

2 October 2019

**ASSEMBLY OF PARTIES
EIGHTH SESSION**

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**STRATEGIC PAPER
PRESENTED BY THE BOARD OF GOVERNORS**

Strategic Development of the International Anti-Corruption Academy

adopted by IACA Board of Governors

In order to strengthen the position of IACA as one of the leading centers of excellence in anti-corruption research and training, make it a focal point of high-quality expertise for the Parties to the IACA Agreement (“Parties”), increase its financial sustainability, and expand international cooperation, the Board of Governors considers it essential and urgent to implement in a short term perspective (1-2 years) a number of measures, which include, but are not limited to the following:

1. Financial sustainability

- 1.1.** IACA diversifies its sources of income so that the reduction of income from one of the sources does not harm the financial sustainability of the Academy.

There could be at least four important sources of income:

- income generated through IACA academic, research, and expert activities,
- financial support by the Parties,
- private sector funding,
- funding from other international organizations and financial institutions.

The proportion of self-earned funds should be substantial: it is desirable that it covers the staff salaries at least.

- 1.2.** A clear list of possible options to financially support the Academy is provided to the Parties, including:

- Voluntarily taking upon itself an obligation to make contributions to the IACA general budget in the specified amount annually for a certain period of time, e.g. 2-3 years;
- Voluntary contribution to the IACA general budget;
- Voluntary contribution earmarked for specific trainings, on-line courses, other educational activities, grants and scholarships for professors and researchers, conferences / round tables, research on a specific topic, IACA library support, or other goals;
- National scholarships (including those for the students from the least developed countries) covering IACA master's programmes tuition fees, or IACA Summer Academy or Train-the-Trainers programme admission fees;
- Secondment of research or administrative staff to IACA;
- Hosting IACA events, e.g. Assembly of Parties or the Annual Conference.

- 1.3.** Preparing the Budget for the next year, IACA Secretariat surveys the Parties whether they are going to financially support IACA next year, what form(s) of support they are going to use, when respective funds are expected to be transferred to IACA;

1.4. IACA Preferential Treatment Scheme should be thoroughly examined and supplemented so that it includes fair and effective incentives for the Parties, e.g.:

- when deciding on discounts and other incentives, all forms of financial support provided by a Party should be taken into consideration and not only its contribution to the general budget;
- a possibility of establishing a minimum annual threshold (e.g. 20 thousand euros) to become entitled to the preferential treatment should be thoroughly considered;
- extraordinary benefits should be provided to the Parties contributing above a specified threshold (e.g. 200 thousand euro): for example, privileged access to the e-learning package and on-line consultations system, opportunity to send interns and/or visiting scholars to IACA, translation of IACA working materials into the language requested by the Party etc.

1.5. Detailed information on financial support provided by a Party, including that in the form of earmarked contributions and national scholarships as well as on benefits the Party is entitled to in accordance with the Preferential Treatment Scheme is posted on IACA website.

1.6. IACA actively explores opportunities to receive funding from other international / intergovernmental organizations, for example, the European Union, financial institutions, such as regional development banks, as well as to be involved in relevant academic and research initiatives of international / intergovernmental organizations, in particular, the UN Office on Drugs and Crime.

1.7. IACA attracts private sector funding both to support its regular research and academic activities, and to implement specific projects.

Possible ways of setting up an endowment fund are thoroughly considered, including through cooperation with the alumni.

Private sector funding (endowment fund) could be used for the following purposes:

- awarding additional scholarships and discounts for master's programmes students, Summer Academy participants, PhD students from other universities specializing in anti-corruption;
- implementing specific research and (or) education projects requested by private companies;
- conducting trainings and other educational activities in specific countries, e.g. the least developed countries;
- creating an on-line resource center and getting access to electronic subscriptions and databases (see below);
- inviting distinguished external researchers / lecturers;
- publishing quarterly briefs on anti-corruption compliance issues;
- holding an annual anticorruption conference (see below).

1.8. Cooperation with Siemens within the framework of the Siemens Integrity Initiative is continued. IACA also seeks partners with similar initiatives or interested in launching them.

2. Management and HR

2.1. The day-to-day management of the Academy is performed by the Dean accountable to the IACA Board of Governors (BoG), in accordance with the Article IX/1 of the IACA Agreement.

The BoG should be informed by the Dean on a regular basis on all key decisions relating to HR management, budget expenditures, approaches to the implementation of the goals and objectives of the Academy.

