

U4 MTR Annex Index

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Annex 1: Methodology

Contextual analysis

Using a combination of a brief literature review, U4 staff survey responses and interviews with informed stakeholders, the MTR considers U4's responsiveness to current challenges and emerging issues in the global anti-corruption landscape. This provides a reference point for assessing the relevance of U4's strategic objectives, its adaptability and approach to prioritising thematic areas.

Stakeholder feedback

We collected feedback from U4's funders, external partners and users of its services. The feedback focuses on the relevance, quality and utility of U4's services and thematic focus areas to their needs and priorities. Six groups of key stakeholders were identified for this review:

- **U4 staff and consultants;**
- **Representatives and management of U4 partner agencies**, including all U4 Steering Committee contact persons and selected users of U4 services in partner countries, including among U4 partner organisations (to be identified jointly with the U4 contact persons);
- **Representatives of organisations, or individuals, who have partnered with U4** in delivering training, preparing publications and/or conducting research;
- **CMI management;**
- **Representatives of selected academic and non-governmental organisations** working on corruption and development issues;
- **Representatives of other multilateral and non-partner bilateral donors** working in the area of anti-corruption and development (UNDP, UNODC, USAID, OECD/DAC).

Feedback was collected through a number of methods:

- **Individual interviews with the U4 team, U4's partners and CMI management.** The team sought to have 90-minute calls with core U4 partners focusing on relevance and effectiveness/performance-related questions of the review, as well as on efficiency/organisational questions. We engaged 36 stakeholders in semi-structured interviews, **see Annex 3** for details.
- The MTR team conducted a **U4 staff survey** during the inception period and undertook an **online user survey** during evidence gathering. The user survey instrument used the same wording as past user surveys where possible to assess changes in users' perception of U4 services over time. The survey was sent to approximately 7,700 contacts, and received 322 responses.
- **Virtual focus groups** were conducted to maximise the number of external stakeholders engaged to delve deeper into specific findings from the survey. The focus groups were

held with each of the following stakeholder groups, with a total of 14 participants engaged.

- FG1: Representatives of organisations, or individuals, who have partnered with U4 in delivering training, preparing publications and/or conducting research.
- FG2: Representatives of selected academic and non-governmental organisations working on corruption and development issues.
- FG3: Representatives of other multi- and bi-lateral donors who work in the area of anti-corruption and development (UNDP, UNODC, USAID, OECD/DAC).
- FG4: Users of U4 outputs, particularly from partner governments.
- A **U4 staff workshop** was conducted in Bergen, Norway following the submission of the Zero Draft Report. During this workshop, the MTR team sought to validate emerging findings from interviews and desk reviews for both the organisational and performance assessments, as well as gather additional results evidence. More details on evidence gathered during the workshop can be found in **Annex 12**.

We used interactive tools such as polls and wordclouds to delve into the below review areas:

- U4's core strengths and value added; and potential for improvement or suggestions for prioritization
- U4's thematic areas, and their alignment with other stakeholders' priorities
- U4's research and knowledge product value as a public good
- U4's adaptiveness to emerging issues and trends
- Effectiveness of U4's partnerships.

Results assessment

During the evidence gathering phase, the team analysed results data generated by U4, including annual reports, impact stories and M&E results. Throughout the review, the team used emerging findings from this documentation to probe deeper in interviews, focus groups and the user survey to assess U4's progress towards the targets that U4 has set itself, and towards the outputs and intermediate outcomes in its theory of change.

Organisational assessment

During the inception stage, we benefitted from receiving greater clarity and context from U4 staff around the seven questions that will guide the organisational assessment. The discussions enabled us to develop our analytical framework, identify key documents and stakeholders and plan how we will examine U4's progress towards its organisational development goals.

Annex 2: Review framework

Evaluation question	Lines of enquiry	Applicable methodological component	Evidence used
<p>Relevance: To what extent are U4’s thematic areas in line with U4 partners' and other stakeholders’ priorities? Are there thematic areas that should be given more or less focus, and/or potential synergies between themes and/or other activities that should be explored?</p> <p><i>Performance question (d)</i></p>	<ul style="list-style-type: none"> Effectiveness and collaborative nature of the process to determine thematic area priorities for U4 Alignment of thematic areas with priorities of U4 partners Extent to which U4 remains at the frontier of anti-corruption research, being responsive to emerging thematic and sectoral areas Extent to which U4 anticipates emerging donor priorities U4 responsiveness and planning for evolving partner priorities (e.g., after a change of government) 	<p>Stakeholder feedback: KSIs with U4 funders; focus groups with broader anti-corruption experts; user survey</p> <p>Contextual analysis: Team’s analysis of emerging issues in the field, as a benchmark for assessing relevance of U4 themes</p>	<p>Recent literature</p> <p>Key stakeholder interviews (KSIs): CMI and U4 staff; U4 partners</p> <p>User survey data</p> <p>Focus groups with training and research partners, academics, NGOs and other donors working on anti-corruption</p>
<p>Relevance: How well does U4 balance anti-corruption research and knowledge products as a public good with delivering services for its partners as part of the basket-funding and/or earmarked projects?</p> <p><i>Performance question (f)</i></p>	<ul style="list-style-type: none"> Process for setting workplan activities (balance between research, training and convening work) Funding arrangements permit flexibility in addressing pressing external needs and issues 	<p>Organisational review: suitability of funding arrangements, prioritisation and allocation of funding to thematic areas</p> <p>Stakeholder feedback: KSIs with U4 partners and other external stakeholders; U4 staff and user survey; focus groups</p> <p>Contextual analysis: Team’s analysis of emerging issues in the field, as a benchmark for assessing relevance of U4 themes</p> <p>Results assessment: consideration of impact stories and use of U4’s outputs</p>	<p>Document review, including U4 Workplans and reports</p> <p>U4 Staff survey data</p> <p>User survey data</p> <p>KSIs: U4 staff and partners</p> <p>Focus groups with training and research partners, academics, NGOs and other donors working on anti-corruption</p>



<p>Effectiveness: To what extent have goals been met so far? In cases where targets and objectives have not been met, were met marginally, or have been exceeded, what are the reasons?</p> <p><i>Performance question (a)</i></p>	<ul style="list-style-type: none"> • Delivery of planned activities and outputs • Main implementation challenges encountered 	<p>Stakeholder feedback: KSIs with U4 staff, U4 partners</p> <p>Results assessment: consideration of impact stories and use of U4’s outputs</p>	<p>U4 annual reports and M&E data</p> <p>U4 staff survey data</p> <p>KSIs with U4 advisers</p>
<p>Effectiveness: What do the partners judge as U4’s main strength/added value in enabling impact in their anti-corruption policies/interventions? In what aspects do the partners see potential for improvement or for U4 to do less of?</p> <p><i>Performance question (c)</i></p>	<ul style="list-style-type: none"> • Ways in which U4 products and events have enabled impact for U4 partners • Partner feedback mechanisms to U4 	<p>Stakeholder feedback: KSIs with U4 staff, U4 partners; focus group with U4 resource users from partner agencies, user survey</p> <p>Results assessment: consideration of impact stories and use of U4’s outputs</p>	<p>KSIs with U4 partners</p> <p>User survey data</p> <p>Focus group with U4 resource users from partner agencies</p>
<p>Effectiveness: To what extent is U4 able to meet the partners' expectations regarding the formats to build their capacities (resources, learning, convening)? In what regard is there potential for improvement?</p> <p><i>Performance question (e)</i></p>	<ul style="list-style-type: none"> • Responsiveness to partner needs – tailoring and adapting capacity building offer • Responsiveness to partner needs – research products • Responsiveness to partner needs – convening work 	<p>Stakeholder feedback: KSIs with U4 staff, U4 partners; focus group with U4 resource users from partner agencies, user survey</p> <p>Results assessment: consideration of impact stories and use of U4’s outputs</p>	<p>KSIs with U4 partners</p> <p>User survey data</p> <p>Focus group with U4 resource users from partner agencies</p> <p>U4-related documents from partners</p>
<p>Effectiveness: To what extent does U4 engage with partnerships and networks with others? Could this be done more strategically?</p> <p><i>Organisation assessment question (e)</i></p>	<ul style="list-style-type: none"> • Extent of engagement with local partners and organisations, adapting to diverse audiences and languages • U4’s use of international networks and partnerships 	<p>Stakeholder feedback: KSIs with key partners; focus groups; staff and user survey</p> <p>Results assessment: Consideration of impact stories, use of U4’s outputs</p> <p>Organisational review: KSIs and document analysis</p>	<p>KSIs with U4 Advisers, Former U4 Directors</p> <p>Focus groups with training and research partners, academics, NGOs and other donors working on anti-corruption</p> <p>U4 documents, including an Action Plan; U4 MEL Tracker (Collaboration tab); U4 Country Engagements</p>



<p>Efficiency: Are the management and administration structure and process adequate to ensure effective and efficient performance?</p> <p><i>Organisational assessment question (a)</i></p>	<ul style="list-style-type: none"> • Assessment of the efficiency of management and organisational structure and roles • Assessment of whether resource allocation matches strategic priorities • Trade-offs of being nested in a large academic institution • Extent CMI policies, systems guidelines support efficient U4 operations, and achievement of long-term objectives • Extent of shared approaches to ways of working between U4 and CMI 	<p>Stakeholder feedback: KSIs with U4 and CMI staff, partners, U4 staff survey</p> <p>Organisational review: KSIs and document analysis</p>	<p>KSIs with current and former CMI Directors, CMI head of organisational development and human resources, CMI Union Head, U4 staff (including the Director, Deputy Director and Coordinator); U4 partners</p> <p>U4 documents, including CMI Strategy (2023-2028); U4 Annual report (2022); U4 Interim Report, 2023; U4 Strategy (2022-2026); U4 Action Plan (2022-2026); U4 MEL Framework (Goal 5) 2022-26; Partner reports</p>
<p>Efficiency: Does U4 have the right human resources and technical capacity to implement the strategy, incl. strategies in place for recruitment, capacity strengthening, career development and staff retention?</p> <p><i>Organisational assessment question (c)</i></p>	<ul style="list-style-type: none"> • Set up efficiency to match shifting demand with supply • Expertise and ability to adapt according to changing partner expertise needs, including increase in ad hoc demands • Strategies to recruit and retain right people (considering the context of CMI policies and Norwegian labour law) • Allocation of core budget and time for staff development, managing balance between being inward/outward facing. • Number of staff completed training on coalition building, gender and other strategic priorities 	<p>Stakeholder feedback: KSIs with U4 and CMI staff, U4 staff survey</p> <p>Organisational review: KSIs and documentary analysis</p>	<p>KSIs with CMI management, union head, U4 staff (including Director and Deputy Director), former U4 Director; U4 partners</p> <p>U4 Interim Report 2023, MEL strategy, Annual reports, Partner reports, HR strategies, policies and plans</p>
<p>Efficiency: How should U4 balance responsiveness to donors needs versus addressing emerging issues/trends and developing cutting edge knowledge, building in-house expertise versus outsourcing services?</p> <p><i>Organisation assessment question (d)</i></p>	<ul style="list-style-type: none"> • Staffing structure and work planning permit flexibility to respond to evolving priorities • Efficiency of use of in-house expertise versus outsourcing work • U4 organisational ability to balance staff work on core U4 activities with externally funded or other research work 	<p>Organisational review: organisational and funding arrangements, prioritisation and allocation of funding; partnership arrangements</p> <p>Stakeholder feedback: KSIs with U4 partners and other external</p>	<p>Document review, including U4 workplans and reports</p> <p>U4 Staff survey data</p> <p>User survey data</p> <p>KSIs: U4 staff and partners</p>



		stakeholders; U4 staff and user survey; focus groups	
<p>Efficiency: Does U4’s performance monitoring and quality assurance system sufficiently and accurately capture results and lead to internal learning and adjustments or improvements?</p> <p><i>Performance question (b)</i></p>	<ul style="list-style-type: none"> • Results capture and analysis processes at activity/output, outcome and impact levels • Assessment of analysis of MEL results and how they influence work planning 	<p>Stakeholder feedback: Staff survey, KSIs with U4 staff, U4 staff survey</p> <p>Organisational review: KSI and document analysis</p> <p>Results review: review usage of MEL results, results management system</p>	<p>U4 results framework for strategy period; U4 annual reports</p> <p>U4 Staff survey data</p> <p>KSI with U4 staff, including programme coordinator, director and former directors</p>
<p>Efficiency: Has U4 identified (operational/resource-related) risks and prepared a mitigation plan?</p> <p><i>Organisational assessment question (b)</i></p>	<ul style="list-style-type: none"> • Approach to identifying and developing a mitigation plan for operational and resource risks • Approaches to mitigation of corporate risk, compliance risks – alignment between CMI and U4 • Identification of internal and external risks (including ad hoc requests, budget downturns, budget underspends, conflicting priorities) • Implementation of risk mitigation plan, including review periods 	<p>Stakeholder feedback: KSIs with U4 staff and partners, U4 staff survey</p> <p>Organisational review: KSIs and document analysis</p>	<p>KSIs with CMI Director of Finance and Administration, U4 staff (including the programme coordinator); U4 partners</p> <p>U4 Risk Analysis Strategy (2022-2026); U4 Action Plan (2022-2026); U4 Theory of Change</p>
<p>Efficiency: Are U4 governance structures well-functioning with regard to their steering accountability, monitoring and support functions to U4, and how might they be made of better use?</p> <p><i>Organisational assessment question (f)</i></p>	<ul style="list-style-type: none"> • Efficiency of U4 governance structures • Efficiency of partner oversight and direction structures (including the convening role of lead partner, partner oversight roles, levels of engagement among partners) • Impact of external factors on oversight efficiency, including donor staff turnover and rotations; balancing different institutional demands • Harmonisation of funding conditions and reporting requirements 	<p>Stakeholder feedback: KSI with U4 staff, CMI, partners, U4 staff survey</p> <p>Organisational review: KSIs and documentary analysis</p>	<p>KSIs with CMI Director, CMI Director of Administration, U4 staff (including Director, Deputy Director and program Coordinator), former U4 director, U4 partners</p> <p>U4 Interim Report (2023), U4 Partners written updates (2023), SC minutes (Germany, 2023, Helsinki, 2022)</p>



<p>Efficiency: How can U4 and partner agencies consolidate U4 funding for the current strategy period and beyond?</p> <p><i>Organisational assessment question (g)</i></p>	<ul style="list-style-type: none"> • Ability to sustain a common model on core funding, multi-year certainty • Balance with earmarked funding (projectisation, increased transaction costs/contractual commitments) • Managing diverse partner base • Ensuring budget predictability • Planning funding cycles • Negotiating enabling partner agreements 	<p>Stakeholder feedback: KSI with U4 staff and partners, U4 staff survey</p> <p>Organisational assessment: KSI and document review</p>	<p>KSIs: CMI Director, CMI finance and administration director, U4 staff (including Director and Deputy Director), former U4 director, U4 partners</p> <p>UK Interim report (2023), Summary from U4 partners (2022), SC meeting minutes (2022, 2023), U4 Budget profile, U4 Partner budget agreements and MOUs, financial reports</p>
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Annex 3: List of stakeholders engaged¹

#	Name	Organisation & position	Mode of engagement
1	Sofie Schuette	U4, Senior Adviser	Interview (Inception)
2	Priscilla González	U4, Senior Programme Coordinator	Interview (Inception)
3	Kirsty Cunningham	U4, Senior Communication Adviser	Interview (Inception)
4	Hilde Selbervik	U4, Director	Interview (Inception)
5	Espen Villanger	CMI, Director	Interview (Inception)
6	Arne Strand	CMI, Former U4 director (2015-2021)	Interview (Evidence Gathering)
7	Hanna Floysvik	CMI, Director of HR and Organizational Development	Interview (Evidence Gathering)
8	Lars Petter Sjøberg	CMI, Administration and Finance Director	Interview (Evidence Gathering)
9	Aslak Orre	CMI, Chair of Union	Interview (Evidence Gathering)
10	Sophie Lemaitre	Former U4 Senior Adviser on IFF – Natural Resources (until April 2023)	Interview (Evidence Gathering)
11	Peter Evans	Former U4 Director (2022-Sept 2023)	Interview (Evidence Gathering)
12	Aled Williams	U4, Principal Adviser	Interview (Evidence Gathering)
13	Daniel Sejerøe Hausenkamph	U4, Adviser	Interview (Evidence Gathering)
14	Daniela Cepeda Cuadrado	U4, Adviser	Interview (Evidence Gathering)
15	David Jackson	U4, Senior Adviser	Interview (Evidence Gathering)
16	Guillaume Nicaise	U4, Senior Adviser	Interview (Evidence Gathering)
17	Hilde Beate Selbervik	U4, Director	Interview (Evidence Gathering)
18	Kirsty Cunningham	U4, Senior Communication Adviser	Interview (Evidence Gathering)
19	Monica Kirya	U4, Deputy Director, Principal Adviser	Interview (Evidence Gathering)
20	Priscilla González	U4, Senior Programme Coordinator	Interview (Evidence Gathering)
21	Rachael Tufft	U4, Senior Learning Technology Adviser	Interview (Evidence Gathering)
22	Rosa Loureiro Revilla	U4, Senior Adviser, U4-TI Helpdesk Coordinator	Interview (Evidence Gathering)

¹ Focus group participants will be included in next iteration of the MTR draft once completed.

23	Sofie Arjon Schuette	U4, Senior Adviser	Interview (Evidence Gathering)
24	Diana Viljoen	Canada (GAC), Grants and Contributions Centre of Expertise	Interview (Evidence Gathering)
25	Lotta Valtonen	Finland (MFA) Senior Adviser, Democracy and Good governance	Interview (Evidence Gathering)
26	Ulla Jarvela-Seppinen	Finland (MFA) Development Policy Adviser	Interview (Evidence Gathering)
27	Tuija Brax	Finland, Director of Rule of Law Center	Interview (Evidence Gathering)
28	Mr. Ramses Malaty	Finland, Director, Unit for Unit for Administrative and Legal Development Cooperation Matters	Interview (Evidence Gathering)
29	Ms. Annika Kaipola	Finland, Team Leader, Results and quality	Interview (Evidence Gathering)
30	Viola Boelscher	Germany (GIZ) Head of project, sector programme anti-corruption and integrity	Interview (Evidence Gathering)
31	Verena Zoppei	Germany (GIZ) Adviser anti-corruption and integrity	Interview (Evidence Gathering)
32	Andreas Weber	Switzerland (SDC) Program Officer Peace, Governance and Gender Equality	Interview (Evidence Gathering)
33	Arto Immonen	Sweden (Sida) Programme manager, specialist	Interview (Evidence Gathering)
34	Klas Rasmussen	Previously in charge of APP and U4 contract (Sida)	Interview (Evidence Gathering)
35	Karolina Jozic	Sweden (Sida) Senior Policy Specialist	Interview (Evidence Gathering)
36	Sylvia Bluck	UK (FCDO) Governance Adviser, Illicit Finance and Anti-corruption Department	Interview (Evidence Gathering)
37	Eunice Boye	UK (FCDO) Programme and Policy Manager	Interview (Evidence Gathering)
38	Shirley Cameron	UK (FCDO)	Interview (Evidence Gathering)
39	Matthew Jenkins	Transparency International Secretariat, Research and Knowledge Manager	Interview (Evidence Gathering)
40	Harald Mathisen	Norway (Norad) Senior Adviser, Section for Governance and Transparency	Interview (Evidence Gathering)
41	Jonas Henriques	Denmark (DANIDA), Anti-Corruption and Tax Development	Interview (Evidence Gathering)
42	Betina Pasteknik	UNCAC, Operations, Finance and Membership Lead	FGD participant (Evidence Gathering)
43	Richard Nash	Director, Center for Anti-Corruption and Democratic Trust, IFES	FGD participant (Evidence Gathering)

44	Sofia Peters	Anti-corruption learning fellow, Global Fund for Women	FGD participant (Evidence Gathering)
45	Jonathan Cushing	Head of Global Health Programme, Transparency International UK	FGD participant (Evidence Gathering)
46	Elizabeth David-Barrett	Director of Sussex Centre for Corruption Studies	FGD participant (Evidence Gathering)
47	Amanda Cabrejo le Roux	Senior Specialist and Deputy Head of the Green Corruption programme, Basel Institute on Governance	FGD participant (Evidence Gathering)
48	Rob Gillanders	Professor of Economics, Dublin City University	FGD participant (Evidence Gathering)
49	Arkan EL-SEBLANI	Chief Technical Advisor, UNDP Arab States	FGD participant (Evidence Gathering)
50	Vartika NEERAJ	Junior Policy Analyst, OECD	FGD participant (Evidence Gathering)
51	Tim STEELE	Chief of Field Operations, UNODC	FGD participant (Evidence Gathering)
52	Jennifer Sarvary Bradford	(Crime Prevention & Criminal Justice Officer, UNODC	FGD participant (Evidence Gathering)
53	Alfred Bata	EDA, Juba	FGD participant (Evidence Gathering)
54	Rangitha Balasuriya	SDC, Sri Lanka	FGD participant (Evidence Gathering)
55	Paula Ballivian	SIDA, Bolivia	FGD participant (Evidence Gathering)

