría	- No se puede controlar administración financiera de las escuelas - Puede haber mal uso de fondos - Se pueden hacer cobros no autorizados	- MECD / MINHAC - PRONICASS Project (USAID)
- MECD con cuenta con recursos suficientes para movilizar supervisores a las escuelas	“”	- MECD / MINHAC
- La participación de P de F en los consejos escolares de los C. Autónomos	- La reglamentación de los P Fam. no se da como se diseño en la Autonomía. Está a la espera de una nueva ley de Educación	- MECD - Comunidades educativas - Directores de escuelas autónomas
- National Budget Mechanisms affect implementation action of SWAP Approach and	- Recursos de Organizaciones Internacionales pierden eficiencia en educación por el “peaje” y manejo de la Asamblea	- Gobierno Nacional
- Falta de reglamentaciones acordes con la Ley de Participación Ciudadana y	- Los P de Fam, no saben cual es su autoridad y responsabilidad en las escuelas	- MECD
- Cambios en el MECD y el sistema educativo	- Ineficiencia de maestros / directores que no aplican los cambios	- MECD - Director General - Proyectos Internacionales
- Salarios maestros, funcionarios MECD	- Varios trabajos para que puedan sobrevivir	- MECD - Sector Privado - Asamblea Nacional

Breakout Session #1: Sectoral Vulnerabilities

Assignment: Identify the major corruption vulnerabilities in your sector and how corruption is manifested. Who are key stakeholders who participate in the corruption OR who potentially are prepared to confront it?

Corruption Vulnerability	How is corruption manifested	Key Stakeholders
- Theft or diversion of drugs/supplies for private resale	- No giving complete treatments to some patients at hospital units - Selling medicines to hospital patients	- Physicians and nurses - Patients - Min. of Health
- Discretionary application of sanitary regulations for restaurants, food production and cosmetics	- Bribes for health & hygiene inspections	- Health and Hygiene Inspectors - Consumers - Min. of Health
- Private use of public facilities and equipment	- Charging fees to patients at public hospitals	- Physicians and nurses at hospitals - Administrative personnel at hospitals - Patients - Min. of Health
- Unnecessary referrals to private practices	- Over referring patients to specialists - Indications of unnecessary and expensive diagnostic studies and lab tests	- Medical personnel at hospitals - Patients - Min. of Health
- Absenteeism	- Doctors don't accomplish their regular work hours	- Administrative personnel at hospitals - Patients - Min. of Health
- Informal payments required from patients for delivered services	- Patients are charged for medical and surgical procedures at public health facilities	- Administrative personnel and medical staff - Patients - Min. of Health

Breakout Session #2: Cross-Sectoral Tools and Approaches

- BUDGET:
 - Budget execution
 - Participatory budgeting
 - Budget transparency
 - Accountability
 - Lack of Strategic Planning

- POTENTIAL CHAMPIONS:
 - Businesses
 - Citizens / Consumers
 - Municipalities
 - International Communities / Donors
 - Ministers and Head of Institutions
 - MHCP / DGCE

- CSOs → POLITICAL PARTIES
 - Presidents
 - Media

- PUBLIC ADMINISTRATION
 - Permitting
 - Registration
 - Service Delivery
 - Administrative Transaction

- EDUCATION CAMPAIGN & AWARENESS
 - International Agreements: IACC and UN
 - Cost Assessment
 - Reforms (Public Administration)
 - Auditing
 - IT
 - ISO 9000
 - Enforced Ethics Codes (Probity Law)
 - Training for Identification and Avoidance
 - Increase Efficiency

- PROCUREMENT:

ACTORS:

- Strengthen Auditing
 - Internal
 - Social
- International Audit Office
- IT
- Standardization
- Open & Fair Competition
- Investigative Journalism
- Improve incentives for complaints (whistle-blower protection)

Breakout Session 2: Cross-Sectoral Tools and Approaches

Assignment: *Review the major cross-sectoral corruption vulnerabilities—those that are common to most development sectors, such as budgeting, procurement, registration, permitting, service delivery, and administrative transactions—and tools to address corruption. Identify anti-corruption program options that address these problems. Who might the potential champions be?*