2.2. In order to allow for specialization and make the IACA management system more effective positions of Director on Research, Director on Academic Affairs, and Financial Officer are established. Directors are accountable to the Dean and responsible for developing their respective fields.

2.3. IACA thoroughly considers feasibility of amending the terms of reference of the International Advisory Council (Article 7 of the Agreement) and the International Scientific Advisory Council (Article 8 of the Agreement) taking into account performance of these bodies.

2.4. In order to optimize IACA general budget spending, the BoG, taking into consideration the main tasks and activities of the Academy, reviews IACA's organizational structure, as well as its Staff Rules, including areas such as salaries as well as benefits and allowances system, in accordance with Article VI/2/b of the IACA Agreement.

In doing so, the Board of Governors presumes that:

- the level of staff remuneration should correspond to real IACA income, whilst competitiveness of the Academy as an employer should be maintained;
- the remuneration structure of the IACA management should consist of a permanent salary and bonuses. The size of the bonuses should depend on achieving KPI targets, including first and foremost the income received by IACA from its own activities.

Feasibility of introducing a similar system for employees of the IACA academic and training departments should be considered;

- the level of the permanent salary of the Dean should not be higher than D1 on the UN scale;
- feasibility of filling junior administrative positions by the locally contracted employees (i.e. having permanent residence permission in Austria) should be considered;
- strict limits on travel and accommodation expenses should be set up;
- administrative functions (logistics, catering, etc) should be centralized;
- opportunities to outsource certain administrative functions (e.g. receiving / reviewing / drafting correspondence, logistics, etc) should be considered.

When addressing these issues, it is useful to take into account the experience of the UN Office on Drugs and Crime and to seek advice from its administrative and financial department.

2.5. To make the implementation of proposed approaches to research and educational activities possible, certain staff positions are filled in priority order, subject to availability of funds, including:

- researcher positions: the existence of researchers in IACA should not depend on a sponsorship provided on a temporary basis by a private company as it has been the case in IACA in recent years, instead at least several permanent researcher positions recruited through a competitive process and paid from the IACA general budget should be established; secondment of researchers by the Parties should also be encouraged;
- positions necessary for developing online courses: as a minimum, an IT specialist with relevant experience, and preferably a native English-speaking proof-reader.

2.6. Detailed forms of quarterly and annual financial reports are developed and submitted to the BoG for approval. Further, in accordance with these forms, the Financial Officer regularly reports to the BoG.

An annual meeting of donor countries representatives is held with the participation of the Chairman of the Board of Governors, at which the report of the Dean / Financial Officer is considered as well as the Auditor report.

Upon request of any donor, IACA provides in a timely manner a report in accordance with a prescribed form on how the funds provided by the donor were spent.

2.7. The Working Group on Financial Matters continues its work. A transformation of the Working Group into the Board of Trustees with main functions of attracting funding and exercising financial control should be thoroughly considered.

3. Academic Affairs

3.1. The educational activities of the Academy are carried out in accordance with a two-year work plan. The work plan lies within a remit of the Work Programme approved by the AoP. The work plan is developed by the Director on Academic Affairs, approved by the Dean and reported to the BoG. If necessary, the work plan is amended.

The Dean regularly reports to the IACA BoG on the implementation of the work plan. Upon request by the BoG the Director on Academic Affairs should be invited to the BoG meetings.

3.2. An electronic database of lecturers, potentially ready to cooperate with IACA should be developed with an indication of topics of specialization of each lecturer, time and other constraints, size of remuneration, etc. The electronic database should be updated annually.

3.3. An electronic database of potential customers within both public and private sectors should be developed, including anti-corruption agencies in countries that are Parties to the IACA Agreement.

In the future, at a program development stage marketing research should be carried out allowing potential customers to indicate their degree of interest as well as real opportunities to participate in the program.

- 3.4.** Ways to ensure a regular qualified translation of electronic courses, presentations, handouts and other IACA materials into the official UN languages, (as well as, in some cases, into other languages) should be thoroughly examined.

The ability to deliver academic programs in the languages of the countries that are Parties to the IACA agreement is one of the most important conditions for the Academy to be competitive in the international market.

- 3.5.** Developing online training:

The work plan should provide for the step-by-step development of the comprehensive online training system

- a package of online courses should be developed ranging from basic (e.g. the foundations of anti-corruption policies) to specialized ones (e.g. conflict of interest regulation, asset recovery, corruption risks assessment, etc.).

