

# **VIETNAM COMMUNIST PARTY**

## **ANTI-CORRUPTION TRAINING PROGRAM**

**October 2011**



**ANNUAL TRAINING PLAN 2011-2014**

## DOCUMENTATION, REVISION & AUTHORISATION

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# 1. INTRODUCTION

## REFERENCE

- A. Vietnam Communist Party Anti-Corruption Training Project Concept Note dated 19 May 2011
- B. Exchange of Letters signed between AusAID and the Vietnam Communist Party dated 6 September 2011
- C. Contract between Pario Solutions Group Pty Ltd and AusAID dated 13 September 2011
- D. VCPACTP Project Management Plan dated 20 September 2011 (Version 0.1)

## 1.1 PURPOSE OF THE ANNUAL TRAINING PLAN

This Annual Training Plan (ATP) covers the Vietnamese Communist Party Anti-Corruption Training Program (VCPACTP) and is reviewed/updated annually by the sponsor and delivery agencies (PSG and AusAID) in order to ensure continuing relevancy and cost management of the program.

The ATP covers the training schedules and structure of the training cycle for the next twelve months and is aligned to the Australian financial year (July to June). The ATP covers the timings for each of the three training components and describes a range of training options and delivery dates, which require confirmation by the Project Coordinating Group (PCG) – see PMP dated 20 September 2011.

## 1.2 PROGRAM OF 2011/2012 TRAINING CYCLE

The program for the 2011/2012 training cycle is outlined in the following table.

**Table – Outline of Activities for all Components for 2011/2012 Training Cycle**

Item	Training Activity 2011/2012	Dates	Remarks
1	Component 1 Training – High Level Training	21 November 2011 – 09 December 2011	Dates confirmed at meeting of 26 September 2011 with PI, OSCAC and GI.
2	Component 2 Training – Operational Training	12 March 2012 – 23 March 2012	Dates are only proposed and will be confirmed by PCG
3	Component 3 Alumni Workshop	06 June 2012 – 08 June 2012	Program scheduled to ensure 60-90 days following last training component
4	Component 3 International Conference	See attached schedule at <b>ANNEX D</b> for recommendations	Dates are dependent on the conference program selected

The dates for the delivery of Component One are now fixed, however, the dates for Component Two courses and the Component Three alumni and conference activities are still tentative and will need to be confirmed by AusAID and the PCG.

## 2. STRUCTURE OF TRAINING COMPONENTS

### 2.1 TRAINING OUTCOMES/LEARNING OBJECTIVES

The VCPACTP learning objectives are attached as **ANNEX A**. The learning objectives are derived from the Vietnamese Anti-Corruption National 2020 Strategy and the key requirements for the conduct of training as defined in the AusAID Contract dated 8 September 2011 and 2011 Concept Note for the delivery of services.

The learning objectives are identified against each activity in the course programs and will be validated and evaluated through the program by course lesson evaluations and the monitoring and evaluation services for each training cycle. End of training cycle validation and evaluation will be undertaken through the alumni workshops in Hanoi and end-of-cycle evaluation reporting.

### 2.2 OUTLINE OF COMPONENT ONE

Component One training is currently scheduled for 21 November 2011 – 09 December 2011 which was confirmed at the initial contract and coordination meeting of 16 September 2011 and the PCG meeting dated 26 September 2011.

The program and schedule is outlined in **ANNEX B** and the final schedule will be provided to AusAID twenty days prior to commencement (Milestone 4) for the course.

A preliminary key date prior to the training (Milestone 4) is the delivery of the final training program for the course not later than 20 October 2011, however, we do not anticipate any significant changes to the program attached at ANNEX B (agreement was reached on the program at the PCG meeting dated 26 September 2011 with the PI, OSCAC and GI)

It is currently envisaged that component one training will likely be the first activity in each training cycle and will in later years be scheduled for the September and October periods.

### 2.3 OUTLINE OF COMPONENT TWO

Component two training for the 2011/2012 training cycle is restricted to the delivery of only one operational based course of two weeks. This is composed of a one week component in Vietnam and one week in Australia.