Annex 4: List of documents reviewed

#	Document title
1	Management response to MTR_signed 2014.pdf
2	Management response U4 MTR review 2019 28.11.2019.pdf
3	U4 Mid Term Review Nov 15 2019.pdf
4	4907-CMI-Strategy-20231109.pdf
5	About CMI - website.docx
6	the_world_in_2040-_renewing_the_uks_approach_to_in_240606_111130.pdf
7	2022 Application form U4 country engagement and learning.pdf
8	2023 EN Application form U4 country engagement and learning.pdf
9	2024 EN Application form U4 country engagement and learning.pdf
10	2024 In-country responsibilities.docx
11	Annex 1 Multi-year engagement candidates.docx
12	Annex 2 Single-year engagement 2023 applications.docx
13	Application overview and shortlist 2024.docx
14	Call for 2022 workshops.pdf
15	Call for 2023 country engagements and learning.pdf
16	Call for 2024 country engagements and learning.pdf
17	Follow-up of Partner feedback on draft roadmap and next steps 2022.docx
18	For partners Country engagement 2024 shortlist.pdf
19	Suggestions of countries for multi-year engagements 20 Sept.2022.docx
20	U4 multi-year engagements - info note for potential hosts.pdf
21	U4 recommendations for 2023.docx
22	Workshop process 2024.docx
23	2022–2026 U4 Action plan.pdf
24	Annex 1 U4 Theory of Change.pdf
25	Annex 2 U4 Diagram of Theory of Change.pdf
26	Annex 3 Visualisation of U4 MEL Logframe.pdf
27	Annex I U4 Logical Framework 2022–2026 copy.pdf
28	Compilation 2022 MEL Tracker.xlsx
29	U4 Risk Analysis strategy 2022-2026 Rev.2023 (1).pdf
30	00 Concept note.docx
31	0. Introduction.pptx
32	01 process for internal development.pptx
33	Asset map_ New course 23.xlsx
34	Guideline for course development process_new developments and revisions_approved.docx
35	Metrics for content creation-Development of an online course.docx

36	Process and Areas of responsibility .docx
37	U4 Review process_template.docx
38	U4 publication quality assurance process.pdf
39	2022 Summary of U4 partners (2).pdf
40	2022 U4 Steering Committee minutes.pdf
41	Annex 2 – U4 Partners written updates 2023.pdf
42	U4 SC Minutes 2023.pdf
43	6. U4 Strategy 2022-2026.pdf
44	Introduction to U4 Communications framework.pdf
45	U4 Communications (Complete version).pdf
46	U4 Communications (Short version).pdf
47	Strategy 2017-2021 Update Apr 2019.pdf
48	U4 strategy 2012 2016.pdf
49	2021-03-22-User-survey-2021-summary.pdf
50	U4 User survey - 2020 - All.pdf
51	U4 user-survey-2020-summary-external.pptx
52	2022 CATCH Report.pdf
53	Annex II U4 Financial Report 2022 copy.pdf
54	Annex III U4 Reports from in-country workshops 2022.pdf
55	Annex V U4 audit report 2022.pdf
56	U4 Annual Report 2022.pdf
57	2022 U4 Budget.pdf
58	2022 U4 Workplan.pdf
59	2. 2022 Interim Report.pdf
60	3. 2022 Preliminary financial report Jan-Sept.pdf
61	U4 note on Ukraine.pdf
62	U4 2023 Budget.pdf
63	U4 2023 Workplan.pdf
64	2023 Course data and other statistics appendix.pdf
65	2023 U4 Annual Report.pdf
66	Annex I Logframe 2024.pdf
67	Annex II 2023 U4 Financial Statement.pdf
68	Annex III Reports from in-country engagements 2023.pdf
69	Annex IV 2023 Events.pdf
70	Annex V U4 Audit report 2023.pdf
71	2. Interim Report 2023.pdf
72	Preliminary financial report Jan-Sept 2023.pdf
73	2024 U4 Workplan .pdf

74	U4 2024 Budget .pdf
75	U4 Mid-Term Review - Inventory List.docx
76	U4 Partner List for circulation.pdf
77	U4 Strategy 2022-2026.pdf
78	U4 team overview.pdf
79	2024 U4 in a nutshell.pdf
80	20 years of the U4 Anti-Corruption Helpdesk - a retrospective.docx
81	2023 Course data and other statistics appendix.pdf
82	2023 MEL for the U4.xlsx
83	Advice_UK_home_office_AI (1).docx
84	CMI U4 comms framework SHORTENED (1) (1).pdf
85	course stats per language 22 and 23.xlsx
86	Feedback from the survey Q1 2024.xlsx
87	Helpdesk presentation to U4 October 2023.pptx
88	Helpdesk User Feedback Survey.docx
89	Moldova_impact_APP (1).docx
90	Moldova_impact_APP.docx
91	Request for Interview - U4 Mid-Term Review, U4 Helpdesk.eml
92	Social media promo - Zambia 21 feb (1).pdf
93	U4 comms framework FULL VERSION (1) (1).pdf
94	U4 Deputy Director JD (1).pdf
95	U4 Director Job advert (1).pdf
96	U4 MEL 2024 Q1.docx
97	U4 Outputs - IACT RF 2022-23 (2).xlsx
98	U4 Risk Analysis strategy 2022-2026 Rev.2023 (1).docx
99	U4 summary - anti corruption in energy climate natural resources 04 April 2022.docx
100	U4 media mentions.png
101	U4_media_mentions_1_Jan_2022_-_12_Sep_2024-12-09-2024.pdf

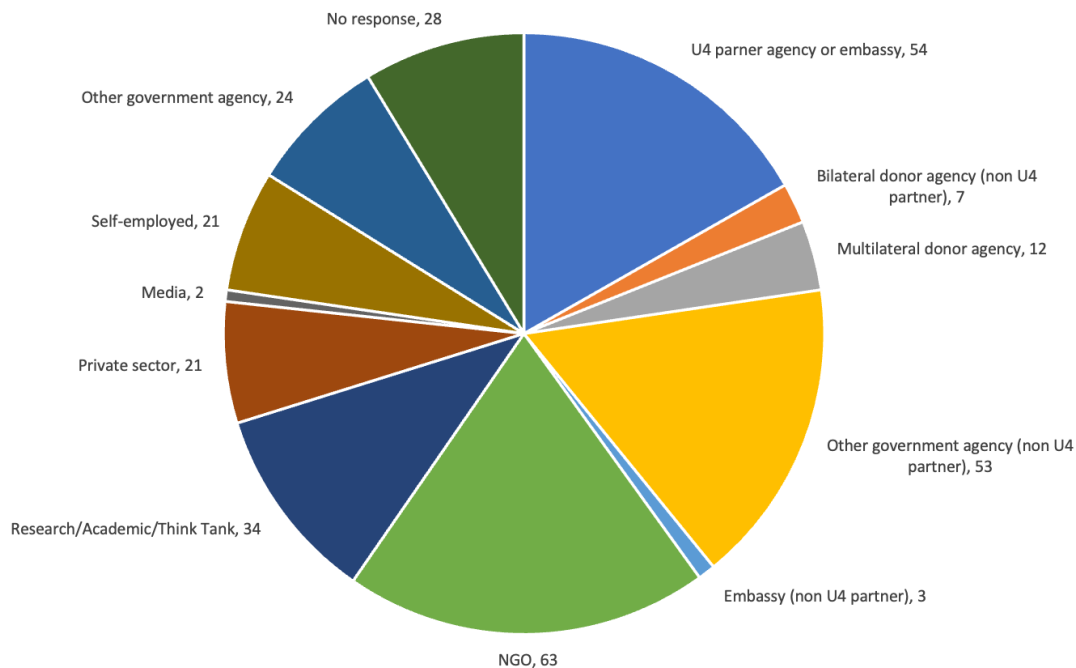
Annex 5: User Survey Results

Response rates

Through the U4 newsletter network, the survey was distributed to approximately 7,700 respondents, receiving 324 responses in total. Upon review, it was clear that two responses were duplicates, and so the adjusted number of individual responses is 322.

Of the responses, 54 were from U4 partner agencies, embassies and related ministries. 63 were from non-U4 partner agencies, embassies and related ministries, and 12 responses were from multilateral donor agencies. 63 responses were from representatives of NGOs, 34 from research/academic/think tanks, 21 from the private sector, 2 from media, and 21 self-employed. Additionally, 24 respondents indicated 'other' and included entities such as UN organizations, multilateral development banks, the European Union, and anti-corruption authorities, among others. 28 respondents did not provide an answer to the question asking what type of organisation they worked for.

Q30 What type of organisation do you work for? (All respondents)



While the response rate is low at 4%, the number of responses is nearly double the number of responses received during the last User Survey in 2020, at 169.

Presentation of results

Survey responses are broken down into sections covering U4 user background, general relevance of U4 products, and relevance and effectiveness by product type. Relevance questions focus on users' thematic interests, uptake of various outputs, and partner priorities. Effectiveness

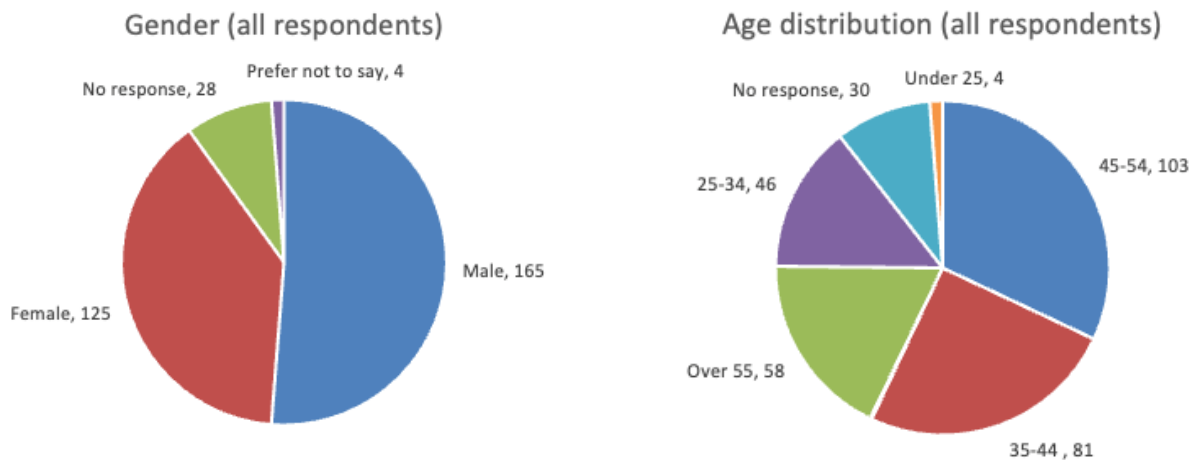
questions focus on the uptake and use of particular U4 products, including research outputs, online courses, in-country engagement, and the U4 Helpdesk.

The survey was personalised to respondents depending on which U4 outputs they accessed since the start of 2022. For example, respondents from U4 partner agencies, embassies and related ministries were asked additional questions on the U4 Helpdesk and in-country engagements, as they are the primary users of these products.

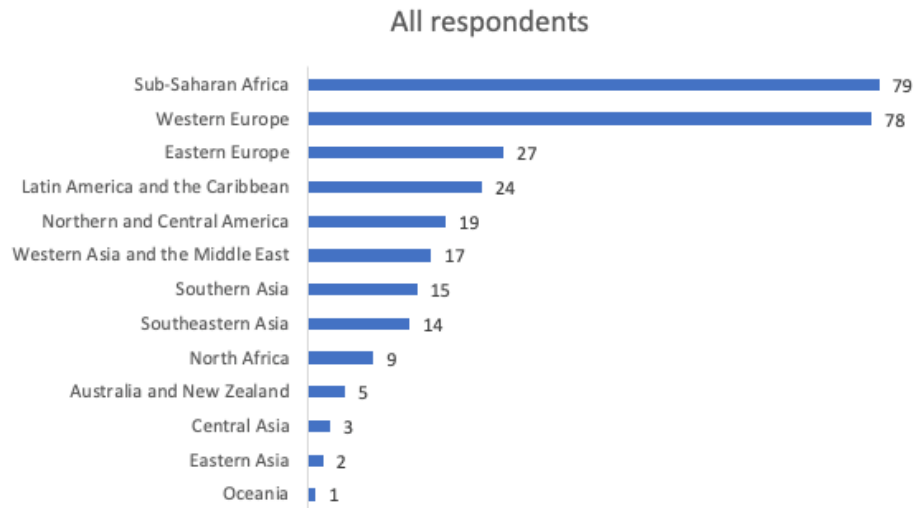
Background on U4 users who answered the survey

Of the total 322 respondents, 125 identified as women, while 165 identified as men, with 4 individuals preferring not to disclose their gender and 28 others not responding to this question at all.

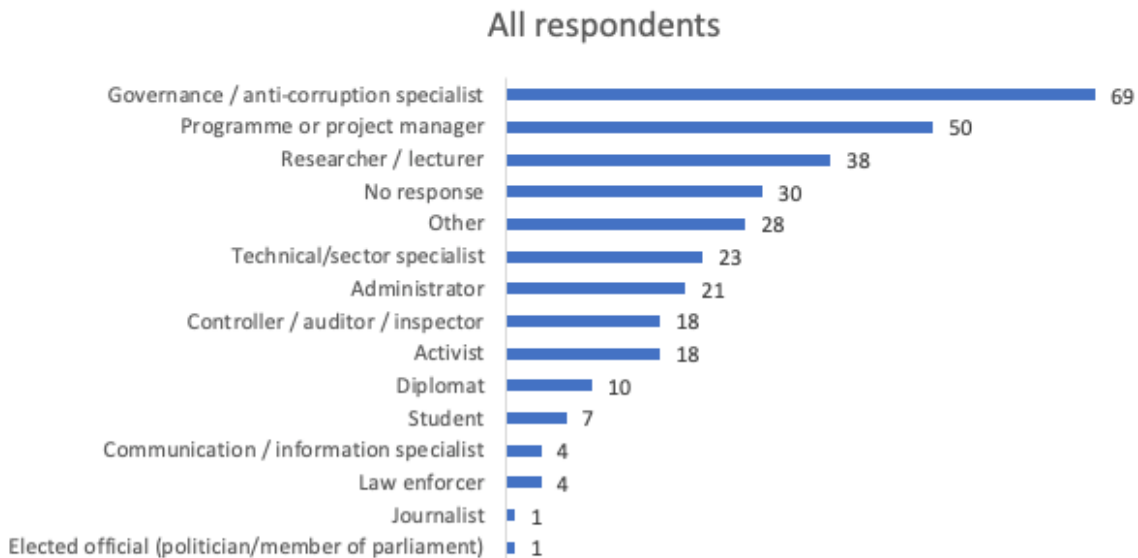
The largest age group was those aged 45–54, making up 32% of respondents, followed by the 35–44 age range at 25.2%. Respondents over 55 years made up 18%, while 14.3% fell in the 25–34 age range.



Geographically, most participants were based in Sub-Saharan Africa (79 respondents) and Western Europe (78 respondents), with others located in Eastern Europe (27), Latin America and the Caribbean (24), Northern and Central America (19), Western Asia and the Middle East (17), Southern Asia (15), and Southeastern Asia (14). The remaining respondents were spread across Central Asia, Eastern Asia, Australia and New Zealand, Oceania, and North Africa.



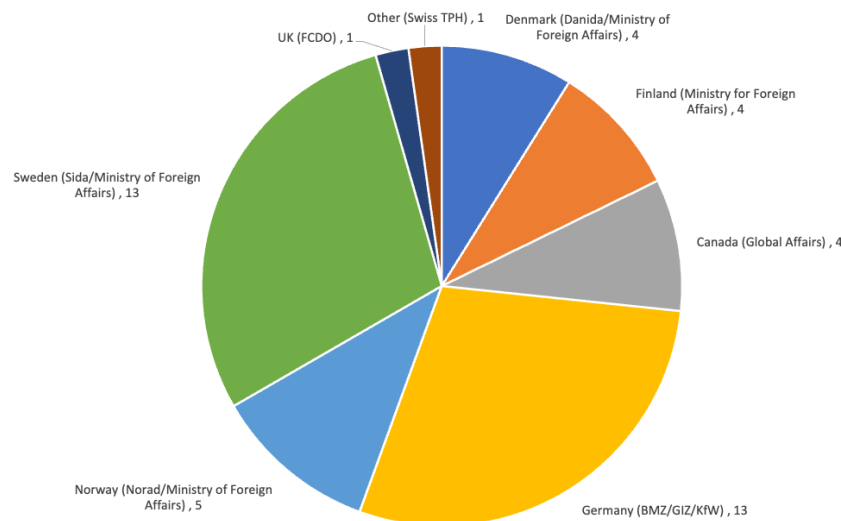
In terms of primary roles, 69 respondents identified as governance or anti-corruption specialists, while 50 held positions as programme or project managers. 38 respondents were researchers or lecturers, and 24 were technical or sector specialists. Another 29 respondents chose "other" to describe their role, which included positions such as financial officer, consultant, civil servant, and CEO, among others.



U4 partner agency respondents² were from various ministries and agencies including BMZ, GIZ, KfW (13) from Germany, SDC (12) FDFA (1), and Swiss Tropical and Public Health Institute (1) from Switzerland, Norad (5) from Norway, Sida (5) from Sweden, Danida (4) from Denmark,

² 50 U4 partner participants include the ministry they work for.

Ministry of Foreign Affairs (4) from Finland, Global Affairs (4) from Canada and FCDO (1) from the UK.

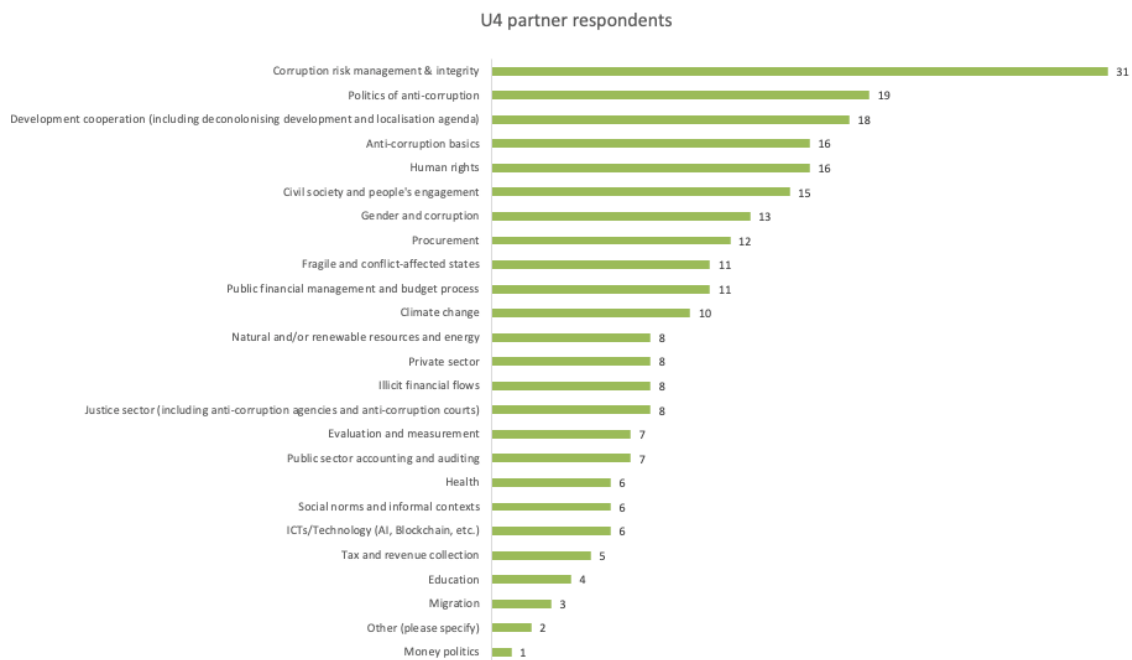
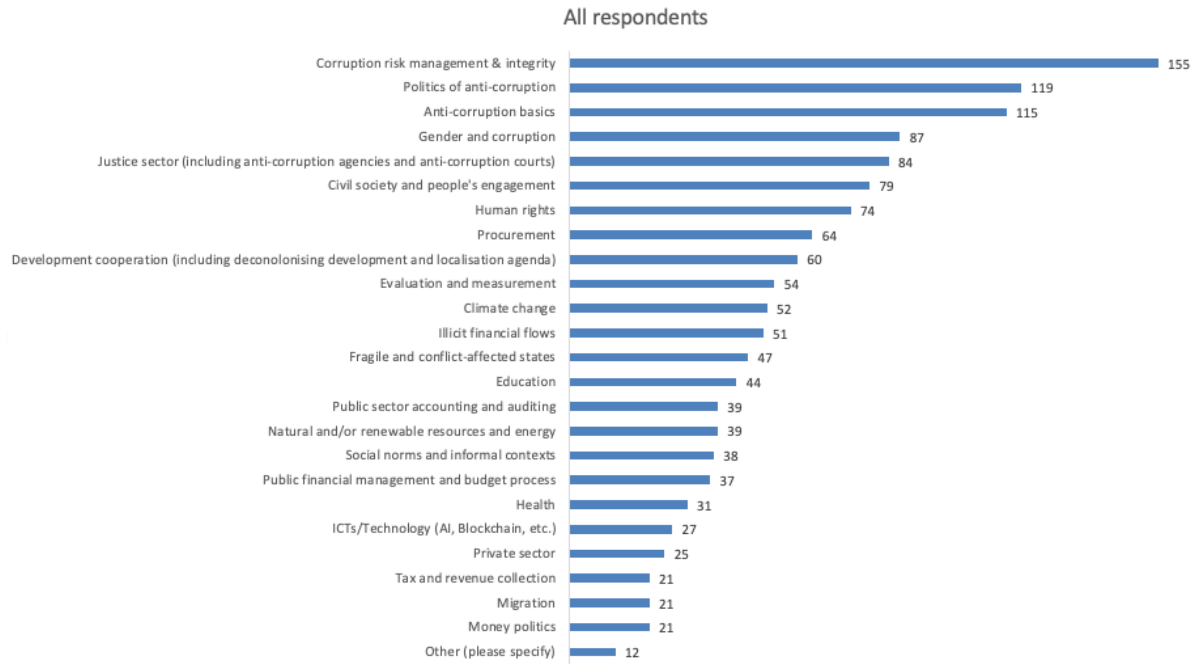


38% of U4 partner respondents were embassy staff, followed by donor agency headquarters staff (32%) and donor agency staff (28%). 8% of U4 partner respondents were other ministry staff (in home country). One respondent specified they worked for an implementing partner.