A possibility of developing on-line academic programs (e.g. for anti-corruption agencies employees) containing a number of online courses should be considered.

- the content of online courses is created by the IACA faculty and/or external contractors;
- certain basic online courses should be publicly available, access to specialized courses will be provided on a paid basis;
- a state annually contributing more than the specified amount (e.g. 150 thousand euros) to the general budget is eligible to full access to all online courses (possibly, with a limit on the number of users);
- other Parties will be able to acquire the access to certain online courses or the entire e-learning package via earmarked contributions. Individuals will buy the access at their own expense.

- 3.6.** Train-the-trainers programme:

- IACA considers developing a separate programme for national experts and university professors / lecturers specializing in anti-corruption. With regards to content, the programme could be broad and can include topics that would seem excessively theoretical for practitioners from anti-corruption agencies;
- the program could be held once a year partly in class, partly online;
- a state annually contributing more than the specified amount (e.g. 150 thousand euros) to the general budget is eligible to send to the program free of charge a certain number of experts, university professors / lecturers, that can be selected, for example, based on the results of a national competition;
- other Parties will be able either to acquire the seats in the programme for their citizens via earmarked contributions or establish national scholarships. Individuals will buy the right to participate in the program at their own expense.

- 3.7.** Master's programmes:

IACA continues its master's programmes. At the same time, possible ways of their adjustment and development are considered, including the following:

- either merging MACS and IMACC after 2020 into one program with 30-35 students or clearly separating them with regards to content;
- launching one-year advanced master's program;
- developing joint master's programs with leading universities in the countries that are Parties to the IACA agreement, paying specific attention to the national certification requirements so that the degree provided by IACA could be accepted at national level.

3.8. Executive Education:

IACA develops a line of executive programs designed for high-level public officials and private sector top managers. IACA consider a possibility of awarding certificates of excellence to those who complete a certain number of qualifying executive programs (for example, 3) within a fixed period of time (for example, 36 months).

3.9. Tailor-made trainings and Summer Academy:

IACA continues to develop tailor-made trainings. In doing so IACA:

- searches actively for potential customers and increases the share of educational activities paid by customers, and not the external sponsors;
- sets the minimum number of students required to hold a training with open enrollment, taking into account cost-effectiveness.

3.10. Certification:

IACA considers a possibility of developing on its basis a system of voluntary certification of professional qualifications of anti-corruption specialists and compliance officers.

Such a system should include, at a minimum: 1) a set of training activities, as well as materials for self-study; 2) a final exam for obtaining a certificate of anti-corruption specialist; 3) a set of training and networking activities aimed at professional development of certified anti-corruption specialists.

In the future, an International association of certified anti-corruption specialists could be established under the auspices of IACA.

4. Research and expertise

4.1. The research activities of the Academy are carried out in accordance with a two-year work plan. The work plan lies within a remit of the Work Programme approved by the AoP. The work plan is developed by the Director on Research, approved by the Dean and reported to the BoG. If necessary, the work plan is amended.

The Dean regularly reports to the IACA BoG on the implementation of the work plan. Upon request by the BoG the Director on Research should be invited to the BoG meetings.

4.2. IACA develops itself as an expertise hub for the Parties providing (both free of charge and on a paid basis) consultations for national anti-corruption and other relevant authorities on designing and implementing anti-corruption measures.

In doing this, innovative ways of analytical support should be explored, including on-line consultations.

- 4.3. When preparing the work plan, priorities of the international / intergovernmental organizations' anti-corruption tracks (UNCAC CoSP, G20 ACWG, APEC ACTWG, GRECO) should be taken into consideration. IACA should put additional efforts to be involved in providing international / intergovernmental organizations with analytical support as well as developing promising topics that can be offered to the attention of relevant fora.

IACA activities in this area should be linked with the work of other organizations offering similar services, in order to both avoid duplication of efforts, and organize joint projects.

The Academy should also actively cooperate with the governing bodies / current chairmanship of the relevant international organizations to establish and strengthen professional relationships with these formats, as well as regularly participate in their meetings. This will allow not only to increase "visibility" of IACA, make it more recognizable within the international anti-corruption arena, but also to attract new Parties.