Training programs for the following training cycles will need to be carefully considered based on the rotation and types of personnel attending. For example, the Party Inspectorate personnel are not involved in investigative procedures and case management yet OSCAC and GI are heavily involved in these issues. Consequently, the selection of participants will need to be carefully managed to ensure relevancy and capacity development value.

The following table reflects some of the scheduling and overall sequence of the thematic and operational courses, but this will also depend on outcomes from the component three workshops and key gaps/issues identified from the component one courses as well as identified by PSG from participation of roundtables leading to the Anti-corruption Dialogue of Vietnam in November 2011.

A detailed course program is attached as **ANNEX C** and specific details of each activity will be confirmed at the PCG meetings and in the training program delivered 20 days prior to the course (Milestone 5).



**Table - Summary of component two learning activities**

Proposed Dates	Course Objective	Course Thematic
17-23 March 2012	Operational training	Anti corruption relating to Law Enforcement
November 2012 (TBC)	Thematic training	Anti corruption relating to Taxation and Customs Management
April 2013 (TBC)	Operational training	Anti corruption relating to State Owned Enterprises
November 2013 (TBC)	Thematic training	Anti corruption relating to Natural Resource Management Including extractive industries
April 2014 (TBC)	Operational training	Anti corruption relating to Foreign Direct Investment

## 2.4 OUTLINE OF COMPONENT THREE

Component Three of the training is comprised of two elements covering an international conference delegation and a workshop for the previous course alumni at the end of the training cycle of each year. For the 2011/2012 training cycle the following program is proposed:

- a. **ANNEX D** covers eight international conferences considered suitable for the VCPACTP. PSG recommends a selection of two possible conferences (only one to be selected), each with a specific focus on anti-corruption issues.
  - i) Priority One – Germany (January 2012)
  - ii) Priority Two – UAE (January 2012)
  - iii) Priority Three – Russia (March 2012)

The recommendations are based on relevance and value. It is worth noting that the conference proposed for May in the Netherlands is also ideally suited. Importantly, the training cycle for conferences is based around a January/February and a October/November course program (this is traditionally when the conferences are programmed). The key anti-corruption and relevant governance conferences in Australia do not commence until the third and fourth quarters of 2012. It is likely that we will recommend the NSW IPAA anti-corruption and investigators conference in Australia, which is currently proposed for November 2012, however, this will depend on the types of participants and overall skills and experience requirements.

- b. The second element of component three training is the alumni workshop, which is proposed to be undertaken over a period of three days in Hanoi. This is currently proposed for the period late May 2012 and further details on program, structure and agenda will be coordinated 30 days prior to the workshop.

## 2.5 SCHEDULE OF REPORTS

A detailed program of evaluation for the training is covered in the following table.

**Table – Schedule of Reports**

Report	Content	Responsibility	Frequency	Recipient
Post Activity Report (Training Course)	Description on the performance of each activity and learning session	Convener	Within 20 days of completion of each training course in Australia (High Level Policy and; Thematic training)	AusAID, PI
Post Activity Report (Intl)	Description on the performance of the	Program Manager	Within 20 days of completion of	AusAID, PI

Conference/research activity))	activity and how it informs the VCPACTP goals and objectives.		international conference/research activity	
Alumni Workshop Report	Description of key aspects of relevance, effectiveness and application of the training for the program.	Program Manager	Within 20 days of completion of each Alumni Workshop	AusAID, PI
Annual Performance Report/Full course cycle evaluation report	Overall progress report of VCPACTP for previous 12 months including lessons learned, achievements, outcomes and future plans	Program Manager, M&E Expert	Within 30 days of completion of 12 month program cycle/alumni workshop	AusAID, PI
Independent Completion Report	Assessment of whole of life achievements and outcomes of VCPACTP	Independent external consultant	Within 45 days of completion of three year program cycle	AusAID, PI, Managing Contractor

### 3. CONCLUSION

#### 3.1 CONCLUSION

Dates and schedules for the ATP Component One training have already been agreed and planning for delivery has commenced.