General Relevance

Q1 Which of the thematic areas are most relevant for you?

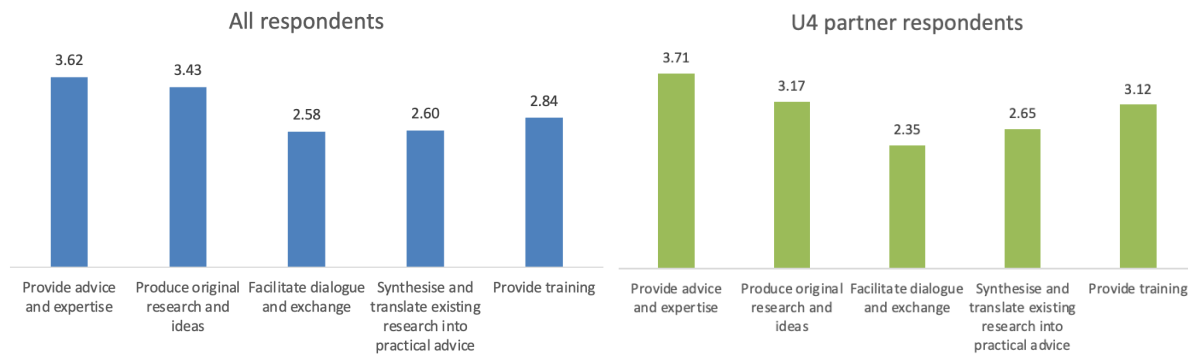
In response to this question, a majority of respondents identified several thematic areas that were most relevant. Corruption risk management and integrity was chosen by 48.1% of respondents, followed by politics of anti-corruption (37%) and anti-corruption basics (35.7%). Respondents that selected 'other' included thematic areas such as rule of law, money laundering, environmental crime, capacity development of public sector institutions, corruption and psychology, as well as water/sanitation and corruption.



U4 partner responses generally mirror the wider survey pool, with Corruption risk management an integrity (31) being the most popular thematic choice, followed by Politics of anti-corruption (19). However, the third most chosen thematic area for U4 Partners is Development cooperation (18), followed by Anti-corruption basics and Human rights, both with 16 votes.

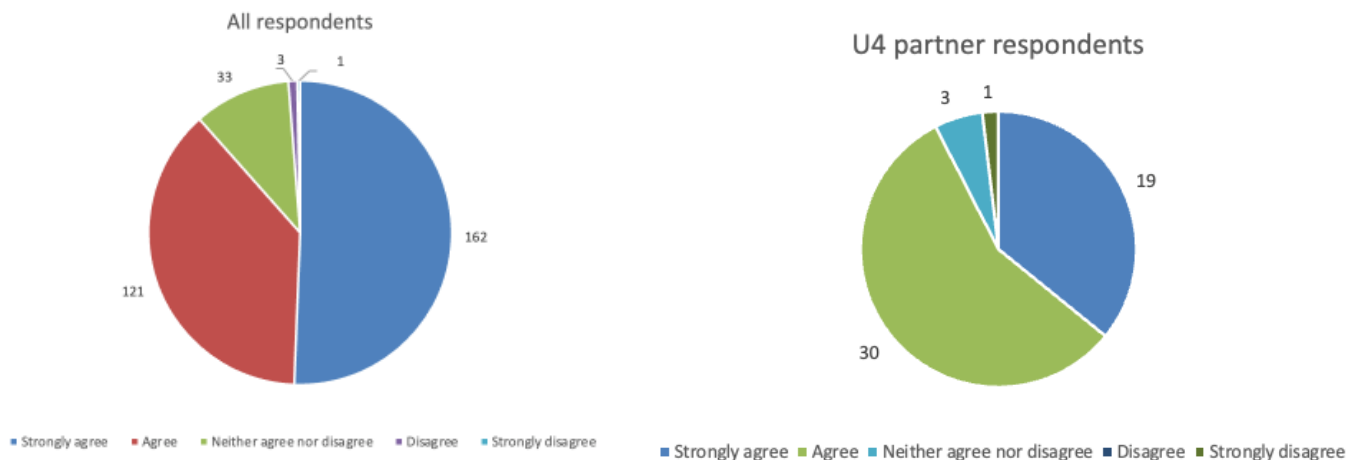
Q2 Considering other actors, as well as the current state of the anti-corruption field, the best way for U4 to make a contribution is to: provide advice and expertise; produce original research and ideas; facilitate dialogue and exchange; synthesise and translate existing research into practical advice; provide training. (Rank)

Respondents ranked *provide advice and expertise* the highest, with a score of 3.62 out of 5. *Produce original research and ideas* ranked second highest with a score of 3.43. *Provide training* ranked third with a score of 2.84. U4 partner respondents mirrored these rankings.



Q3 Do you agree that U4 knowledge outputs are relevant to your work?

320 people responded to whether U4 knowledge outputs are relevant to their work. 50.6% of all respondents expressed strong agreement, while 37.8% agreed and 10.30% remained neutral. In contrast, a very small portion of respondents expressed disagreement (0.9%) or strong disagreement (0.3%). The majority of the 53 U4 partner responses to this question also agreed (56.6%) or strongly agreed (35.6%), while some were neutral (5.7%) or strongly disagreed (1.9%).

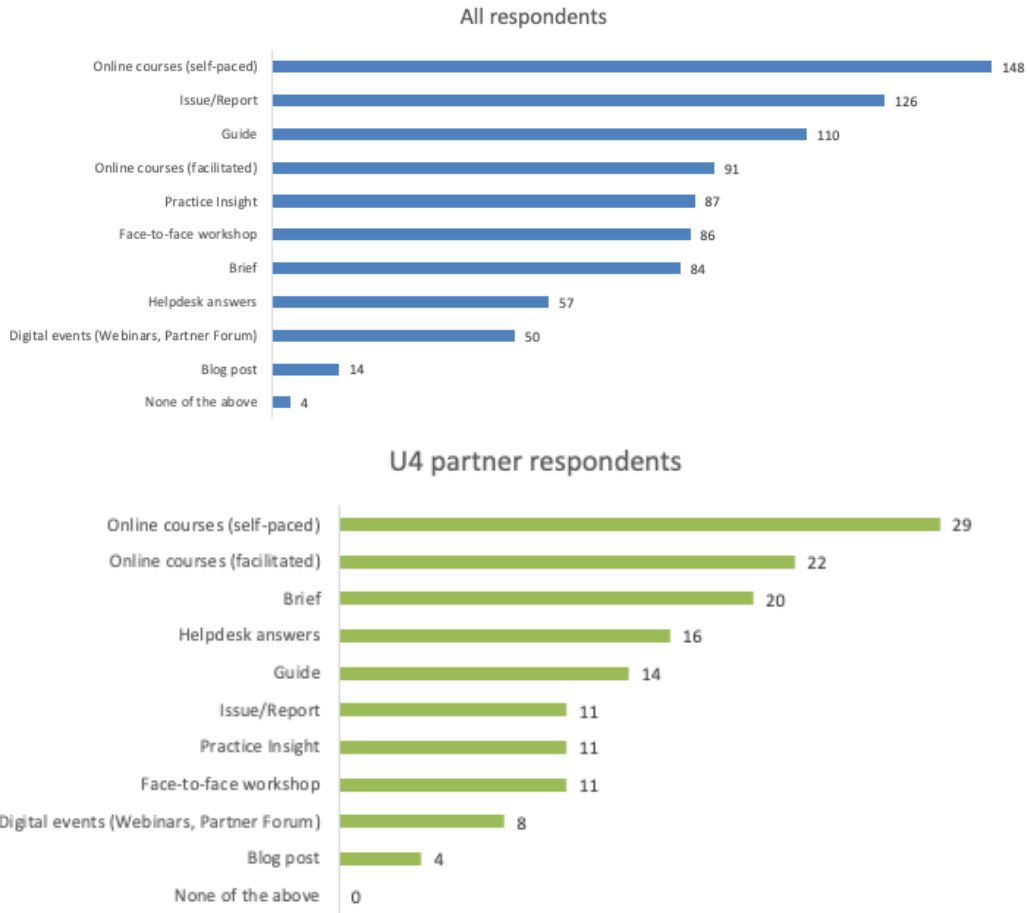


Respondents 168 respondents provided additional comments in support of their answers. They generally find that U4 products provide trustworthy evidence that can be used to broaden individual understanding of basic corruption topics, produce further research, understand best practice, and monitor risks. A sample of comments is provided below:

- *“A valuable resource of trustworthy documentation, research and professional advice/guidance.”*
- *“Gave me a clear definition on what corruption means and its examples.”*
- *“I find valuable the approaches of corruption issues, the simplification of the complex meanings grounded in strong theoretical background.”*
- *“U4 Knowledge outputs provide a very good starting point in understanding the etat de lieu of most topics and countries where I work. It is my first go-to source.”*
- *“Helps to accumulate best practices for new thoughts”*
- *“I used your outputs in my research as accessible, well written descriptions (sometimes brief reviews, however satisfactory as a point of departure for deeper studies) of variety of problems. I use it also when teaching my students in Poland as papers for reading and discussion (for example the corruption and media; corruption and migration).”*

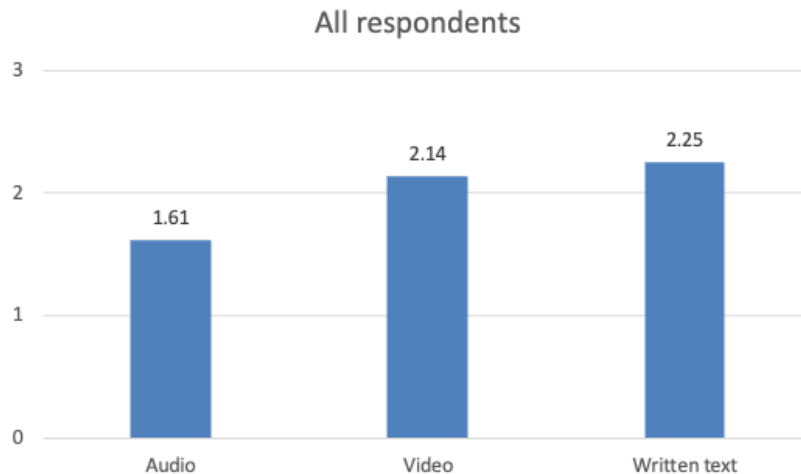
Q4 What types of resources are generally most useful for you?

45.7% of all respondents found the online self-paced courses to be the most useful U4 resource available, followed by issues/reports (38.9%) and guides (34%). U4 partner respondents also found online self-paced courses to be the most useful (53.7%), followed by online facilitated courses (40.7%) and briefs (37%).



Q5 What is your preferred way to consume knowledge? (Rank)

When asked to rank the preferred way to consume knowledge, respondents expressed preference for written text, ranked highest with a score of 2.25 out of 3. This was followed by video, with a score of 2.14 and the lowest rank was audio, with a score of 1.61.



Q6 What challenges, if any, have you encountered in implementing knowledge gained from U4 outputs?

36 respondents, including 4 U4 partner respondents, cited external factors as barriers to implementing knowledge gained from U4 outputs. These are particularly related to a lack of financial resource, lack of capacity, and systemic barriers arising from lack of political or organisational will.

- *“Implementation remains an issue due to inadequate buy in by critical stakeholders”*
- *“Lack of resource and sufficient support from my organisation”*
- *“Lack of resourcing in organisation can mean it's difficult to implement good practice”*
- *“Time pressure combined with quality control fatigue among colleagues dealing with development projects.”*

A second key challenge highlighted in 14 comments (including 1 U4 partner respondent) was linking the sometimes-theoretical knowledge presented in U4 outputs with operational contexts. While many highlighted the depth and breadth of U4 knowledge products, there was a clear desire to have more practical and context-specific information presented for anti-corruption practitioners looking to apply concepts more readily in their own countries and environments. Along with this, 5 respondents felt that there was too much information to digest.

- *“Ambiguity in Responses: Sometimes, the outputs may provide responses that are open to interpretation, requiring significant effort to contextualize the knowledge accurately for specific applications.”*
- *“Slightly over theoretical sometimes when the target audience is hugely operational people. The translation into actual measures are done by the users themselves.”*
- *“It is sometimes too theoretical and neither connected with development cooperation’s needs in the field nor with the contexts of our partner countries.”*
- *“With any training the challenges that could come with implementing gained knowledge has often been lifted and most importantly what you encounter is the need to prioritize and the specific knowledge gain from U4 outputs might not have been the top priority.”*

5 respondents commented on the quality of U4 outputs, specifically that resources can quickly become out of date due to the rapid pace of world events, but that this can have knock-on effects to the validity of research potentially citing out of date information.

- *“As stated earlier, the U4 material is complementary yet not sufficient on its own. This makes it challenging at times as U4 information on occasion is outdated and biased.”*
- *“Some of the reports have become outdated to no fault by U4 but because of the rapid pace of events.”*

5 commented that language presented a central barrier to implementing knowledge, requesting additional translated materials and courses, such as French, Portuguese and Italian.

3 U4 partner respondents cited time pressures as a key challenge:

- *“The main challenge is finding the time to consume the high quality products of U4”*
- *“Time management”*
- *“Time pressure combined with quality control fatigue among colleagues dealing with development projects.”*

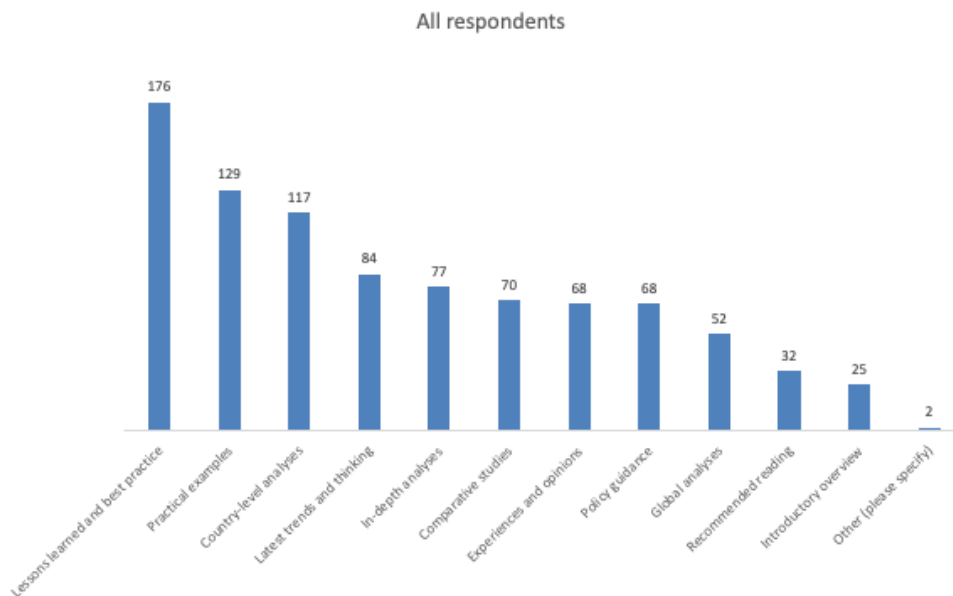
3 U4 partner respondent also commented:

- *“More access to Development cooperation partners”*
- *“Regular follow up from U4 and get support from the management.”*
- *“From the point of view of a Finnish Embassy, U4 does not seem visible at all. Before this survey I had maybe once heard of U4, but not had any practical information or contacts. Whilst corruption is a major problem in the country where I am posted, it is not clear to me how U4 could be useful.”*

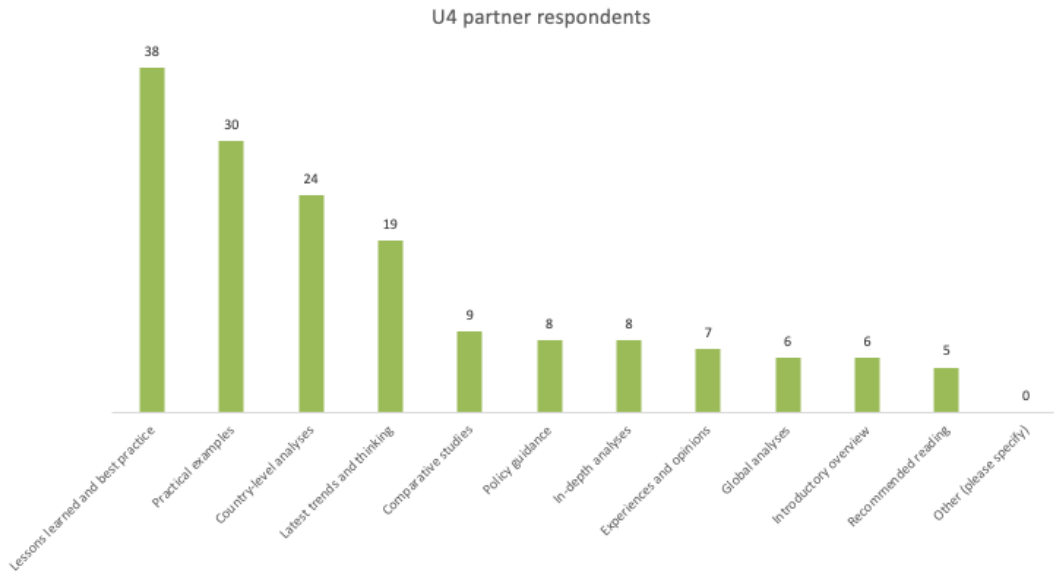
Research outputs

Q7 From the following list, which research outputs are generally most useful for you?

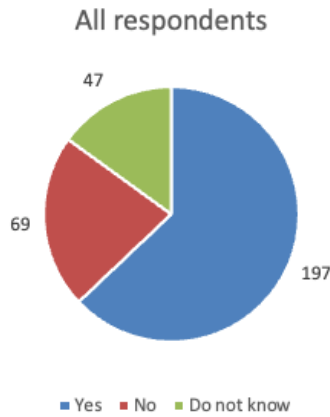
Most respondents indicated that lessons learned and best practice were generally the most useful resources (176), followed by practical examples (129) and country-level analyses (117), which is reflective of the broader userbase of anti-corruption practitioners.



U4 partner respondents found Lessons learned and best practice outputs most useful (38), followed by practical examples (30) and country-level analyses (24).

