**UNDP Management Response**

**Anti-Corruption for Peaceful and Inclusive Societies**

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| **Evaluation Recommendation 1:** **Establish a Global Integrity Fund, managed by UNDP, that will be a facility for supporting innovative ideas on integration of anti-corruption into development objectives and SDG implementation.** | | | | |
| **Management Response:** Recommendation is accepted.  At the beginning of 2021, UNDP started developing the next phase of its global anti-corruption programming for 2022-2025. The idea to establish a Global Integrity Fund is in line with UNDP’s thinking to build on its 3 generations of Global Anti-Corruption Programmes and develop an Anti-Corruption Innovation Facility to support innovative initiatives which integrate anti-corruption across development objectives and SDG implementation. The next phase of global anti-corruption programming for 2022-2025 will be aligned with UNDP’s new Strategic Plan for 2022-2025 and its main three directions: 1) Structural transformation, particularly green, inclusive and digital transitions; 2) Leaving no-one behind, a rights-based approach centered on human agency and human development; and 3) Building resilience to respond to systemic uncertainty and risk.  The next phase of global anti-corruption programming is being developed in close consultation with experts within UNDP and the UN system, as well as with donor and programme partners. The Global Anti-Corruption Team will also draw on the results of the Anti-Corruption Portfolio and Demand Analysis conducted in early-2020 with 127 staff from UNDP Regional Hubs and Country Offices, as well as of the outcomes of discussions at the 2020 ACPIS Board Meeting (February 2021) and ACPIS Global Programme Retreat (April 2021). | | | | |
| **Key Action(s)** | **Completion date** | **Responsible Unit(s)** | **Tracking\*** | |
| **Comments** | **Status (initiated, completed or no due date)** |
| * 1. Develop an Anti-Corruption Innovation Facility, as part of ACPIS project extension (2022-2023), to support innovative initiatives which integrate anti-corruption across development objectives and SDG implementation, in line with UNDP’s new Strategic Plan for 2022-2025 | December 2021 | Global anti-corruption team |  | initiated |
| **Evaluation Recommendation 2:** **Continue to identify cutting edge ideas and approaches to anti-corruption work that can be piloted for real world application, but with the intent of identifying those that can be scaled up/replicated.** | | | | |
| **Management Response:** Recommendation is accepted.  In May 2021, UNDP’s ACPIS Global Project launched its **Anti-Corruption Innovation Initiative**, with support from Norad and Sida. The main objective of the initiative is ***to promote transparency, accountability and anti-corruption through technology and innovation to build forward better and accelerate the achievement of the SDGs*.** A Call for Expressions of Interest (EOIs) invited UNDP Country Offices (COs) in Africa and Asia-Pacific regions to submit innovative project proposals to apply for resources of **up to US$500,000** for a project duration of 24-30 months. This initiative builds on the pilot initiative that ACPIS had undertaken since 2012 and aims to ensure long-lasting impact at the country level by providing sufficient resources and time, and by building stronger partnerships and ownership at the national level.  The themes of the Anti-Corruption Innovation Initiative are clustered around **five areas of anti-corruption work:**  Cluster 1: Technology and innovation for integrity in the health sector  Cluster 2: Technology and innovation for public procurement reform  Cluster 3: Open data innovation for transparent beneficial ownership  Cluster 4: Innovation for integrity in climate, biodiversity and environment initiatives  Cluster 5: Digital tools to accelerate measurement & monitoring of anti-corruption targets in SDG 16  Through a competitive process, **24 Country Offices** (17 from Africa and 7 from Asia) submitted their project proposals. The Advisory and Peer Review Committee composed of experts from Norad, Sida, U4, UNODC, and UNDP (anti-corruption and thematic areas) recommended **8 Country Offices** (4 from Africa and 4 from Asia) for immediate funding. Given that the ACPIS Global Project’s resource mobilization activities are ongoing as the programme team continues to shape the next phase of its global anti-corruption programmatic work, the ACPIS team will continue working with COs, which were not selected for immediate funding in July 2021, to revise and finalize their proposals for possible funding in the next phase of the Global Programme starting in 2022. The Anti-Corruption Innovation Initiative therefore serves as the basis which will further strengthen and promote the next phase of the global anti-corruption programming and UNDP’s Anti-Corruption Innovation Facility. | | | | |
