UNDP Management Response to the Mid-term Review of Anti-Corruption for Peaceful and Inclusive Societies (ACPIS) Global Project (2016-2020)

Management response prepared by: Anga Timilsina, Global Programme Advisor on Anti-corruption, UNDP Global Centre for Technology, Innovation and Sustainable Development, Singapore.

Management response reviewed by: Charles Chauvel, Officer-in-Charge, Governance, Bureau for Policy and Programme Support (BPPS), UNDP.

Management response cleared by: Adriana Dinu, Deputy Assistant Administrator and Deputy Director, Bureau for Policy and Programme Support (BPPS), UNDP.

General Response:

We are pleased to present a UNDP management response to the independent review of UNDP's Anti-Corruption for Peaceful and Inclusive Societies (ACPIS) global project. We value the findings and recommendations of this independent review, given that anti-corruption work remains a crucial priority for UNDP in its current Strategic Plan (2018-2021), its support to the implementation of the 2030 Agenda for Sustainable Development, and its approach in leveraging innovation and technology for development, including preventing corruption and promoting transparency and accountability.

In the next four-year period (2020-2024), UNDP together with UNODC may enter into the third phase of partnership with DFAT/Australia to implement UNDP and UNODC's respective global programmes, and a joint project for the Pacific region. This review will thus further strengthen UNDP's policy and programme support in the context of UNDP's ongoing partnership with Australia, particularly in the Asia-Pacific region.

As acknowledged by the independent review, the UNDP management appreciates the effort of this review to collect data, information and opinions of UNDP experts, donors and programme partners to review the progress and results of ACPIS. The UNDP management welcomes the findings and recommendations of the independent review, which recognizes that:

- **Overall, UNDP has an added-value that no other organisation can provide with regards to anti-corruption work**. It has developed a critical position in the global anti-corruption architecture that has enabled it to mainstream anti-corruption work in development and to build partnerships that allow for a broad and unique network.

- **ACPIS builds on the major achievements of its predecessor – UNDP's Global Anti-corruption Initiative (GAIN) (2012-2016)**. ACPIS has continued to: (1) Provide policy and programme support on the integration of anti-corruption in national development plans and strategies; (2) Engage civil society and other major actors in the implementation of UNCAC; (3) Strengthen the capacity of anti-corruption agencies in initiating anti-corruption reforms; (4) Promote gender and youth empowerment as part of anti-corruption strategies; and (5) Use ICTs and new technologies to facilitate social accountability practices in the fight against corruption.

- **At the country level, there is specific evidence of ACPIS-supported pilot project success and inclusion.** For example, in **Papua New Guinea**, ACPIS provided seed funding to develop and institutionalize Phones against Corruption (P@C), an anonymous SMS-based system for reporting complaints against possible cases of corruption. In **Bhutan**, Youth Integrity Clubs have expanded to

include young people, community groups and the government through the Ministry of Education—all united in an effort to instill principles of accountability, transparency and integrity in community and public life. In the **Philippines**, ACPIS funded the Development Live (DevLIVE) initiative, a mobile phone application which allows citizens to monitor and provide feedback on their local development projects. To date, 53% of citizens trained on the use of DevLIVE have been women. In **Thailand**, as a result of ACPIS's support, the Cabinet of Thailand approved the integrity curriculum, which has now become mandatory for 67 public universities, in accordance with the Cabinet resolution.

- **To ensure national level sustainability of ACPIS's interventions, many of the pilot projects have been built on significant ownership from national governments** and are well-aligned with national priorities. This can be seen in the formulation and implementation process of pilot projects (based on sound context analysis and corruption risk assessments), and in the demand-driven support for key national anti-corruption institutions and actors. By focusing on innovative approaches, ACPIS provided seed funding to potential "game changers" and funded work that would otherwise not be incubated.

- **At the global level, ACPIS, through its global advocacy and awareness activities, widely shared its lessons learned and good practices at the International Anti-Corruption Conference**. Likewise, the Conference of the States Parties to the UNCAC, OECD governance meetings, and APEC meetings have been additional opportunities for ACPIS to contribute at a global level to relevant and recent developments in the anti-corruption community of practice.

