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**ASSEMBLY OF PARTIES  
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**RESOLUTION  
ON THE IACA WORK PROGRAMME 2021 - 2024**

The Assembly of Parties,

**Adopts** the *IACA Work Programme 2021 - 2024*, as annexed.



INTERNATIONAL  
ANTI-CORRUPTION  
ACADEMY

# IACA Work Programme

## 2021 - 2024

Empowering Professionals.

Adopted by the 9<sup>th</sup> session of the Assembly of Parties

## Work Programme 2021 - 2024

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### Introduction

This document constitutes the Work Programme for the International Anti-Corruption Academy (IACA) for the period 2021 - 2024. It has been prepared in line with Article IX.2.(c) of the *Agreement for the Establishment of the International Anti-Corruption Academy as an International Organization* (IACA Agreement), specifically taking into account IACA's financial resources as detailed under Article XI of the IACA Agreement and *Resolution On Financial Accountability And Stability Of The International Anti-Corruption Academy* (AOP6-Res-5).

The Work Programme outlines IACA's strategic objectives for 2021 - 2024, reflecting the Academy's dual nature as an intergovernmental organization and a post-secondary educational institution.

The work programme is structured around three Strategic Goals which focus on 1. Engagement, Ownership and Partnership, 2. Research, and 3. Education and Technical Assistance.

The document has been prepared taking due account of the UN's 2030 Agenda for Sustainable Development, with particular reference to Goal 16 ("Promote just, peaceful and inclusive societies") and its target 16.5 to "substantially reduce corruption and bribery in all their forms". Furthermore, the Work Programme places specific emphasis on IACA's contribution to the implementation of the United Nations Convention Against Corruption (UNCAC). It takes on board both the principles of the UNCAC and the outcomes of the sessions of the Conference of the States Parties to the UNCAC (COSP).

The Work Programme draws on the *Strategic Development of the International Anti-Corruption Academy* (AOP8-INFO-1) document developed by the IACA Board of Governors. It aligns with the recommendations contained therein and sets forth the means by which to set these recommendations in motion.

### The Covid-19 Pandemic

This work programme has been prepared against the background of the Covid-19 pandemic, which has had transformative effects on IACA's activities in 2020. Covid-19-related measures introduced by governments around the world challenged IACA to adopt new ways and means to continue to deliver on its mandate. With global travel restrictions impeding face-to-face programme delivery, the Academy translated its ongoing and planned academic programmes and trainings into entirely online formats in a matter of weeks. This enabled IACA to continue delivering its academic programmes without any delays or loss of quality.

While some of IACA's activities will return to a face-to-face format when conditions allow, other will continue to be delivered online. The Academy's online capabilities, developed in response to Covid-19, will allow us to continue to reach a wider audience after the pandemic has passed.

As the situation evolves rapidly, IACA will continue adapting the delivery of its programmes while keeping the health and well-being of both its staff and students as a priority.

## Background and Context

This document has also been prepared against the backdrop of what might have been the most challenging two years in the history of the Academy. At the end of 2018 IACA nearly reached the point of illiquidity. The Academy was forced to make strong appeals for urgent funding to allow it to continue to function. The effects of this crisis can still be felt and still present challenges. During this period the number of staff roughly halved. The planned Ph.D. programme had to be suspended. It was not possible to implement new trainings or augment in-house faculty. Much needed I.T. upgrades and building maintenance were sidelined. These issues created serious operational and financial risk in the medium and long terms.

Generous emergency donations by State Parties, private donations, as well as the extraordinary dedication of the staff helped to avoid the closing down of operations and allowed for a gradual easing of the emergency. In March 2020 the new Dean assumed the leadership of the Academy.

