



THE INTERNATIONAL ASSOCIATION OF ANTI-CORRUPTION AUTHORITIES

IAACA Work Plan

Annex

(Revised for consideration by the Executive Committee at its December 2016 Meeting for submission to the 10th Annual Conference and General Meeting)

INTRODUCTION/BACKGROUND

Since its establishment in 2006, the IAACA has been instrumental in the fight against corruption. Its principal purpose has been to promote and support the implementation of the United Nations Convention Against Corruption (UNCAC), fostering constructive collaboration among its members in the prevention and control of corruption, as well as in asset recovery and international cooperation. During its fourth Annual Conference and General Meeting, held in Macao (SAR), China, the IAACA established a task force and held a special seminar on the work plan at the margins of the conference, as well as extensively soliciting opinions from participants for the purpose of developing a Work Plan for the Association. The task force reconvened in Singapore from 17 to 19 January 2011, hosted by the Corrupt Practices Investigation Bureau of Singapore, to further review the elements of the work plan for consideration and appropriate action by the Executive Committee of the Association, as mandated by the Macao Conference. The Work Plan was formally approved by the fifth Annual Conference and General Meeting of the Association, held in Marrakech, Morocco, on the recommendation of the Executive Committee.

The Work Plan had been envisaged since its inception as a rolling document. In this vein, the Work Plan has been revised to reflect progress in the implementation of its components and include new ideas and initiatives. The revised Work Plan was submitted to the Executive Committee of IAACA at its meeting in April 2013 in New Delhi for its consideration. Following review by the Executive Committee, the Work Plan was submitted to the Annual Conference and General Meeting of the Association, which was held in November 2013 in Panama.

Following the 9th Annual Conference and general meeting, held in Tianjin, China, the executive Committee asked the Secretariat to review and revise the Work Plan for consideration at its meeting in December 2016, with a view to submitting it to the 10th Annual Conference and General Meeting of the Association for consideration and adoption.



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OBJECTIVES

I. RAISING AWARENESS

Awareness-raising would serve two key purposes. First, it would help the IAACA develop gradually a global identity, thus increasing its recognition and attracting appropriate attention and broadening its outreach. Second, it would also serve as a means of pooling resources, expertise and ideas which would help the Association offer its members a standard, but adaptable to local exigencies, set of materials to be used for public campaigns, including but not limited to the International Anti-Corruption Day (9 December).

A. DEVELOPMENT AND DISSEMINATION OF BROCHURES AND OTHER INFORMATION MATERIAL

The IAACA Secretariat will collect experiences and materials on raising public awareness against corruption from different countries as well as relevant international organizations, which IAACA members will offer in their own languages and English, where feasible. The Secretariat will place such material and information on the IAACA website for dissemination. Thereafter, the IAACA Secretariat will endeavour to update the information regularly and analyse the effectiveness and usefulness of this tool.

STATUS: Partly implemented. This is a recurrent objective, to be further pursued.

B. NEWSLETTER

The IAACA will launch a periodic Electronic Newsletter, which will be disseminated among its members through the IAACA portal. The Newsletter will publish and report important events of the Association such as the Executive Committee Meetings, annual seminars, annual conferences and general meetings as well as important anti-corruption conferences or important anti-corruption activities organized by its organizational members or international organizations. The IAACA Newsletter will also focus on raising public awareness against corruption between organizations and individual members.

STATUS: Partly implemented. Information is disseminated regularly, even though this is not done in a Newsletter format. The objective is to be reviewed for a decision on whether the Newsletter format remains appropriate.



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C. WEB SITE RE-STRUCTURING AND MAINTENANCE

The IAACA will comprehensively revise and restructure its website, improving its functions and enriching its content, which will be pragmatic and service-oriented, providing more service to its members. IAACA website will also lodge an “ACA Forum”, with restricted access for IAACA members. This forum will provide a tool¹ to exchange consultations on various topics. A volunteer ACA will act as forum coordinator.