- The ACPIS programme has engaged on emerging issues and with a wide range of stakeholders:

  (1) **Gender equality and inclusivity**: ACPIS produced knowledge materials that focused on gender equality and its role in fighting corruption. For example, the new online course that has been developed with the UN System Staff College includes a comprehensive module 'Anti-Corruption and Gender Equality'. Moreover, the selection of country projects includes gender equality and inclusivity as criteria in the Expression of Interest. The ACPIS management has also made it mandatory for country level projects to report gender-disaggregated data and results in their bi-annual and annual result reports. It has been evident from the pilot projects that efforts were made to ensure women were a significant proportion of the beneficiaries of project activities.

  (2) **Youth empowerment and integrity**: Youth were the direct targets of the pilot project in Thailand that developed the post-secondary anti-corruption curriculum and the mobile game application. In the Philippines, the DevLIVE project developed specific marketing plans to promote the mobile application amongst social media influencers, to encourage its use by youth. In Bhutan, a key focus of the project was secondary school anti-corruption and integrity clubs.

  (3) To reach **marginalized groups**, the pilot project in Papua New Guinea worked with the only national Pidgin newspaper to advertise the P@C for citizens that are living in more remote parts of the country and do not have access to English media.

  (4) To a great extent the work of ACPIS has been focused on **promoting innovation and the use of technology** to prevent corruption. Indeed, it could be argued that innovation is one the core objectives of a UNDP global programme. In particular, ACPIS was able to promote innovation both in terms of the use of technology and in new thinking in the field of anti-corruption development.

- Overall, the ACPIS programme has shown itself to be **efficient and cost-effective**, having delivered significant and substantive inputs that have been valued by beneficiaries and doing so with a relatively limited annual budget. ACPIS was allocated US$6.8 million over the four-year life of the project. With this limited funding, the project delivered on most of its anticipated outputs and activities. The programme also invested its limited resources in online knowledge materials that are cost-effective

and allow for open access by stakeholders globally. Key to its success are three key factors: (1) Productive Staff: With two professional staff working in Singapore, the programme has been able to respond to significant demands from UNDP COs and national partners and beneficiaries, and provide timely delivery of high-quality inputs and technical expertise; (2) Partnerships: By building solid partnerships with global and regional anti-corruption advocates, such as the Republic of Korea's anti-corruption agency ACRC and Transparency International, the programme has been able to leverage greater technical expertise and support for beneficiaries; and (3) National Fund Leveraging: Many of the pilot projects used the US$200,000 contribution from ACPIS to leverage significant funding from other sources, including government cost-sharing.

- ACPIS has become what one expects from a mature global programme, with a focus on the needs of beneficiaries and an alignment with their priorities. Such inputs include: *Knowledge Broker, Technical Assistance Provider, Incubator, and Facilitator, Thought Leader,* and *Knowledge Manager*.

- Impact-level results are usually limited at the mid-term point, but ACPIS has leveraged projects, funding and relationships that can be impactful in the future. Having pivoted its work towards upstream engagement with national partners, through more advanced partnerships (i.e. knowledge brokering; technical advice; facilitation), ACPIS has set the foundation for impactful work in the future.

UNDP agrees with most of the recommendations made by the independent review and expresses its commitment that ACPIS remains UNDP's major vehicle for policy and programme support on anti-corruption globally, particularly in the context of the implementation of UNDP Strategic Plan 2018-2021 (Output 1.2.3: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication) and UN/UNDP's Mainstreaming, Acceleration and Policy Support (MAPS) in the implementation of the 2030 Agenda for Sustainable Development at the country level.

Taking into account the recommendations of this review, UNDP commits to further strengthen and streamline, within available and newly mobilized resources, ACPIS's management structure and capacity, particularly considering the next phase of ACPIS's partnership with DFAT/Australia and other donors. UNDP will ensure that ACPIS has a global reach, maintains an active global community of practice, strengthens partnerships with donor and programme partners, facilitates experiences and knowledge sharing among different regions, and prioritizes the following areas in which UNDP has comparative advantages: support for the implementation of 2030 Agenda, integrity promotion, social accountability, technology and innovation, and business integrity.