**Statement of purpose: The implementation of this Work Programme will stabilize, consolidate, and grow the organization, while also enhancing IACA's financial sustainability**

## STRATEGIC GOALS

The Work Programme is comprised of three Strategic Goals in accordance with Article II of the IACA Agreement stating that the Academy's purpose shall be *"to promote effective and efficient prevention and combating of corruption by*

- (a) providing anti-corruption education and professional training;*
- (b) undertaking and facilitating research into all aspects of corruption;*
- (c) providing other relevant forms of technical assistance in the fight against corruption;*
- (d) fostering international cooperation and networking in the fight against corruption."*

### **Strategic Goal 1: Strengthen Relationships with Parties and Develop New Partnerships**

This strategic goal aims to strengthen the engagement of the Parties to enhance their ownership of the organization and to consolidate existing and develop new partnerships. This will be facilitated particularly through the activities of the Open-Ended Intergovernmental Working Group on Financial Matters and other Administrative and Substantive Aspects of IACA Activities, enhanced cooperation with national anti-corruption institutions, and research and educational centres, as well as through bilateral consultations.

#### **Objective A): Enhance engagement and information sharing among IACA Organs and Parties in the framework of the Open-Ended Intergovernmental Working Group on Financial Matters and other Administrative and Substantive Aspects of IACA Activities**

Over the past year the IACA Open-Ended Intergovernmental Working Group (WG) has provided a platform for communication between IACA's various bodies and its Parties. It has offered the Parties a means by which to assert their role in the functioning of IACA during the AoP inter-sessional period. At its eight session, the AoP decided in its Resolution on General Matters (AOP8-Res-2) that the mandate of the WG should be expanded to other administrative and substantive aspects of IACA activities, and that the WG should be a standing subsidiary body to the Assembly in line with the Agreement. The new modalities of the Working Group, including its terms of reference, were approved by the Bureau of the Assembly on 15 September 2020. Following the adoption of this enhanced mandate, the activities of the WG will be complemented by increased efforts of the Secretariat.

#### **Activity i) Enhance the role of the Parties through the Working Group in the process of preparing the Work Programme and the Budget of the organization**

IACA Parties will be consulted through the WG during preparations of the budgets and work programmes. Discussions will take place involving the Parties, the Secretariat, and, whenever feasible, members of the Board of Governors. The WG will be able to explore and provide suggestions and recommendations on the current and future budgets and work programmes.

These discussions will allow Parties to express their views on the content of the upcoming Work Programme and Budget and to formulate corresponding recommendations. Meetings should be scheduled at the beginning of the process and whenever necessary and feasible thereafter.

**Activity ii) Increase involvement of the Working Group in preparations for, and follow-up on, the sessions of the Assembly of Parties**

Meetings before and after the sessions of the Assembly of Parties (AoP) will allow for Parties to engage in discussions on the main issues on the Agenda of the AoP, and to enhance communications between the Secretariat and the Parties.

To facilitate follow-up on the decisions taken at the AoP, the WG may review the implementation of resolutions, *inter alia*, based on input from the Secretariat.

**Activity iii) Enable greater engagement between the Working Group and IACA's Boards**

Members of IACA's various Boards are encouraged to engage, via the Secretariat, with the WG and to participate in its meetings. The WG may also request relevant information from the Boards.

**Activity iv) Briefings for Parties organized by the Secretariat**

These briefings will be held in conjunction with the meetings of the Board of Governors whenever feasible to inform of available services, developments at the Academy, and other relevant information.

**Objective B): Assess existing partnerships and explore additional partnership opportunities through a structured approach**

IACA has concluded a number of agreements with a variety of partners. At the same time, additional partnerships remain to be explored.

The Secretariat will examine the status of implementation of existing agreements and explore additional opportunities in a structured and systematic manner.

IACA will continue working closely with the United Nations Office on Drugs and Crime (UNODC), as its closest and complementary partner.

IACA will also endeavour to ensure that it avoids any overlap or duplication of efforts with its partners and other organisations working in the anti-corruption field.

**Activity i) Assess, optimize and revitalize agreements with partners**

Existing agreements, including Memoranda of Understanding (MoUs), will be reassessed and, where feasible, revitalised. Concrete cooperation will be sought where the mandates of IACA and the partner are well aligned.

