

**UNDAF Fund Iraq
ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2012**

<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="2" style="text-align: center;">Programme Title & Project Number</th> </tr> <tr> <td colspan="2"> <ul style="list-style-type: none"> • Programme Title: Institutional Development of the Iraqi Anti-Corruption Academy • Programme Number P1-03 • MPTF Office Project Reference Number 81969 :³ <i>UNDP 82046</i> </td> </tr> <tr> <th colspan="2" style="text-align: center;">Participating Organization(s)</th> </tr> <tr> <td colspan="2" style="text-align: center;"><i>UNDP-Iraq</i></td> </tr> <tr> <th colspan="2" style="text-align: center;">Programme/Project Cost (US\$)</th> </tr> <tr> <td style="width: 60%;">Total approved budget as per project document:</td> <td style="text-align: right;">Total approved 2,727,273</td> </tr> <tr> <td>MPTF /JP Contribution⁴:</td> <td style="text-align: right;">1st Tranche Received</td> </tr> <tr> <td>• <i>by Agency (if applicable)</i></td> <td style="text-align: right;">1,279,585</td> </tr> <tr> <td>Agency Contribution</td> <td></td> </tr> <tr> <td>• <i>by Agency (if applicable)</i></td> <td></td> </tr> <tr> <td>Government Contribution <i>(if applicable)</i></td> <td></td> </tr> <tr> <td>Other Contributions (donors) <i>(if applicable)</i></td> <td></td> </tr> <tr> <td>TOTAL: Approved</td> <td style="text-align: right;">2,727,273</td> </tr> <tr> <td>TOTAL: Received</td> <td style="text-align: right;">1,279,585</td> </tr> <tr> <th colspan="2" style="text-align: center;">Programme Assessment/Review/Mid-Term Eval.</th> </tr> <tr> <td colspan="2">Assessment/Review - if applicable <i>please attach</i></td> </tr> <tr> <td><input type="checkbox"/> Yes</td> <td><input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i></td> </tr> <tr> <td colspan="2">Mid-Term Evaluation Report – <i>if applicable please attach</i></td> </tr> <tr> <td><input type="checkbox"/> Yes</td> <td><input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i></td> </tr> </table>	Programme Title & Project Number		<ul style="list-style-type: none"> • Programme Title: Institutional Development of the Iraqi Anti-Corruption Academy • Programme Number P1-03 • MPTF Office Project Reference Number 81969 :³ <i>UNDP 82046</i> 		Participating Organization(s)		<i>UNDP-Iraq</i>		Programme/Project Cost (US\$)		Total approved budget as per project document:	Total approved 2,727,273	MPTF /JP Contribution ⁴ :	1 st Tranche Received	• <i>by Agency (if applicable)</i>	1,279,585	Agency Contribution		• <i>by Agency (if applicable)</i>		Government Contribution <i>(if applicable)</i>		Other Contributions (donors) <i>(if applicable)</i>		TOTAL: Approved	2,727,273	TOTAL: Received	1,279,585	Programme Assessment/Review/Mid-Term Eval.		Assessment/Review - if applicable <i>please attach</i>		<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i>	Mid-Term Evaluation Report – <i>if applicable please attach</i>		<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="2" style="text-align: center;">Country, Locality(s), Priority Area(s) / Strategic Results²</th> </tr> <tr> <td colspan="2"><i>Country/Region</i> Baghdad, Iraq</td> </tr> <tr> <th colspan="2" style="text-align: center;">Priority area/ strategic results</th> </tr> <tr> <td colspan="2">Governance Anti-Corruption</td> </tr> <tr> <th colspan="2" style="text-align: center;">Implementing Partners</th> </tr> <tr> <td colspan="2"> <ul style="list-style-type: none"> • National counterparts (government, private, NGOs & others) and other International Organizations <ul style="list-style-type: none"> ○ Commission of Integrity Primary </td> </tr> <tr> <th colspan="2" style="text-align: center;">Programme Duration</th> </tr> <tr> <td>Overall Duration (<i>months</i>)</td> <td style="text-align: right;">30 months</td> </tr> <tr> <td>Start Date⁵ (<i>dd.mm.yyyy</i>)</td> <td style="text-align: right;">09 March 2012</td> </tr> <tr> <td>Original End Date⁶ (<i>dd.mm.yyyy</i>)</td> <td style="text-align: right;">30 September 2014</td> </tr> <tr> <td>Current End date⁷ (<i>dd.mm.yyyy</i>)</td> <td style="text-align: right;">30 September 2014</td> </tr> <tr> <td></td> <td style="text-align: right;">No Cost Extension request submitted</td> </tr> <tr> <th colspan="2" style="text-align: center;">Report Submitted By</th> </tr> <tr> <td colspan="2"> <ul style="list-style-type: none"> ○ Name: Emad Alemamie ○ Title: Programme Manager Anti-Corruption ○ Participating Organization (Lead): UNDP ○ Email address: emad.alemamie@undp.org </td> </tr> </table>	Country, Locality(s), Priority Area(s) / Strategic Results ²		<i>Country/Region</i> Baghdad, Iraq		Priority area/ strategic results		Governance Anti-Corruption		Implementing Partners		<ul style="list-style-type: none"> • National counterparts (government, private, NGOs & others) and other International Organizations <ul style="list-style-type: none"> ○ Commission of Integrity Primary 		Programme Duration		Overall Duration (<i>months</i>)	30 months	Start Date ⁵ (<i>dd.mm.yyyy</i>)	09 March 2012	Original End Date ⁶ (<i>dd.mm.yyyy</i>)	30 September 2014	Current End date ⁷ (<i>dd.mm.yyyy</i>)	30 September 2014		No Cost Extension request submitted	Report Submitted By		<ul style="list-style-type: none"> ○ Name: Emad Alemamie ○ Title: Programme Manager Anti-Corruption ○ Participating Organization (Lead): UNDP ○ Email address: emad.alemamie@undp.org 	
