



Helpdesk Research Report

Annex: Profiles of multilateral organisations

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This annex profiles multilateral organisations that work to further international development goals on governance. The profiling covers organisations that report governance spend in the OECD DAC Creditor Reporting System¹. It also includes other organisations that are identified in the literature as contributing to governance goals. Finally it provides a brief summary of sector focused organisations that work on sectoral governance goals. This list is not comprehensive, but rather highlights some of the main organisations working in this area.

The information presented in this annex is of variable length. This reflects the paucity of information available in some cases, particularly among the sector institutions that do not have a particular focus or interest on governance issues. Where available, evaluations of governance or governance related programmes are listed.

¹ Including spending on traditional governance activities, such as elections and government capacity, and some forms of security expenditure, such as peace-building and land-mine clearance. Not including expenditures on sectoral governance, such as water sector management.

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1. European Union²

Approach to governance goals

Through the European Commission, the EU distinguishes between three dimensions of democratic governance: *core governance issues*, including rules, interests, resources, and power; *governance principles*, such as participation, inclusion, transparency and accountability; and *governance themes or clusters*, such as support to democratisation, the promotion and protection of human rights, and public administration reform (EC 2008). The EU has an interest in promoting democracy, good governance and human rights in ways that are linked to development and stability, including security, poverty reduction, conflict prevention and resolution, crisis management, technical cooperation, and the MDGs³. Supporting governance is viewed as a highly political issue, rather than a technical one⁴. Some experts note that there is a need for improved clarity in how the EU defines democracy, good governance and human rights⁵.

Focus of governance work

Much of the work that the EU labels ‘governance’ is divided into the following themes⁶:

- **Democratisation** and the promotion of **human rights**: Areas of focus within this theme include: fighting torture; supporting economic, social and cultural rights; international justice; anti-discrimination movements; and human rights defenders;
- **Local ownership** of governance reform processes;
- Empowerment of **civil society and non-state actors**, including promoting the participation of civil society organisations in domestic policies; and increasing local CSOs capacity to perform such a role.
- **Reform of public administration**, with the aim of enhancing transparency and accountability, reducing corruption, and strengthening the capacity of governments at local, national, and regional levels;
- **Peace and security**

Tackling gender equalities and including **gender** in all development policies is an additional focus of EU governance work⁷.

² The European Union is considered as a multilateral actor for the purposes of this report. The EU provided this clarification of its role to the OECD DAC 2013 report on multilateral aid: “The EU is unique among DAC members in that it plays a dual role in development assistance. Although the EU is a full DAC member and a donor of ODA in its own right, with its own development policy and own resources, it is often presented as a multilateral in DAC publications for statistical purposes. This report reflects this dichotomy.” (OECD DAC 2013)

³ See: Landman, T. and Larizza, M. (2010). EU policy discourse: Democracy, governance and human rights. Stockholm: International IDEA.

<http://www.idea.int/resources/analysis/loader.cfm?csmodule=security/getfile&pageid=38917>

⁴ See: https://ec.europa.eu/europeaid/sectors/human-rights-and-governance/governance_en

⁵ Landman and Larizza (2010)

⁶ See: https://ec.europa.eu/europeaid/sectors/human-rights-and-governance_en

⁷ See: https://ec.europa.eu/europeaid/sectors/human-rights-and-governance/gender_en

Roles at country, regional and international levels

The EU supports locally driven democratisation processes through a mix of **financial and political instruments**⁸.

The EU engages in **political dialogue** to encourage partner governments to integrate democracy and human rights in their development plans and identify opportunities for EU assistance⁹. Democratic values – including political participation, representation and accountability – are **mainstreamed** in the planning, design and implementation of EU development instruments.

Financial and technical assistance programmes are implemented at the country-level focusing on four key areas: fair and transparent electoral processes; strengthening the institutional capacity of parliaments; promoting an independent media; and encouraging pluralistic political systems¹⁰. Through the European Instrument for Democracy and Human Rights, the EU provides some financial support to civil society organisations to strengthen capacity to engage in participatory democracy.

The EU has also engaged in **thematic partnerships** with different international organisations on governance issues, including a ‘governance initiative’ with the African, Caribbean and Pacific Group of States to launch policy dialogue¹¹.

Evaluations and other analysis

- EC (2011). *Thematic evaluation of European Commission support to conflict prevention and peace-building*. Final Report. Volume 1: Main report. http://ec.europa.eu/dgs/fpi/documents/thematic_evaluation_of_ec_support_to_pb_and_conflict_prevention_2011_en.pdf
- EC (2008). *Analysing and addressing governance in sector operations*. Reference document No. 4. Europe Aid. https://ec.europa.eu/europeaid/sites/devco/files/methodology-tools-and-methods-series-governance-in-sector-operations-200811_en_2.pdf

⁸ See: https://ec.europa.eu/europeaid/sectors/human-rights-and-governance/democracy-and-human-rights/democracy_en

⁹ See: https://ec.europa.eu/europeaid/sectors/human-rights-and-governance/democracy-and-human-rights_en

¹⁰ Ibid.

¹¹ See: https://ec.europa.eu/europeaid/sectors/human-rights-and-governance/governance_en

2. International Financial Institutions

International Monetary Fund (IMF)

Approach to governance goals

The IMF's mission is work with member countries to promote good governance and combat corruption¹². Good governance is noted as 'key to economic success' and considered a broad concept that incorporates all aspects of how a country is governed, including economic policies, regulatory frameworks, and adherence to the rule of law¹³. Corruption – which is the abuse of public authority for private benefit – is closely linked to governance activities, with a poor governance environment offering opportunities and incentives for corruption to occur. Corruption is also noted as undermining public trust in governance, endangering economic development, distorting competition and threatening market integrity¹⁴.

Focus of governance work

The IMF's involvement in governance is limited to those governance issues which have a significant or current impact on macroeconomic performance¹⁵. This principally arises in two areas:

- *Improving the management of public resources* through public sector reform, including institution reform and administrative procedures.
- *Supporting the development and maintenance of a transparent and stable economic and regulatory environment* which is conducive to efficient private sector activities.