**Activity ii) Identify new partners**

IACA will explore the development of new partnerships within the United Nations System and with other international organizations. Particular attention will be given to Vienna-based organizations.

**Objective C): Enhance cooperation with national anti-corruption institutions, and research and educational centres**

Over the years IACA has established cooperation links with various national anti-corruption institutions and educational centres. Such links will be substantially enhanced to promote the sense of ownership of the organization among IACA Parties. The Academy will establish close interaction with anti-corruption experts and create a hub for cooperation between experts on issues related to anti-corruption and compliance. Through such contacts the Academy will also seek to receive financial support for the implementation of its specific activities.

**Activity i) Enhance the partnership with national anti-corruption authorities**

Existing cooperation arrangements will be strengthened. Cooperation with further anti-corruption authorities will be sought.

**Activity ii) Establish targeted cooperation with research and educational centres**

IACA will explore the development of frameworks for supporting national research and educational centres with a view to offering unique educational and research products to such centres, including technical assistance, and facilitating cooperation among them.

**Objective D): Organize events to bring partners together**

Pending the end of the restrictions related to the COVID-19 pandemic, IACA events will serve to bring stakeholders together, showcase services, and explore collaboration opportunities.

While Covid-19 restrictions remain in place, these types of events may be held online.

**Activity i) Open Training Days**

Annual Open Training Days at the IACA campus will cover topics of relevance to IACA's flagship programmes. They will be identified jointly by the Secretariat and the Parties, particularly through the WG and other channels.

Open Training Days could also be offered online, if necessary. They will be open to the staff of Permanent Missions of Parties as well as to other stakeholders.

**Activity ii) Lecture Series**

The Secretariat will organize a lecture series to facilitate the global discussion on corruption. These occasional lectures will be delivered by visiting lecturers or frequent visiting faculty members. They will be open to the diplomatic and IO community as well other stakeholder.

### Activity iii) **Webinar Series**

IACA webinars will be continued. They will cover the most pertinent issues and will be delivered by visiting lecturers or frequent visiting faculty members. Webinars will also be organised jointly with partner institutions.

## Objective E): **Establish a mechanism for more sustainable financing**

In line with Article XI of the IACA Agreement, while the long-term goal is to make the Academy self-sustainable, until this is realized, the resources of the Academy should also include voluntary contributions by the Parties to the Agreement, the private sector and other donors.

Despite continuous efforts by the BoG and the Dean, sustainable financing of IACA has not yet been achieved. Unpredictable contributions have caused financial instability, led to a profound financial crisis of the organization and, consequently, resulted in its undue downsizing. In order to enable IACA to fulfill its mandate as the sole international organization exclusively dedicated to combatting corruption, the significant gaps in financing the IACA budget, as adopted by its Parties, need to be closed.

### Activity i) **Model for Sustainable financing**

In consultation with Parties and the BoG, and in the framework of the WG, a model for sustainable financing of IACA's budget will be elaborated. This could include, *inter alia*, ways for facilitating multi-annual voluntary pledges and identifying additional sources of income, including from the private sector as well as from foundations.

### Activity ii) **Revenue from Programme Support**

Additional programme activities, including scaling up the volume of its academic programs by increased use of IT capacities, as well as expanding its capacity-building programs, could also increase revenue from programme support.

### Activity iii) **Diversifying sources of income**

IACA will strive to diversify its sources of income in innovative ways to be developed in consultation with stakeholders, *inter alia*, by soliciting contributions from supranational funds.

Moreover, the Parties and other interested States may consider granting tax exemptions to institutional actors that provide voluntary contributions to IACA.

### Activity iv) **Remove obstacles to additional funding**

The Secretariat will also work towards removing any obstacles which may prevent potential donors from contributing to the IACA budget. This includes becoming an approved ODA eligible international organization recognised by the OECD Development Assistance Committee.

## Strategic Goal 2: Develop IACA's role as a centre for anti-corruption research

Article II of the IACA Agreement states that the Academy shall promote effective and efficient prevention and combating of corruption by, *inter alia*, undertaking and facilitating research into all aspects of corruption. Activities in this area came to a halt in 2019 but are foreseen to be reinitiated and developed to a point where IACA is recognised as a global centre of excellence for research on corruption by 2024.