Cross-Sectoral Corruption Vulnerability	Proposed Anti-Corruption Program Options (Tools to use)	Potential Champions
1. Banking system – money laundering	<ul style="list-style-type: none"> - International Monetary Funds standards / practices probity - AML – Anti Money Laundry - FTA – Financing Terrorist Activities - Financial Sector Assessment Program – World Bank (FSAP) Prudential regulation - WB/IMF – Money transfers as source of financing terrorism 	<ul style="list-style-type: none"> - Donors, IMF, WB, USAID - Financial Sector - Banks
2. Public Expenditures Fiscal system	<ul style="list-style-type: none"> - IMF – Modern Budget Preparation procedures – performance – based budgetary. - Easier to track procurement, more improved fiscal management of government accounts. 	<ul style="list-style-type: none"> - Intl. donors - Civil Society

Breakout Session 2: Cross-Sectoral Tools and Approaches

Assignment: Review the major cross-sectoral corruption vulnerabilities—those that are common to most development sectors, such as budgeting, procurement, registration, permitting, service delivery, and administrative transactions—and tools to address corruption. Identify anti-corruption program options that address these problems. Who might the potential champions be?

Cross-Sectoral Corruption Vulnerability	Proposed Anti-Corruption Program Options (Tools to use)	Potential Champions
- Payment for service delivery	- Awareness campaign / information availability in each health unit about type / cost of health services / education services	- Red de Defensa del consumidor - CISA - MINSA
- Purchasing of supplies	- Procurement manual and procedures (advertise procurements)	-
- Administrative transactions (sale of education materials & health supplies, drugs, etc..)	- Periodic internal audits supported by external independent audits	- Parents, patients, donors, school councils, municipal health councils
- Registration permitting	- Selecting Criteria & periodic evaluations of the facilities where the service is offered, - Update of registration	

Breakout Session 3: Managing Anti-Corruption Mainstreaming

Management Approaches and Procedures to Coordinate	Who is Responsible	Information Requirements
- Amend MPP to make anti-corruption objectives explicit	- USAID/Embassy (support from SO1)	- Concerned Embassy Sections and SO1-3
- Empower existing CSOs - Raise awareness of corruption and mobilize political will for reform	- SO1 (support from PAS)	- Review request for assistance
- Support anti-corruption networks and strategic alliances of CSOs and professional associations	- SO1-3 (support from PAS)	- Lists of potential members-survey
- Improve monitoring of Donor Programs	- SO1-3 - SMA	- Current list of Donor programs and contacts
- Improve coordination with Int'l Community/Donors - Unify anti-corruption message	- SO1-3 - SMA - Concerned Embassy Sections	- List of Int'l Agencies/Donors and contacts
- Work with honest role models in GON at National and Municipal levels	- SO1-3	- List of potential role models
- Develop linkages with Education Faculties to foster democratic values and civic education in school curriculum	- SO1 and 3	- Identify interested faculty members and professional associations

- Consider financial disclosure requirements for visa applications	- SO1 plus concerned Embassy sections	- Agreed list of pertinent financial documentation
- Anti-corruption web page	- SO1 plus EXO	
- Support investigative journalism	- SO1 plus PAS	- List of universities in Nicaragua with public communication curriculums

Breakout Session #3: Managing Anti-Corruption Mainstreaming

1.) Management Approach and procedures to coordinate:

Monetization of PL480 resources
Insist on full competition / market prices
Stop monetization if these requirements are not met

Who is responsible?

Title I – USAID / FAS and ECON
Title II – SO2 / CTO

Information requirement:

Current market prices

2.) Management Approach:

Integrate Anti-Corruption activities into the strategies / indicators in the MPP goal (economic development)

Who is responsible?

Embassy (ECON) with USAID input

Information requirement:

Develop an indicator (Dialogue)

3.) Management Approach:

Advance notice of anti-corruption activities to all sections of the Embassy and USAID SOTs

Who is responsible?