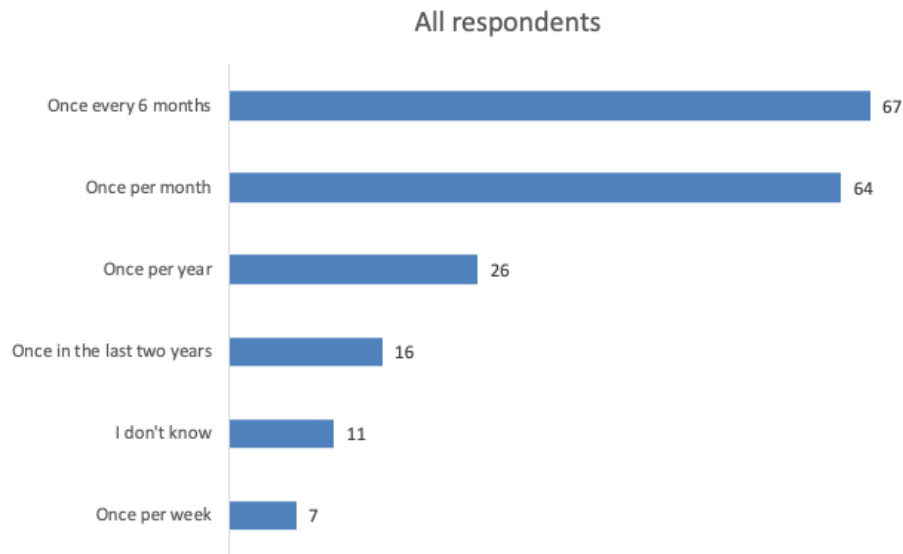


Q8 Have you accessed U4 publications since the start of 2022?



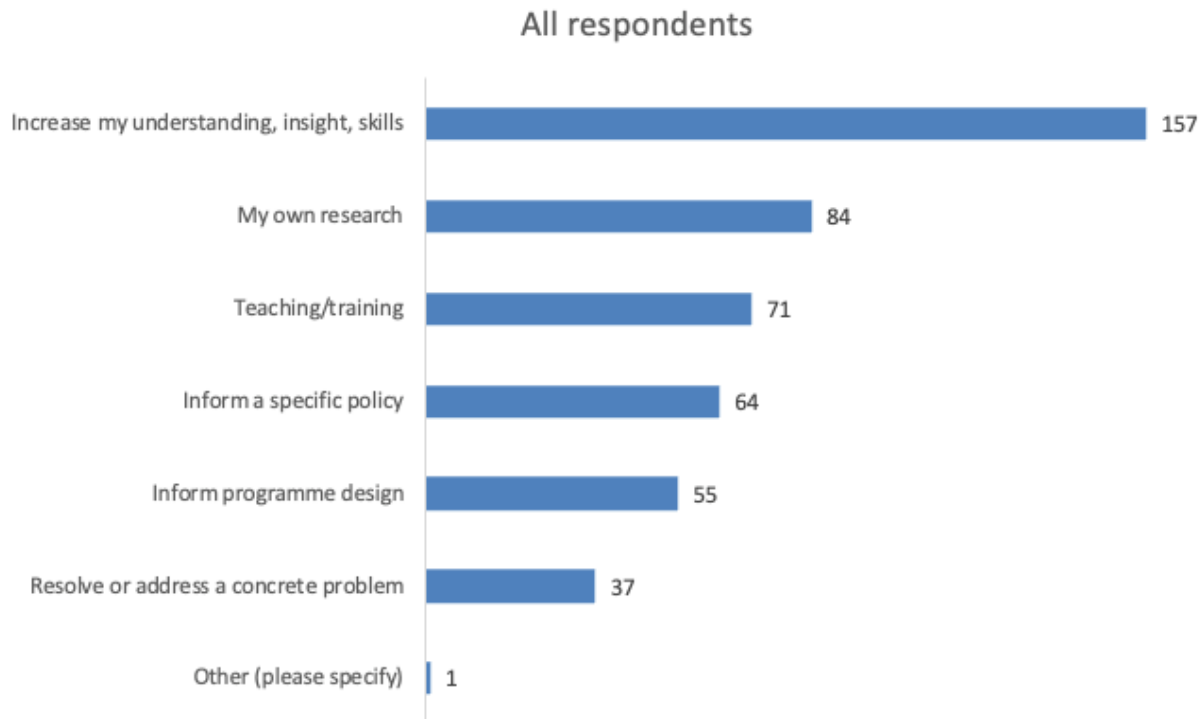
Q9 How often do you access U4 research outputs?

The frequency in which they access U4 publications is fairly regularly, with most having accessed research either every 6 months or once per month since the start of 2022.

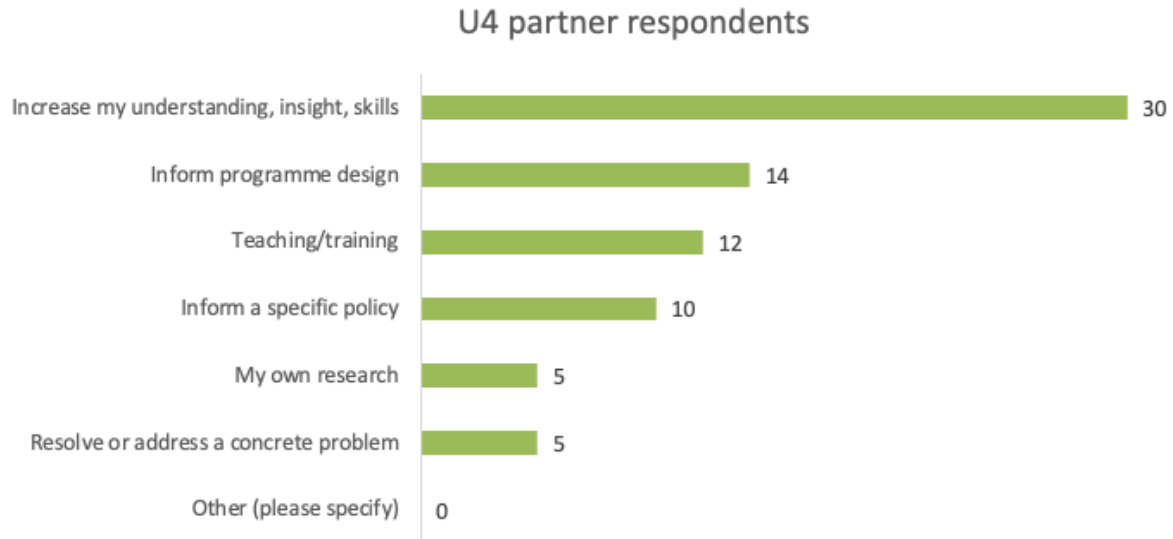


Q10 How have you used U4 research since the start of 2022?

Most respondents have used the research to improve their own understanding, insight and skills (157). This is followed by 84 respondents indicating they have used U4’s research in their own research, and 71 for teaching/training.



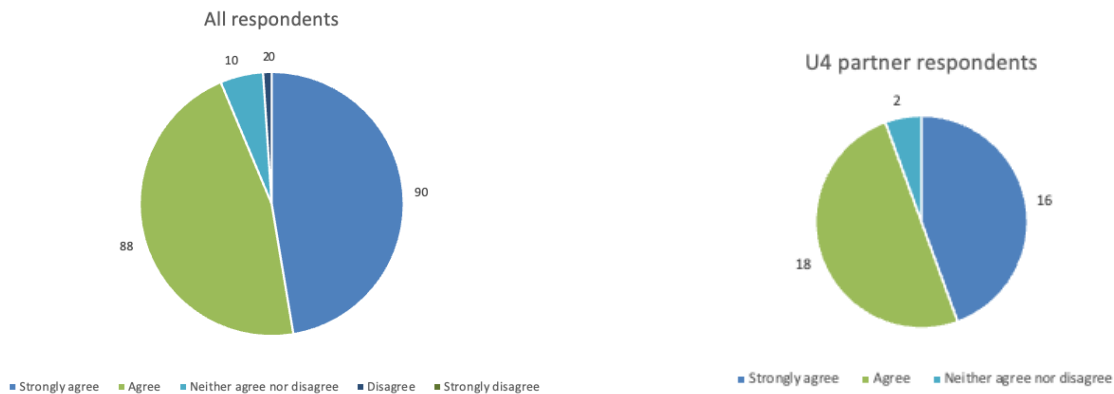
U4 partner responses mirror the general responses, with 55.6% of partner respondents using the research to increase their understanding, insight and skills, followed by inform programme design (25.9%) and teaching/training (22.2%).



Q11 Do you agree that U4 research outputs are of high quality?

The majority of respondents are happy with the quality of U4’s research outputs, with 47.4% strongly agreeing and 46.3% agreeing. 5.3% remained neutral, marking neither agree nor disagree, and only 1% disagreed.

U4 partner respondents were also happy with the quality of U4’s research outputs, with 44.4% strongly agreeing, 50% agreeing and 5.6% remaining neutral.



Of the respondents who provided comments in support of their answers, 9 individuals found the research outputs to be well written and informative:

- “The quality of U4 outputs are not contestable.”
- “They are well researched with data and informative.”

- *“It gives in depth knowledge.”*
- *“It guides us where necessary, in our jobs & communities.”*

3 felt that the quality varied, depending on thematic area and author:

- *“Depends on the thematic area and the person who is in charge of it.”*
- *“The quality varies.”*
- *“The help desk responses are not always of the same high standard.”*

And 3 commented that the quality might suffer from not taking wider views with more recent data:

- *“Based on historic data and therefor not always relevant, plus the bias is an issue.”*
- *“Needs a wider view on the sector and embrace other initiatives.”*

Q12 Could you share any examples of how you used the knowledge gained from U4 research since the start of 2022 and which resource you used?

90 respondents cited various examples of how they used knowledge gained from U4 research and other outputs, going beyond improved general understanding of anti-corruption topics to more applied efforts.

12 people commented that they used U4 outputs (including research and training courses) to inform project design, implementation and oversight:

- *Used “anti-Corruption Programming and the Theory of Change in two of our extractive projects to better assist the local community. We changed our approach and reporting due to the knowledge gained from the U4 expert led course.”*
- *“A year ago I worked on the design of a project proposal for the health sector, taking into consideration relevant aspects such as the risks of corruption in the acquisition processes of inputs, equipment and supplies; using as reference materials the information from case studies and guides prepared by U4 that were applicable to this case. On the other hand, in the monitoring and evaluation section we added indicators to measure the risk as the project is executed. I usually use the knowledge I have acquired to expand my knowledge on a specific topic, which I apply by developing some indicators on corruption or administrative mismanagement. Based on the results, I raise a red flag. In other cases, I share the knowledge with my colleagues on topics in which they require support.”*
- *“U4 courses have definitely fed back into specific development interventions when drafting contextual risks. When preparing courses and guidance materials, briefs have also helped when drafting more thematic guidance (ABC). Country profiles are greatly useful for country analyses.”*
- *“To guide project design. Especially a paper on disability and country briefs.”*
- *“The publication “Anti-corruption and integrity training: learning how to resist corruption” helped in the justification and improvement of integrity trainings in program proposals and delivery”*

- *“I referenced U4 findings during the Regional CSOs stakeholders engagement meeting. I have used U4 findings and data when writing proposals for funding”*
- *“We are currently doing some work in the Cambodian health sector. For sustainability, we need to conduct knowledge transfer to civil society. The publication, “Non-state actors and anti-corruption work in Cambodia: Gaps, opportunities, and synergies” helped us better understand the challenges facing Cambodian civil society actors.”*
- *“Used in project design, review and project negotiations.”*
- *“Drew on some of the resources for project design narrative.”*
- *“During managing development programmes I'm using regularly terms learned during my trainings.”*
- *“Theory of change, we used it in the company to implement a few programs and those are successful.”*
- *“Facilitating on corruption related issues during community meetings in my county.”*

10 respondents stated that they were able to apply knowledge gained in their work, both as it relates to identifying corruption, and informing anti-corruption policies and risk management plans:

- *“As a Magistrate, I have turned down offers that seem to corrupt my mind. In some instances a remand the givers. Resource: only documents on corruption.”*
- *“Analyse the federal budget from 2017- 2024 in Mexico.”*
- *“I attended anti corruption courses, so any resources related to that has been used, from U4 that have helped us adapt our risk management and operational planning for our organization.”*
- *“To update my organisation's existing fraud and corruption policy and management plan.”*
- *“To inform the design of our own corruption diagnostic tool.”*

5 individuals found U4 research useful in improving their capacity to provide advisory services and guidance:

- *“I have used resources on corruption risks management to help government agencies in my state to design and implement corruption prevention strategies.”*
- *“I used my knowledge gained from U4 to advise the preparation the UN Joint anticorruption Programme.”*
- *“I'm working in anticorruption sectoral policy, so I find useful the relevant report, studies and material.”*
- *“I used analysis on the debate on the international criminal court to write an assessment for policy advice.”*

10 respondents commented that they used U4 research and online courses to inform their own training, such as designing terms of reference, designing training modules.

- *“We needed the details of the compliance area in the agribusiness, infrastructure and construction in Brazil in order to develop a focused training to these industries.”*

- *“I've completed self-guided courses, which have empowered me to create training materials for the public and other stakeholders, characterized by high-quality content and easily understandable concepts.”*

12 respondents used U4 research (including online publications and webinars) to inform their own background research on corruption issues for the development of policy briefs, presentations, participation in panels, and for the development of further research.

- *“I used the 'The effectiveness of integrity led anti-corruption interventions' helpdesk answer as the basis for a paper about measuring effectiveness of misconduct prevention initiatives at my organisation.”*
- *“I used the publication by Kirya to plan our research on corruption in the higher and tertiary education sector. We also tried to get her to unlock time to review our draft. I have also used guides on topics such as corruption at national level as well as corruption and the youth.”*
- *“Participated at conference earlier this year as panellist. Found case studies on corruption & covid and non-compliance at that time with procurement rules were excellent background preparation”*
- *“Background research in the development of policy briefs and research papers.”*

6 respondents commented that they used U4 research for their academic research, and 5 to inform their teaching/training. For example:

- *“Enhance my teaching knowledge and application in my everyday life.”*
- *“Lectures on corruption risks in development assistance.”*
- *“I have gained insight into the failure and success of anti-corruption agencies, the link between gender and corruption and humanitarian aid and corruption among others. I use these publications in my assignments and Thesis while I undertook my Masters in Anti- Corruption. I am still using it.”*
- *“I used the publication by Kirya to plan our research on corruption in the higher and tertiary education sector. We also tried to get her to unlock time to review our draft. I have also used guides on topics such as corruption at national level as well as corruption and the youth.”*
- *“As an email dated 17.07.2024: Hello U4 Resource Centre, I would like to ask for permission to give a 45-minute presentation on the 30th July 2024 (online), based on Matthew Jenkins article: Jenkins. The relationship between business integrity and commercial success. U4 Helpdesk Answer 2017:1 <https://www.u4.no/publications/the-relationship-between-business-integrity-and-commercial-success.pdf> I have used his article as is, in its current form and not added any words to enhance it. Throughout the presentation, I will be giving full credits to Matthew Jenkins. I have chosen this article as I believe it to be one of the BEST articles I have read in years! My intentions are to create awareness and share it with the ACFE SA members in South Africa. This article really highlights why crime doesn't pay and with South Africa trying to get off the grey-list, this needs to be our country's new way of thinking and weighing up the costs! Please find attached the presentation for your perusal and permission to use it. Thank you. Please Note: I am also not being paid*

(currency or in benefits) to host this presentation. All proceeds collected by ACFE SA for this online event will go to the ACFE SA Chapter to help fund the organization.”

9 respondents noted using particular thematic research, such as gender (6) and COVID-19 (3). Individuals recounted examples of having used the research to inform the UNCAC Resolution on gender; incorporating knowledge of gender and corruption into policy documents; improving a study on sextortion; developing survey questions to assess anti-corruption in the health sector; and analysing corruption risks during the pandemic.

Q13 What suggestions, if any, do you have for improvements to U4 research outputs?

13 respondents suggested providing more practical and context-specific resources for anti-corruption practitioners within a broad range of roles, particularly for developing countries:

- *“Be more connected with the needs of the people working in partner countries.”*
- *“Use examples as for NGOs as the government experiences”*
- *“Case study of real-life corruption cases”*
- *“More practical examples of experiences and good practices”*
- *“More practicalised solution and experts’ usage”*
- *“Focus on providing practical tools. More information on petty corruption. Sexual corruption (in education, employment, informal commerce, justice and other sectors). Corruption vs tradition of thankful gift.”*
- *“Try to be as actionable as possible and open the notion of development community more to development finance. Compliance professionals hugely outnumber anti-fraud staff in development agencies, it would be very useful to better link up with this segment.”*
- *“To support practical implementation of policies.”*
- *“A perennial challenge for those working on corruption-related research and analysis is how to strike the right balance between specific/depth and broader application, as well as between wonkiness/jargon and accessibility to a wider audience.”*
- *“If it possible please share with any success story from the country that successfully fight corruption.”*
- *“In my field case studies in different countries & resulting court cases for corrupt practices are terrific examples to communicate best practice.”*
- *“Taking into account the specificity of each country”*
- *“Address wider context specificity.”*

This was coupled with 2 suggestions to increase the reach of U4’s products:

- *“Link the outputs to a much more meaty campaign to influence.”*
- *“Get the top echelon and leaders of anti- corruption to read the research. I think some of them are oblivious of the insights and current trends and direction of events.”*

4 respondents (non-U4 partner respondents) felt that U4 should endeavour to remain neutral in research products, and to ensure that data used is up to date:

- *“They should just be kept up to date as much as possible noting the way things change, otherwise I do appreciate them.”*
- *“Being more neutral in terms of academic standards and do not try to be another NGO.”*
- *“Stop repeating and broadcasting out dated, highly biased, debunked, and stigmatising material. The world has changed and is changing, no need to refer to issues of a decade or more ago. Engage with the private sector, OECD, FATF, UNODC, FIU, AMLA, and others in the Financial Crime space to have an up to date and accurate picture of the world. Obtain information from financial regulators, transparency initiatives, traceability frameworks, et cetera. All are active in the anti-corruption space, and some very successful I might add.”*

This also links to 6 recommendations to grow U4 networks engage with other sectors and researchers:

- *“Engage different CSOs and Grassroot organizations while researching on the impact of corruption especially in developing countries.”*
- *“I think it would be highly beneficial to sustain the contact groups and networks established through U4 activities (e.g., alumni networks or other collaborative platforms) to facilitate the exchange of experiences and to ensure the ongoing value of U4's investment in networking.”*
- *“To pave the way to new researchers having different nationalities. New researchers will come with new ideas.”*
- *“While acknowledging its difficulty, U4 could devote more resources to analyses of endemic/entrenched corruption cultures in specific country contexts. Collaboration with researchers from the countries concerned would be mandatory.”*
- *“Engage with the private sector, OECD, FATF, UNODC, FIU, AMLA, and others in the Financial Crime space to have an up to date and accurate picture of the world. Obtain information from financial regulators, transparency initiatives, traceability frameworks, et cetera. All are active in the anti-corruption space, and some very successful I might add.”*
- *“Should reach out to many organizations”*

10 respondents suggested specific case studies and research focus areas:

- *“Focus on systemic corruption than institutional/sectoral corruption not only in poor countries but also in rich countries”*
- *“Cover developing nations”*
- *“Although it will be exceedingly difficult - hence also extremely important - greater attention to systemic/endemic corruption is needed. In my experience combatting corruption is so difficult because it is and 'accepted' practice from the police officer demanding a bribe from a speeding motorist to the minister awarding large contracts to those who can pay a hefty bribe.”*
- *“Development of the management of public finances (PFM)”*

- *“Keep up good work but focus on small island states like Trinidad & Tobago both CPI corrupt and EITI poor governance. Ideal case study for you.”*
- *“To do more research on corruption in Palestine.”*
- *“Expand research to allow for robust comparative studies across countries where applicable continental”*
- *“To include not only the political theory approaches but the criminological approaches of corruption, economic crime and organised crime”*
- *“While acknowledging its difficulty, U4 could devote more resources to analyses of endemic/entrenched corruption cultures in specific country contexts.”*
- *“To add more tailored courses especially for climate change, water management, circular economy, etc”*

4 comments touched on accessibility as it relates to language and accessibility:

- *“Give more audio and illustrative supports.”*
- *“Use of video tutorials.”*
- *“Use French for the course.”*
- *“Be more accessible to the compliance professionals based in Brazil.”*

5 respondents would like more engagement with and communication from U4:

- *“Share regular email alerts for links of new information on policy or research or different opportunities”*
- *“Engagements so that more information is received and shared.”*
- *“Periodic engagements. And prompt delivery of materials.”*
- *“Communication and feedback.”*
- One U4 partner embassy respondent commented *“Need regular follow up,”* later noting that follow up engagement could be improved specifically for *“those who attended the U4 trainings”*.