### Objective A): Rebuild the research department

The department will be staffed with the positions listed in the Budget, subject to availability of funds.

### Objective B): Enhancing international cooperation in anti-corruption research

In keeping with the remit of Article II of the IACA Agreement which states that the Academy shall promote effective and efficient prevention and combating of corruption by, *inter alia*, fostering international cooperation and networking in the fight against corruption, IACA will endeavour to work closely with both old and new partners in its research activities.

#### Activity i) Focus on research with key partners

- a) The Secretariat will call for an expression of interest from Parties for research cooperation: the research department will invite partners and stakeholders to share their requirements relating to research work in the field of anti-corruption, compliance and collective action. This will constitute an open call for institutional research partners.
- b) Private-sector focus: States will be invited to recommend areas of research relating to private sector anti-corruption compliance  
  
Private-sector cooperation: IACA will explore options for research cooperation with private sector entities.
- c) The Secretariat will endeavour to initiate research cooperation with IOM, OECD, GRECO, G20 ACWG, the African Union Advisory Board on Corruption, and other international partners on pressing anti-corruption issues. Cooperation with these institutions will be established in line with the approach described under Strategic Goal 1.

#### Activity ii) Special fund for fellowships

A special fund open for donations will be established to finance grants for a Fellowship Programme for research. Through the fund researchers will be supported in conducting country/region/organization-specific research under the supervision of IACA.

### **Activity iii) Creation of an IACA led research network**

The Secretariat will conduct outreach to potential research partners with the aim of creating a research network. The purpose of this network will be to connect researchers around the world to allow for greater collaboration and sharing of resources and ideas.

Within this network an online platform for sharing of ideas, information, academic resources, data resources, libraries, etc. will be created. Annual Conferences on current topics in the field of anti-corruption, compliance and collective action could also be held under the auspices of the network.

### **Objective C): Enhance knowledge creation and dissemination capacity, and develop knowledge repository function**

The Secretariat will undertake and facilitate research into all aspects of corruption, whenever possible in collaboration with Parties, academic institutions, other research bodies and IOs. The research results in electronic and physical formats will be disseminated through various means including in physical libraries of other institutions, electronic libraries, and other facilities.

### **Activity i) Define priority subjects or fields in anti-corruption for IACA's research**

The Secretariat will develop topics for research. It will particularly consider topics such as whistleblowers protection; the use of new technologies for mitigating corruption; asset recovery and return; collective action; private sector corruption, and effective compliance systems.

The Secretariat will produce a detailed compendium of topics with finer details where IACA can collaborate with interested Parties/stakeholders in conducting customised research.

### **Activity ii) Produce publications**

In order to develop its ability to disseminate its findings and share knowledge, the research department will produce various publications including on newly launched initiatives. It will also revitalise former publications which were discontinued. These publications will include:

- (a) Reviving Compliance and Collective Action briefs (CCA) with expanded outreach - publishing on website quarterly briefs on key events in the field of anti-corruption compliance.
- (b) Prepare comprehensive IACA working materials on various anti-corruption issues (noteworthy national experience, alternative approaches to developing specific anti-corruption tools, etc.).
- (c) e-Publishing working papers for conferences and workshops attended by research department.
- (d) Producing research papers in collaboration with other research institutions.
- (e) e-Publishing research papers on priority subjects.

- (f) Provide guidance to the students of IACA's master's programmes to publish articles in peer reviewed journals based on their thesis or project work.
- (g) Prepare guides of best practices in the prevention of and fight against corruption, compliance, collective action and other subjects.

**Activity iii) Develop online repository of anti-corruption research**

In connection with Objective B) activity iii referred to above, which describes the creation of a research network, IACA will develop an online repository of anti-corruption research drawing on the work of, and in collaboration with, the relevant academic institutions working in this field. The online platform will serve as a repository for the latest in anti-corruption thinking from around the world. The platform will be publicly accessible and will contribute to the development of new ideas and the debate on the future of global efforts in the field of anti-corruption and compliance.