Programme Title & Project Number																																																																			
<ul style="list-style-type: none"> • Programme Title: Institutional Development of the Iraqi Anti-Corruption Academy • Programme Number P1-03 • MPTF Office Project Reference Number 81969 :³ <i>UNDP 82046</i> 																																																																			
Participating Organization(s)																																																																			
<i>UNDP-Iraq</i>																																																																			
Programme/Project Cost (US\$)																																																																			
Total approved budget as per project document:	Total approved 2,727,273																																																																		
MPTF /JP Contribution ⁴ :	1 st Tranche Received																																																																		
• <i>by Agency (if applicable)</i>	1,279,585																																																																		
Agency Contribution																																																																			
• <i>by Agency (if applicable)</i>																																																																			
Government Contribution <i>(if applicable)</i>																																																																			
Other Contributions (donors) <i>(if applicable)</i>																																																																			
TOTAL: Approved	2,727,273																																																																		
TOTAL: Received	1,279,585																																																																		
Programme Assessment/Review/Mid-Term Eval.																																																																			
Assessment/Review - if applicable <i>please attach</i>																																																																			
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i>																																																																		
Mid-Term Evaluation Report – <i>if applicable please attach</i>																																																																			
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i>																																																																		
Country, Locality(s), Priority Area(s) / Strategic Results ²																																																																			
<i>Country/Region</i> Baghdad, Iraq																																																																			
Priority area/ strategic results																																																																			
Governance Anti-Corruption																																																																			
Implementing Partners																																																																			
<ul style="list-style-type: none"> • National counterparts (government, private, NGOs & others) and other International Organizations <ul style="list-style-type: none"> ○ Commission of Integrity Primary 																																																																			
Programme Duration																																																																			
Overall Duration (<i>months</i>)	30 months																																																																		
Start Date ⁵ (<i>dd.mm.yyyy</i>)	09 March 2012																																																																		
Original End Date ⁶ (<i>dd.mm.yyyy</i>)	30 September 2014																																																																		
Current End date ⁷ (<i>dd.mm.yyyy</i>)	30 September 2014																																																																		
	No Cost Extension request submitted																																																																		
Report Submitted By																																																																			
<ul style="list-style-type: none"> ○ Name: Emad Alemamie ○ Title: Programme Manager Anti-Corruption ○ Participating Organization (Lead): UNDP ○ Email address: emad.alemamie@undp.org 																																																																			

¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page the [MPTF Office GATEWAY](#)

⁴ The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the [MPTF Office GATEWAY](#)

⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁶ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁷ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities.

NARRATIVE REPORT 2012
INSTITUTIONAL DEVELOPMENT OF THE IRAQI ANTI-CORRUPTION ACADEMY

EXECUTIVE SUMMARY

In March 2008, the Government of Iraq became a signatory to the United Nations Convention against Corruption (UNCAC) as part of its effort to reduce opportunities for corruption and improve the delivery of services. The UNCAC highlights five areas: prevention; criminalization and law enforcement; international cooperation; asset recovery; and technical assistance and information exchange. As a States Party, Iraq developed an Anti-Corruption Strategy (2010-2014) which has been endorsed by the Government of Iraq and approved by the respective oversight agencies which links to the National Development Plan.

To be effective there is a need for Iraq to have anti-corruption oversight agencies that are knowledgeable, skillful, motivated and committed with up-to-date information and skills. This project provides technical assistance to the newly established Anti-Corruption Academy with a view to further develop capacity and knowledge for all anti-corruption oversight agencies in the country and initiate decentralization through the establishment of on-line courses.

During 2013 the Anti-Corruption Academy’s structure was put in place which was based on the needs assessment and organisational structure defined in 2012. The Anti-Corruption Academy’s structure is in line with Article 10 Law 30 (2011). A major thrust during the year has been the identification and development of required curriculum. The initial number of curricula was nine but during 2013 twenty curricula were identified with seventeen developed and submitted for review. Once curriculum is available training will cascade and roll out.

I. Purpose

<p>New National Development Plan 2013- 2017: 4-34 Integrity, Transparency, Accountability and Fighting Corruption National Development Plan: 12.1 Modernizing the Public Sector, 12.3 Combating Corruption, 12.4.1 Rule of Law, 12.4.2. Building partnerships, 12.4.3 Transparency, 12.4.4 Responsiveness, 12.4.6 Justice and inclusiveness, 12.4.7 Effectiveness and efficiency, 12.4.8 Accountability. Enhance social protection and availability of basic services; Commitment to sustainable human development.</p>
<p>UNDAF: Priority 1: Improved Governance, including the protection of human rights. Outcome 1.2: The Iraqi state has more efficient, accountable and participatory governance at national and sub-national levels. UNDP Country Programme Action Plan: Outcome 3: Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels. MDG(s) being addressed: 8a. Develop an open, rule based, predictable, non-discriminatory trading and financial system. 8f Make available benefits of new technology, especially information and communications</p>
<p>Outcome 1: Anti-Corruption Academy has the capacity to undertake its functions effectively. Outcome 2: Relevant resources in place for the Anti-Corruption Academy. Outcome 3: The Anti-Corruption Academy ability and capacity to deliver established.</p>

II. Results

Accountability, transparency and anti-corruption has a focus in which the results of this project do not stand alone but interface into the larger programme.

This project is to strengthen capabilities and facilitate interactions between the anticorruption oversight agencies. The primary partner is the Anti-Corruption Academy which is a purpose built building in the International Zone and a Directorate of the Commission of Integrity.

The Government of Iraq and Commission of Integrity have remained supportive of this Project throughout the year.



Students from the Commission of Integrity and Offices of Inspectors General attending a course at the Anti-Corruption Academy

i) Narrative reporting on results:

• Outcomes:

Gains were seen in 2013 at the institutional level as the Anti-Corruption Academy legal and organisational structure put in place, which is in line with Article 10 Law 30 (2011).

A major thrust during the year was the identification of the required curriculum that was raised from the initial nine to twenty. The up-to-date curricula will form the foundation to train all the anti-corruption oversight agencies.

During 2013, planning initiated on the development of on-line courses with a view to decentralize training throughout Iraq. Emphasis of the on-line courses at the Anti-Corruption Academy is to include a larger audience on anti-corruption issues.

• Outputs:

Institutional level gains were seen in 2013 which were a result of project activities during the previous year. UNDP held meetings with the Government of Iraq represented by the Joint Anti-Corruption Council and the independent Commission of Integrity which resulted in Government endorsement during 2012.

A Technical Committee was established which consisted of the oversight authorities and the Dean of Colleges and Universities in Baghdad. The Technical Committee assisted in the assessment of the organizational structure, administrative, operational, financial and sustainable requirements of

the Anti-Corruption Academy. UNDP and the Technical Committee brought together representatives from the Commission of Integrity and national focal points in Anti-Corruption to debate the Academy's organizational structure. A number of suggestions were debated that led to a general consensus. The Needs Assessment for the Anti-Corruption Academy was conducted in consultation with the Technical Committee to ensure all oversight institution requirements were addressed and incorporated within the Anti-Corruption Academy structural architecture. The proposed organizational structure was based on respective feedback and comments which were in line with specific details on the bi-laws and internal policies. This was presented to the Commissioner of Integrity who endorsed the Anti-Corruption Academy structure in 4th Quarter 2012. During 2013 this approved organizational structure has been put in place.