More detailed responses to the recommendations are provided below. UNDP will ensure that the follow-up actions to most of these recommendations are implemented by the first half of 2020 (before the commencement of the third phase of the partnership with DFAT/Australia).

Response on specific recommendations:

Recommendation 1: **Establish and maintain a global anti-corruption architecture – both within UNDP and for the broader anti-corruption community.** There is a need for sufficient funding and staff to ensure UNDP has global, regional and, where demand is strong, national anti-corruption technical services. The Programme should be designed to allow for multiple donors to fund different regional and national priorities, but the focus of the Programme must remain global. For the global anti-corruption community, ACPIS must have the resources to build and maintain partnerships with a broader network of actors—both within the UN system and externally with relevant anti-corruption actors and organisations.

Response: UNDP will develop the next phase of ACPIS by the end of 2019 and will work together with DFAT/Australia for the next phase of funding. Given that ACPIS is also mobilizing resources from various

donors (e.g., Sida, Norad, etc.), UNDP envisions to have a next phase of ACPIS as a global initiative with various donors prioritizing their respective areas of anti-corruption work, including their priority regions (e.g., Asia-Pacific region as Australia's priority region). UNDP's new Funding Windows are pooled, flexible funding mechanisms that help UNDP and partners align around common goals to support country-level efforts to achieve the SDGs. Anti-corruption is an integral part of UNDP's funding window on governance and thus, for the next phase of ACPIS, UNDP plans to leverage the opportunity to maximize the pooled resources on anti-corruption through this funding window

Recommendation 2: ACPIS must maintain an active Community of Practice within UNDP for its anti-corruption actors. A key aspect of a global programme is to be a knowledge broker within UNDP. This should include many diverse tools and not only rely on in-person interactions between staff, but it must be robust and allow for routine engagement.

Response: In early 2019, as part of UNDP's policy and programme support review, UNDP has established a 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 Country Offices and programme countries in an integrated and coherent manner— to instantly connect countries to the 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 with the SDG Integration mandate. The anti-corruption Community of Practice, which is a part of UNDP's GPN 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 been organizing regional and global community of practice meetings to strengthen its policy and programme architecture. UNDP organized two regional anti-corruption community of practice meetings in 2019 (Europe and CIS region in May and Asia-Pacific region in June) and will organize a global community of practice meeting in 2020 in Seoul, back-to-back with the International Anti-Corruption Conference. ACPIS will continue to coordinate the anti-corruption community of practice, including regional and country level networks on anti-corruption.

Recommendation 3: Where pilot projects develop new and innovative ideas and approaches to fighting corruption, there needs to be transition planning to ensure these ideas are institutionalised and replicated. This is the second round of pilot projects for UNDP Global Anti-Corruption Programme. Many of the projects in this round showed success but are not yet institutionalised or complete. UNDP and donors must develop a plan for how these project outputs can formalized within national structures and, where possible, replicated.

Response: In many country level projects, governments have already invested to sustain country level results achieved through ACPIS' support, with examples presented below. ACPIS will continue to promote the sustainability of country level results and maximise impact of the country projects.

- In **Bhutan**, with ACPIS' support, youth integrity clubs were introduced in 10 schools in 2017/2018, and the Ministry of Education is now rolling out this integrity programme in more than 20 schools by including integrity in high school curriculum.
- In **Papua New Guinea**, ACPIS supported the implementation of the second phase of the Phones against Corruption (P@C) initiative, which has been scaled-up to 19 more agencies and 10 more provinces by the government.
- In the **Philippines**, the DevelopmentLIVE (DevLIVE) initiative launched in 2017 is being pilot tested across schools and municipalities. The Department for Education will roll it out to 500 schools by 2019. The Department for the Interior and Local Government (DILG) has pilot tested this platform in 20 local governments in 2 provinces in 2018, and will roll out to approximately 6,000 projects across 1,300

municipalities by September 2019. DevLIVE has been included as a government commitment in the OGP national action plan, and will be supported under a regular allocation of the national budget to provide for all government agencies engaging citizen participation as part of their programmes.