Roles at country, regional and international levels

At the country level, the IMF primarily provides support to good governance through **surveillance, policy advice and technical assistance**¹⁶. IMF surveillance involves an annual review of countries economic policies and provides an opportunity for the Fund to provide policy advice on governance related issues¹⁷. Technical assistance is particularly prominent in areas that build policy implementation capacity, such as strengthening tax and customs administrations and improving public expenditure management¹⁸. Many of the Fund's initiatives are implemented in close collaboration with the World Bank and other organisations¹⁹.

¹² IMF (2015). The IMF and Good Governance. Factsheet. IMF.

<http://www.imf.org/external/np/exr/facts/pdf/gov.pdf>

¹³ Ibid, p. 1

¹⁴ Ibid.

¹⁵ de Beke, A. (2002). *IMF activities to promote good governance and combat corruption – An overview*. New York: IMF Policy and Review Department.

http://info.worldbank.org/etools/docs/library/92650/assessing/pdf/op_de_becke.pdf

¹⁶ IMF (1997). The role of the IMF on governance issues: Guidance note. Approved by the IMF Executive Board, July 25, 1997. IMF. <https://www.imf.org/external/pubs/ft/exrp/govern/govern.pdf>

¹⁷ IMF (2015)

¹⁸ de Beke (2002, p. 5).

¹⁹ Ibid.

Good governance is also prompted through **IMF-supported lending**, with the Fund requiring country authorities to describe their economic policies in a ‘letter of intent’ when seeking financial support. If warranted, specific measures to strengthen governance may become part of the **programme conditionality**²⁰. Some of the structural conditions of IMF programmes focus on improving governance through, for example, better fiscal expenditure control, publication of audited accounts, and better enforcement of banking supervision²¹.

The IMF additionally promotes good governance through various programmes and initiatives relating to **transparency**. This includes, for example, transparency in the disclosure of documents, compliance with international transparency standards, and the development of codes that set out transparency principles.

Evaluations and other analysis

- IEO (2010). *IMF Interactions with Member Countries*. New York: IMF. <http://www.ieo-imf.org/ieo/pages/CompletedEvaluation108.aspx>
- IEO (2008). *Governance of the IMF. An evaluation*. New York: IMF. http://www.ieo-imf.org/ieo/files/completedevaluations/05212008CG_main.pdf
- IEO (2007). *Structural conditionality in IMF-supported programs*. New York: IMF. http://www.ieo-imf.org/ieo/files/completedevaluations/01032008SC_main_report.pdf

World Bank

Approach to governance goals

The World Bank (WB) mission has evolved from being the facilitator of post-war reconstruction and development to the present-day mandate of worldwide poverty alleviation which is encapsulated in two goals: ending poverty and promoting shared prosperity. The WB mission statement adopted in 2013 states that these goals require complex institutional and governance reforms that enhance the accountability of the state, raise the quality of service delivery, and improve the overall economic and social environment²².

Focus of governance work

The work that the WB labels ‘governance’ focuses on **public sector management**, through providing fiduciary support with public sector capacity building, as well as expertise in procurement, financial management and public sector operations. This is divided into the following areas²³:

- *Public finance management and corporate financial reporting*: technical areas of budgeting, accounting, internal controls, internal audit and external oversight, as well as risk management
- *Building inclusive, accountable and trustworthy institutions* through strengthening state institutions in the executive, legislative and judicial branches and across all levels of government, as well as working on areas such as identity for development, integrated digital governance,

²⁰ IMF (2015)

²¹ IMF (2015)

²² <http://www.worldbank.org/content/dam/Worldbank/document/WB-goals2013.pdf>

²³ See: <http://www.worldbank.org/en/topic/governance/overview#2>

governance in sectors, centers of government, rule of law, open and inclusive government, lawmaking and legislative oversight, and subnational governance.

- *Public service and performance*: assists governments at all levels to boost service delivery performance, transparency and accountability, focusing on strengthening core public sector management systems mainly within the executive branch, including the management of public sector finances and public employment.
- *Public integrity and openness*: helps countries build institutions and systems of integrity and openness, providing technical expertise in the areas of public procurement and anti-corruption and coordinates the Bank's support to the Open Government Partnership.

Under the governance label, the WB also includes their work on **law, justice and development**. This covers their work on promoting the rule of law, tackling anti-corruption, strengthening justice institutions and improving justice services for the poor and marginalised²⁴.

There are also governance components to other areas of the WB's work. For example, in **sectors such as health, education and agriculture** (among others), the WB provides lending and advisory support to strengthen sector governance and institutions. There is other work by the WB that contributes to international goals on governance that is not organised within the WB under the banner of 'governance'. For example:

- **Advancing gender equality**: with a focus on advancing equality under the law and at work, supporting women's economic empowerment, and tackling gender-based violence²⁵.
- **Social inclusion**: the WB aims to provide support to promoting poor and marginalised people's voices in the development process, promoting inclusion, cohesion, resilience, citizen security and accountability as the operational principles that define socially sustainable development²⁶.
- **Governance of the private sector**: the International Finance Corporation (IFC) focuses exclusively on the private sector²⁷.
- Support to **decentralisation and sub-national authorities** is subsumed under other categories – such as finance and financial sector development, public sector management, and other service delivery sectors.

As well as receiving core funding from bilateral donors who have expectations of the WB's contribution to governance goals, the WB receives earmarked funding for **global programmes on governance**, such as the Governance Partnership Facility, the Global Partnership for Social Accountability, and, the Nordic Trust Fund for Human Rights.

Roles at country, regional and international levels

The WB provides an enormous resource to furthering governance at the country level – through **lending, fiduciary, knowledge, advisory, and technical assistance services** delivered by over 750 staff in more than 100 countries. It provides support to both middle-income and low-income countries, working with a range of actors in a country, from government to diverse civil society actors, community based organisations and

²⁴ See:

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTLAWJUSTICE/0,,menuPK:445640~pagePK:149018~piPK:149093~theSitePK:445634,00.html>

²⁵ See: <http://www.worldbank.org/en/topic/gender/overview>

²⁶ See: <http://www.worldbank.org/en/topic/socialdevelopment/overview#1>

²⁷ See: http://www.ifc.org/wps/wcm/connect/corp_ext_content/ifc_external_corporate_site/home

others. The WB sometimes plays an aid coordination role on country policy dialogue on governance as well as other development goals.