Finally, 9 comments requested that U4 expands the range of products it provides:

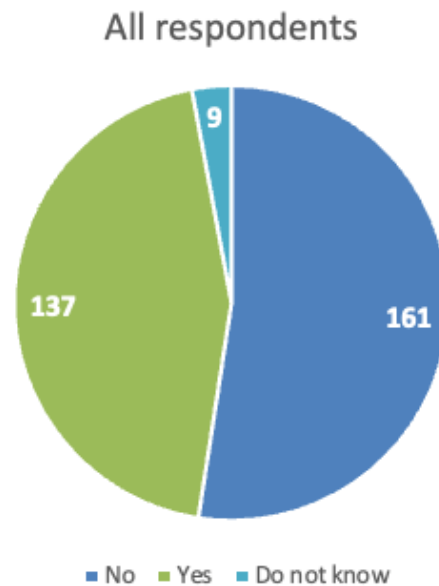
- *“I think there is a need to create a database for corruption indicators in the developing countries.”*
- *“To add more tailored courses especially for climate change, water management, circular economy, etc”*
- *“More free training courses.”*
- *“Continue to develop e-learning courses. Both basic and thematic.”*
- *“To have more training on anti-corruption topics”*
- *“Provision of short finance courses for the self-paced.”*
- *“Expand the trainings and include most stakeholders”*

Two partner respondents commented:

- *“Diversify the outputs”* (donor agency headquarters staff)
- *“I recommend physical training and online webinars”* (donor agency staff)

Online courses

Q14 Have you taken any U4 online courses since the start of 2022?

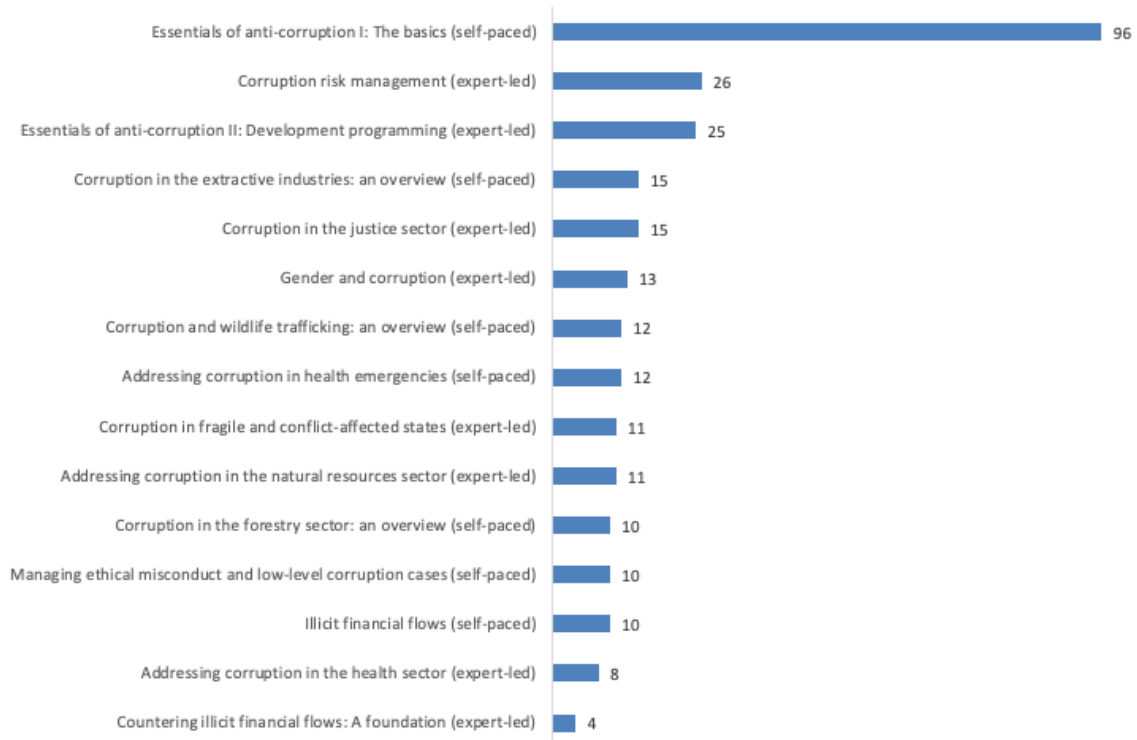


Q15 Which course(s) did you take?

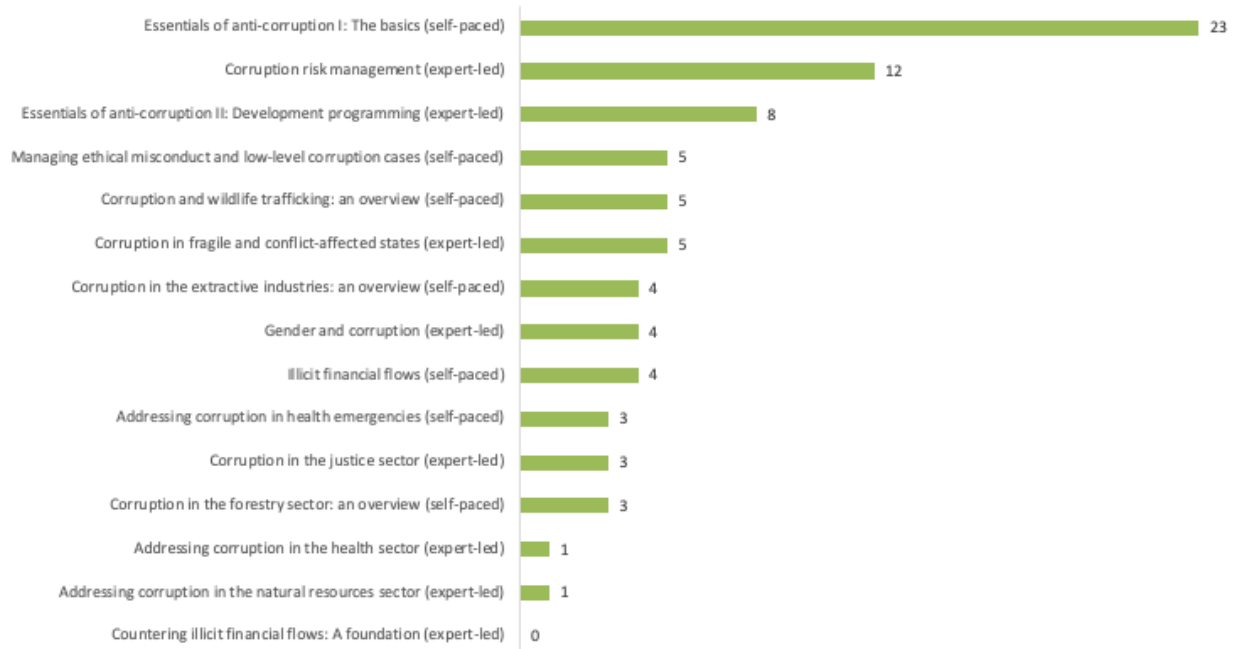
While respondents indicated they had taken a range of courses, the most popularly attended course was *Essentials of anti-corruption I: The basics* (self-paced), with 96 responses. The second highest attended course was the expert-led *Corruption risk management* course (26), followed closely by expert-led *Essentials of anti-corruption II: Development programming* (25).

Courses with lower attendance among respondents included *Countering illicit financial flows: A foundation* (expert-led) (4), and *Addressing corruption in the health sector* (expert-led) (8).

All respondents



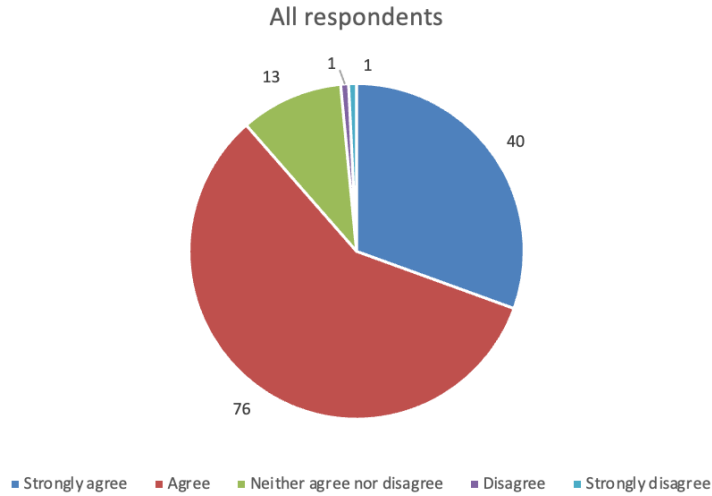
U4 partner respondents



Q16 When did you take this course?

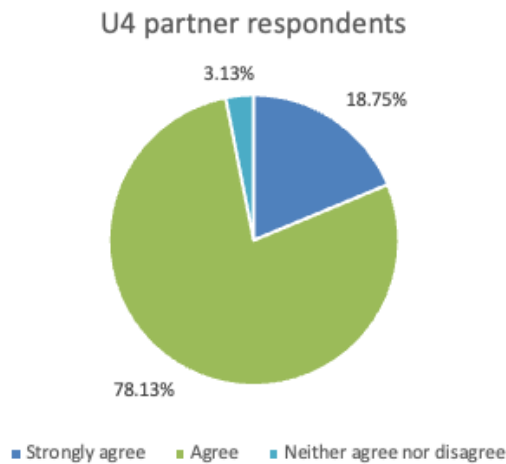
59 respondents put that they had participated in more than one course, and course attendance was fairly evenly spread across 2022 (46 respondents), 2023 (57 respondents) and 2024 (41 respondents). 23 were unsure of when their course took place.

Q17 Do you agree that you have used the knowledge gained from these online courses?



The majority of respondents to this question strongly agreed (30.5%) or agreed (58%) that they have used the knowledge gained from online courses. 9.9% remained neutral, putting that they neither agreed nor disagreed, while 1 respondent (0.76%) disagreed and another strongly disagreed (0.76%). Both respondents who disagreed only participated in the *Essentials of anti-corruption I: The basics* self-paced course, but did not provide further comments.

U4 partner respondents were particularly happy with U4’s online courses, with 96.9% of respondents agreeing and strongly agreeing that they used the knowledge gained from online courses (out of 32 responses).



Q18 Could you share any examples of how you used the knowledge gained from the online courses in your work?

Comments left by respondents on how they used the knowledge gained from online courses coalesce around seven key themes: (i) improved understanding of anti-corruption and relevant themes; (ii) use in programme design; (iii) the development of training materials; (iv) increased dialogue around anti-corruption; (v) anti-corruption detection and mitigation, particularly in the workplace; (vi) analysis/investigation work; and (vii) advisory capacity.

(i) 13 comments on improved understanding of anti-corruption and relevant themes

- *“Anti-corruption courts research was useful for understanding, comparing and discussions.”*
- *“Creating greater awareness of the different kinds of corruption”*
- *“Being informed and using the knowledge for internal and external discussions and presentations.”*
- *“During my daily work I'm using regularly the knowledge gained.”*
- *“Gender and corruption: inputs and discussion on sextorsion; Corruption in fragile context: improve our views and analyses for the national program.”*
- *“I work in an Anticorruption based organization and the knowledge gained helped me to understand the concept of corruption deeply”*
- *“In different discussions, e.g. about anti-corruption courts or anti-corruption networks”*
- *“Just to widen my understanding”*
- *“In my work as an attorney”*
- *“Online somehow gained knowledge”*
- *“I have worked in the field of anti-corruption until 2021. Currently I am working in a different field, but am still interested in the anti-corruption studies and updates.”*
- *“As mentioned the U4 courses showed me the other side of ABC work. It also showed the disconnect between the colleagues and private sector on multiple fronts. The knowledge used is mostly that your views are very different from ours. Knowing that, has resulted in a baseline reset on our end.*
- *“Well starting my own business, and is part of the Commonwealth people's forum so this I have used to pitch my project to the AWID and it was successful. Am hopeful to do my own hackathon on set views of health and diversity.”*

(ii) 10 comments on use in programme design

- *“Considered it in conceptualizing projects/activities”*
- *“Designing program activities in the governance sector”*
- *“Developing a new programme for capacity development of Supreme Audit Institutions with the elements of the training in mind.”*
- *“Review the project proposal's approach and strategy - project design - ToR for mid-term review and final evaluation - Risk assessment to prospective partners”*

- *“We have adapted several protocols based on the Theory of Change as a result of a U4 course”*
- *“I used the knowledge gained from this course in designing new justice sector programme and asked partners to attend the online courses.”*
- *“In program design”*
- *“I attended anti-corruption courses, so any resources related to that has been used, from U4 that have helped us adapt our risk management and operational planning”*
- *“We planned and implemented CRAs in health and education in 2023.”*
- *“When drafting integrity due diligence of specific projects or preparing new guidance. It has also been useful when reintroducing an anti-corruption lens to fragility work.”*

(iii) 11 on the development of training materials

- *“I also used some insights from the basics course to develop material for a training programme targeted at the youth.”*
- *“I have used the self-paced course on a-c basics as a sample of a good e-learning course that supports learning through immediate feedback on rights and wrongs. Also the course length is optimum. It is so great to have it also in Arabic, as I work in the region dealing with public administration training and development.”*
- *“Conducted training”*
- *“I use it in my teaching, and in practice. Giving advice to people living in developing countries.”*
- *“I was able to use radio talk show to educate communities on examples of corruption that are always ignored”*
- *“I've completed self-guided courses, which have empowered me to create training materials for the public and other stakeholders, characterized by high-quality content and easily understandable concepts.”*
- *“Update my previous knowledge, train my job colleagues”*
- *“On presentations and training of employees”*
- *“Training our partners on essentials of anti-corruption”*
- *“Used the knowledge to improve my work and also build the capacity of my colleagues”*
- *“Helped shaping a training that I provided, recommended one of the trainings for colleagues.”*

(iv) 5 on increased dialogue around anti-corruption

- *“Reference to the knowledge when in dialogue with partner”*
- *“During group meeting with colleagues”*
- *“In my PowerPoint presentation at workplace meetings”*
- *“Shares ideas on illicit financial flows during anti-corruption and transparency unit peer review while address to members on evil of corruption.”*

- *“Shared course with partners.”*

(v) 7 on anti-corruption detection and mitigation, particularly in the workplace

- *“At my organization, I was able to curb corruption within my colleagues at work”*
- *“I stood against needless gratification to achieve any task”*
- *“I refused to give corruption for receiving service at immigration”*
- *“Visiting Diakonia offices I talk to my colleagues about issues that could be normal in that context and might be close to corruption since they could think it is a cultural aspect”*
- *“Being transparent at my work place”*
- *“Understanding the how corruption can occur in a workplace for instance understanding the difference between Fraud and conflict of interest.”*
- *“Helped my community detect and prevent corruption.”*

(vi) 5 on analytical/investigative work

- *“During analysis of INTELLIGENCE REPORT”*
- *“Course of my work at the work place tactical and strategic analysis - further when doing work presentation. Also - used material when I did my IACA paper.”*
- *“Applied the knowledge gain as part of my routine assignment providing assurance service for the Global Fund grant as the Local Fund Agent for the Global Fund.”*
- *“Why analysing some case study.”*
- *“Investigation technical”*

(vii) 2 on advisory capacity

- *“Feedback critical review to EITI and watchdog bodies in our governance (email to public officers & opposition watchdog i.e., voicing concerns with ref to research as u4 provide”*
- *“Policy advice”*

Two additional respondents included that they used the knowledge in “financial transactions and settlement including financial education and transparency” and a “procurement related and contracts committee.”

Q19 What suggestions, if any, do you have for improvements to U4 online courses?

42 respondents replied to this question. 27 respondents indicated they had participated in self-paced courses only, while 13 indicated they participated in both self-paced and expert-led. 2 respondents participated in only expert-led courses.

Suggestions for improvement were varied across respondents and broadly addressed the following areas:

- 6 respondents across the two course types suggested **broadening the reach and availability** of courses beyond U4 partner staff (for facilitated courses) as well as across industries:

“I sent an email to U4 and asked for permission to participate in an expert-led course (Corruption Risk Management). My request was apparently rejected given that expert-led courses are only dedicated to U4 group of partners. I would appreciate it if other candidates could also be allowed to attend such types of courses.”

“Let all employees, regardless they being new or old to follow the courses annually and good to have a wider language access.”

“Maybe make the courses available to a broader audience.”

“Open to a broader range of specialists”

“Open up and learn about all others active in this space.”

“I truly believe the courses are excellent. That said, I would implement up to data knowledge, data, information, and use a wider base. ABC work is not only for development work, NGO and charities. Business across multiple sectors has a significant role as well. Perhaps also focus a bit more on those that perform well, there are many industries that do.”

- 5 participants across the two types of courses said they would like to see the inclusion of **additional courses**, such as education transparency, financial technology and corruption, as well as an expansion of CRM courses and basic courses.
- 4 commented that they would like access to additional **supporting resources**, such as additional trainings, manuals and publications.
- 3 self-paced course participants said they would like **more detailed courses**.
- 3 participants across both self-paced and expert-led courses noted that they would like more **practical and context specific examples** of good practice to be included in the course.
- 3 respondents stated that **cost** could a barrier to greater participation, perhaps indicating a lack of clarity among the general public around U4’s course offerings since courses are free. Of the 3 respondents that cited cost, 2 respondents had participated in self-paced courses only, while 1 participated in both expert-led and self-paced courses.
- 2 respondents who participated in both self-paced and expert-led courses would like to see additional documents and courses provided in **French**, and 1 commented that they would like to see wider language access more generally across courses.
- 2 self-paced course participants indicated they would like more **face-to-face sessions**.
- 1 self-paced participant requested **improved feedback loops** during the course to enhance learning, 1 respondent who participated in both self-paced and expert-led courses noted the need for improved engagement following courses through a survey or similar engagement.³

³ Note that U4 already sends a follow up survey to course participants to obtain feedback on participant satisfaction.

- 1 self-paced course participant noted that courses could include additional **accessibility features**, such as audio options for participants with poor eyesight.
- 1 self-paced course participant noted that they had **technical issues** accessing the course, that the interface would ‘freeze’.

In-country engagement

Q20 Have you participated in a U4 in-country engagement since the start of 2022?

Q21 When did you engage with an in-country workshop?

28 respondents had participated in a U4 in-country engagement since the start of 2022. 13 indicated having participated in 2022, 8 in 2023 and 7 in 2024. Four respondents participated in in-country engagements across multiple years.

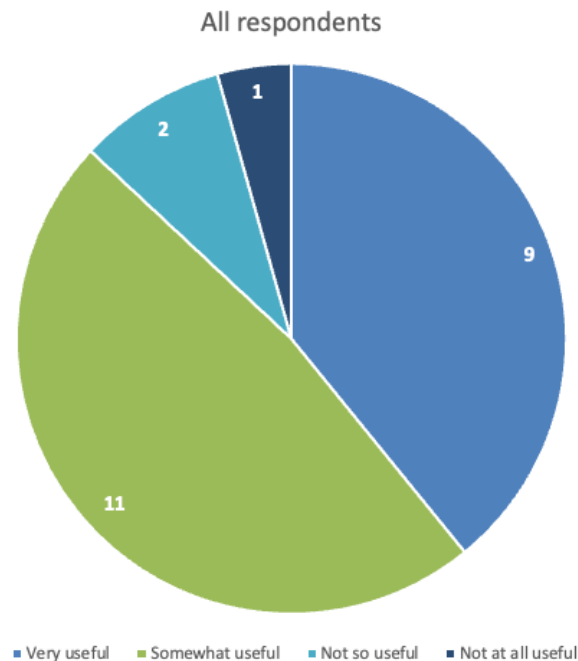
6 participants were from U4 partner agencies or embassies, and 6 were from non-U4 partner government agencies. 6 indicated they work for NGOs, 2 for research/academic/think tank organisations, 2 in the private sector, 1 for a multilateral donor agency, 1 self-employed, and 3 ‘other’, which included an anti-corruption authority.

Q22 What was your role in the in-country workshop? (Choose all that apply)

4 respondents participated as part of the host agency, while 18 were participants, and 5 were resource personnel.

Q23 Since the workshop, has the knowledge gained been useful to your work?

20 (of 28) participants noted that the knowledge gained through the workshops has been useful, with 9 finding it “very useful” and 11 finding it “somewhat useful”. 2 stated that the knowledge gained was “not so useful” and one that it was “not at all useful”. Of the two individuals who had marked “not so useful,” one commented that they had been a resource person and thus had not participated in the workshop learning, while the other suggested that the facilitation of the session could be improved. The individual who indicated that the knowledge gained was “not at all useful” did not provide a clear comment to further explain the rating.