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| 2.1 Through a competitive process, identify and fund innovative project proposals submitted by UNDP Country Offices (subject to ongoing resource mobilization efforts) | September 2021 | Global anti-corruption team together with Advisory and Peer Review Committee |  | Completed |
| **Evaluation Recommendation 3:** **Invest in a robust UNDP internal Community of Practice to support, inform and link anti-corruption expertise within the organisation.** | | | | |
| **Management Response:** Recommendation is accepted.  In early 2019, as part of UNDP’s policy and programme support, UNDP established its Global Policy Network (GPN), bringing together various thematic areas, including governance, into one connected network.The vision of UNDP’s GPN is to become the cutting-edge provider of timely development advice, providing support to COs and programme countries in an integrated and coherent manner and to instantly connect countries to a world of knowledge, resources and networks of best practice they need to achieve development breakthroughs. As part of the GPN, UNDP established seven Communities of Practice, aligned with the six signature solutions and the SDG Integration mandate.  The Anti-Corruption Community of Practice, which is a part of UNDP’s CoP on Governance, has a long history, and comprises UNDP’s staff at global, regional and country levels, as well as UNDP’s programme and donor partners. Since 2003, UNDP has organised Regional and Global Community of Practice Meetings to strengthen its policy and programme architecture. In 2019, UNDP organized two Regional Anti-Corruption Community of Practice Meetings (Europe and CIS region in May; and Asia-Pacific region in June). ACPIS and the next phase of UNDP’s global anti-corruption programming will continue to coordinate and facilitate the Anti-Corruption Community of Practice, including regional- and country-level networks on anti-corruption.  The ACPIS team further strengthened a global anti-corruption architecture within UNDP by closely engaging with Anti-Corruption and Governance Advisors in all regions, and by working with various teams from other thematic areas within UNDP such as the Health team and Conflict Prevention, Peacebuilidng and Responsive Institutions team to integrate anti-corruption in various development areas.  In March 2020, ACPIS carried out an ‘Anti-Corruption Global Community of Practice Survey 2020’, a portfolio and demand analysis to assess the existing anti-corruption work, demands, gaps and priorities among UNDP Regional Hubs and Country Offices. 127 governance, SDG 16 and anti-corruption focal points from UNDP Country Offices, Regional Hubs, Global Policy Centres and Headquarters participated in this survey. All regions were more or less equally represented, and 54% of the total respondents were women. The findings of the Anti-Corruption Portfolio and Demand Analysis demonstrate that anti-corruption has been well integrated into governance projects/programmes (71.6% of respondents) such as rule of law, public administration, access to justice and human rights, and integrated into other development areas (40.2% of respondents), particularly in service delivery sectors (e.g. health, education, water, etc.), women’s empowerment, and SDG integration/acceleration initiatives. The top priority for anti-corruption work is in resource mobilisation, as identified by 63.0% of respondents, followed by capacity development and advisory support. 59.3% of respondents highlighted that there is a lack of sustainable resources on anti-corruption, whether in terms of financial resources or technical capacity, both at country and regional levels.  In addition, amid the COVID-19 pandemic, ACPIS realigned its policy and programme support to maximise the impact of its activities and provide guidance to Regional Hubs and Country Offices on how to realign their anti-corruption work to adapt to new realities. ACPIS further expanded its collaboration with UNDP governance and anti-corruption teams across all regions, Global Policy Centres (e.g. Oslo Governance Centre, Seoul Policy Centre) other UNDP teams (e.g. Health, SDG Integration, Conflict Prevention, Peacebuilding and Responsive Institutions), UN agencies (e.g. UNODC, WHO and UNSSC), donor partners (e.g. Norad, Sida) and programme partners (Transparency International, U4 Anti-Corruption Resource Centre) to create more integrated anti-corruption solutions to respond to and recover from COVID-19 and build forward better. | | | | |