The WB plays a particular role in **knowledge management**, positioning itself as the 'Knowledge Bank'. It has been a knowledge broker, aiming to tap into existing knowledge and redirecting it to needy clients²⁸. More recently it has taken on the role of a "knowledge generator" that identifies pressing knowledge gaps and fills them, making the knowledge public²⁹. The WB's contribution to the global public good of governance knowledge includes developing platforms for open access of its own and other data. Recent examples include two new platforms providing information about progress toward gender equality³⁰, and a new Open Budgets portal showcasing government public spending datasets to advance fiscal transparency and open data³¹.

The WB has invested in knowledge hubs to help facilitate knowledge sharing at the country and regional level. For example, in 2013 the WB opened the Center for Islamic Finance in Istanbul, Turkey. This organisation is envisaged as a knowledge hub for developing Islamic finance globally, conducting research and training, and providing technical assistance and advisory services to WB client countries interested in developing Islamic financial institutions and markets³².

The WB has also developed methods and tools for tracking dimensions of governance within and across countries, to help **improve the broader governance environment**, especially around legitimacy and trust. It provides a data portal on disaggregated governance indicators, and easily generated country governance reports³³. The WB also runs the Worldwide Governance Indicators project, providing since 1996 annual reports of aggregate and individual governance indicators for 215 economies for six dimensions of governance: Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law and Control of Corruption³⁴.

Evaluations and other analyses

- MOPAN (2012). *Assessment of Organisational Effectiveness and Reporting on Development Results – World Bank*. Volume 1. Multilateral Organisation Performance Assessment Network. http://www.mopanonline.org/publications/MOPAN_2012_WB_Final_Vol_1_Issued_December_2012_1.pdf
- ICAI (2012). *The Effectiveness of DFID's Engagement with the World Bank*. ICAI. http://icai.independent.gov.uk/wpcontent/uploads/2013/12/ICAI-World-Bank-Final-Report_P1-7.pdf

²⁸ Ravallion, M. (2015, p. 8). *The World Bank: Why It Is Still Needed and Why It Still Disappoints*. Washington D.C.: Center for Global Development. <http://www.cgdev.org/sites/default/files/CGD-Working-Paper-400-Ravallion-World-Bank-Needed-Disappointing.pdf>

²⁹ Ibid.

³⁰ the enGender Impact database (a repository of impact evaluations) and the ADePT Gender software application (a growing volume of gender data, and the facility to produce quick, standardized reports, including crosscountry labor statistics).

³¹ See: <http://wbi.worldbank.org/boost/>

³² See: <http://www.borsaistanbul.com/en/news/2013/10/31/world-bank-global-islamic-finance-development-center-the-bank-s-first-representation-office-on-islamic-finance-is-launched-at-borsa-istanbul-premises>

³³ See: <https://agidata.org/site>

³⁴ See: <http://info.worldbank.org/governance/wgi/index.aspx#home>

3. Regional development banks

African Development Bank (AfDB)

Approach to governance goals

The African Development Bank's vision is to support good governance and accountability in Africa in order to achieve inclusive growth and socio-economic transformation³⁵. Good governance is noted as 'crucial for inclusive and sustainable economic growth' and a key element in the Bank's strategy to alleviate poverty in regional member countries (RMCs).

Focus of governance work

The AfDB's governance work has four core focuses:

- **Public Finance Management (PFM):** The Bank supports all aspects of the budget cycle, from preparation through to expenditure and oversight³⁶. Support is provided in public procurement systems, audit and control, revenue and resource mobilisation, and debt management.
- **Macroeconomic management:** The AfDB advocates and supports sound macroeconomic policies in regional member countries, particularly in fragile states which may have a greater dependency on budget support operations³⁷.
- **Business enabling environment:** The focus of much business enabling environment work is on regulations and laws, supporting small and medium enterprises, and strengthening assistance to RMCs to support the development of Public Private Partnerships (PPPs)³⁸.
- **Financial sector reforms:** The Bank promotes efficient financial regulatory environments and supports the increased financial inclusion of citizens.

The Bank's strategy for 2013-2022 emphasizes the continued relevance of governance and identifies additional priorities, including service delivery improvement, improving domestic resource mobilisation, and increased engagement in sector governance³⁹.

AfDB's Strategy for Enhanced Engagement in **Fragile States** identifies the importance of good governance in sound financial management practices in post-crisis and post-conflict transition⁴⁰. Particular attention is paid to the challenges of resource rich fragile states and to the role a lack of transparency and corruption has as contributors to state fragility. Examples of AfDB governance engagement in fragile states include:

³⁵ See: <http://www.afdb.org/en/topics-and-sectors/sectors/economic-financial-governance/bank%E2%80%99s-strategy-in-governance-work/>

³⁶ See: <http://www.afdb.org/en/topics-and-sectors/sectors/economic-financial-governance/what-we-do-in-governance/public-finance-management-pfm/>

³⁷ See: <http://www.afdb.org/en/topics-and-sectors/sectors/economic-financial-governance/what-we-do-in-governance/macroeconomic-management/>

³⁸ See: <http://www.afdb.org/en/topics-and-sectors/sectors/economic-financial-governance/what-we-do-in-governance/business-enabling-environment-or-investment-environment/>

³⁹ See: <http://www.afdb.org/en/topics-and-sectors/sectors/economic-financial-governance/bank%E2%80%99s-strategy-in-governance-work/>

⁴⁰ ADB (2008). Strategy for enhanced engagement in fragile states. Tunis: African Development Bank. <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/30736191-EN-STRATEGY-FOR-ENHANCED-ENGAGEMENT-IN-FRAGILE-STATES.PDF>

improving budgeting and expenditure management; improving procurement practices and the granting of concessions, combating corruption; and supporting government institutions and capacity building⁴¹.

Roles at country, regional and international levels

At the country level, the Bank works to support regional member countries to strengthen country systems for managing public resources, and has a particular emphasis on oversight institutions and accountability systems. The Bank promotes sound macroeconomic policies in member countries through **policy dialogue** and **budget support operations**⁴². Institutional support projects (ISPs) have been provided in a number of countries to support macroeconomic stability⁴³. These are typically comprised of technical assistance, studies, equipment and software provision, or training⁴⁴. The Bank also provides **capacity building** support to address weaknesses in state administration, accountability and economic management⁴⁵. Internationally recruited experts have been placed within some Ministries and public agencies to provide capacity building support.