Based on the approved organizational structure, working sessions were conducted to determine each faculty and centre's requirement and staffing levels. Setting up and equipping the various centres was underway at the end of the year, including negotiations and linkage with international counterparts. Efforts to procure within Iraq for spare parts and the ability to maintain equipment in the set up and equipping of the faculties and centres of the Anti-Corruption Academy has added burden but considered essential for increased sustainability with particular mention of the post project timeline. Presently there is some delay being experienced primarily due to change in management that has been compounded by increased insecurity during 2013.

During the year requirements were defined and staff appointed by the Anti-Corruption Academy based on civil servant employment procedures to fill the identified posts in the endorsed organizational structure.

The General Director of the Anti-Corruption Academy and Deputy Commissioner of the Commission of Integrity established a Technical Committee for the Training Programme Curricula during 1st Quarter 2013, whose role was to revise and approve the curricula. Through ongoing discussions the Technical Committee determined that the Anti-Corruption Academy required twenty curricula.

The development of the curricula has been an area of focus with significant work taking place in 2013. At the end of the year eleven curricula were approved and submitted for printing. An additional six curricula were under review and revision by the Commission of Integrity and the Committee for the Training Programme Curricula with the remaining three curricula under development. These respective curricula will serve as the foundation for multiple anti-corruption institutions in Iraq.

Planning for the training of the Anti-Corruption Academy staff initiated late 2013. Training is anticipated to initiate upon completion of the textbooks and at that juncture would cascade into a series of training of trainers (TOT) for staff members at the Anti-Corruption Academy. Once the training of trainers in the respective areas is completed, courses for relevant staff members from the anti-corruption oversight organisations will initiate at the Anti-Corruption Academy. It is anticipated that this will be a rolling training over a series of several quarters.

In addition, plans to decentralize and offer on-line courses with emphasis on regions and governorates were discussed and approved during 2013. The on-line component of this project is considered particularly critical to build a cadre of experienced Iraqi trainers, as this type of capacity is presently not in place. The online courses will spring board off the curricula which is presently developing at the Anti-Corruption Academy. This is timely, as decentralization is a priority in the Iraq National Development Plan with transparency identified as a basic principle and assumption and *Integrity, Transparency, Accountability and Fighting Corruption* as Priority 4-34. A needs assessment to determine the requirements and IT applications for the online training courses is anticipated to initiate 1st Quarter 2014.

This project interlocks with other anti-corruption projects within the UNDP portfolio that cumulate into interventions to develop capacity, fill gaps and promote reform. This project when fully implemented will be far reaching, with indirect beneficiaries including but not limited to the following;

- i) Iraqi civil service at large as well as staff;
- ii) Iraqi ministries;
- iii) Iraqis that depend on services provided by a specific ministry, as a better trained staff and higher degree of professionalism will translate into a better delivery of services.

- **Describe any delays in implementation, challenges, lessons learned & best practices:**

Delays in implementation have been experienced.

Three lessons learned within 2013 have proved to be essential in the development process.

Flexible but consistent programming support:

The increased insecurity in Iraq has made it difficult for partners to deliver within the identified timeframes, especially in new areas of work. The lesson learned is that the Committee desired to deliver above what was agreed as they are committed to providing up-to-date curriculum for the Anti-Corruption Academy. To support the increased workload, UNDP made every effort to provide quality and sustained support yet flexible to meet the needs of the partners and adjust to the insecurity issues. This has resulted in the project moving steadily forward during the year.

Local ownership is critical:

Initiatives should be tailored to the local context and should be locally led and driven. This ensures not only credibility but also sustainability of the initiative.