Q24 Could you share any examples how you used the knowledge gained from the workshop in your work?

8 respondents provided written comments to this question, however 3 responded on what they learned, particularly around improving general knowledge on corruption and how it pertains to their roles:

- *“Improved on the knowledge gap in regards to corruption”*
- *“People are aware about the badness of corruption”*
- *“More cautious of offers presented to me by service providers that may compromise my ability to make independent and honest decisions”*

While 6 others provided examples of how the knowledge gained was used:

- *“Developed indicators to monitor and evaluate anti-corruption interventions by various sectors in the country”*
- *“Writing an essay” [about anti-corruption]*
- *“U4's invitation to participate in national and regional exchanges (both as an attendee and as a presenter) has allowed me to forge new institutional partnerships and gain insights into the latest trends, resulting in the development of robust and dynamic exchange networks”*
- *“The recommendations on CRA methodology and international best practices were delivered to CPC.”*
- *“Many cases”*

Q25 What suggestions, if any, do you have for improvements to U4 in-country workshops?

Areas for improvements settled around three main areas: more opportunities to engage with U4 workshops and trainings (4 comments); increased focus on local context and facilitation (3 comments); and increased emphasis on joining and maintaining new networks (2).

Opportunities to engage with U4 workshops and trainings:

- *“Regular workshops so as to get feedback on previous engagements”*
- *“Quarterly trainings or annual training”*
- *“Extend the time for interaction with U4 Consultants. Allow U4 consultants to make follow up with the participants”*
- *“The ball should keep rolling about anti-corruption trainings”*

Increased focus on local context and facilitation:

- *“Focus on good facilitation skills”*
- *“Improve the knowledge on how to facilitate a workshop. Provide more input instead of a dialogue amongst the participants. know the language and be familiar with the national context”*
- *“To study the needs of the hosting country, to take into account the country context while designing the agenda of the Workshop and to deliver recommendations/ presentations by satisfying the current needs of the country.”*

Joining and maintaining new networks:

- *“Joining private and public groups in discussing”*
- *“I believe it would be very useful to maintain the contact groups and networks built from U4 activities (such as alumni systems or other models of collaborative space building) for the development of experience exchange activities and to give continuity to what U4 has invested in terms of networking”*

U4 Helpdesk**Q31 Have you accessed the U4 Helpdesk since the start of 2022?****Q32 How often do you access research by the U4 Helpdesk?**

13 respondents indicated that they had accessed the U4 Helpdesk since the start of 2022, while 37 indicated that they had not, and a further 5 did not know. Only 6 respondents indicated they used it once every 6 months, and 4 respondents said they accessed research by the U4 Helpdesk at least once in the last two years.

Q33 Have you submitted requests to the U4 Helpdesk since the start of 2022?**Q34 Do you agree that Helpdesk answers succeed in responding well to the request?**

6 respondents stated they had submitted requests to the U4 Helpdesk since the start of 2022, while 5 indicated they had not. 12 respondents ‘strongly agreed’ or ‘agreed’ that the Helpdesk

answers responded well to requests. Only 1 respondent neither agreed nor disagreed, and none disagreed or strongly disagreed.

Q35 How useful have the Helpdesk answers been in your work?

The majority of the 13 respondents who answered this question found the Helpdesk answers to be ‘very useful’ in their work (8), and a further 3 found it ‘somewhat useful’. 1 respondent was ‘unsure’ and 1 respondent found the Helpdesk answer to be ‘not at all useful,’ however this respondent has only accessed the U4 Helpdesk research once in the last two years and has not submitted any requests during this period. They did not share written feedback on suggestions for improvements to the Helpdesk.

Q36 What suggestions, if any, do you have for improvements to the U4 Helpdesk?

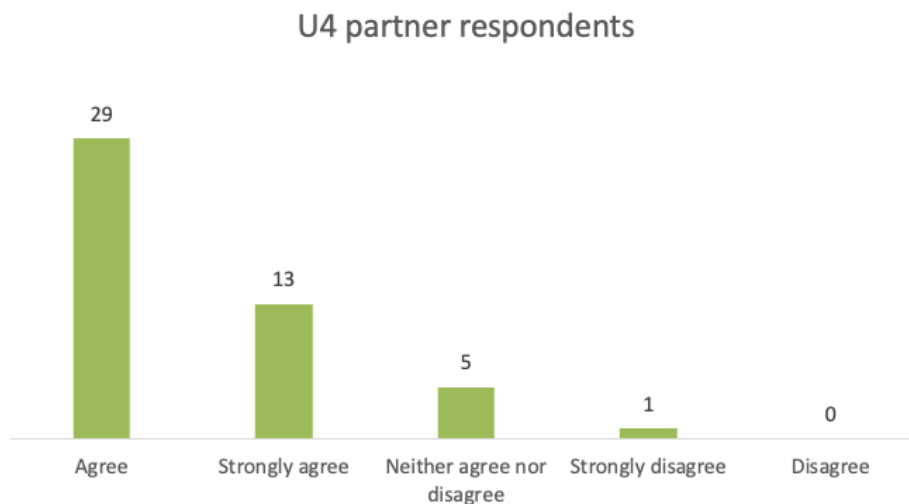
One respondent provided feedback, suggesting that Helpdesk resources should “*be less shy on giving recommendations*”.

Partner agencies

Q39 Do you agree with the following statement: U4's thematic offerings are responsive to our organisational needs.

Q40 Please provide a short comment to support how U4's thematic priorities are responsive to your organisational needs.

48 respondents answered question 39. Most respondents agreed (29) or strongly agreed (13) that U4s thematic offers were responsive to organisational needs. 5 were neutral, answering “neither agree nor disagree” while only 1 answered “strongly disagree.”



12 respondents provided comments to support their answers. 7 commented that the thematic areas U4 presents are relevant to priorities and are put to use. 1 respondent also commented that U4 is able to quickly adapt to new priorities.

- *“Covers priority and emerging sectors impacted.”*
- *“Education is one of our key sectors and risk management issues in general are high on the agenda.”*
- *“Knowledge gained is put to use”*
- *“Overall relevant topics being worked on.”*
- *“Prevention of corruption which is normally a priority for external/Internal audit”*
- *“To mitigate corruption and aim for zero-tolerance in development cooperation is key priority of our government.”*
- *“We work in a country with high levels of corruption and we must be aware of the use that is made of this cooperation. For this reason, we must remain alert and vigilant. U4 provides us with knowledge and through it the possibility of improving the good use of funds and the achievement of the objectives and goals of cooperation.”*
- *“They can quickly adapt to new priorities”*

3 noted that the trainings and courses are useful for building knowledge on corruption and are well received by respondents’ organisations’ staff.

- *“They are very helpful & educative at work & in our communities so am encouraging U4 to keep rolling the ball by anticipating about online trainings & face to face in various fields”*
- *“Before my staff underwent the anti-corruption, we never knew how we can approve that we are compliant until we received certificates”*
- *“I have completed one of your online courses before. It was very good and enabled me to enhance my abilities to identify how my co-workers and team members silently often engage in embezzlement, resource theft by using creative strategies. It is the same reason why I firmly recommend such trainings to be open to our programme implementing partners and to our own internal staff e.g. accountant, logistic / procurement officer, drivers and even gardeners regardless of they being old or new employees since they have mastered the art of embezzlement.”*

Only one commenter, from an embassy, seemed unclear on the role of U4 and said that it lacks visibility within their environment:

- *“From the point of view of a Finnish Embassy, U4 does not seem visible at all. Before this survey I had maybe once heard of U4, but not had any practical information or contacts. Whilst corruption is a major problem in the country where I am posted, it is not clear to me how U4 could be useful.”*

Q42 Are there any other comments you would like to share with the U4 team and external reviewers?

86 respondents provided additional comments to share with the U4 team and external reviewers. 37 commented that they greatly appreciated the “good work” of U4, noting that U4 is seen as a unique organisation and an expert voice in the anti-corruption field. A selection of comments include:

- *“U4 is a trusted source of high-quality summaries of topics and other research and practice in anti-corruption. U4 strikes a good balance in being evidence-based but accessible without too much jargon.”*
- *“U4 and the OECD resources are my go-to for expert knowledge.”*
- *“Your work is unique!”*
- *“E-portal of U4 is very helpful tool. Thanks for your generosity and for sharing the AC knowledge with large amount of people. “*
- *“Just to say how much I have gained personally from the courses and topic guides. Working alone (I do not have a full-fledged research department) I can fill in knowledge gaps by accessing the U4b resources. Great job you guys!”*

Respondents noted that the research is of good quality, courses and trainings are insightful, and they enjoy in-person workshops. There is demand amongst respondents for U4 courses and trainings, with 14 comments requesting more online courses, and easier access to facilitated courses for individuals outside of U4 partner agencies. A few respondents would appreciate increased communications from U4 around courses.

- *“Have been applying for online courses but not forthcoming”*
- *“I had initially inquired by email, how I could enrol to do some anti-corruption courses.”*
- *“I wish I can join your institution but too closed up. even some trainings are restricted”*
- *“I would like to participate at face to face or on-line training on the relevant topics you cover in your planned trainings and workshops.”*
- *“Many people want to attend U4 courses but the admission process is very restricted, particularly people not introduced by a specific entity is not considered which makes it difficult to be part of U4 course when you are interested to attend but not working with an organization. Please consider this!”*
- *“The follow-up for people interested in expert-led courses is null. I've been trying to enter the Essentials of Anti-Corruption and also signing me up for the notices with no success.”*
- *“Please facilitate more certified online Anti-Corruption training and investigation skills training”*

11 respondents suggested that U4 could broaden its collaboration with other stakeholder groups to both better inform U4 resources and increase the uptake of U4 knowledge:

- *“Please have more collaboration and partnership with Think Tank and NGOs from Global South”*
- *“Widen the approach, speak with the private sector and authorities. There is a wealth of information and collaboration out there, use it to U4's benefit.”*
- *“Do more grassroots stakeholder engagements to build capacity of grassroots organizations and individuals in advocating for transparent and corrupt free societies.”*

- *“Involve all stakeholders in the fight against corruption and good governance to successfully conduct this fight”*
- *“To expand their scope of action for training and knowledge on the fight against corruption and good practice to all stakeholders”*
- *“To know the real extent of corruption, you need the information from people who work in those public and private institutions, considering their safety and the political content of the country, because they are easily identify in the institutions they work so there is not only the risk of losing a job, and not finding one because they have been label and/or target, but also the physical danger they are exposed. Furthermore, many NGO's (anticorruption, human rights, climate change, etc) have strong ties with the institutions they claim to oversee.”*
- *“U4 brings valuable information and education. That said, I do believe that a wider view will make it even more valuable.”*

6 respondents suggested deepening U4's work in Africa:

- *“I'd request for U4 to endeavor to have visibility and presence in Sub-Saharan Africa. In person events especially.”*
- *“More engagements and support to the Sub-Saharan Africa where there is systemic corruption and immunity.”*
- *“I look forward to having a partnership with U4 organization on Anticorruption capacity building and citizenship engagement in West Africa Nigeria. Corruption is so rampant in the country and situation needs diverse support.”*
- *“You may wish to involved more African context in your studies or research.”*
- *“Consider Nigeria as one of the countries you work in.”*
- *“My country, Guinea, has many challenges to overcome in terms of good governance. I would be very happy if you could facilitate access to practice and the acquisition of certain knowledge in the fight against corruption so that I can make these achievements prevail for the benefit of my country.”*

And 1 respondent suggested additional engagement in Cambodia:

- *“I am interested with the in-country engagement in the area of corruption and climate change. I am checking and learning how to have it for Cambodia. I would like to get more information about this.”*

Annex 6: Helpdesk response feedback (2023)

2023 Helpdesk responses reveal the below outcomes:

Outcomes	Number of respondents
Informed my own work	13/15
Shared with others in my own organisation and/or external partners	13/15
Increased awareness and understanding of the issue	11/15
Used in a workshop, conference or training course	6/15
Influenced the design of a new project or campaign (or re-focused an existing one) in ways that have made it more successful	2/15
Raised issues that have been taken up by senior politicians or senior public officials	1/15
Influenced laws, policies, or priorities of government or other institutions/organisations	1/15
Influenced the design of a proposal in ways that have helped to secure funding	1/15

Annex 7: Examples of U4’s impact on policies and decision-makers (2023)

Specific examples of U4’s work reaching decision-makers and impacting policies include the below, mentioned within the 2022 and 2023 logframe results:

- “The Zambian Energy minister, Peter Chibwe Kapala, picked up U4's Principal Adviser Aled Williams’ thread about our paper on Zambia’s anti-corruption regime in the renewable energy sector. The minister then posted the papers’ main points on his public Facebook profile – committing to its message.” (2022)
- “U4's presentation to the anti-corruption committee of the Bangsamoro Parliament (Philippines), which was debating an anti-corruption strategy that did not include a gender analysis. As a result, the committee decided to put the policy-making on hold until a gender analysis had been carried out.” (2022)
- “U4 has built capacity in the donor community and more broadly among donor partners to understand how the COVID-19 pandemic might exacerbate corruption risks. This has helped to ensure that donors identify risks in their own spending and can put controls in place such that aid provided under emergency conditions as part of the COVID-19 response is less vulnerable to corruption.” - as noted by FCDO MLA Report on I-ACT, quoted in the logframe. (2022)
- “USAID's guidance note on how to tackle corruption in the health sector draws on U4's Covid and corruption blog post updates.” (2022)
- “Covid-19 and health-related blog posts continue to resonate and inform government policy on Covid-19 vaccines: The blog post on vaccine certificate fraud was used by the Australian parliament for a report on vaccine-related fraud and security risks.” - As noted by an Australian parliament report, quoted in the logframe. (2022)
- “U4, through the leadership of Principal Adviser Monica Kirya, set up and run a working group on gender and corruption. The group helped shape the first-ever resolution focusing entirely on gender titled Addressing the societal impacts of corruption. This is a milestone resolution that the CoSP to the UNCAC adopted in Dec 2023. This document is also the first CoSP resolution recognising that sexual corruption ‘may be considered a particular form of corruption’.” (2023)
- “U4 research has been extensively quoted in the 2023 EU Handbook of good practices in the fight against corruption. The Handbook is part of the overall efforts from the European Commission on anti-corruption policy.” (2023)

12 User Survey respondents commented that they used U4 outputs (including research and training courses) to inform project design, implementation and oversight:

- Used “anti-Corruption Programming and the Theory of Change in two of our extractive projects to better assist the local community. We changed our approach and reporting due to the knowledge gained from the U4 expert led course.”
- “A year ago I worked on the design of a project proposal for the health sector, taking into consideration relevant aspects such as the risks of corruption in the acquisition processes of inputs, equipment and supplies; using as reference materials the

information from case studies and guides prepared by U4 that were applicable to this case. On the other hand, in the monitoring and evaluation section we added indicators to measure the risk as the project is executed. I usually use the knowledge I have acquired to expand my knowledge on a specific topic, which I apply by developing some indicators on corruption or administrative mismanagement. Based on the results, I raise a red flag. In other cases, I share the knowledge with my colleagues on topics in which they require support.”

- “U4 courses have definitely fed back into specific development interventions when drafting contextual risks. When preparing courses and guidance materials, briefs have also helped when drafting more thematic guidance (ABC). Country profiles are greatly useful for country analyses.”
- “To guide project design. Especially a paper on disability and country briefs.”
- “The publication "Anti-corruption and integrity training: learning how to resist corruption" helped in the justification and improvement of integrity trainings in program proposals and delivery”
- “I referenced U4 findings during the Regional CSOs stakeholders engagement meeting. I have used U4 findings and data when writing proposals for funding”
- “We are currently doing some work in the Cambodian health sector. For sustainability, we need to conduct knowledge transfer to civil society. The publication, "Non-state actors and anti-corruption work in Cambodia: Gaps, opportunities, and synergies" helped us better understand the challenges facing Cambodian civil society actors.”
- “Used in project design, review and project negotiations.”
- “Drew on some of the resources for project design narrative.”
- “During managing development programmes I'm using regularly terms learned during my trainings.”
- “Theory of change, we used it in the company to implement a few programs and those are successful.”
- “Facilitating on corruption related issues during community meetings in my county.”

Annex 8: Uptake of U4's courses in 2023

Courses provided in languages other than English are highlighted below.

Course	Language	Enrolled	Completed	Type
Essentials of anti-corruption I: The basics	EN	1922	1148	Self-paced
Essentials of anti-corruption I: The basics	FR	203	67	Self-paced
Essentials of anti-corruption I: The basics	SP	116	57	Self-paced
Essentials of anti-corruption I: The basics	AR	18	3	Self-paced
Essentials of anti-corruption I: The basics	Ukrainian	58	22	Self-paced
Addressing corruption in health emergencies	EN	117	50	Self-paced
Corruption and wildlife trafficking	EN	92	45	Self-paced
Corruption and wildlife trafficking	FR	7	1	Self-paced
Corruption in the forestry sector	EN	83	28	Self-paced
Corruption in the forestry sector	FR	0	0	Self-paced
Corruption in the extractive industries	EN	110	46	Self-paced
Corruption in the extractive industries	FR	14	3	Self-paced
Managing ethical misconduct and low-level corruption cases	EN	30	12	Self-paced
Managing ethical misconduct and low-level corruption cases	FR	10	5	Self-paced
Corruption in fragile and conflict-affected states	EN	31	25	Facilitated
Addressing corruption in health emergencies	EN	21	6	Facilitated
Corruption risk management	EN	54	28	Facilitated
Corruption risk management	FR	53	25	Facilitated
Gender and corruption	EN	37	19	Facilitated
Addressing corruption in the natural resources sector	EN	34	24	Facilitated
Addressing corruption in the natural resources sector	FR	14	4	Facilitated
Corruption in the justice sector	EN	52	30	Facilitated
Essentials of anti-corruption I: Development programming	EN	28	17	Facilitated

Annex 9: U4 publications in languages other than English

Title	Type	Language
2022		
Managing corruption risks when partnering with multilateral organisations	Blog	FR, EN
How donors use Due Diligence to identify corruption risks	Blog	FR, EN
Who owns what? Three lessons for transparency in beneficial ownership	Blog	FR, EN
How to (legally) silence an anti-corruption activist	Blog	FR, EN
War, corruption, and reconstruction: protecting Ukraine's ancient forests	Blog	FR, EN
Medicamentos falsificados en Colombia: Análisis desde una perspectiva de anticorrupción	Issue	SP, EN
Due Diligence : un outil à disposition des bailleurs pour identifier les risques de corruption	Issue	FR, EN
Le secteur de l'or à Madagascar : au cœur des pratiques illicites	Report	FR, EN
2023		
Organised criminal groups' use of corruption and physical threats against customs officials	Helpdesk answer	EN, FR, ES
The efficacy of geographic staff rotation in preventing corruption in the customs sector	Helpdesk answer	EN, FR, ES
The impact of grey listing by the Financial Action Task Force (FATF)	Helpdesk answer	EN, FR
The efficacy of undercover integrity testing in preventing corruption	Helpdesk answer	EN, FR, ES
Characteristics of effective reward and sanction schemes in the customs sector	Helpdesk answer	EN, FR
Feminist policy in Ukraine's recovery and post-conflict reconstruction: A gender perspective in anti-corruption efforts	Issue	EN, FR, UKR
Specialised anti-corruption courts – A comparative mapping (2022 Update): Ukrainian Version	Issue	UKR
Ukraine reconstruction: Compilation of U4's publications about Ukraine and anti-corruption materials translated into Ukrainian	Topic page	EN, UKR

Annex 10: Process to determine U4's thematic priorities

The main steps of the process to determine U4's thematic priorities are as follows:

- **Summer/August:** U4 advisers prepare an initial proposed plan for their thematic areas for the subsequent year.
- **September/October:** U4 advisers present the plans internally, share feedback on peers' proposals, and the team puts together the U4 draft workplan.
- **October/November:** U4 shares a consolidated draft workplan with the partners for review 3 weeks before the Steering Committee Meeting (SCM), which usually happens in November.
- **November:** Steering Committee reviews and discusses the thematic areas and workplans.
- **December/January:** U4 team adjusts the draft workplan based on the feedback from the SCM.
- **January/February:** While the team kickstarts the process for several of the outputs, U4 management opens a period for final feedback or tweaks from Partners in case new instructions on priorities have been given from their own ministries.
- **March:** Formal submission of the workplan to partners for reporting purposes.