At the sector level, the Bank concentrates on improving governance and accountability, particularly in high-risk sectors such as infrastructure. This includes increased **support for country procurement systems**.

At the regional level, the Bank advocates and supports regional and sub-regional initiatives to promote standards and codes of good economic and financial governance. Making Finance Work for Africa (MFW4A), for instance, is a **regional partnership** that supports African countries to strengthen their financial sector by coordinating financial sector development initiatives and promoting collaboration between development partners⁴⁶.

Evaluations and other analysis

- ADB (2013). *Institutional support projects in the governance sector 2002-2012*. Tunis: African Development Bank. <http://independentevaluation.afdb.org/en/evaluations-publications/evaluation/institutional-support-projects-in-the-governance-sector-2002-2012-348/>

Arab Bank for Economic Development in Africa (BADEA)

BADEA is a financial institution owned by eighteen Arab countries, which are members of the League of Arab States (LAS). The Banks focus is strengthening economic, financial and technical cooperation between the Arab and African regions. BADEA do not have an explicit focus on governance. They do, however, reference as pillar 2/3 of the Seventh Five-Year Plan (2015-2019) the intention to provide technical assistance to beneficiary countries in the field of Human and Institutional Capacity Development⁴⁷.

⁴¹ Ibid.

⁴² See: <http://www.afdb.org/en/topics-and-sectors/sectors/economic-financial-governance/what-we-do-in-governance/macro-economic-management/>

⁴³ Ibid.

⁴⁴ ADB (2013). *Institutional support projects in the governance sector 2002-2012*. Tunis: African Development Bank. <http://independentevaluation.afdb.org/en/evaluations-publications/evaluation/institutional-support-projects-in-the-governance-sector-2002-2012-348/>

⁴⁵ ADB (2008)

⁴⁶ See: <http://www.afdb.org/en/topics-and-sectors/sectors/economic-financial-governance/what-we-do-in-governance/financial-sector-reforms/>

⁴⁷ BADEA (2014). *The Seventh Five-Year Plan (2015 – 2019)*. Khartoum: BADEA. http://www.badea.org/Portal/Document_Repository/342/1_7th-5years-en.pdf

For further details see:

- <http://www.badea.org/>

Arab Fund for Economic and Social Development (AFESD)

AFESD provides financing and technical assistance for economic and social development projects in member states. The Fund's main activity is to provide loans on concessionary terms to governments in order to fund public sector projects. There are very few mentions of 'governance' programmes or approaches among the AFESD literature. One isolated example is the Arab Spring Development Initiative (ASDI), which aims to support political and economic transition in the Arab region through enhancing **access to knowledge and data** and supporting **policy dialogue** through platforms for policy discussion.

For further details see:

- http://www.arabfund.org/Data/site1/pdf/Annual_Report_2014_E.pdf

Asian Development Bank

Approach to governance goals

The Asian Development Bank (ADB) was the first multilateral development bank to adopt a special policy on governance⁴⁸. The Bank's definition of governance is broad and encompasses the institutional environment in which citizens interact among themselves and with government agencies and officials⁴⁹. 'Good governance' is defined through four key elements⁵⁰:

- *Accountability* in government to build capacity in undertaking and implementing economic reforms, and provide citizens with an appropriate level of public services.
- *Participation* of citizens in the development process, including beneficiaries and groups that are affected by projects or development interventions.
- *Predictability* in the fair and consistent application of laws and ensuring the country's legal environment must be conducive to development.
- *Transparency* in the availability of information to the general public and clarity in rules, regulations and decisions.

Focus of governance work

⁴⁸ See: <http://www.adb.org/sectors/governance/overview>

⁴⁹ ADB (1995). *Governance: Sound development management*. Asian Development Bank. <http://www.adb.org/sites/default/files/institutional-document/32027/govpolicy.pdf>

⁵⁰ See: <http://www.adb.org/sectors/governance/overview>

Much of the ADB's governance work focuses on **public sector management**. The Bank's Second Governance and Anticorruption Action Plan (GACAP II) emphasises three governance themes that are 'critical to development assistance effectiveness and poverty reduction'⁵¹:

- **Public financial management**
- **Procurement**
- **Combating corruption** through preventive, enforcement, and investigative measures⁵²

The ADB was one of the first multilateral banks to address **money laundering** through regional and country-specific programmes⁵³. The ADB's policy on money laundering has four key elements: establishing and implementing effective legal and institutional systems to combat money laundering and the financing of terrorist activities; increasing collaboration with international donors; strengthening internal controls; and enhancing ADB staff capacity.

Strengthening governance, policies and capacities is also one of five priority actions in the ADB's approach to **climate change**.

Roles at country, regional and international levels

The Bank's three priority governance themes apply to both national and subnational levels of government, and operationally relevant sectors in developing member countries. The GACAP II targets improvements in: country level partnerships and strategies; programme and project-level design; programme and project-level administration and management; and institutional level skills, capacities and ongoing practices⁵⁴.

At the country level, the ADB provides significant support to governance in developing member countries through **programme lending and technical assistance**. Governance, institutional and anticorruption programmes are delivered in partnership with other donors, with the Bank advocating harmonisation approaches such as joint risk assessments and harmonised diagnostic review⁵⁵. Examples of ADB work in this area include loans for financial sector reform and technical assistance for strengthening capacity in auditing institutions.

Much of the ADB's work on anticorruption focuses on providing **technical assistance** to strengthen accountability institutions, such as audit agencies, anticorruption commissions, and the judiciary⁵⁶.

The ADB has also undertaken **research** and developed **knowledge-based products** relating to governance issues⁵⁷.