ECON, POL, PAO
USAID: SO1, SO2, SO3

Information requirement:

Embassy calendar up to date

4.) Management Approach:

1. Integrate anti-corruption activities into new procurements (similar to environment and gender)
2. Add anti-corruption activities to the funides white paper / blue book for the upcoming election.

Who is responsible?

SO2 / CTOs

Information requirement:

Collaborate with SO1 specialists

5.) Management Approach:

Include anti-corruption statements in the FUNIDES “governance plan” for the upcoming elections

Who is responsible?

SO2 / CTOs

Information requirement:

Collaborate with SO1 specialists

6.) Management Approach:

Encourage major campaign donors to refrain from financing candidates who are identified with corrupt practices and non-democratic principles

Who is responsible?

Entire Embassy community

Information requirement:

Meeting with business community

7.) Management Approach:

Include anti-corruption in the AMCHAM and CACONIC business ethics activities (pursue implementation)

Who is responsible?

Dept. of Commerce / ECON

Information requirement:

ECON / SO2 share information

8.) Management Approach:

Continue CCAA initiative to get firms to sign the declaration of principles that commit firms to ethical behavior and corporate responsibility

Who is responsible?

SO2 / CTOs

9.) Management Approach:

Ensure that business development services offer under the competitiveness contract include technical assistance for identifying and preventing corruption

Who is responsible?

SO2 / CTOs

Information requirement:

Collaborate with SO1 specialists

10.) Management Approach:

Include anti-corruption standards under certification programs implemented by the competitiveness contract

Who is responsible?

SO2 / CTOs

Information requirement:

Collaborate with SO1 specialists

Breakout Session #3: Managing Anti-Corruption Mainstreaming

Assignment: Review different management options to coordinate efforts and share information to mainstream anti-corruption initiatives within the Mission. How would these options work? Who would be responsible? What are the information needs for each option?

Management Approaches and Procedures to Coordinate	Who is Responsible	Information Requirements
1. Hold anti-corruption workshop with our partners	<ul style="list-style-type: none"> - SO3 to organize the workshop - CASALS to facilitate via SO1 	<ul style="list-style-type: none"> - Access to CASALS workshop documentation
2. Implement Transparency activities through PRONICASS Project, improving managerial systems	<ul style="list-style-type: none"> - SO3 - Ivan Tercero 	<ul style="list-style-type: none"> - MOH and MECD system analysis and improvement Eg. Logistics, finance, budget preparation
3. Involve corporate social responsibility in health activities	<ul style="list-style-type: none"> - SO3 - A. Osorio, via alliances - UNIRSE – M. Dietrich 	
4. Include discussion of transparency success stories in our quarterly SO3 partners meetings	<ul style="list-style-type: none"> - SO3 	<ul style="list-style-type: none"> - Identify success stories
5. NICASALVA Project will support communities for selected intervention in the overseeing process for transparency in social sector institutions	<ul style="list-style-type: none"> - SO3 	<ul style="list-style-type: none"> - Identify community activities that lend themselves to social auditing
6. QAP will support internal transparency activities within the neonatal and obstetric departments of hospitals. Example: no charge for services policies	<ul style="list-style-type: none"> - SO3 	<ul style="list-style-type: none"> - MOH policies

Breakout Session #3: Managing Anti-Corruption Mainstreaming

Assignment: Review different management options to coordinate efforts and share information to mainstream anti-corruption initiatives within the Mission. How would these options work? Who would be responsible? What are the information needs for each option?

Management Approaches and Procedures to Coordinate	Who is Responsible	Information Requirements
- Anti-corruption small library in the mission	- DI	- Dist. Of books
- Link for updating transparency information and data	- DI/IMO	- Install link
- Difusión a los beneficiarios de los resultados de los proyectos	- Each SO	- Impact reports for each project
- Encuesta sobre nivel de satisfacción en aspectos de transparencia o corrupción	- Each SO/DI	- Diseño de encuesta / muestra - Etc..
- Difundir la Auditoria Social en las escuelas	- HI/Excelencia	- Modulo sobre derechos y deberes de los actores en una comunidad participativa

Annex 4

Anti-Corruption Resource Materials

1. *USAID Anti-Corruption Strategy*
2. Definitions of Accountability, Transparency and Integrity from the *Country Assessment in Accountability and Transparency Guidelines*. UNDP. 2002.
3. “Key Actors Involved in Combating Corruption and their Roles.” UNDP Practice Note. 2004.