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| 3.1 Continue strengthening the global anti-corruption architecture/Community of Practice by organising global, regional and country-level meetings, events and other platforms for knowledge sharing | December 2023 | Global anti-corruption team |  | Initiated |
| 3.2 Further expand collaboration with UNDP governance/anti-corruption teams across all regions, GPCs and other UNDP teams; UN agencies; donor partners; and programme partners to create more integrated anti-corruption solutions | December 2023 | Global anti-corruption team |  | Initiated |
| **Evaluation Recommendation 4:** **Continue to integrate anti-corruption principles and approaches into the broader UN development agenda** | | | | |
| **Management Response:** Recommendation is accepted.  UNDP, UNODC and UN/DPPA are co-chairs of the UN Global Task Force on Corruption. The Task Force aims to strengthen a One UN approach in addressing global corruption challenges. The ‘[UN Common Position to Address Global Corruption](https://ungass2021.unodc.org/uploads/ungass2021/documents/session1/contributions/UN_Common_Position_to_Address_Global_Corruption_Towards_UNGASS2021.pdf)’ was developed by the Global Task Force to establish a common framework for the United Nations system to support Member States to prevent and respond to corruption challenges.  To promote the integration of anti-corruption within the UN system, UNDP will continue working together with UN Staff System College and UNODC to train UN Staff and other practitioners through the flagship five-week online course [‘Anti-Corruption in the Context of the 2030 Agenda for Sustainable Development’](https://unssc.org/courses/anti-corruption-context-2030-agenda-november-december-2020/), which provides guidance on integrating anti-corruption in the SDGs and implementing anti-corruption targets in SDG 16. In 2019 and 2020, ACPIS also trained more than 400 practitioners, representing governments, the private sector, civil society, academia, international organisations and UN agencies, through this course.  In addition, the ACPIS team works closely with the WHO, the Global Fund and the World Bank as part of the Coalition on Anti-Corruption, Transparency and Accountability for Health (CATCH) to address corruption in the health sector. The CATCH initiative is being implemented in 2021 with funding from Norad. UNDP’s Global Anti-Corruption and Health teams will be actively engaged in project implementation at the global and country levels. | | | | |
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| 4.1 Ensure active engagement of UNDP in its role of a co-chair of the UN Global Task Force on Corruption to integrate anti-corruption principle and approaches in the broader UN development agenda | December 2023 | Head of governance team, global anti-corruption team |  | initiated |
| 4.2 Promote the integration of anti-corruption within the UN system through training and knowledge management | December 2023 | Global anti-corruption team |  | initiated |
| **Evaluation Recommendation 5:** Expand UNDP support of integrity in public services to include new areas of work | | | | |
| **Management Response:** Recommendation is accepted.  UNDP’s next phase of global anti-corruption programming for 2022-2025 envisions expanding UNDP’s support for integrity building in public services by focusing on six service lines:   1. Anti-corruption for effective service delivery (including health, education, water, etc.) 2. Integrity for climate, biodiversity and environment 3. Anti-corruption for conflict prevention and peacebuilding 4. Transparency and integrity in cities and local authorities 5. Anti-corruption for economic governance and development financing 6. Empowering agents of change for anti-corruption (focusing on gender equality and women’s empowerment, youth empowerment and private sector engagement)   This approach builds on UNDP’s experience, knowledge and ongoing programming support to effectively and comprehensively integrate anti-corruption across all key areas of development to accelerate progress on the SDGs through transparent and accountable service delivery, management of public funds and resources, and the prevention of illicit financial flows, amongst other areas. | | | | |
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| 5.1 Expand UNDP’s support for integrity building in public services by focusing on six service lines (service delivery; climate, biodiversity and environment; conflict prevention and peacebuilding; cities and local authorities; economic governance and development financing; and empowering agents of change – women, youth and the private sector) | December 2023 | Global anti-corruption team |  | initiated |
| **Evaluation Recommendation 6: UNDP should expand outreach to corporations that have a proven commitment to business integrity and have already put in place corporate training and engagement departments in line with global anti-corruption priorities.** | | | | |