Annex 11: Focus Group Discussion, key insights

1. Reflections on U4's thematic areas

FGD 1:



FGD 2:



FGD 3:



FGD 4:



2. Reflections on U4's strengths

FGD 1:

knowledge production
 donor support rigor
 ability to do research
 independence n neutrality
 transparency
 connecting stakeholders

FGD 2:

donor relations
 qualitative
 trusted reliability
 diverse breadth
 accessible summaries
 expertise
 helpdesk approach
 repository nature of webs

FGD 3:



FGD 4:

thematic coverage
effective trainings
user friendly awareness

3. Should U4 make adjustments to their thematic areas?

FGD 1:

- Focus on how donor programs can support a/c challenges, e.g. procurement reform.
- Having a structure and flexibility that allows for future work to be incorporated – having broad thematic areas that can accommodate more specific work.

FGD 2:

- Consolidating between topics might help make connections between different areas of interest, e.g. human rights and gender.
- Prioritize themes to make it manageable for the team/consider if needed for strategic direction - keep creating themes to address new areas when relevant.

FGD 3:

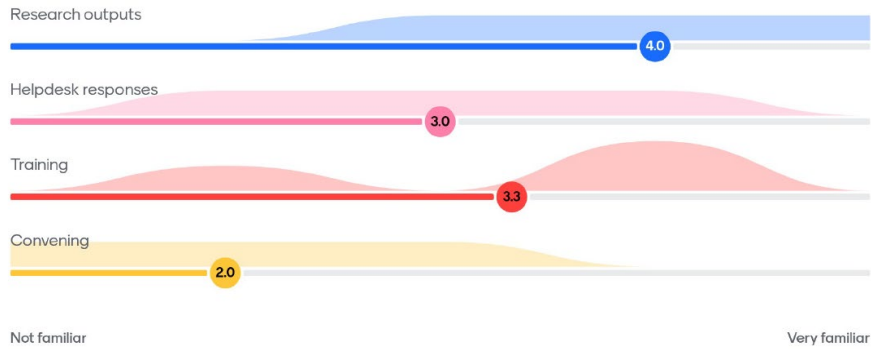
- Reduce the number of thematic areas. Frequent review of the portfolio of thematic areas.
- role of donors on supporting institutions in crisis situations
- How to support national anti-corruption capacities in parallel to providing direct budget support
- Enable peer learning and sharing good practices emerging in corruption management
- Highlight the interconnection between various themes. Such as iff, corruption, organized crime and gender

FGD 4:

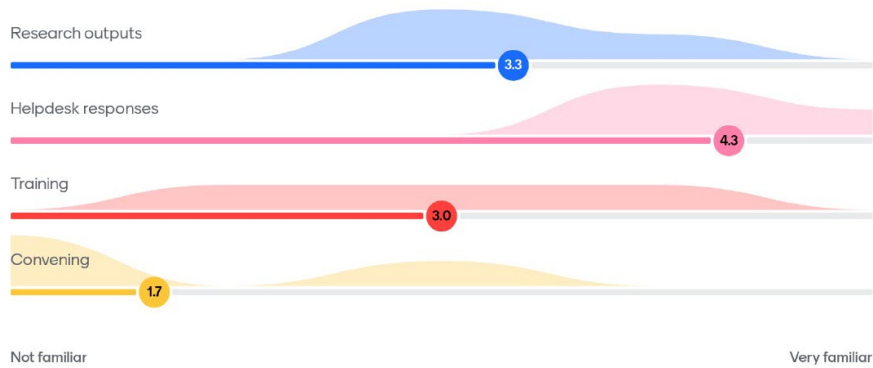
- There could be several approaches in understanding a specific thematic area of work. It is good to integrate such when the thematic discourse widens

4. *How familiar are you with U4's products?*

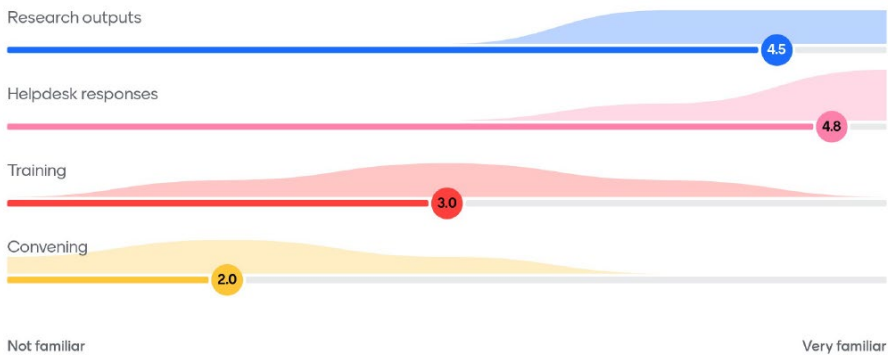
FGD 1:



FGD 2:



FGD 3:



FGD 4:



5. Do you have any recommendations for U4's written products?

FGD 1:

- Original research on emerging topics
- Maybe 70% on what donors want to know and 30% on new areas?

FGD 2:

- Corruption version of 'our world in data' could be a nice resource
- U4 is by others seen as aggregator and consolidator of research, would encourage more own work.
- Need for research papers - high impact think tanks, central banks require staff to publish in academic journals. Places recognize that to get top researchers in, they need to support publications
- Could do more quant data, even if just aggregated

FGD 3:

- Why have helpdesks with AI tools available now
- Improve quality of citations (criminal cases referred to which aren't yet adjudicated, from media sources) (mostly help desk)
- Intersection of various forms of where corruption is an enabler
- Need field engagement to do good research - where partnerships come in
- Do more to bring topics to worlds attention.
- Briefs and issue papers are very useful
- Improved Dissemination of the written products
- Invest in AI model for Helpdesks

- Can bring to international community's attention data on achievement of SDGs, very much behind on SDG 16. Corruption as key spoiler to achievement on SDGs as a whole. Consider a/c data in reporting

6. Do you have any recommendations for U4's training?

FGD 1:

- Could do more, probably most impactful to share knowledge
- Collaborate with others and deliver training on the grassroots level, bring knowledge to communities
- Translations are important
- Partner with other organisations to increase reach of training

FGD 2:

- Good to have two formats – short and in depth.

FGD 4:

- I would like to be able to share access to U4 training to our local partners
- It is good to have this programme enabled for all implementing partners, beneficiaries (e.g. governments), grassroots organizations, UN agencies etc.
- The self-paced course I followed covers the basics. If there are any interested parties to learn more, good to provide any opportunity to widen accessibility.
- We have integrated into our internal policies

7. Do you have any recommendations for U4's convening?

FGD 1:

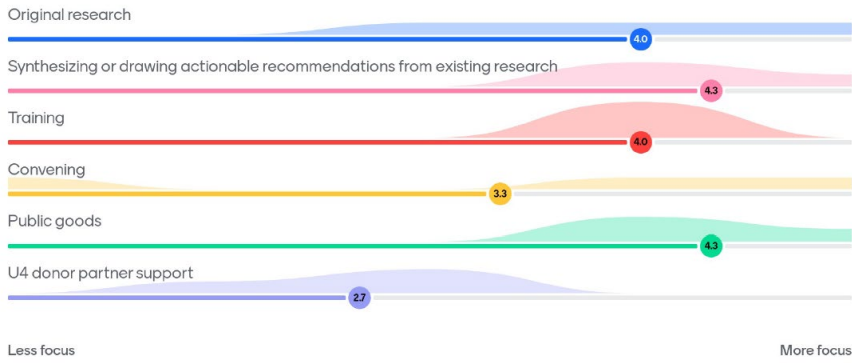
- Convene more than donors – CSOs, governments
- Corruption can be atomised even in relation to how people think about it, what counts as corruption
- Under in country engagement – Peru brought together members on gender and corruption, was a great example. Should do more
- Advertise ICEs more, share with working group

FGD 3:

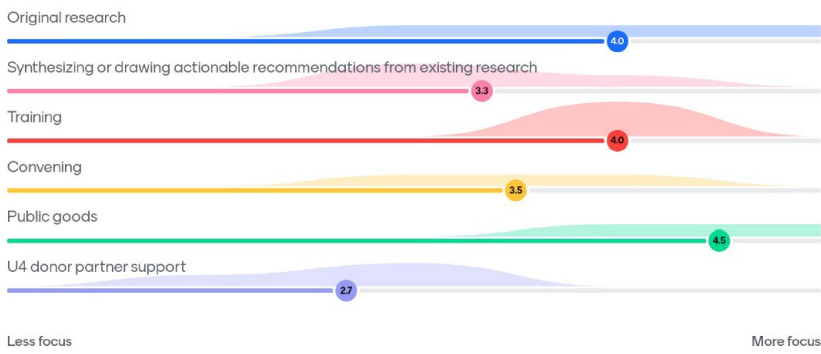
- U4 can bring different actors together – CSOs, development agencies, those who work on gender... Use U4's gravitas

8. Which products should U4 focus on?

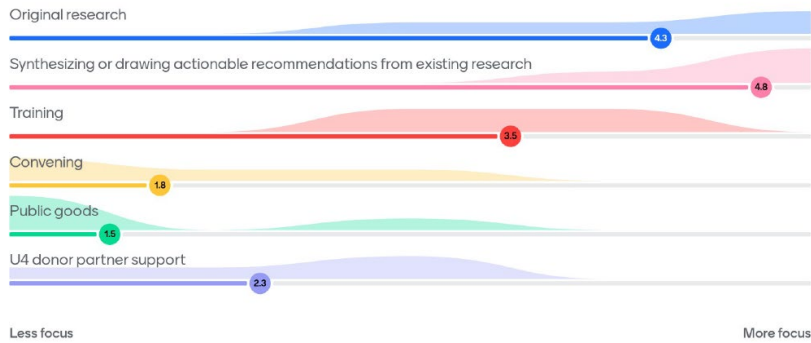
FGD 1:



FGD 2:



FGD 3:



9. Can you share any examples of where U4 products have enabled impact?

FGD 1:

- Gender and corruption: work on sexual corruption, new definition of it with partners and working group members. Going from sextortion to sexual corruption. Changed how TI wants to call it.
- U4's opportunity to be part of the country delegation was unique to know what's happening in the discussions. Key for u4 to influence negotiations and share with civil society to give feedback
- Alex - environmental working group expertise key in submissions, group of friends briefing in June. Only open to a few CSOs. Only for experts. Also working on resolution at the next COSP on environmental impact
- From reviewing multiple USAID internal strategies and docs, they clearly lean on U4 publications. Sometimes cited sometimes not.
- Local level on improving public services
- Investing in communities can provide better input into strategies.
- Also working on database on intersection of data on gender and corruption. E.g. a member knew of law in Tanzania on sexual corruption, when wanted to change legislation, the group managed to gather sig
- Monica's expertise with diplomats - group of friends on mainstreaming gender was key for language used for UNCAC resolution. Monica being at CoSP provided real time support to Norway and other delegate
- Norway again invited Monica to be part of delegation at IRG, organized side event on negative impact on women and girls
- Reason they can do that - trusted partnership and expertise
- Local level: Monica work with a/c advisory group. Feminist leaders from the global south. Through U4 resources and input, leaders better able to advocate on local level. Specific communities, national
- One of leaders from Kenya works with Mombasa county. CSO leader. Was asked for input on policies. Travelled as part of Mombasa delegation - smart cities, to promote transparency and a/c to share how
- Monica's expertise - leading working group 109 people worldwide, created a community where now working on database on sexual corruption provisions around world, best practices in mainstreaming gender
- Signatures to not change law as leaders on a/c around the world on this topic came out against it.

FGD 2:

- Teaching - courses use u4s docs, gender and corruption on reading lists
- Now looking to work on climate finance, finding good references to refer to.

- Sustained interest on the topic of health was important Health in corruption training course - people said it opened eyes to risks in health and corruption - multilateral organisation, technical p
- Used work to inform programs, e.g. corruption and forests in Ukraine, shared with team and partners. Helped to show that others are looking into the topic.
- Health - now there's a WHO led network on health and corruption, normalized it and got WHO to mention corruption, U4 played a strong role in that through the publications, keeping it on agenda
- Trying to convince government that it should have laws on sexual corruption, drew on U4's document - useful to advocate foreign policy

FGD 3:

- Work on specialized courts. Lots of people paid attention, stimulated discussion
- Impact on UNDP - early work on national anti-corruption strategies shaped ways of working - going beyond legalistic approach, making strategies more comprehensive. UNDP built on this
- What U4 has been advising donors for bilateral support. Seen enhanced position of donors on anti -corruption in other donor work
- We often cite U4 in reports on corruption risk management— impact as a knowledge creation body
- Catalysed people to think sectorally, how it relates to aid, Nexus topics e.g. with environment. But this work hasn't evolved a lot (or comms around it haven't)
- U4 core course on anti corruption has helped enhance a/c work. Gives donors more confidence on certain positions

FGD 4:

- All of them as a rule have their anticorruption manual along with a whistle-blower type of system
- The knowledge contents received from yourself paced course was used to advocate the government officials to curb corruption during programmatic interventions
- Used courses to train government officials in Sri Lanka - COI, how corruption works, bribes, incentives

10. How could U4 better track its results/impact on the ground?

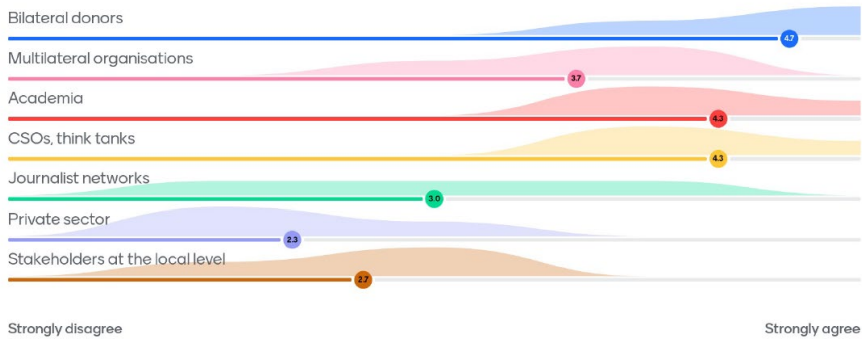
FGD 4:

- By using user surveys
- We have integrated into our internal policies for the office but not he partners
- Also asking programmatic staff of an international cooperation to replicate this impact survey within a workshop

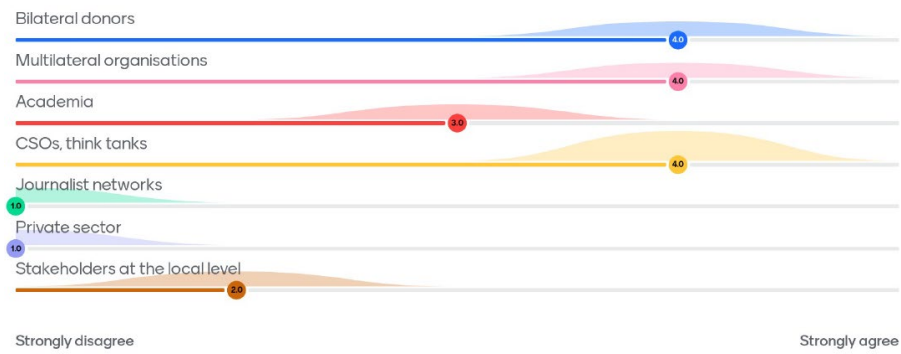
- Work through in country staff to get partners to take the courses

11. How effective would you say U4's partnerships are with:

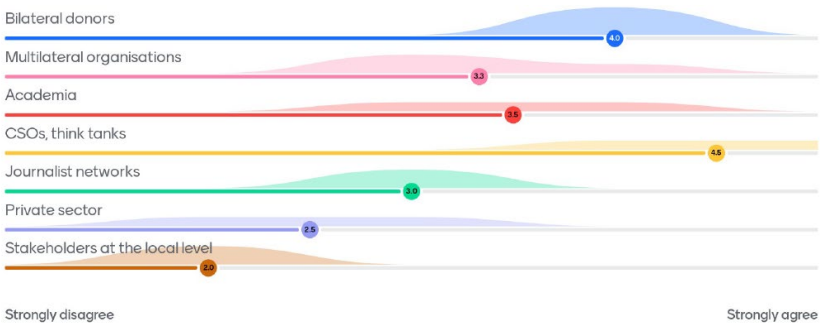
FGD 1:



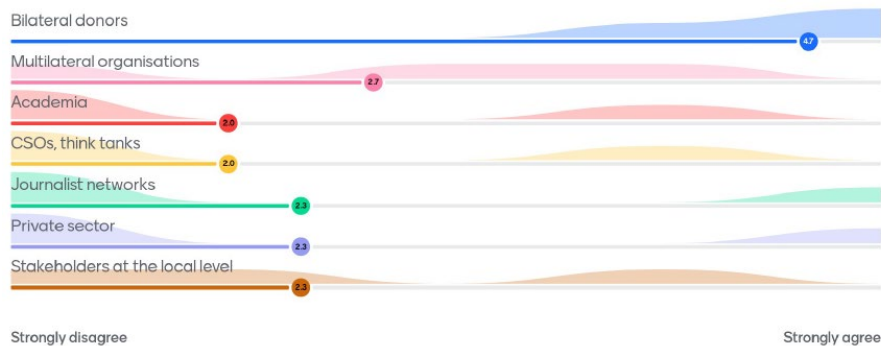
FGD 2:



FGD 3:



FGD 4:



12. How could U4 improve its strategic use of partnerships at the international level?

FGD 1:

- Investments in partnerships, collaboration with CSOs and global convening are worth the investment
- Given how aggressive IMF is on anti-corruption, it could be worth it
- Identify entry points for international impact. Perhaps WB and IMF could be a good entry point. Climate funding. Very strong on multilaterals and UN

FGD 2:

- Improve partnerships with academia - to get more deeper research. E.g. going in on bids with academics on GI ACE consortium, national health research institute partnerships.
- Role as a convener - academic a/c community clustered 'gangs', well placed to bring people together from across the world. Including from the Global South. Have a big network of corruption studies
- Co design academic researcher with academics, shape research design together.
- Space for practitioners (720 members, with Basel, TI, WWF and Traffik) that Basel has - <https://environment-corruption.org>. share new knowledge created by U4

FGD 3:

- Increase links with universities globally.
- Partnerships with researchers around the globe working on environment, etc.
- Engage more with UNCAC

13. How could U4 improve its strategic use of partnerships at the local level?

FGD 1:

- Transforming evidence into action. Example: anti-corruption advertising campaigns, handing out micro grants. That might make problem worse. Getting evidence down to local level.

- Decolonising debate
- To think through what can be done at the local level

FGD 2:

- Invest in translation. Interesting work on deforestation in Peru - e.g. for partners on the ground.
- ICEs - engage broader networks in country (e.g. health equity networks) beyond donor networks. Do light touch research on existing networks in country.
- Use existing networks better - TI chapters, environment corruption networks, bring in at an earlier stage.
- Talk to people on the ground in early stages of work.

Annex 12: Bergen workshop, key insights

Session 1 Relevance

Thematic area alignment with partner countries

What are U4's unique features and offer?



To what extent are U4's thematic areas in line with U4's and other stakeholders' priorities?

How would you rate U4 partners' engagement in workplan development?

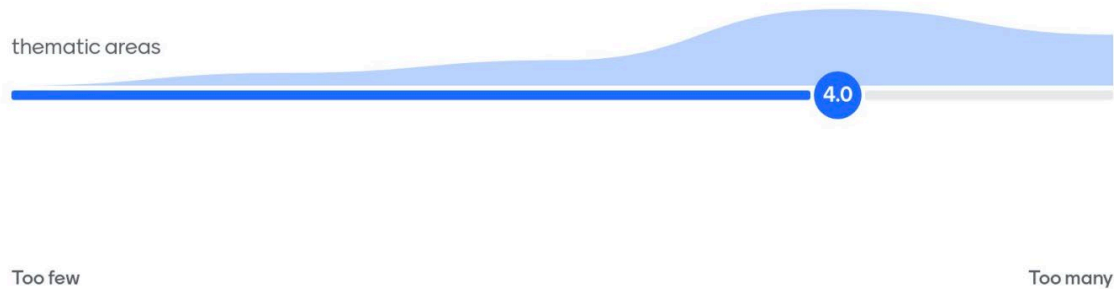


Could partners be given additional opportunities to input? (E.g., having earlier informal discussions when putting the workplan together)

- They are given 3 weeks before SCM to comment on draft 0, comment at the SC and also changes for adjustments from Nov until mid-Feb with the option of ad hoc inclusion during the year
- There are risks with this approach. I think the current process is good enough.
- Challenges: Consensus between donors is time-consuming to reach, losing independence in choosing what to research, dissonance between HQ and the people on the ground: different priorities
- This approach could create unequal standing among the partners where the most vocal or active agents will have more say in the workplan
- Challenges: Being treated as consultants rather than independent advisors providing a service can create power inequalities between donor voices as well as put increased pressure on us to produce rather than advise
- More time does not mean better donor responsiveness. Donors read things and ask questions last minute. It takes from our time to chase them. They have to engage and use us more. We are proactive.
- Donors have to be more responsive to our deadlines and requests. We are already being responsive to ad hoc tasks, but donors could be more responsive to our existing process
- Less about direction, more about information exchanges and communication. One possible mechanism: check-ins with AC contact persons every few months beyond admin matters (led by management)
- Could the onus on more active constant engagement with U4 be put on the partners so they don't have to 'wait' until the workplan process to suggest things.
- Reflecting on how to nurture relations with contact persons. Churn is higher than previous years. Informal relations matter. Additional mechanisms: e.g. invite to conferences, workshops
- More temperature taking meetings with donors. Big discussions before SCM too short. Involving them earlier means that engagements are too long. Longer cycles of 2-2.5 helpful.
- I propose shared documents, by theme, for donors and U4 advisors to give inputs on priorities, salient information, workplan
- Expand list of contact points to include thematic leads
- A proposal is what we remind the donors more of our process and their obligation to also respond to us
- Maybe organise the themes under the SDGs to make the workload more coherent
- A proposal: we get the contact of the thematic leads in donor partners' HQs and have conversations about needs to inform the workplan
- User survey prior to new online course, possible for comms products/existing use? Important to engage with the right thematic people, not necessarily contact points. What is the actual demand?