The key decision and action items for the ATP are the timings and content for Component Two training, the timings for the alumni workshop in Hanoi, and the location and conference to finalise Component Three for the current training cycle. Agreement on key timings will be agreed at the PCG proposed for 14 November 2011.



Cleared by: **Dr Ken Norman** dated 28 September 2011  
PSG Managing Director/VCPACTP Project Manager

Approved by: **Mr Andy Ibister** dated September 2011  
AusAID First Secretary

**Comments and Amendments:**



## ANNEX A – VCPACTP LEARNING OBJECTIVES

**Table - VCPACTP Learning Objectives**

Output	Learning Objectives
1.0	Gain an appreciation and understanding of the national integrity systems and factors contributing to corruption with an emphasis on the role and function of the judiciary, prosecution and law enforcement agencies in these systems
1.1	Develop an understanding of international anti corruption conventions and frameworks and the requirements these have on responsible agencies and enforcement and compliance systems
1.2	Gain an understanding of the National 2020 Anti-Corruption Strategy and develop an understanding of challenges in implementation and o implement the strategy with and emphasis on the role and function of law enforcement agencies.
1.3	Develop practical insights into prevention and investigation techniques that have been utilised successfully in the fight against corruption in Australia and in the Asia-Pacific region. This includes investigation procedures, strategies, tactics and investigation management.
1.4	Develop an understanding and gain practical insights on how to manage the development of both organisational capability and investigative capacity.
1.5	Develop an understanding of the coordination issues of the law enforcement anti-corruption agencies. This will include the themes of knowledge management, information sharing, joint investigative activity and whole of government planning and coordination.
1.6	Develop an understanding of transparency and accountability issues relating to the anti-corruption. The measures include transparency and accountability of investigations, governance, public raising awareness activities, in order to enhance prevention as well as the engagement of media, social associations and citizens in anti-corruption.
1.7	Develop an understanding of the role of the judiciary with respect to the law enforcement function, related judicial appeals and the protection of whistleblowers
1.8	Participate in-depth discussions and planning activity relating to the implementation and monitoring and evaluation function of the 2020 anti-corruption strategy

## ANNEX B - COMPONENT ONE TRAINING

### OVERVIEW OF COMPONENT ONE TRAINING FOR 2011

The attached program of training covers the delivery of Component One as part of the VCPACTP. The course designed to assist high-ranking officials engaged in policy and strategy development to support the objectives of the Communist Party's anti-corruption strategy to 2020.

The course will be conducted from 21 November to 9 December 2011 and is to be undertaken in the following stages:

1. **Vietnam Training** – 7 day course in Hanoi (includes weekends)
2. **Australian Training** – 12 day course covering the following stages (includes weekends):
  3. 5 day course and visits program in Canberra
  4. 2 days of visits in Sydney
  5. 3 days of visits in Melbourne

### VIETNAM COMPONENT

The Vietnam component seeks to orientate participants to the current status of Vietnam's policy and legislative frameworks as well discussing the progress towards the achievement of the 2020 national strategies. The program seeks to provide participants with an appreciation of the challenges in implementing an effective anticorruption policy framework, along with the key requirements of the international conventions and performance standards for compliance.

A key feature of the Vietnamese training component will be a facilitated activity involving the Party Inspectorate which is intended to guide participants in developing organisational anti corruption implementation plans and frameworks. The planning process will involve participants undertaking a SWOT analysis of each organisation's portfolio and core service areas will then assist participants to identify specific anti corruption implementation challenges.

### AUSTRALIAN COMPONENT

The Australian component will enable participants to examine Australia's anti corruption institutions, frameworks and systems for preventing and fighting corruption. Students will be encouraged to critically analyse the Australian experience and incorporate this analysis into their own anti corruption implementation plans.