⁵¹ ADB (2006). *Second governance and anticorruption action plan (GACAP II). Final Report*. Asian Development Bank. <http://www.adb.org/sites/default/files/institutional-document/32024/gacap-ii.pdf>

⁵² See: <http://www.adb.org/sectors/governance/action-plan>

⁵³ See: <http://www.adb.org/sectors/governance/aml/policy>

⁵⁴ See: <http://www.adb.org/sectors/governance/action-plan>

⁵⁵ ADB (2006)

⁵⁶ See: <http://www.adb.org/sectors/governance/action-plan>

⁵⁷ ADB (2008). *Countering money laundering and financing of terrorism. Implementing ADB's policy*. Asian Development Bank. <http://www.adb.org/sites/default/files/publication/27861/brief-01-countering-money-laundering.pdf>

Evaluations and other analysis

- ADB (2014). *ADB support for enhancing governance in its public sector operations. Thematic evaluation study*. Asian Development Bank. <http://www.adb.org/sites/default/files/evaluation-document/36108/files/tes-governance.pdf>
- ADB (undated). *Special evaluation study on ADB technical assistance for justice reform in development member countries*. Asian Development Bank. <http://www.oecd.org/derec/adb/47155864.pdf>
- DAC Evaluation Network (2013). *Development Effectiveness Review of the Asian Development Bank (ADB) 2006 – 2010*. http://www.oecd.org/dac/evaluation/Devel_Effectiveness_ADB_MAY2013.pdf
- MOPAN (2013). *Institutional Report. Asian Development Bank. Volume 1*. Multilateral Organisation Performance Assessment Network. http://www.mopanonline.org/publications/MOPAN_2013-_ADB_Vol._1.pdf

Inter-American Development Bank (IDB)

Approach to governance goals

The Inter-American Development Bank's (IDB) approach to governance focuses on **transparency**, **accountability**, and **anti-corruption**. The IDB primarily addresses these governance issues in two ways: through good governance mechanisms; and by working closely with countries to strengthen governance, the rule of law, and fight corruption at both local and national levels⁵⁸.

Focus of governance work

Much of IDB work under the category of 'governance' focuses on strengthening government's transparency and accountability in order to improve public management and service delivery to citizens⁵⁹. Areas of strategic support include:

- *Financial transparency*: Support is targeted at preventing and controlling money laundering, and strengthening fiscal transparency;
- *Control systems*: The Bank supports countries to strengthen regulatory frameworks, implement control and auditing tools, and develop sharing systems and opportunities for south-south dialogue.
- *Open government*: the overall aim is to conduct assessments, develop strategies and plans for open government policies, and to help countries implement open government solutions.

⁵⁸ See: <http://www.iadb.org/en/topics/transparency/transparency-accountability-and-anticorruption,1162.html>

⁵⁹ See: <http://www.iadb.org/en/topics/transparency/support-for-countries/support-for-countries-on-transparency-and-anticorruption,1164.html>

The Bank also provides particular support to strengthening governance and transparency in the **extractive industries**. Work in this area focuses on strengthening the institutional capacity of governments to manage resources, to modernise processes of control and oversight in legislative bodies, and to improve access to information. Support is provided at the institutional and sectoral levels, and to both national and subnational levels of government⁶⁰.

Roles at country, regional and international levels

The IDB provides governance support to regional member countries through a variety of **funding and capacity building** instruments. These primarily target government institutions and regulatory bodies, but also offer some support for civil society inclusion. The Institutional Capacity Strengthening Fund, for instance, aims to support countries in Latin America and the Caribbean to enhance and strengthen their institutions, and support the inclusion of civil society and the private sector in policy making processes⁶¹. The Canadian Fund for Universal Legal Identity in Latin America and the Caribbean (CCR) strengthens the institutional capacity of national registers through technical assistance, and supports regional integration, South-south collaboration, and harmonisation of registration standards⁶².

The Transparency Trust Fund (TFF) is a multi-donor trust fund that aims to strengthen the institutional capacity of member states in designing and implementing policies, mechanisms and practices on transparency⁶³.

Other initiatives include, the Special Program for Institutional Development (SPID) which supports the efforts of national and subnational governments in Latin America and the Caribbean to make public sector institutions more effective, efficient and open⁶⁴. Key activities include: **generating knowledge** on approaches to institutional strengthening; engaging in **policy dialogue** with regional member countries; and providing assistance to countries in designing and implementing institutional reform strategies⁶⁵.

IDB also provides **technical assistance** to governance in the extractive industries, particularly to strengthen regulatory frameworks, enhance management capacity, and improve governance through access to information⁶⁶.

The IDB supports a **community of practice** as a key component of sustainable capacity building at the country level⁶⁷. The community is a network of groups across nine clusters, including monitoring and evaluation, civil society, and parliamentarians⁶⁸. The IDB is also involved in partner programmes and institutions in areas such as regional policy dialogue, monitoring and evaluation, and the management of development results.

⁶⁰ Ibid.

⁶¹ See: <http://www.iadb.org/en/topics/government/institutional-capacity-strengthening-fund,9239.html>

⁶² See: <http://www.iadb.org/en/topics/government/canadian-fund-for-universal-legal-identity-in-latin-america-and-the-caribbean-ccr,18207.html>

⁶³ See: <http://www.iadb.org/en/topics/transparency/support-for-countries/anticorruption-activities-trust-fund-aaf,1194.html>

⁶⁴ See: <http://www.iadb.org/en/topics/government/special-program-for-institutional-development,8478.html>

⁶⁵ See: Ibid.

⁶⁶ See: <http://www.iadb.org/en/topics/transparency/support-for-countries/idb-support-on-governance-and-transparency-of-the-extractive-industries,7369.html>

⁶⁷ See: <http://www.iadb.org/en/topics/prodev/community-of-practice,1233.html>

⁶⁸ Ibid.

The Bank has additionally produced a **portal on governance indicators**, which covers four major areas: democracy; markets; public sector management and rule and law; and socioeconomic indicators⁶⁹.

Evaluations and other analysis

- Cruz Vieyra, J. and Masson, M. (eds). *Transparent governance in an age of abundance*. New York: Inter-American Development Bank.
<http://publications.iadb.org/bitstream/handle/11319/6681/ICS-BOOK-Transparent-Governance-in-an-Age-of-Abundance.pdf?sequence=1>

OPEC Fund for International Development (OFID)

OFID provides loans to cooperating governments to support development activities in a range of social and economic sectors. There is very little information provided in the literature on approaches and activities relating to governance.