- 4.4. The IACA staff researchers regularly (at least, once every six months) prepare comprehensive IACA working materials on various anti-corruption issues (noteworthy national experience, alternative approaches to developing specific anti-corruption tools, etc.). The working materials are published on the IACA website, translation into the official UN languages should be considered.

- 4.5. IACA regularly prepares its own materials on anti-corruption issues in the private sector, for example, in the form of quarterly briefs on key events in the field of anti-corruption compliance. The briefs are also published on the IACA website.

- 4.6. IACA develops a comprehensive and user-friendly on-line resource center with an extensive search system that should become an important reference point for the anti-corruption community. The on-line resource center should contain most important news on anti-corruption, relevant documents of international organizations and select national anti-corruption legislation, an annotated bibliography, a calendar of key events.

To begin with, a database containing international organizations' documents on anti-corruption can be created searchable on various parameters (topic, type of document, date of adoption, signatories, etc).

In doing this, duplication with existing databases, for example, the UNODC Track platform, should be avoided.

- 4.7. The work plan should also provide for PR activities, including, but not limited to special events on the margins of international meetings, round tables and conferences organized by IACA as well as participation of IACA representatives in conferences held by other organizations, joint initiatives with research and academic centers in countries that are parties to the IACA Agreement.

- 4.8. IACA considers the possibility of hosting an annual international academic conference on combating corruption.

- 4.9. Feasibility of the IACA PhD program should be thoroughly examined, it may be preferable to develop a grant system for PhD students from other universities

specializing in anti-corruption topics. Grantees will be required to spend specified time at the Academy, participating in its research and academic projects.

5. Networking

5.1. IACA pays additional attention to its activities in social networks. Possible ways of developing IACA YouTube channel should be thoroughly examined.

5.2. IACA puts additional efforts into establishing contacts not only with the Parties in general, but with specific national leading centers of excellence, specializing in anti-corruption training for both public servants and private sector employees.

To begin with, IACA develops a database of key relevant educational institutions and research organizations within countries that are parties to the IACA Agreement.

5.3. IACA thoroughly examines its Memoranda of Understanding as well as other partnership agreements and discusses with the parties to those agreements very specific academic and research projects that could be implemented in short- and mid-term perspective.

5.4. IACA considers a possibility of developing a network of institutions that provide anti-corruption education and professional training.

STRATEGIC DEVELOPMENT

of the International Anti-Corruption Academy

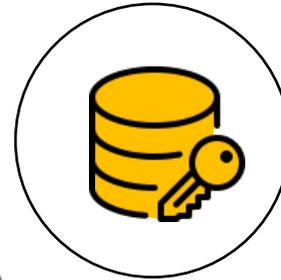
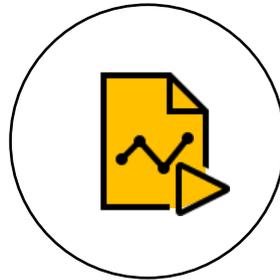
*adopted by
IACA Board of Governors*

FINANCIAL STABILITY - diversification

IACA should diversify its sources of income so that the reduction of income from one of the sources does not harm the financial sustainability of the Academy.

4 important sources of income:

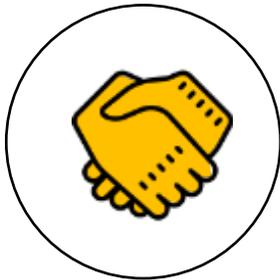
income generated through
IACA academic, research,
and expert activities



private sector
funding



financial support by
the Parties

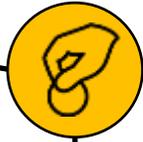


funding from other
international organizations
and financial institutions

FINANCIAL STABILITY - voluntary contributions



1. Voluntarily taking upon itself an obligation to make contributions to the IACA general budget in the specified amount annually for a certain period of time



2. Voluntary contribution to the IACA general budget



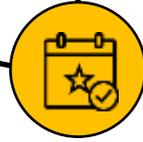
3. Voluntary contribution earmarked for specific trainings, on-line courses, other educational activities, etc.