- As a result of ACPIS's continued support to youth integrity in **Thailand**, the Cabinet of Thailand approved the integrity curriculum, which has now become mandatory for 67 public universities, in accordance with the Cabinet resolution.

Recommendation 4: Beyond this phase of UNDP Global Programme, consideration should be given to the following as priority areas for the next phase of the work: Continue to develop the concept of **integrity promotion** as a means of fighting corruption; focus on **integration of anti-corruption measures into SDG implementation; e**xpand **social accountability** work, including promotion of already piloted ideas and incubating new ideas; and focus on **technology and innovation** as one of the emerging issues on anti-corruption.

Response: As identified by this evaluation and UNDP's anti-corruption community of practice, UNDP indeed is focusing on these emerging issues, which will be prioritised in future projects and in the continued partnership with DFAT/Australia. ACPIS will continue to promote integrity, focus on integrating anti-corruption in SDG implementation, expand social accountability work, and focus on technology and innovation as an emerging issue on anti-corruption. ACPIS will also explore synergies with the newly-established Global Centre for Technology, Innovation and Sustainable Development in Singapore, for possible collaboration on activities where anti-corruption, technology, innovation and sustainable development are linked.

Recommendation 5: UNDP's Anti-Corruption Work Needs Stronger Global Coordination: ACPIS and UNDP's Bureau for Policy and Programme Support need to take stock of knowledge which has been created and put it in practice worldwide. A repository and database of all anti-corruption skills available within UNDP would benefit all within the agency's anti-corruption practice.

Response: UNDP's global anti-corruption team will continue to coordinate regional and country level teams in terms of providing policy and programme support, including guidance, knowledge, and facilitation. ACPIS will also improve its anti-corruption knowledge strategy through the following ways: 1) Producing publications in other languages; and 2) Revising and updating all online courses that are made available to both internal and external stakeholders. In line with UNDP's Global Policy Network (GPN), the global anti-corruption team will strengthen its community of practice architecture, for stronger global coordination of UNDP's anti-corruption work. As mentioned above, two regional community of practice meetings were organized in 2019 (Europe and CIS region in May and Asia-Pacific region in June).

Recommendation 6: Increase Global Programme Staffing to Ensure Ability to Lead UNDP on Anti-Corruption: The global programme office should have more staff and individuals who manage individual aspects of UNDP's global anti-corruption practice. The current contingent of staff are highly productive, but more staff is required to ensure the needs of a global architecture are being met.

Response: ACPIS is currently working on the next phase of partnership with DFAT/Australia to develop a four-year project (2020-2024). ACPIS is also currently in negotiation with Sida on the partnership on anti-corruption and the SDGs. These will allow for strengthening the capacity of the global anti-corruption team to meet the needs of the global anti-corruption practice. UNDP is also currently in discussion with the Republic of Korea and with Sida, to have 2 staff seconded to the global anti-corruption team.

Recommendation 7: Build on Anti-Corruption Integration into UNDP's Development Agenda: ACPIS has shown the path to mainstreaming anti-corruption measures into all development projects and SDG objectives and targets, but now there must be a plan for replicating this work throughout UNDP's projects and programming.

Response: In 2019, UNDP launched an online course ['Anti-Corruption in the Context of the 2030 Agenda'](#), which trained 100 participants across 45 countries. The second edition of training will be launched in August 2019. In addition, the next phase of the partnership with DFAT/Australia and the upcoming partnership with Sida will strengthen national level capacity to mainstream anti-corruption measures into all development projects and SDG objectives and targets, through online and face-to-face training, national SDG platforms, and supporting measurement and monitoring of anti-corruption targets in the SDGs. ACPIS will also tap into the expertise and experience of the newly established Global Network on Anti-Corruption, Transparency and Accountability in Health Systems (GNACTA), which is established by World Health Organization (WHO), the Global Fund to Fight AIDS, Tuberculosis and Malaria, and UNDP, with an aim of strengthening integrity in health funds and programmes by mitigating corruption and other risks to accelerate the progress on SDGs. ACPIS will continue to build synergies with UNDP's projects and programming, to support the integration of anti-corruption in all development projects.