For further details see:

- <http://www.ofid.org/>

Organisation for Security and Co-operation in Europe (OSCE)

The OSCE supports member states to build democratic accountable state institutions and fight corruption. The scope of 'governance' work carried out by the organisation is fairly broad and includes border management, conflict prevention, democratisation, human rights, rule of law, media freedom, and policing. The modalities of governance support range from assisting participating states to review their law-making systems, supporting the development of good corporate governance in state owned enterprises, and providing knowledge products on effective participation in democratic societies. Facilitating the fight against **corruption** is a key priority of the OSCE. Working closely with other institutions and field operations, the organisation facilitates **regional dialogue** on good practices in anti- corruption, assists in **capacity building** and **regional training activities**, and provides tools and guidance for policymakers and practitioners on good governance issues.

For further details see:

- <http://www.osce.org/what/good-governance>
- <http://www.osce.org/eea/98374?download=true>

⁶⁹ See: <http://www.iadb.org/en/news/news-releases/2007-04-23/idb-launches-datagob-portal-of-governance-indicators,3807.html>

4. UN Agencies

UN Capital Development Fund (UNCDF)

UNCDF supports new opportunities for poor families and small businesses in the least developed countries. Some of the Fund's activities include: issuing **loans, guarantees, and capital grants**; providing **technical assistance and policy advice** to the private sector and any level of government; and supporting microfinance institutions and local governments, including in fragile and post-crisis environments.

For further details see:

- <http://www.uncdf.org/en>

UN Children's Fund (UNICEF)

Approach to governance goals

UNICEF's approach to governance is framed by its mandate to promote and protect the rights of the child. Governance is integrated throughout work in child protection and social inclusion, child survival, education, emergencies and humanitarian action, and gender equality⁷⁰.

Focus of governance work

The focus of much UNICEF's governance work is on **public finance** and **local governance**. The organisation seek to maximize resources for children by supporting governments in identifying funding sources, creating consensus around the need to invest more in children, and using public finance policies to achieve sustainable progress in the fulfilment of children's rights. UNICEF works with governments and other partners, including civil society, other development agencies, and the donor community to help ensure that budget and policy priorities reflect this commitment.

While specific initiatives will vary from country to country, there are several common goals, each contributing to stronger public finance policies for children:

- Improving equity by helping to ensure that children, women and poor families are not marginalized in both the actual public sector allocations as well as the decision-making process of arriving at these;
- Improving efficiency by helping to achieve the best possible results for children for the amount of resources committed;
- Contributing to stability by helping to secure adequate resources to sustain investments in the social sectors and promote social protection, notably during crises.

⁷⁰ See: <http://www.unicef.org/>

Social Budgeting is a particular governance focus and involves supporting governments to identify funding sources, create consensus around the need to invest in children, and use public finance policies to achieve sustainable progress in children's rights⁷¹.

Throughout country programmes, UNICEF aims to promote **gender equality** and support governments to reduce gender disparities through interventions at national, local, and community levels⁷².

UNICEF has also has a notable role in **fragile states**, where it supports governments to strengthen capacity in service delivery, or works with partner NGOs and communities to provide services when government is unable or unwilling⁷³.

Roles at country, regional and international levels

At the country level, UNICEF provides support to strengthen the capacity of governments in protecting the rights of children. Activities include **training** and **technical assistance** to reform government institutions and improve service provision - particularly in the areas of education and health⁷⁴ - and **policy advocacy** to ensure the inclusion of girls' education in national sector plans⁷⁵.

UNICEF supports various **knowledge management** and **communication** tools to support programming and monitoring for results. This includes strengthening the capacity of Education Management Information Systems in countries to disaggregate data by gender and other disparities⁷⁶.

UNICEF also supports partnerships with governments and the international community to advance human rights and achieve the Millennium Development Goals and Education for All goals⁷⁷. Such partnerships, including the Global Partnership for Education and the UN's Girls' Education Initiative, aim to **generate evidence and knowledge**, and provide technical support for the design, financing and implementation of national education plans⁷⁸.

Evaluations and other analysis

- Guy, P. (2012.) Policy, Implementation and Monitoring: Governance and the Rights of Children. New York: UNICEF. http://www.unicef-irc.org/publications/pdf/iwp_2012_11.pdf

UN Development Programme (UNDP)

Approach to governance goals

UNDP defines democratic governance as 'a set of values and principles that underpin state-society relations, allowing people – in particular the poor and marginalized – to have a say in how they are governed, in how decisions are made and implemented. It also means that people's human rights and fundamental freedoms are respected, and that they can hold their leaders to account, thus aiming to make

⁷¹ See

http://legacy.fordham.edu/academics/programs_at_fordham_/international_politi1/unicef_collaboration/wh_at_is_social_budge_74136.asp

⁷² See: http://www.unicef.org/education/bege_70640.html

⁷³ See: http://www.unicef.org/education/index_42707.html

⁷⁴ http://www.unicef.org/eapro/7_Philippines_Decentralization_and_Local_Service_Delivery.pdf

⁷⁵ See: http://www.unicef.org/education/bege_70649.html

⁷⁶ Ibid.

⁷⁷ See: http://www.unicef.org/education/bege_61721.html

⁷⁸ Ibid.

governing institutions more responsive and accountable, and respectful of international norms and principles. Countries that respect democratic governance values and principles also ensure that mechanisms are in place for people to be protected from arbitrary action by state actors, as well as powerful corporations. Democratic governance is not synonymous with a particular system of government; it is a way of governing that can be practised in a variety of political systems⁷⁹.

Focus of Governance work

There are three main focus areas of UNDP's governance work⁸⁰:

- **Inclusive Participation:** seen as fundamental to realising sustainable development gains for all. UNDP seeks in particular to remove barriers to participation for people most affected by poverty or inequality — who are mostly women, youth, minorities, indigenous peoples and people with disabilities. Initiatives are designed to support the efforts of programme countries to enhance participation in public policy dialogues and decision-making.
- **Responsive Institutions:** Strong and responsive public service institutions have a profound effect on the opportunities available and the quality of life of all people. UNDP works with countries to strengthen institutions at the national and local levels towards the goal of providing universal access to services essential for human development. UNDP supports effective national public policy processes where the public sector at local, regional and national levels develops the capacity and resources to manage policies and services.
- **International Principles:** UNDP supports the strengthening of national systems to protect, respect and fulfil human rights, such as through new legislation and the development of dedicated institutions. UNDP will respond to requests from national partners to build national institutional capacity for implementing human rights, gender equality and anti-corruption standards appropriate in each context.