### TRAINING OUTCOMES

Component One training has been designed for participants to develop an appreciation and understanding of the national integrity systems and factors, which contribute to corruption. Key learning outcomes for the course are described in the following Table.

Vietnam Component				
DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Opening & Introductions	VN 2009 & 2010 Alumni Briefings 1.0 & 1.1	Party Inspectorate Presentation on Progress towards the 2020 Strategy 1.2	Coordination & Information Sharing across government (eg anti-corruption agencies) 1.5	Role of Media, Industry and Civil Society 1.6
		OSCAC & GI Presentation on Progress towards the 2020 Strategy 1.2	UNCAC a	Whistleblower Programs 1.7
VN Policy, Legislation and AC Frameworks 1.0		Tools for diagnosing and forecasting corruption - system analysis 1.4	AC Policy Development and Implementation 1.7	Pre-Departure Session Briefings 1.3
Integrity Systems and National AC Assurance Frameworks 1.1	Regional & International AS Systems of Government and Public Sector Integrity Systems	AUS Case Study (Integrity Systems) 1.3	Transparency International – Tools & Roles in VN	
		Monitoring & Evaluation of anti-corruption efforts/strategies 1.4	DFAT/AusAID Cultural Briefing 1.3	

**Note:**

All presentations will draw on multiple presenters utilising the Project Manager, Convenors, and relevant Experts

All participants will have a manual and copies of presentation notes, along with pre-reading requirements from the day prior where relevant.

All presentations from Commonwealth and state government agencies and industry sectors will include detailed discussion and evaluation of key themes and briefs provided prior to the visit and/or presentation

Presentations will involve multiple themes and points of emphasis from sectors, thematic and issue based areas.

Training outputs are referenced to learning objectives at Annex 'A'. (1.1, 1.2 etc)

Australian Component									
DAY 6	DAY 7	DAY 8	DAY 9	DAY 10	DAY 11	DAY 12	DAY 13	DAY 14	DAY 15
Opening & Introductions	Whole of Government Approaches to AC	AC Diagnostic Tools, Systems Analysis	Whistleblowers Systems and Experiences	Policy and Strategy Development Session Four	Whole of NSW Government Approaches to AC	National Policing Behaviour, Culture and Codes of Conduct for AC	Whole of VIC Government Approaches to AC	AC and Financial Enterprises	Policy and Strategy Development Session Five
Overview of the Australian AC Framework <b>Dr. K. Norman</b> 1.1, 1.3	<b>Ombudsman</b> <b>ACLEI, ANAO</b> 1.1, 1.5, 1.9	<b>A. Cadogan-Cowper</b> 1.4	<b>H. Whitton</b>  1.6	<b>A/Prof L. Norman</b>  1.0, 1.3	<b>ICAC, PIC,</b>  1.1, 1.5, 1.9	<b>AIPM</b> 1.3, 1.6, 1.9	<b>OPI, VIC Ombudsman</b> 1.1, 1.5, 1.9	<b>Visa Card Services</b>	<b>Prof. L. Norman</b>  1.0, 1.3
Policy and Strategy Development Session One <b>Prof. M Evans</b> 1.0, 1.3	AC Monitoring & Evaluation Models <b>H. Whitton</b> 1.4	Case Management including dissemination, information handling and governance (access to information) <b>H. Whitton</b> 1.8	Policy and Strategy Development Session Three <b>H. Whitton</b> 1.0, 1.3	Role, function and AC requirements for Foreign Investment in Extractive Industries <b>Foreign Investment Review Board</b> 1.3, 1.5, 1.9	AC State & Operational for AML <b>NSW CC / ICAC</b> 1.7, 1.9	State Regulatory Controls <b>NSW State Government</b> 1.3,1.6, 1.9	AC and Building Industry <b>Aust. Building Construction Commission</b> 1.1,1.5,1.7, 1.9	AC and Communication Enterprises <b>TELSTRA</b>  1.3,1.6, 1.9	Implementation Planning cont. <b>Dr. K. Norman</b> 1.3,1.8
Australian AC Policy Development Experience (UNCAC) <b>AGD</b> 1.0, 1.1, 1.3, 1.9		Prosecution and Judicial Systems AC Systems <b>H. Whitton</b> 1.7, 1.9	Whole of Government Approaches to AC <b>Dr K. Norman</b> 1.1, 1.5, 1.9	Implementation Planning for AC Assurance & Control Frameworks. <b>P. Fennell</b> 1.8	National Financial & Regulatory AC Systems for the Financial Sector <b>ABA or APRA Insurance</b> 1.3,1.6, 1.9	Implementation Planning (cont). <b>P. Fennell</b>  1.8	AC and Transport Enterprises  <b>State Maritime Sector - Melbourne Ports Authority</b> 1.3,1.6, 1.9	Investigative Systems and experiences <b>VICPOL (OPI)</b>	<b>Implementation Plan Presentations</b>  1.0,1.1, 1.2,1.3, 1.4,1.5,1.6,1.7,1.8,1.9
AC National Policy and Strategy Development Session Two <b>A/Prof. L. Norman</b> 1.0, 1.3	Investigative Systems and experiences <b>A. Cadogan-Cowper</b> 1.7, 1.9	Transparency, Public Accountability and the role of the media. <b>H. Whitton</b> 1.6, 1.9	AC Diagnostic Tools, Systems Analysis and M&E Models <b>H. Whitton</b>  1.4	Whole of Government Approaches to AC <b>H. Whitton</b> 1.1, 1.5, 1.9		AC and Transport Enterprises <b>QANTAS (Sydney Airport)</b>  1.3,1.6, 1.9	Pre-Departure Session <b>Dr. K. Norman</b> 1.0		