**Activity iv) Teaching in Academic and Training Programmes and supervision of theses and projects**

Research staff at the Academy will engage in supporting the educational activities of IACA where appropriate. These will allow for crossover between the research function and IACA's training and education functions, ensuring that the Academy provides the most up to date substance in its anti-corruption and compliance courses.

The roles researchers could perform include, but are not limited to:

- I. Lecturing in master's classes and various trainings
- II. Lecturing in certification courses
- III. Supervising or coordinating with external supervisors of Ph.D. students

### **Strategic Goal 3: Consolidate IACA as a centre of excellence for anti-corruption education and training and provider of technical assistance**

As the only international organization offering recognized academic anti-corruption programs, the Academy will expand its capacities in delivering education, training, and technical assistance. IACA aims to assist future managers of the international system, including diplomats, civil society leaders, academia and managers of private sector companies with acquiring the necessary knowledge to safeguard compliance standards and to understand and fight corruption. For this purpose, current programmes will be upgraded, modules will be offered for integration into existing academic curricula, new courses will be developed, and IACA's program delivery capacity will be strengthened.

#### **Objective A): Improve and enhance academic programmes**

IACA's highly recognized academic programmes, namely the Master in Anti-Corruption Studies (MACS) and the International Master in Anti-Corruption Compliance and Collective Action (IMACC), will be further developed and adapted to ensure their content reflects the cutting edge of research and thinking in the anti-corruption field. New academic programs will be jointly delivered with a new partner in the international system. This will expand IACA's outreach beyond anti-corruption practitioners and generate new interest in IACA among a wider audience.

##### **Activity i) Adaptable Master's programmes**

In the face of the ongoing COVID pandemic, IACA will continue delivering the current master programmes in online formats. Integrating campus-based formats is envisaged when conditions allow.

##### **Activity ii) New activities with UNITAR**

IACA is working together with the United Nations Institute for Training and Research (UNITAR) on several joint initiatives. This will expand IACA's outreach to professionals from a broad range of disciplines and backgrounds. In particular, the **Master in Anti-Corruption and Multilateral Diplomacy (MACMD)** programme is under development. This 90 ECTS (1.5 years) online programme will be launched in 2021. The first module of the programme will be held in Geneva, Switzerland. All other modules, including master's thesis defence will be conducted online. The graduation ceremony will take place at the IACA campus.

##### **Activity iii) Certification programmes**

IACA will launch a series of certification programmes. These programmes will take place over a period of three months and will include in class and online modules. These courses will each award a certain number of ECTS credits upon completion. The topics covered will be:

- (i) Private investigation

- (ii) Public investigation/enforcement
- (iii) Carrying out Research and Writing in Anti-Corruption and Compliance
- (iv) Mutual Legal Assistance and International Cooperation
- (v) Leadership, Ethics and Integrity

**Activity iv) Ph.D. Programme**

The rolling out Ph.D. Programme in the core fields (Anti-Corruption, Compliance and Collective Action) of IACA will take place before 2024. This programme may be implemented in association with partner Universities.

**Objective B): Improve and Develop Tailor-made and Open Trainings and other technical assistance activities**

**Activity i) Technical assistance**

IACA will expand its technical assistance activities, funded by third parties, through projects and in cooperation with partners. This assistance will primarily be offered to States Parties seeking to achieve the Sustainable Development Goals (SDGs), and implement the UNCAC and related anti-corruption initiatives. The technical assistance may take the form of advisory services, workshops, trainings, and other educational activities. To help finance such efforts, a special fund for technical assistance will be established to allow for semi earmarked contributions to IACA.

**Activity ii) Executive Diploma in Anti-Corruption and Multilateral Diplomacy**

In cooperation with UNITAR, IACA is developing an online executive diploma on anti-corruption and multilateral diplomacy. This six-month online programme will consist of eight modules and will combine IACA's expertise in anti-corruption with UNITAR's expertise in diplomatic skills to train participants to work effectively in various multicultural contexts, while equipping them the state-of-the-art knowledge in the field of anti-corruption. The course will be launched in the first half of 2021.

