

Anti-Corruption for Peaceful and Inclusive Societies (ACPIS) (Asia Pacific) - Independent Project Evaluation

DFAT Management Response

Overview

The United Nations Pacific Development Program's Anti-Corruption for Peaceful and Inclusive Societies (ACPIS) project (2016-2020; \$6.5 million) is a DFAT funded activity that aims to contribute to the strengthening of national capacities to integrate anti-corruption measures into national development processes and to enhance integrity in service delivery. Operating from a UNDP office in Singapore, ACPIS focuses efforts on developing innovative anti-corruption pilots in six countries: Bhutan, Indonesia, Myanmar, Papua New Guinea, The Philippines and Thailand. ACPIS also contributes to the UNDP's wider community of practice focused on anti-corruption.

ACPIS is the third phase of DFAT's funding to the UNDP's anti-corruption work. From 2012-2016 DFAT funded the UNDP's Global Anti-Corruption Initiative (GAIN). The Government of Liechtenstein also provided seed funding to support the establishment of ACPIS. DFAT funded the UNDP's Global Programme on Anti-Corruption for Development Effectiveness (PACDE) from 2012-2015.

Consistent with DFAT's funding agreement, UNDP commissioned an Independent Project Evaluation of UN-PRAC in 2018. The IPE was scheduled and managed by the UNDP and conducted by external independent evaluators. The evaluation covered the period between July 2016 and 6 September 2018. The evaluation itself was conducted from August to November 2018.

The UNDP ACPIS program managers have prepared a response to the recommendations from the IPE which is being considered by the project implementation partners. DFAT has prepared Partner Performance Assessments of ACPIS in 2017 and 2018. DFAT's management response to the IPE recommendations follows.

Recommendations	DFAT Management Response
<p data-bbox="193 1637 922 1704">Recommendation 1</p> <p data-bbox="193 1704 922 1827">Establish and maintain a global anti-corruption architecture – both within UNDP and for the broader anti-corruption community.</p> <p data-bbox="193 1827 922 2051">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</p>	<p data-bbox="922 1637 1398 2051">DFAT notes that UNDP has primary responsibility for ensuring that it has sufficient capacity to provide global, regional and national anti-corruption technical services. DFAT encourages UNDP to seek support from donors to increase resourcing to support anti-corruption technical services and</p>

<p>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.</p>	<p>engage with global anti-corruption networks.</p>
<p>Recommendation 2</p> <p>ACPIS must maintain an active Community of Practice within UNDP for its anti-corruption actors.</p> <p>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.</p>	<p>Arrangements to maintain an active Community of Practice is a matter for the UNDP.</p>
<p>Recommendation 3</p> <p>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.</p> <p>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.</p>	<p>DFAT notes that while many of the innovative pilots established through ACPIS and its predecessor programs have potential to reduce corruption, full implementation requires commitment from host governments and institutions. DFAT encourages UNDP to increase engagement with governments and institutions to ensure that resourcing is provided to bring promising anti-country initiatives to scale and full implementation.</p>
<p>Recommendation 4</p> <p>Beyond this phase of UNDP Global Programme, consideration should be given to the following as priority areas for the next phase of the work:</p> <ul style="list-style-type: none"> – Continue to develop the concept of integrity promotion as a means of fighting corruption (including more piloting and one or more key research studies to build the academic basis for such an approach) – Focus on integration of anti-corruption measures into SDG implementation – Expand social accountability work, including promotion of already piloted ideas and incubating new ideas – Focus on technology and innovation as one of the emerging issues on anti-corruption (e.g., 	<p>The future focus of the UNDP’s anti-corruption Global Programme and work program are matters for UNDP management to determine.</p>

<p>there are good lessons learned from the Philippines and PNG on technology).</p> <ul style="list-style-type: none"> – Ensure sufficient human resources – globally and regionally – to provide timely and demand-driven support to national partners. 	
<p>Recommendation 5</p> <p>UNDPs Anti-Corruption Work Needs Stronger Global Coordination:</p> <p>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.</p>	<p>Establishment of a repository and database of all anti-corruption skills available within UNDP to benefit the agency’s anti-corruption practice is a matter for UNDP management consideration.</p>
<p>Recommendation 6</p> <p>Increase Global Programme Staffing to Ensure Ability to Lead UNDP on Anti-Corruption:</p> <p>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.</p>	<p>Resourcing and staffing levels for the UNDP’s global anti-corruption practice are matters for UNDP management.</p>
<p>Recommendation 7</p> <p>Build on Anti-Corruption Integration into UNDP’s Development Agenda:</p> <p>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.</p>	<p>Mainstreaming anti-corruption into UNDP’s Development Agenda is a matter for UNDP management.</p>