4. National scholarships covering IACA master's programmes tuition fees / IACA Summer Academy / Train-the-Trainers programme admission fees



5. Secondment of research or administrative staff to IACA



6. Hosting IACA events

FINANCIAL STABILITY - Preferential Treatment Scheme

IACA Preferential Treatment Scheme should include fair and effective incentives for the Parties, e.g.:

ALL FORMS OF FINANCIAL SUPPORT

when deciding on discounts and other incentives, all forms of financial support provided by a Party should be taken into consideration and not only its contribution to the general budget;

EXTRAORDINARY BENEFITS

extraordinary benefits should be provided to the Parties contributing above a specified threshold:

- privileged access to the e-learning package and on-line consultations system,
- opportunity to send interns and/or visiting scholars to IACA,
- translation of IACA working materials into the language requested by the Party etc.

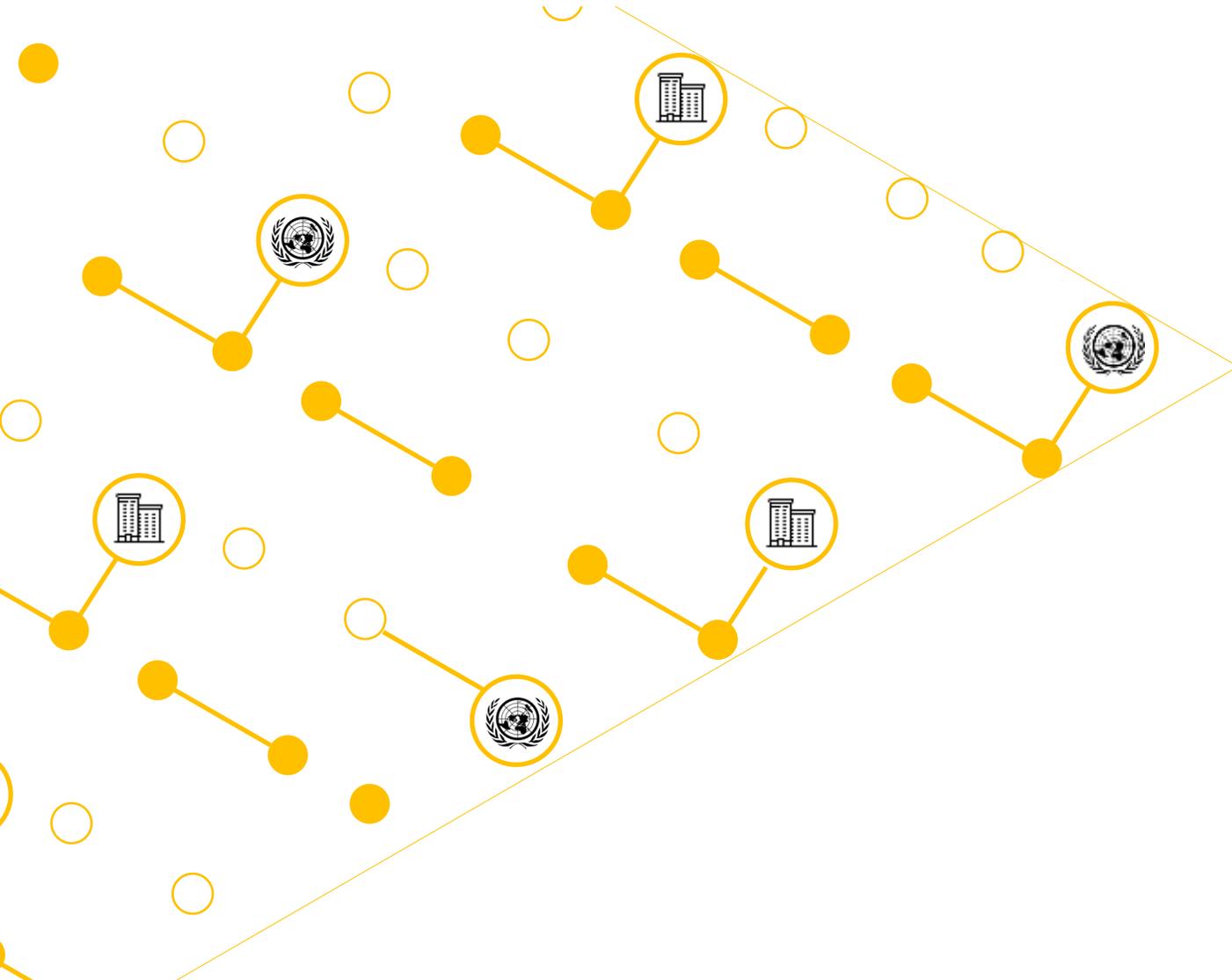


MINIMUM ANNUAL THRESHOLD

a possibility of establishing a minimum annual threshold to become entitled to the preferential treatment should be thoroughly considered;