A cornerstone in UNDP's governance work is in strengthening the **rule of law** and **promoting human rights**. UNDP also facilitates broader UN rule of law efforts in crisis and conflict-affected setting through the Global Focal Point for Police, Justice and Corrections⁸¹.

UNDP provides notable support for **electoral systems** and processes, and offers strategic guidance throughout the electoral cycle as part of their broader democratic governance framework⁸²

Roles at country, regional and international levels

⁷⁹ UNDP (2010). Fostering Social Accountability: From Principle to Practice Guidance Note. New York: UNDP. <http://www.undp.org/content/dam/undp/library/Democratic%20Governance/OGC/dg-ogc-Fostering%20Social%20Accountability-Guidance%20Note.pdf>

⁸⁰ UNDP (2010). A Guide to UNDP Democratic Governance Practice. New York: UNDP. http://www.undp.org/content/dam/aplaws/publication/en/publications/democratic-governance/dg-publications-for-website/a-guide-to-undp-democratic-governance-practice-/DG_FinalMaster2-small.pdf

⁸¹ See:

http://www.undp.org/content/undp/en/home/ourwork/crisispreventionandrecovery/focus_areas/rule-of-law/global-focal-point-for-police-justice-and-corrections-.html

⁸² See:

http://www.ml.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_electoral.html

UNDP primarily provides support to the development of democratic governance via country offices through their engagement with local, regional and national government and civil society. This is done on a demand-driven basis, with governments and other national stakeholders requesting support, in various forms, from UNDP country offices. At the country level, UNDP provides **policy guidance** and **technical support; knowledge products, tools** and **best practices** covering a variety of governance dimensions emerging from UNDP's experiences and lessons learned in the field⁸³⁸⁴.

Key areas of rule of law work include: assisting governments to establish justice systems; increasing community security through curbing the proliferation of small arms and light weapons; and supporting the promotion and protection of human rights through strengthening the capacity of National Human Rights Institutions⁸⁵.

In the area of electoral assistance, UNDP provides significant country-level support in administering electoral systems, establishing voter registries and media results centres, developing electoral staff capacity, and promoting voter education⁸⁶.

At the regional and international level, UNDP supports **networks**, such as the ACE Electoral Knowledge Network, to improve access to information and knowledge⁸⁷.

The **Democratic Governance Thematic Trust Fund** (DGTTF) is one of the tools UNDP has at its disposal to foster progress in democratic governance. It aims to better align UNDP's global, regional, and country programmes around the democratic governance practice area, and to mobilize donor resources for thematic priorities as a new, quick funding alternative to traditional project-by-project co-financing.

Evaluations and other analysis

- Independent Evaluation Office (2013). Evaluation of UNDP Strategic Plan 2008-2013. New York: Independent Evaluation Office.
<http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=6689>
- Independent Evaluation Office (2012). Evaluation of UNDP Contribution to Strengthening Electoral Systems and Processes. New York: Independent Evaluation Office.
<http://erc.undp.org/evaluationadmin/downloaddocument.html?docid=5969>
- Independent Evaluation Office (2010). Evaluation of UNDP Contribution to Disaster Prevention and Recovery. New York: Independent Evaluation Office.
<http://erc.undp.org/evaluationadmin/downloaddocument.html?docid=4397>

⁸³ UNDP (2014). Democratic Governance and Diverging Pathways to More Inclusive Societies: 2013 Year in Review. New York: UNDP.

<http://www.undp.org/content/dam/undp/library/Democratic%20Governance/2013-DG-Year-in-review.pdf>

⁸⁴ UNDP (2013). Strategic Plan 2014-17: Changing with the World. New York: UNDP.

http://www.undp.org/content/dam/undp/library/corporate/UNDP_strategic-plan_14-17_v9_web.pdf

⁸⁵ See: <http://www.undp.org/content/undp/en/home/ourwork/democratic-governance-and-peacebuilding/rule-of-law--justice-and-security/>

⁸⁶ See: <http://www.ml.undp.org/content/dam/undp/library/corporate/fast-facts/english/FF-Electoral-Systems-and-Processes.pdf>

⁸⁷ See: <http://www.ml.undp.org/content/dam/undp/library/corporate/fast-facts/english/FF-Electoral-Systems-and-Processes.pdf>

- UNDP (2008). Evaluation of the Democratic Governance Thematic Trust Fund. New York: UNDP. <http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Democratic%20Governance%20Thematic%20Trust%20Fund/DGTTFEvaluationReport.pdf>

UN Economic Commission for Europe (UNECE)

Much of the UNECE's work on governance focuses on good governance in **Public-Private Partnerships** (PPPs). UNECE understands governance, in this context, to have 6 core principles:

- Participation: the degree of involvement of all stakeholders;
- Decency: the degree to which the formation and stewardship of the rules is undertaken without harming or causing grievance to people;
- Transparency: the degree of clarity and openness with which decisions are made;
- Accountability: the extent to which political actors are responsible to society for what they say and do;
- Fairness: the degree to which rules apply equally to everyone in society; and
- Efficiency: the extent to which limited human and financial resources are applied without waste, delay or corruption or without prejudicing future generations.

UNECE's principle intervention had been through the development of a '**Guidebook** on Promoting Good Governance in Public-Private Partnerships'⁸⁸.

For further details see:

- <http://www.unece.org/>

UN Office of the High Commissioner for Human Rights (OHCHR)

UN OHCHR's considers the key attributes of good governance to be transparency, responsibility, accountability, participation, and responsiveness to the needs of the people. The Office endorses a rights-based approach to development by linking good governance to sustainable human development. Human rights principles inform the content of good governance efforts and provide a set of values to guide the work of government and other political and social actors. The link between good governance and human rights is organised around four areas: democratic institutions; service delivery; rule of law; and anticorruption⁸⁹. Activities by OHCHR under the banner of governance include producing knowledge products and providing advisory support on good governance practices for the protection of human rights⁹⁰.