**Activity iii) Tailor-made trainings**

IACA's tailor-made trainings (TMTs) address the specific anti-corruption and compliance needs of individual organizations, such as government ministries, national anti-corruption authorities and audit institutions, and private and state-owned enterprises. IACA will scale up development of TMTs with existing and new partners.

In response to the Covid-19 pandemic, TMTs have been delivered in an online format. This will continue for as long as required, however IACA stands ready to return to hybrid or face-to-face formats when circumstances allow.

#### **Activity iv) Summer Academy and Regional Summer Academy**

The Summer Academy is an intensive, interdisciplinary programme that addresses trends and practices on the global anti-corruption agenda. Regional Summer Academies (RSAs) cater to the specific needs of anti-corruption practitioners and compliance professionals in various regions of the globe. The RSAs contribute to building communities resilient to corruption by bridging the gap between theory and practice. They are co-hosted by IACA Parties.

IACA will continue to deliver both the Summer Academy and Regional Summer Academies in coming years. The format, either online or in person, will be dictated by the situation regarding the COVID-19 pandemic.

### **Objective C): Wider access to IACA'S education and training programmes**

IACA's courses should be accessible to all those involved in the fight against corruption, regardless of their financial and other constraints. To that end IACA will strive to make its educational and training opportunities more accessible financially, geographically, and linguistically through three activities.

#### **Activity i) Providing scholarships**

IACA places the utmost importance on making its services available to participants from least developed countries (LDCs) and emerging economies. To this end, the Academy's scholarship fund needs to be expanded significantly. IACA Parties, private entities, and development funds will be invited to contribute.

#### **Activity ii) Developing online training**

The importance of online accessibility to educational activities has been clearly demonstrated by the Covid-19 emergency and the restrictions put in place to prevent its spread. Therefore, IACA will enhance its capacity to deliver its trainings and academic programmes online. The Academy will develop on-line courses, in line with Strategic Goal 2, to improve the accessibility of courses to those who cannot travel to Austria or who cannot finance an on-location training. These trainings will be open to individuals or groups. Both tailor-made and standardised off-the-shelf products will be developed. These trainings will also be developed in cooperation with partners.

Online trainings in the following formats will be developed:

##### **Open Online Trainings**

This type of online trainings will focus on the needs and demands of the private sector in the fight against corruption. The duration of these trainings will be between 3 and 6 weeks. Upon completion participants will receive a certificate of completion.

##### **Online Resource Trainings (massive open online courses)**

This type of online trainings will replicate most of the asynchronous content of the open online trainings and develop self-paced trainings mainly for participants from LDCs (free of cost) who could not otherwise afford them. There will be no certificate of completion offered by this type of online trainings.

#### **Online Certification Programmes**

This type of training will comprise extensive certification programmes which involve higher amounts of work and various project activities. The duration for the certification programmes will be between 3 and 6 months. Some of these programmes will also carry ECTS credits. The topics for the programmes will be developed based on the current trends in anti-corruption and compliance.

#### **Massive Open Online Courses (MOOC)**

The main purpose of MOOCs is to make IACA's online training more accessible in terms of time schedule and costs. These courses will be available anytime, self-paced with a total study time of 4 hours, and with a limited time window to complete the course. Upon completion, participants will receive a certificate of completion.

#### **Private (tailored) Online Courses**

These trainings will be delivered on demand in response to the needs of anti-corruption agencies, private sector companies, and IACA Parties.

Stemming from the concept of IACA's tailor-made trainings, this type of courses will be offered privately to the participants nominated by their employers/associations. Upon completion, participants will receive a certificate of completion.

### **Activity iii) Training programmes in various languages**

In consultation with States Parties, IACA will seek to make its trainings available in a wider range of UN languages and will seek specific funding and partners to grow this capacity.