| **Management Response:** Recommendation is accepted.  The ACPIS Global Project has strengthened its engagement with the private sector to promote business integrity for the achievement of the SDGs. In response to the COVID-19 pandemic, UNDP and the B20 issued a Joint Statement ‘[Accountability and Anti-Corruption in the Age of a Global Pandemic](https://www.undp.org/press-releases/covid-19-b20-undp-joint-statement)’, calling for collective action by public and private sectors to improve response and recovery efforts by focusing on accountability, integrity and higher standards of ethical conduct.  In addition, one of the key service lines for the next phase of anti-corruption programming is **Empowering Agents of Change for Anti-Corruption (Service Line 6), which focuses on:**   * Partnering the private sector to promote integrity in businesses and supply chains * Promoting diversity and inclusion in businesses, and strengthening women's leadership for anti-corruption and business integrity * Strengthening the Global Knowledge Platform on integrity and anti-corruption to empower stakeholders through training, leadership development, knowledge exchange and sharing   In the frames of the next phase of global anti-corruption policy and programme support work, a Joint Platform on Business Integrity will be established together with corporations that promote business integrity, Corporate Social Responsibility (CSR) and Environmental, Social, and Corporate Governance (ESG) practices in line with the aspirations of the 2030 Agenda for Sustainable Development. The aim of the Joint Platform is to offer developing countries with policy and technical support on business integrity, CSR and ESG practices, and to facilitate the exchange of knowledge and good practices with businesses and small and medium-sized enterprises (SMEs) in developing countries.  It is expected that through mentoring and sharing of knowledge and experience, the Joint Platform will help enrich the knowledge of businesses and SMEs in developing countries, and empower them to learn and act together to help accelerate the achievement of the SDGs by 2030. | | | | |
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| 6.1 Establish a joint platform on business integrity with corporations that promote business integrity, CSR and ESG practices in line with the 2030 Agenda | December 2023 | Global anti-corruption team |  | initiated |
| 6.2 Facilitate the exchange of knowledge and good practices with businesses and SMEs in developing countries, particularly at the global events such as Conference of States Parties to UNCAC, International Anti-Corruption Conference, etc. | December 2023 | Global anti-corruption team |  | initiated |
| **Evaluation Recommendation 7: Position UNDP as the focal point for integrating anti-corruption in the UN development agenda.** | | | | |
| **Management Response:** Recommendation is accepted.  UNDP’s new Strategic Plan (2022-2025) aims to support countries to expand people’s choices for a fairer, sustainable future, and to build the world envisioned by Agenda 2030 with planet and people in balance. The objective of UNDP’s Strategic Plan (2022-2025) is to accelerate and scale up development results so significantly that we bring the Goals back within reach. These are huge, whole-of-society puzzles that require collective efforts and integrated approaches. UNDP offers a unique network of global reach and local presence, sectoral expertise and trusted partnerships to help solve these puzzles.  In this context, the next phase of UNDP’s anti-corruption global policy and programmatic support work will build on the integrated approach of the previous anti-corruption initiatives and will position UNDP as the focal point for integrating anti-corruption in the UN’s development agenda in line with aspirations set in the new UNDP Strategic Plan.  In addition, the [UNGASS Political Declaration](https://undocs.org/A/S-32/2/ADD.1) underscores that the anti-corruption work of the United Nations should be strongly linked to and coordinated with measures and programmes contributing to strengthening the rule of law at the national and international levels. The Declaration also calls on UNODC to continue coordination and cooperation with UNDP to foster anti-corruption measures that enable the implementation of the 2030 Agenda.  The implementation of UNDP’s new Strategic Plan (2022-2025), UNGASS Political Declaration, UNDP’s role as co-chair of the UN’s Global Task Force on Corruption, and UNDP’s global anti-corruption programming for 2022-2025 will ensure UNDP’s lead role in integrating anti-corruption in the UN development agenda. | | | | |