For further details see:

- <http://www.unhcr.org/cgi-bin/texis/vtx/home>

UN Office on Drugs and Crime (UNODC)

⁸⁸ UNECE (2008). Guidebook on Promoting Good Governance in Public-Private Partnerships. Geneva: UNECE. <http://www.unece.org/fileadmin/DAM/ceci/publications/ppp.pdf>

⁸⁹ See: <http://www.ohchr.org/EN/Issues/Development/GoodGovernance/Pages/GoodGovernanceIndex.aspx>

⁹⁰ See for example: <http://www.ohchr.org/Documents/Publications/GoodGovernance.pdf>

UNODC is a global leader in tackling illicit drugs and international crime. The three pillars of the UNODC programmes are: field-based technical cooperation to enhance the capacity of member states to counteract illegal drugs, crime and terrorism; research to inform policy-making and increase knowledge and understanding of drugs and crime issues; and normative work to assist states in ratifying and implementing international treaties and develop domestic legislation on drugs, crime and terrorism. The organisation provides **technical assistance** in a range of areas relating to governance, including corruption, terrorism prevention, and criminal justice reform. UNODC acts as the guardian of the UN's Convention against Corruption (UNCAC), which is the only legally binding universal anti-corruption instrument. UNODC has a key role in providing technical assistance for the implementation of UNCAC.

UNODC has also launched a web-based **anti-corruption portal**, Tools and Resources for Anti-Corruption Knowledge (TRACK), to improve access to knowledge and information. The portal also features the legal library on the UNCAC. UNODC is additionally part of the UN Rule of Coordination and Resource Group, which brings together nine UN entities and agencies working on rule of law issues.

For further details see:

- <http://www.unodc.org>

UN Peacebuilding Fund (UNPBF)

The UN Peacebuilding Fund supports activities, actions, programmes, and organisations to build peace in countries emerging from conflict. Activities within the scope of 'governance' that are funded by UNPBF include: those designed to respond to the threats to peace processes and support the implementation of peace agreements; those undertaken to build or strengthen national capacities in to resolve conflict and carry out peacebuilding activities; those undertaken to support efforts to revitalise the economy and generate peace dividends; and those that aim to establish essential administrative services and human and technical capacities.

For further details see:

- <http://www.unpbf.org/>

UN Women

UN Women works across all areas of governance to accelerate change in gender equality. The two core themes of UN-Women governance work are leadership and political participation, and governance and national planning. This includes implementing gender-response planning and budgeting, integrating gender equality measures in budgets, and supporting the increased participation of women in decision-making. Modalities of UN Women support for governance include **policy dialogues**, **global partnerships**, the provision of **funding** to advocacy groups, and working with UN teams and **civil society groups** to challenge governments. UN Women has also supported the creation of two **regional knowledge hubs** on gender-responsive budgeting. Emerging areas of work include: costing for gender equality priorities; gender responsive decentralisation; and anti-corruption initiatives.

For further details see:

- <http://www.unwomen.org/~media/headquarters/attachments/sections/library/publications/2013/12/un%20womenlgthembriefuswebrev2%20pdf.ashx>
- <http://www.unwomen.org/en/what-we-do/governance-and-national-planning>

World Food Programme (WFP)

WFP is the food aid arm of the United Nations system with a focus on responding to humanitarian emergencies. Its focus is primarily on relief operations and those actions that will have a concrete and direct impact on intended beneficiaries. As such, the WFP does not have an explicit focus on governance. They do, however, reference as Goal 3 of the Strategic Plan 2014-17 to strengthen the capacity of governments and regional organizations and enable the international community to prepare for, assess and respond to shocks⁹¹. This includes by:

- Improving the effectiveness and efficiency of humanitarian operations and sustainable development programmes by further building staff skills and capacity and strengthening operational performance;
- Building resilience, contribute to self-reliance and strengthen the capacity of governments, communities and regional organizations;
- Identifying obstacles to achieving outcomes, measure results and continuously improve programme quality and impact by establishing a corporate monitoring and evaluation tool.

For further details see:

- WFP (2012) Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis <http://documents.wfp.org/stellent/groups/public/documents/reports/wfp248011.pdf>

5. Others

Global Green Growth Institute (GGGI)

GGGI supports emerging and developing countries to develop green growth economic development strategies. There is very little information provided on the Institute's activities and approaches relating to governance. One identified role is the **embedding of experts** within partner governments to explore green growth opportunities in line with developmental goals.

For further details see:

- <http://gggi.org/>

⁹¹ WFP (2013). WFP Strategic Plan (2014-2017). Rome: WFP.
<http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062522.pdf>

Global Environment Facility (GEF)

GEF do not have an explicit focus on governance, however they do integrate some governance dimensions into their environmental projects. Examples of this can be gleaned from the GEF programming strategy on adaptation to climate change⁹².

For further details see:

- <https://www.thegef.org/gef/whatisgef>

International Labour Organisation (ILO)

The ILO's Governance and Tripartism Department promotes social dialogue, sound industrial relations, and the adoption or reform of labour laws in accordance with international labour standards. Areas of work include supporting governments to develop an enabling environment for sound industrial and employment relations, and engaging in technical cooperation projects to strengthen labour market governance. At the country-level, the ILO assists member states to establish and strengthen legal frameworks and introduce effective social dialogue processes. At the regional and international level, ILO promotes **social dialogue** among member states and regional and sub-regional groups.

For further details see:

- <http://www.ilo.org/ifpdial/lang--en/index.htm>

World Trade Organisation (WTO)

The World Trade Organisation is a forum for governments to negotiate trade agreements, settle trade disputes, and operate a system of trade rules. Governance is an aspect of WTO work, however there is very little information provided on specific governance programmes. One key area in which the WTO encourages good governance is through sharing information and knowledge about trade policy to support transparency. WTO agreements, such as the Government Procurement Agreement, can help reduce corruption and bad government by disciplining how governments make their purchases. At the country-level, WTO works with intergovernmental organisations to assist member countries develop their economic policies through statistics, research, technical assistance and training⁹³.

For further details see:

- <https://www.wto.org/>

⁹² GEF (2013). GEF Programming Strategy on Adaptation to Climate Change: Least Developed Countries Fund, Special Climate Change Fund. Washington D.C: GEF:

https://www.thegef.org/gef/sites/thegef.org/files/publication/GEF_AdaptClimateChange_CRA.pdf

⁹³ See: https://www.wto.org/english/thewto_e/whatis_e/10thi_e/10thi05_e.htm