## ANNEX C – COMPONENT TWO TRAINING

### OVERVIEW OF COMPONENT TWO TRAINING PROGRAM FOR 2012

The attached program of training covers the delivery of Component Two as part of the VCPACTP. The course is designed to assist officials in charge of operationally focussed anti-corruption areas/sectors so that they can apply specific knowledge to their work area to support the objectives of the Communist Party's anti-corruption strategy to 2020.

The course is proposed for 12 March 2012 to 23 March 2012 and is intended to be undertaken in the following stages:

6. **Vietnam Training** – 5 day course in Hanoi
7. **Australian Training** – 5 day course covering the following stages:
  8. 2 day course and visits program in Canberra
  9. 3 days of visits in Melbourne.

### VIETNAM COMPONENT

The Vietnam component will orientate participants to the current status of Vietnam's policy and legislation frameworks as well as discussing the progress towards the achievement of the 2020 national strategies. The program seeks to provide participants with an understanding of the requirements of international frameworks and to gain an appreciation of the challenges of implementing effective anti corruption systems into the law enforcement environment.

A key feature of the Vietnam component will be a facilitated activity involving the Party Inspectorate designed to guide participants in developing individual anti-corruption implementation plans. This planning process will involve participants undertaking a SWOT analysis of different areas/sectors that will assist in identifying specific anti corruption implementation challenges. Participants will then identify the knowledge from the training topics and other assistance from available experts they require to design implementation plans.

### AUSTRALIAN COMPONENT

The Australian component will enable participants to examine Australia's anti corruption institutions, frameworks and systems for preventing and fighting corruption. Participants will be encouraged to critically analyse the Australian experience and incorporate this analysis into Vietnamese anti corruption implementation plans.

### TRAINING OUTCOMES

This training has been designed for participants engaged in law enforcement to develop an appreciation and understanding of the national integrity systems and factors contributing to corruption. Key learning outcomes from this course include corruption prevention and investigation techniques and are outlined in the following Table.