FINANCIAL STABILITY - External Funding

IACA should actively explore opportunities to receive funding from:



- other international / intergovernmental organizations
- private companies

ACADEMIC AFFAIRS



Continuing and fine-tuning successful programs;



Creating database of potential customers;



Developing on-line training;



Bringing educational products to a client;

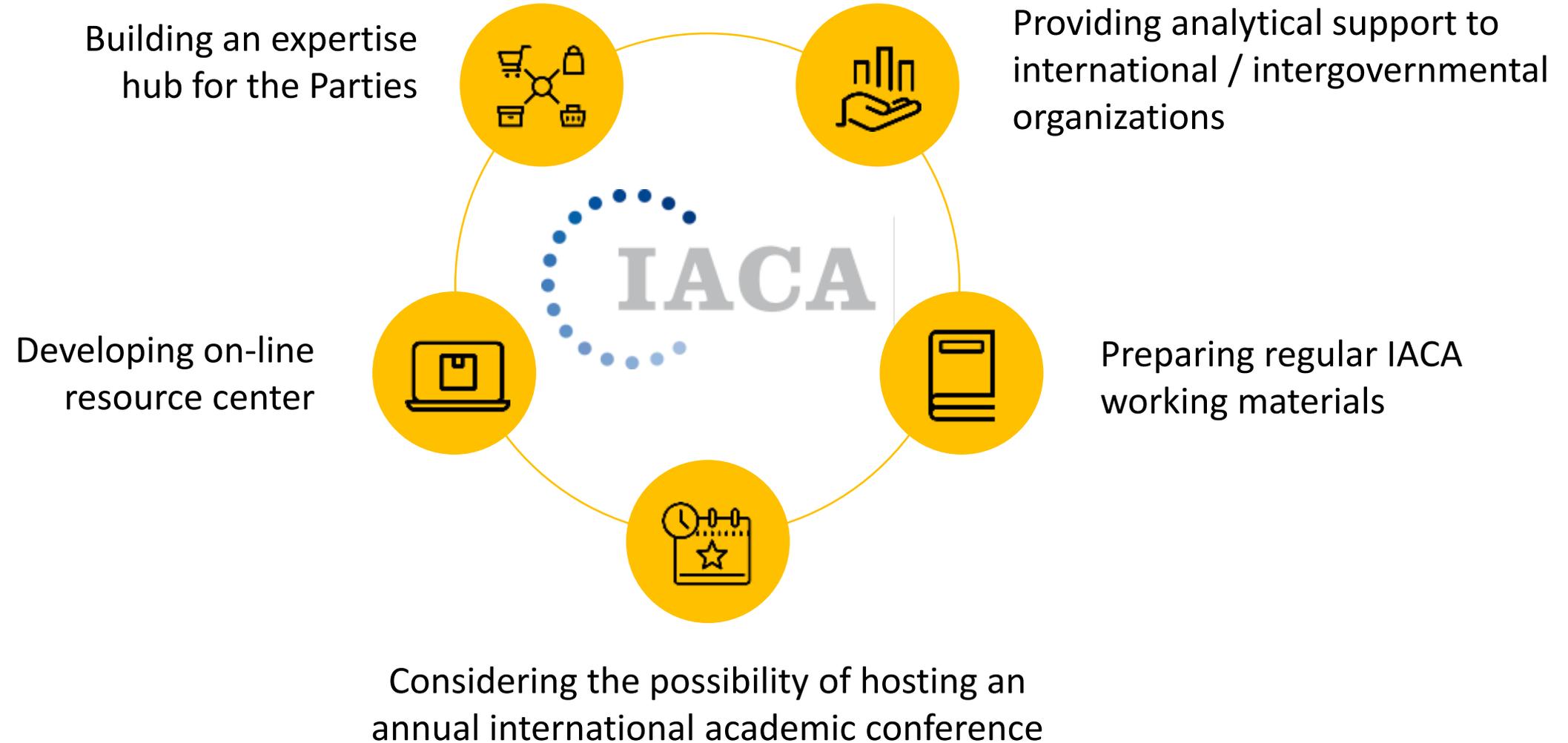


Introducing train-the-trainer programs,
joint programs, and executive education;



Considering certification.

RESEARCH AND EXPERTISE



NETWORKING