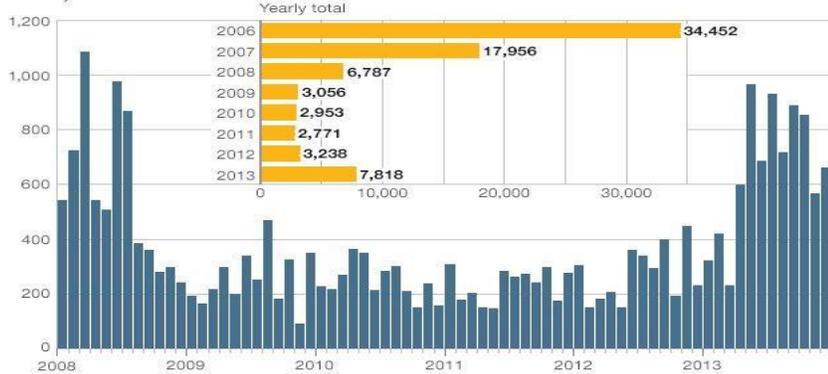
Building trust and partnerships are essential:

Risks:

The upsurge of insecurity in Iraq has affected this project in 2013. Violence increased in Iraq during 2013 having the highest incidence in deaths since 2007. There have been twelve months in six years in which death were over 600 persons per month, with eight or two thirds of the high incident months of deaths at or over 600 persons a month occurring during 2013.

Civilian deaths in Iraq 2008-2013

Monthly total



Source: UN Assistance Mission to Iraq

- **Qualitative assessment:**

As a States Party to the UN Convention against Corruption (UNCAC), Iraq developed an Anti-Corruption Strategy (2010-2014) which has been approved and endorsed by the Government of Iraq and Commission of Integrity that directly links with the National Development Plan. This major achievement requires national capacity for the UNCAC provisions to translate into actions which are compliant. This project is directly concerned with developing such capabilities. The Anti-Corruption Academy will develop skills sets and has expanded the structure to establish units which include Treaties and Conventions, Planning, Performance Evaluation under the Directorate of Scientific and Technical Affairs.

The focus of 2013 has been on the establishment of the Anti-Corruption Academy structure and clarity of what it will do, including the defining of and development of twenty curricula. The development of the curricula has moved steadily ahead with eleven curricula approved and sent for publication whilst six additional curriculum were under the approval process.

These efforts are foundations for the cascade into a series of training of trainers at the Anti-Corruption Academy for staff members who will teach the respective courses. Once the training of trainers is completed, the nomination and phased-in training will initiate.

The primary partner of this project is the Anti-Corruption Academy which is a Directorate of the Commission of Integrity. There will continue to be partnership and close work with the Technical Committee established for the Anti-Corruption Academy and other Iraqi oversight institutions including but not limited to: all 34 Offices of the Inspectors General; the Board of Supreme Audit; the Parliament Committee on Integrity; the Joint Anti-Corruption Council; the Judiciary; and the Central Bank's Anti-Money Laundering Unit. As the involvement, cooperation and participation of all the anti-corruption institutions are required for maximum impact, the Anti-Corruption Academy and Commission of Integrity have conducted far reaching dialogue and discussions.

One of the cross-cutting issues has been gender. Discussions have taken place in 2013 on what type of mechanisms should be put into place to ensure that females within the different anti-corruption oversight agencies are given equal opportunity. Of note on another activity within the Anti-Corruption Academy was that out of 31 participants: 12 were female and 19 were male. This is not yet 50% but is moving in the correct direction.

ii) Indicator Based Performance Assessment 2013:

	Achieved Indicator Targets 2013	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1 The Iraqi Anti-Corruption Academy has the capacity to undertake its functions effectively⁸			
<p>Output 1.1 A needs assessment carried out to determine the Academy's administrative operational, financial and sustainable requirements.</p> <p>Indicator: A comprehensive needs assessment determining the Academy's administrative, operational, financial requirements completed Baseline: 2012: No Planned Target: 2013: Yes</p>	<p><u>Indicator Target Achieved:</u></p> <p>A comprehensive needs assessment conducted which determined the Anti-Corruption Academy's administrative, operational, financial and sustainable requirements.</p>	No Variance	Needs assessment minutes and decisions available.
<p>Output 1.2 Working session conducted to determine the Academy's organizational structure</p> <p>Indicator: The Anti-Corruption Academy organizational structure prepared. Baseline: 2012: No Planned Target: 2014: Yes</p>	<p><u>Indicator Target Achieved:</u></p> <p>Working sessions completed which brought together the Commission of Integrity and other national focal points in Anti-Corruption who debated and discussed the Anti-Corruption Academy's organization structure.</p> <p>The Academy's organizational structure put in place. The Academy has become an official Directorate of the Federal Commission of Integrity in line with Article 10 Law 30 (2011).</p>	Variance: The initial organogram was significantly restructured but the organogram approved by the Commissioner has remained throughout 2013.	Organogram from the Commissioner of Integrity page 8 of the 2012 Annual Report.