Vietnam Component				
DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Opening & Introductions	VN 2009 & 2010 Alumni Briefings (includes case studies & evaluations) 1.0,1.2,1.9	TI Presentations on UNCAC & Regional Issues 1.1, 1.6	Coordination of law enforcement anti-corruption agencies 1.5	Role of Media and Civil Society 1.6
		Transparency, Accountability and Governance 1.6	AUS Case Study (Integrity Systems) 1.3	Protection of Whistleblowers 1.7
VN Policy, Legislation and Frameworks 1.0	Progress towards 2020 1.2	Organisational Development. Investigative systems analysis 1.4	Investigation procedures, tactics and strategy 1.7	
International Frameworks 1.1	SWOT Analysis and Implementation Planning 1.8	AUS Case Study (Integrity Systems) 1.3	Role of Judiciary 1.7	Pre-Departure Session 1.3
		Organisational Development. Investigative capacity and capability analysis 1.4	AUS/VN Briefing 1.3	

**Note:**

All presentations will draw on multiple presenters utilising the Project Manager, Convenors, and relevant Experts

All participants will have a manual and copies of presentation notes, along with pre-reading requirements from the day prior where relevant.

All presentations from Commonwealth and state government agencies and industry sectors will include detailed discussion and evaluation of key themes and briefs provided prior to the visit and/or presentation

Presentations will involve multiple themes and points of emphasis from sectors, thematic and issue based areas.

Training outputs are referenced to learning objectives at Annex 'A'. (1.1, 1.2 etc)

Vietnam Component				
DAY 6	DAY 7	DAY 8	DAY 9	DAY 10
Opening & Introductions Overview of the Australian AC LE Framework <b>Dr. K. Norman</b> 1.1, 1.3	Investigative Systems and experiences <b>Dr. K. Norman, ACC</b> 1.3,1.7, 1.9	Investigation Management tools, systems and models <b>A. Cadogan-Cowper</b> 1.4	Whole of NSW Government Approaches to AC LE <b>ICAC, PIC, NSWPOL</b> 1.1, 1.5, 1.9	AC LE Investigations and AML Systems <b>AUSTRAC</b> 1.7, 1.9
Whole of Government Approaches to AC LE <b>Dr. K. Norman</b> 1.1, 1.5, 1.9	AC LE Organisational Development. Investigative capacity and capability analysis <b>H. Whitton</b> 1.4	Implementation Planning <b>Dr. K. Norman</b> 1.8	Approaches to AC LE <b>Case Study - NSW Royal Commission into Police Corruption</b> 1.1, 1.3, 1.5, 1.9	AC LE and Transport Enterprises <b>QANTAS</b> 1.3,1.6, 1.9
AC LE Coordination Issues and Knowledge Management. <b>A. Cadogan-Cowper</b> 1.3, 1.5		Prosecutorial and Judicial Systems, Whistleblowers. AC LE Experiences <b>H. Whitton</b> 1.7, 1.9	Shaping Organisational Behaviour and AC LE <b>AIPM</b> 1.3, 1.4, 1.9	Implementation Planning cont. <b>Dr. K. Norman</b> 1.8
Investigative Systems and experiences <b>A. Cadogan-Cowper, AFP</b> 1.3,1.4, 1.5, 1.9	AC LE Investigative Systems and experiences Session Two <b>A. Cadogan-Cowper</b> 1.7, 1.9	Transparency, Public Accountability and the role of the media. <b>TI Australia &amp; H. Whitton</b> 1.6, 1.9	AC LE function and Financial Enterprises <b>ABA, Westpac, Alliance, QBE Insurance</b> 1.3,1.6, 1.9	<b>Implementation Plan Presentations</b> 1.0,1.1, 1.2,1.3, 1.4,1.5,1.6,1.7,1.8,1.9
				Evaluation & Closing

## ANNEX D – COMPONENT THREE TRAINING

### PROPOSED TRAINING CONFERENCES

Find attached a list of proposed conference activities through the current training cycle.