Sector Resources

4. *Corruption and the Private Sector*—USAID/Management Systems International. 2002.
5. *Corruption and the Environment*—USAID/Management Systems International. 2002.
6. *Corruption and the Education Sector*—USAID/Management Systems International. 2002.
7. Agriculture Case Study—Philippines. Philippine Center for Investigative Journalism. Finalist—2000 JVO Investigative Journalism Awards
8. Environment Case Study—Philippine Center for Investigative Journalism.
9. Environment Case Study—Russia. Illegal Logging in the Southern Part of the Russian Far East.
10. ES EDUCO Evaluation. “Do Community-Managed Schools Work?” An Evaluation of El Salvador’s EDUCO Program, from *The World Bank Economic Review*. September 1999.
11. *Corruption and the Health Sector*—USAID/Management Systems International. 2002.
12. Media Coverage of Education Corruption—Bulgaria
13. “Shining Light in Dark Corners,” Chapter 1 from Rafael Di Tella and William D. Savedoff, eds. *Diagnosis Corruption: Fraud in Latin American’s Public Hospitals*. Washington D.C.; IDB Press 2001.
14. *Corruption in the Justice System*—USAID/Management Systems International. 2002.

Strategies and Mainstreaming

15. Designing Effective Anticorruption Strategies—Chapter 5 from World Bank Report/Document. *Anticorruption in transition: confronting the challenge of state capture*. Washington D.C.: World Bank. 2000.
16. Sample USAID Country Strategic Plan with Linkages, Themes and Tools to Incorporate Crosscutting Themes

17. Ineffective Anti-Corruption Approaches as reported by USAID Missions worldwide. USAID 2003 Anti-Corruption Survey.
18. USAID Worldwide Mission Suggestions for Anti-Corruption Approaches. USAID 2003 Anti-Corruption Survey.
19. USAID Anti-Corruption Programs Worldwide. USAID 2003 Anti-Corruption Survey.

Other Resources

20. “Characteristics of Political Will for Anticorruption Reform.” Brinkerhoff and Kulibaba, “Identifying and Assessing Political Will for Anti-Corruption Efforts,” USAID Implementing Policy Change Project Working Paper, January 1999.
21. Building Anti-Corruption and Transparency Coalitions: Lessons from Peru, Paraguay, El Salvador and Bolivia (By: Gerardo Berthin, Joseph Balcer, Colleen Zaner, Megan Ryan, & Julián Portilla)
22. A sampling of corruption from around the world

Nicaragua Corruption Information

23. Global Integrity. Nicaragua Corruption Events Timeline. The Center for Public Integrity.
24. Global Integrity. An Investigative Report Tracking Corruption, Openness and Accountability in 25 Countries—Nicaragua Section. The Center for Public Integrity.
25. PRODECA/PNUD. Perfil del Sistema nacional de Integridad de Nicaragua, Junio del 2003.
26. INDICE DE TRANSPARENCIA--RESULTADOS PARA NICARAGUA
27. LATINOBARÓMETRO 2005—DIEZ AÑOS DE OPINIÓN PÚBLICA (1995 – 2005)
28. The Political Culture of Democracy in Nicaragua, 2004.

USAID/Nicaragua Mainstreaming Workshop Materials

29. Workshop Agenda
30. Presentation #1: USAID Anticorruption Strategy/Anti-Corruption 101
31. Presentation #2: Corruption in Nicaragua
32. Presentation #3: Sectoral Vulnerabilities
33. Presentation #4: Tools and Strategies
34. Presentation #5: Mainstreaming Anti-Corruption

35. Breakout Session #1 Assignment

36. Breakout Session #2 Assignment

37. Breakout Session #3 Assignment