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| 7.1 Continue to leverage UNDP’s role as co-chair of the UN’s Global Task Force on Corruption to position UNDP as the focal point for integrating anti-corruption in the UN development agenda | December 2023 | Global anti-corruption team |  | initiated |
| 7.2 Promote the integrated approach at the global, regional and country levels through implementation of Anti-Corruption Innovation Initiative in at least 7 countries | December 2023 | Global anti-corruption team |  | initiated |
| **Evaluation Recommendation 8: Explore how digitalisation has positively impacted the role of women in the fight against corruption.** | | | | |
| **Management Response:** Recommendation is accepted.  The global anti-corruption policy and programme support work for 2022-2025 includes a dedicated service line focused on empowering agents of change for anti-corruption, including women (Service Line 6). Corruption and its consequences have wide-ranging ramifications on society and undermine efforts to leave no one behind. Civil society, communities – women and youth in particular play a critical role to promote a culture of integrity and shape a more sustainable future for all. Moreover, to maximise the effectiveness of anti-corruption interventions in the long run, empowering champions, strengthening leadership & achieving anti-corruption goals through changes in behaviours and social norms are important.  Under this Service Line, the global anti-corruption work will engage women, youth and civil society in social accountability, monitoring, advocacy and innovative anti-corruption initiatives; promote women's participation and leadership for anti-corruption; and strengthen research and evidence on anti-corruption innovation, civil society, women and youth; among other activities. | | | | |
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| 8.1 Engage women, youth and civil society in social accountability, monitoring, advocacy and innovative anti-corruption initiatives, including promoting women’s participation and leadership for anti-corruption | December 2023 | Global anti-corruption team |  | initiated |
| 8.2 Strengthen research and evidence on anti-corruption innovation, civil society, women and youth | December 2023 | Global anti-corruption team |  | initiated |
| **Evaluation Recommendation 9: Promote the adoption of national rules and systems to ensure Beneficial Ownership and transparency in corporate filings.** | | | | |
| **Management Response:** Recommendation is accepted.  Public registers of beneficial owners can provide access to high-quality data about who owns, controls, and benefits from companies and their profits. This information – known as beneficial ownership transparency – helps tackle corruption, reduce investment risk, and improve national and global governance. Yet, beneficial ownership transparency is new to many countries that stand to benefit, and more support is needed to realise its impact.  UNDP’s Anti-Corruption Innovation Initiative includes a focus on open data innovation for transparent beneficial ownership (Cluster 3). While specific projects submitted by UNDP COs were not focused on promoting beneficial ownership transparency, many project proposals included significant elements promoting open data and transparency in public procurement, contracting, environmental governance, etc. Beneficial ownership transparency is a relatively new topic and UNDP’s Global Anti-Corruption Team will continue building on this work. In particular, the global anti-corruption policy and programmatic work for 2022-2025 envisions the development of think pieces, advocacy and public awareness campaigns and dedicated country-level projects related to this topic.  In 2021, the ACPIS Global Project established a partnership with Open Ownership (OO), a global expert in this area of work involved at every stage of the process to make reforms work and to deliver results for citizens. This partnership will continue beyond 2021, and it is planned to develop joint projects on beneficial ownership transparency to build business and market confidence, tackle corruption and criminal activities, improve government procurement and spending, and support sustainable and equitable development at the global, regional and country levels. | | | | |
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| 9.1 Develop think pieces, advocacy and public awareness campaigns and dedicated country-level projects on promoting beneficial ownership transparency | December 2023 | Global anti-corruption team |  | initiated |
| 9.2 Strengthen collaboration with key experts on beneficial ownership transparency (e.g. Open Ownership) and develop joint initiatives | December 2023 | Global anti-corruption team |  | initiated |