⁸ Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

	Achieved Indicator Targets 2013	Reasons for Variance with Planned Target (if any)	Source of Verification
Output 2: Relevant resources in place for the Anti-Corruption Academy.			
Output 2.1 Working session conducted to determine each faculty and centres requirement and staffing levels. Indicator: Number of faculties identified with staffing levels identified and requirements submitted Baseline: 2012: No requirements identified Planned Target: 2014: Yes requirements identified	<u>Indicator Target Achieved:</u> Working sessions completed which determined each faculty and centres requirements and staffing levels.	No variance in accordance to work plan within Project Document.	
Output 2.2 Various faculties set up and equipped. Indicator Number of faculties established and equipped Baseline: 2012: zero (0) Planned Target: 2014: This is based on needs assessment results.	<u>Indicator In Process:</u> Faculties start to be identified	No variance in accordance to work plan within Project Document	
Output 2.3 Various centres set up and equipped. Indicator Number of centres established Baseline: 2012: zero (0) Planned Target: 2014: four (4)	<u>Indicator In Process:</u> Setting up and equipping the various centres is underway with negotiations and linkage with international counterparts established.	No variance in accordance to work plan within Project Document	

	Achieved Indicator Targets 2013	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 3: The Iraqi Anti-Corruption Academy ability and capacity to deliver training established.			
Output 3.1 Sufficient and experienced national staff employed. <i>This is the responsibility of the Commission of Integrity</i>	<u>Indicator Target Achieved:</u> This is the responsibility of the Commission of Integrity.	No variance in accordance to work plan within Project Document	
Output 3.2 Programme curricula developed. Indicator: Number of training curricula prepared Baseline: 2012: zero (0) Planned Target: 2014: nine (9)	<u>Indicator Target Achieved: though not achieved as number of target raised:</u> <ul style="list-style-type: none"> • Technical Committee for the Training Programme Curricula established. • Eleven (11) curricula for the Anti-Corruption Academy developed and approved by the Commission of Integrity • An additional six (6) curricula developed and delivered for review. • Three curricula are under development. 	Twenty curricula are being developed which is well above planned target for a holistic and comprehensive Anti-Corruption work.	
Output 3.3 Training courses established. <i>This is the responsibility of the Commission of Integrity</i>	<u>Indicator In Process:</u> Planning underway to establish respective training courses	Variance anticipated due to the cascade of training trainers and course based on the availability of textbooks which will develop when curricula approved.	
Output 3.4 Training sessions based on new training courses and curricula conducted. Indicator: Percentage of trainees satisfied with the relevance and quality of the training delivered Baseline: 2012: zero (0) as training not available. Planned Target: 2014: 75% on trainees feedback form.	<u>Indicator In Process:</u> Note target date 2014: Planning underway to establish respective training courses	Variance anticipated in 2014 due to the cascade of training of trainers and course based on the availability of textbooks which will develop when curricula approved.	

	Achieved Indicator Targets 2013	Reasons for Variance with Planned Target (if any)	Source of Verification
<p>Output 3.5 Training sessions conducted for the Academy staff.</p> <p>Indicator: Number of anti-Corruption Academy staff trained Baseline: 2012: zero (0) Planned Target: 2014: twelve (12)</p>	<p><u>Indicator In Process:</u> Note target date 2014</p> <p>Discussions are underway to procure expertise to provide training of trainers. Several options investigated including LTA with Universities with relevant expertise</p>	<p>Variance anticipated in 2014 due to the availability of textbooks.</p>	
<p>Output 3.6 Online training courses developed.</p> <p>Indicator: Number of online training courses targeting the staff of oversight agencies developed. Baseline: 2012: zero (0) Planned Target: 2014: four (4)</p>	<p><u>Indicator In Process:</u> Note target date 2014</p> <p>Planning completed and the Needs Assessment anticipated Q1 2014 which will determine the requirements for online training courses and IT applications.</p>	<p>Variance anticipated in 2014 due to the cascade of training. Once courses are piloted then the online courses can develop.</p>	