**Table – Selection of Training Conferences**

No	Conference Name	Location	Dates	Subjects/Areas of Interest Include....
1	Office of the National Anti-Corruption Commission (NACC). 2nd Conference on Evidence-Based Anti-Corruption Policies.	Siam City Hotel, Bangkok <b>Thailand</b>	30 November - 1 December 2011	<ol style="list-style-type: none"> <li>1. Public procurement</li> <li>2. Public and corporate governance</li> <li>3. Policy corruption and state capture</li> <li>4. Enforcement of anti-corruption law</li> <li>5. Access to information and mobilization of civil society</li> <li>6. Natural resources management and corruption risks</li> </ol>
2	C5's European Forum on Anti-Corruption	Hilton Munich City Hotel Munich <b>Germany</b>	24-25 January 2012	<ol style="list-style-type: none"> <li>1. International cooperation to enforce anti-corruption laws</li> <li>2. The tension between the protection of whistle-blowers from discriminatory and retaliatory actions, and the resulting legal challenges</li> <li>3. Protecting individual rights of the accused during internal investigation into corruption</li> <li>4. Ensuring effective financial controls and using internal audit to prepare for increased books &amp; records enforcement</li> <li>5. Controlling corruption and extortion risks in public procurements in high-risk countries</li> </ol>
3	3rd Middle East Summit on Anti-Corruption	Abu Dhabi <b>United Arab Emirates (UAE)</b>	30-31 January 2012	<ol style="list-style-type: none"> <li>1. Investigation and prosecution of corruption</li> <li>2. Proliferation of new bribery laws</li> <li>3. Increased Transparency changing the anti-corruption landscape</li> <li>4. How the Foreign Corrupt Practices Act (FCPA) can lead to AML, ITAR, export control and sanctions violations</li> </ol>
4	2 <sup>nd</sup> Latin America Summit on Anti-Corruption	Sao Paulo	7-8 February 2012	The 2012 program will feature a brand new and more advanced agenda that will provide the latest insights on anti-corruption enforcement initiatives in Latin America, the US and UK, unparalleled benchmarking opportunities and practical guidance from a senior-level group of your peers on making your anti-corruption compliance and training programs more effective in the Region.
5	Managing Third Party & Counter Party Relationship Risks	London <b>United Kingdom</b>	28-29 February 2012	C5's new forum Managing Third Party and Counterparty Relationship Risks will bring together a leading faculty of experienced in-house and private practice lawyers, compliance executives and government officials to take you through all risk areas from the very commencement of the relationship through to post-relationship residual issues by providing the latest strategies to assist in selecting safe third parties and monitoring and maintaining compliance throughout.
6	4th Russia and CIS Summit on Anti-Corruption	Moscow <b>Russia</b>	20-21 March 2012	TBA - but usually Private and Public Sector Corruption



<b>7</b>	International Conference on Anti-Corruption, Good Governance and Human Rights (ICAGGHR 2012)	Amsterdam <b>Netherlands</b>	13-15 May 2012	<ul style="list-style-type: none"> <li>1. Accountability and Transparency</li> <li>2. Anti-Corruption Measures, Good Governance and Human Rights</li> <li>3. Complaint Mechanisms</li> <li>4. Constitutions, Good Governance and Corruption</li> <li>5. Corruption and Development</li> <li>6. Corruption and Human Trafficking</li> <li>7. Corruption and International Business Development</li> <li>8. Corruption in Public and Private Sectors</li> </ul>
<b>8</b>	2nd Annual Summit, Fraud & Corruption Africa	Zanzibar <b>Tanzania</b>	22-25 May 2012	<ul style="list-style-type: none"> <li>1. Strategic Approach to fighting corruption in Africa (emerging trends, ethics &amp; governance)</li> <li>2. Detection, Investigation, Prevention of Fraud, Corruption &amp; Financial Crime</li> </ul>
<b>9</b>	International Public Management Network (IPMN). 2012 Conference - Innovations in Public Management for Combating Corruption	Honolulu Hawaii <b>USA</b>	27-29 June 2012	<ul style="list-style-type: none"> <li>1. Innovations in Public Management and Public Sector Effectiveness, reducing Corruption</li> <li>2. NGO's dedicated to fighting corruption</li> </ul>