- Opportunities: more regular conversations with our donors as advisors can make us more responsive and also help donors be more responsive to our processes. Give and take.

Does U4 strike a good balance regarding the number of thematic focus areas?



Are there thematic areas that should be given more or less focus?

- Some of the themes are inactive
- No. This has implications for our mission/vision as U4
- Many themes allow an advisor to side-step because of natural synergies
- I think we can cluster some under bigger headings and then have sub sections under each
- It's difficult to say. Maybe we should re-strategize on how we present them. We should have SDG focused themes and anti-corruption cross-cutting ones such as politics of AC, social norms and integrity
- Should we have U4 core themes, and then depending on demand and resources adjust?
- More clustering can lead to more bureaucratic processes/workload
- Some inactive themes, particularly PFM, are among the most popular on the website. may lose that information sharing as a global good if we reduce themes
- A proposal: cluster themes based on sectors (things that have concrete organisational structures and then have cross cutting topics that are more abstract: for example, digitalisation)
- It is possible to regroup several themes under clusters (e.g. PFM, auditing and financial control, public sector accounting together)
- Our niche and strength is our breadth of topics. Compared to similar organisations that are more niche. We are the only ones capable of doing it all, so to say. But re-structuring is good
- It's a matter of packaging and presentation, and not calling something we do 2-3 papers on a topic/theme on its own

Clustering

Would clustering the topics (for example, considering sector-based corruption with a rotating coordinator of the cluster) be beneficial and feasible?

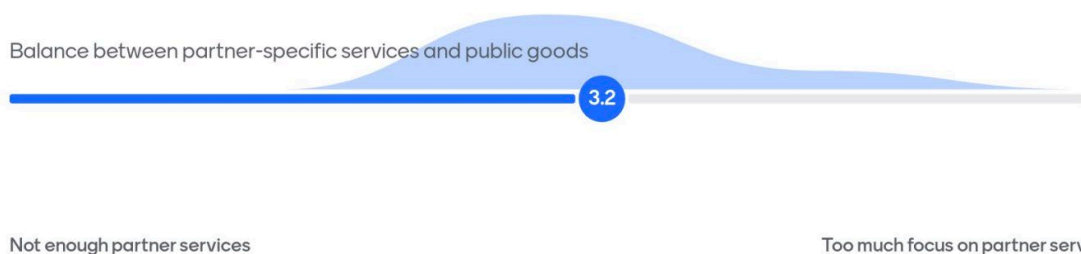
Could it facilitate synergies between different thematic areas (which are organically occurring as advisors collaborate, particularly in the context of in country engagements where two advisors work on each engagement?)

- Some potential clusters already – e.g., climate and natural resources
- Themes need cleaning, more discipline on what is considered a theme and how it's presented
- Could be potential implications for resource allocation – is it adequate?
- Thematically doesn't always make sense to cluster things, seems to be more about presentation
- Could have implications for U4's mission/vision. All AC themes are interrelated.
- Clustering could help provide a clearer message on the website, with short narratives
- Use clusters as a presentational tool rather than organisational
- Link topics directly to the SDGs?

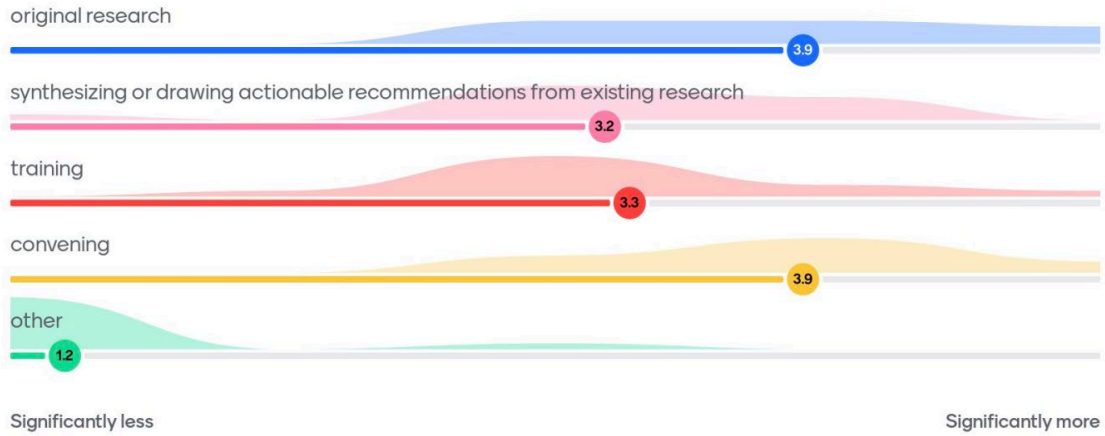
Balancing knowledge products and delivering for partners

How well does U4 balance ant-corruption research and knowledge products as a public good with delivering services for its partners as part of the basket-funding and/or earmarked projects?

Does U4 strike a good balance delivering on partner-specific services versus public goods?



How much should U4 focus on the below?



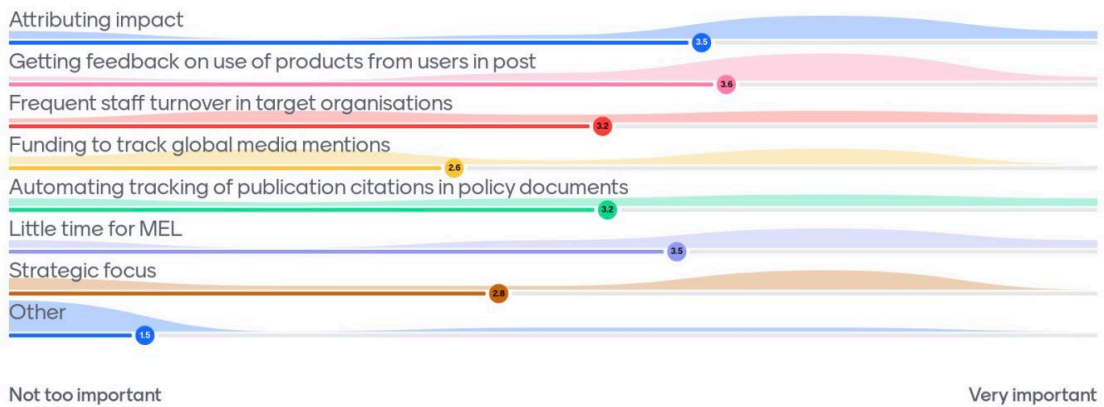
- Implications of AI being able to synthesis work in the future
- Consider using AI for translation
- Responsibility to be a medium for local experts to share insights
- More decolonised approach to doing original research

Session 2: Effectiveness

Progress against strategy

To what extent have goals been met so far? In cases where targets and objectives have not been met, were met marginally, or have been exceeded, what were the reasons?

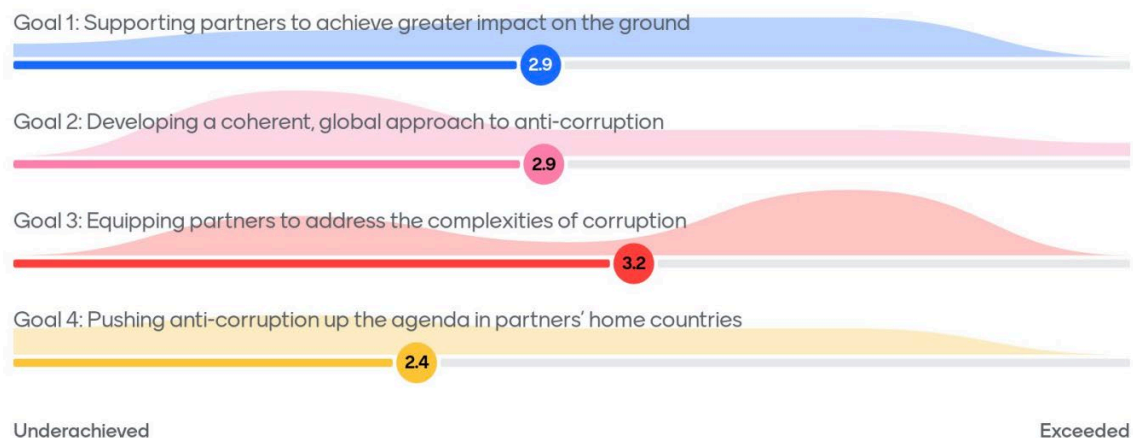
What challenges exist in tracking impact and effectiveness of U4’s work?



Other challenges?

- Impact stories are ad hoc, based on who has time to write one. Sometimes don't really show impact.
- Difficult to separate impact and contribution
- Human resource not in place to systematically record and communicate impact. Data available at the output level, but less so at the outcome level.
- "Impact" may not be the right term – want to know results, effectiveness, practical use for tracking at the outcome level.
- Lack of strategic approach at international events to gather impact stories.

How well is U4 progressing towards each goal?



Is U4 on track to achieve each goal? Are there any recommendations?

Goal 1: Supporting partners to achieve greater impact on the ground

- Partners can change priorities

Goal 2: Developing a coherent, global approach to anti-corruption

- [no comments]

Goal 3: Equipping partners to address the complexities of corruption

- [no comments]

Goal 4: Pushing anti-corruption up the agenda in partners' home countries

- Not as much effort here, potential discussion on whether more effort is needed?

- Think about why we might not be focusing on this versus what we were thinking about when we developed the strategy.

Other comments

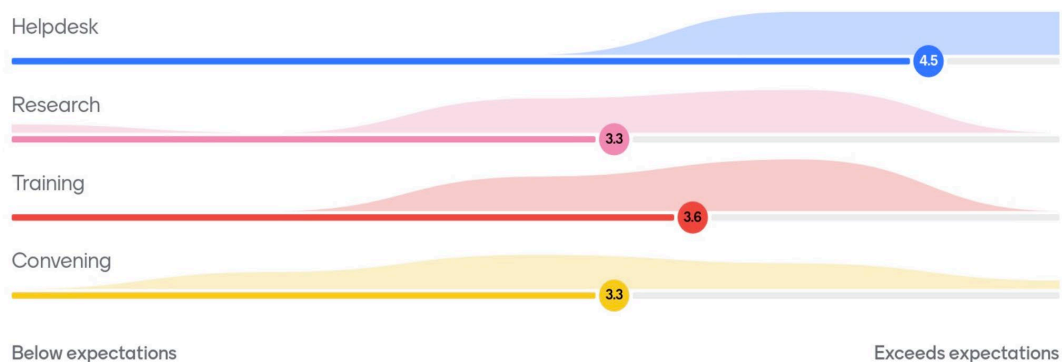
- Should U4 pursue all goals equally, or should it prioritise?
- Don't currently track inputs towards the goals, but a template exists in the framework
- Individually think about how our work is related to each goal – we did writeups on each goal but that was it – an administrative task.

Session 3: Effectiveness

Formats of U4's products

To what extent is U4 able to meet the partners' expectations regarding the formats to build their capacities (resources, learning, convening)? In what regard is there potential for improvement?

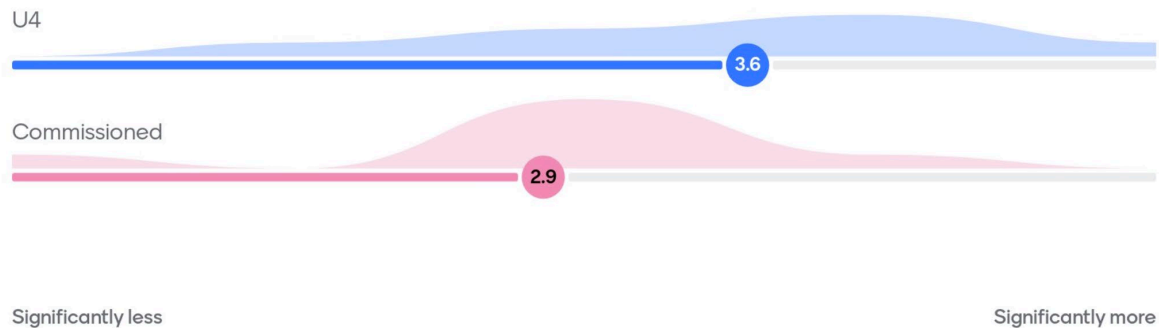
To what extent is U4 able to meet the partners' expectations regarding the formats to build their capacities?



Do you have any suggestions to make on the Helpdesk?

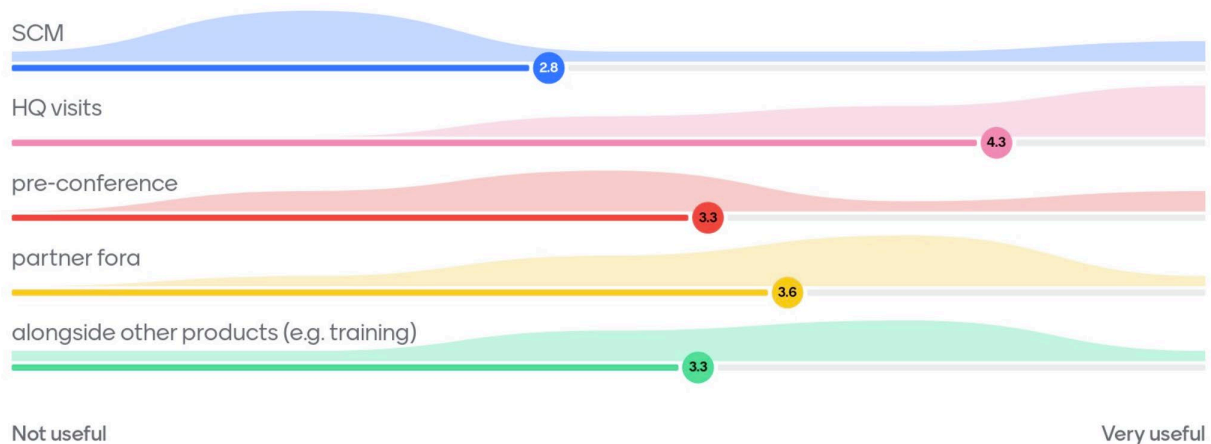
- Maybe need to integrate some things into the workplan, where it is a longer piece. They shouldn't compete with U4 work.
- Multiple format options within a framework.

How much research should be done by U4 versus commissioned?



- Online courses are expensive to commission, biggest challenge is that commissioned courses don't have an 'owner' at U4
- Would still have to QA work, doesn't solve being overstretched.
- Want to show figures, do partners see a potential imbalance that may not exist?
- Individual incentives skewed against commissioning – promotions.
- Context on commissioning – not the research output itself, it's more workshops. We turn down a number of workshop applications and some donors feel that we don't give enough time to workshops. It's a trade-off. (8-10 workshops per year, 30 applications)

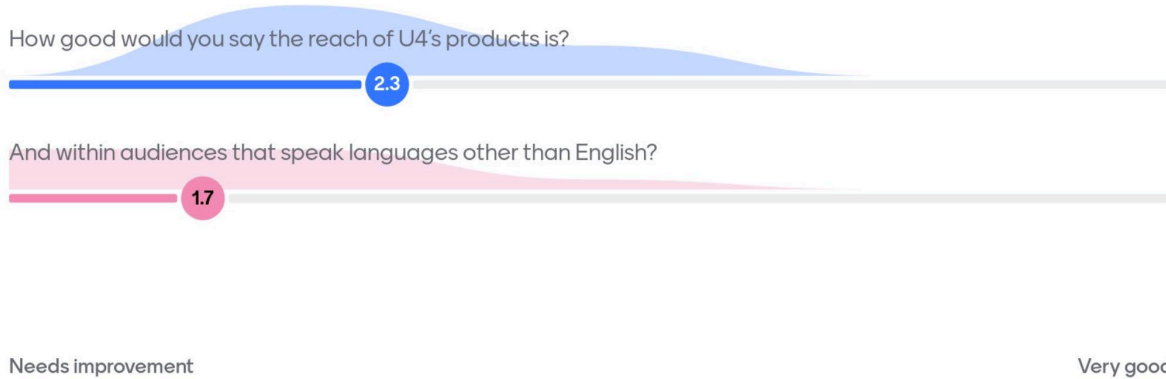
Convening – which are most useful tools to meet partner expectations?



Partnerships with other organisations

To what extent does U4 engage with partnerships and networks with others? Could this be done more strategically?

Communications and reach:



- Some agreements with partner to translate work. Ukraine work translated into Ukrainian and French. More translations than reports indicate.
- Potential to use AI translation functions to do more translation.
- Simultaneous translation of workshops is possible, should be accessible.
- Uptake of products in other languages is still lower.
- Potential for greater impact publishing in other languages as there are fewer producers of knowledge.

Who are U4's international partners?



Suggestions for increased use of international networks/What engagement would be useful?

- Getting reviewers for quality assurance and external review processes
- Be more deliberate about involvement in sub-international networks
- Networks are individual-based. Collaboration in formalised contexts can introduce issues with copyright on content.

Session 4: Efficiency

Are the management and administration structure and processes adequate to ensure effective and efficient performance?

What dualities and distinctions exist in U4?

- Programme manager vs research adviser -
- Remote vs global
- Donor driven vs interest driven
- Internal time vs budgetary commissioning
- CMI vs U4
- Practitioner relevance - field relevance vs HQ relevance
- Practical action vs critique
- Academic vs advocacy
- Programme vs organisation
- Generalist vs specialist
- Delivering workplan vs results
- Productivity vs expenditure
- Donor relevance vs work capacity
- Human resources vs financial resources
- Immediate production vs investment
- Low risk vs high risk (activity related)
- Focal points vs decision makers
- Autonomy vs oversight

Reflections on findings and conclusions:

- Flatter institutional structures in Norway, seen as a benefit.
- Don't have budgetary autonomy, inefficient bureaucracy.
- U4 advisers are accountable in steps along the way. 5 years ago advisers had independent budgets they could manage, which was more time efficient.
- Now, not much transparency in how budgets are spent. U4 told this year to go ahead and spend money, but people hold back, and then told that there is a large underspend which could have been solved if we knew how much underspend.
- We have new structure, never had Deputy Director as such, now we have two leaders, also now have 2 people in operations. It has potential to be adequate because we are

working towards developing roles and responsibilities, setting new processes, but challenge that it seems things won't move without internal consensus and team may need to understand some decisions are in remit of leadership without internal consensus needing to be reached.

- In terms of numbers, we have never been better staffed.
- Consensus - Norwegian management style, but people being heard doesn't mean you have to act on it. Can be a problem for international staff coming here when it's not explained.
- The management and admin structure help ensure effective process, but more clarification and work on accountability processes is needed. Themes on accountability within CMI, CMI to U4, to leaders, sideways accountability.

Does U4 have the right human resource and technical capacity to implement the strategy, including strategies in place for recruitment, capacity strengthening, career development and staff retentions

Outsourcing

- There is a reputational risk to outsourcing ICE
- Issues with quality

Reflections on findings and conclusions:

- There should be more opportunities for U4 staff to be on a career path and get promotions and recognition for their work.
- Staff turnover is low, however a few years back, more people left than stayed.
 - In this strategic period 2 advisers left, and a director. Others that left were on consulting contracts, which expired.
- Do we have right capacity to implement strategy? Should the goals be more down to earth and how we understand the goals? If we make them more realistic then we can show progress - clarifying what they are.
- Previously unpacked the goals and present them with milestones – collective amnesia with the milestones.
- Reminder on how to operationalise goals and strategy beyond just the products/concept note.

Agulhas

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