STATUS: 1. Not implemented. The existing website appears not to be functional and is outdated. The website would require continuous updating and maintenance in order to foster more effective and ongoing dialogue between the IAACA Secretariat and members. 2. The ACA Forum has not yet been established. This is a recurrent objective to be continuously pursued.

D. PRODUCTION OF PROMOTIONAL MATERIAL AND PUBLIC SERVICE ANNOUNCEMENT VIDEOS²

The IAACA will cooperate with its members to produce and share trailers and educational films on raising public awareness against corruption in different countries and regions. Subject to copyright considerations, where possible, IAACA members should provide to the IAACA Secretariat copies of documentary programmes or their internet location, which have been broadcast on their national television networks, for uploading to the IAACA website.

STATUS: Implemented, with the support of the Independent Commission against Corruption of Hong Kong (SAR). However as further action has not been taken, the impact of Hong Kong’s contribution has dissipated A proposal on Public Service Announcements, Posters and Songs had been submitted. However as the status of that proposal is unclear, it needs to be determined and further action taken. . The pursuit of this objective needs to be made a permanent feature of the annual conferences and general meetings of the IAACA.

II. KNOWLEDGE MANAGEMENT

In an effort to promote the skills of anti-corruption institutions of different countries, as well as relevant international organizations, the IAACA Secretariat will attach great importance to the collection and analysis of experiences and lessons learnt on the application of anti-corruption legislation and law enforcement actions as well as the

¹ The Central Vigilance Commission of India has offered to support this activity (<http://www.blowyourwhistle.com>) by launching a portal provisionally called Team ONEWORLD.

² ICAC Hong Kong offered support for this activity.



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effectiveness of preventive measures.

Relevant material will be included in the Legal Library and Knowledge Management Consortium, which is being developed by UNODC, with IAACA's cooperation. Such inclusion will reduce greatly the efforts and resource requirements for the maintenance and updating of the products, thus achieving two purposes: firstly, creating value for members, and secondly, enriching the overall collection of essential material and information, as mandated by the Conference of the States Parties to the UNCAC.

STATUS: 1. The UNODC TRACK Portal has been launched and is currently fully operational. 2. The CIB of India had established and was supporting and leading a Knowledge Management Task Force It has also launched the web based portal, which was presented at the Annual Conference in Panama. However, information is required on the status and functionality of both.

Possible products include:

A. COLLECTION OF TERMS OF REFERENCE AND PROCEDURES OF ANTI-CORRUPTION AUTHORITIES³

This collection will complement the legislation included in UNODC's Legal Library and provide crucial knowledge on the choices countries make on the structure and mandates of Anti-Corruption Authorities.

STATUS: Partly implemented. The IAACA Secretariat had published two volumes with terms of reference of ACAs. The material was used for the implementation of activity C below. However, the material collected needs to be reviewed for accuracy and updated as required, as well as digitalized and placed on the IAACA web site.

B. DIGEST OF CASES

Efforts will focus on creating a searchable digest of concluded and adjudicated cases in various countries, thus beginning to build a source of jurisprudence from around the world. The StAR Initiative has established a database and published a report on cases of asset recovery. This work is currently under consideration for updating and revision purposes. The model can be useful for IAACA, where members could also be called upon to contribute cases to further enrich the StAR database.

STATUS: Not implemented.

C. DIRECTORY OF ANTI-CORRUPTION AUTHORITIES⁴

As a tool for practitioners, the Directory of Anti-Corruption Authorities will aspire to be the most complete and authoritative compilation of anti-corruption authorities, which will facilitate the direct contact among such authorities in various countries and

³ Brazil and EPAC offered to support the Secretariat.

⁴ Brazil and EPAC offered to support the Secretariat.



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international organizations. The IAACA Secretariat will update the contact details of anti-corruption authorities on a continual basis.

STATUS: Partly implemented. Brazil had compiled such a Directory and a final version had been submitted to the IAACA Secretariat. However, work will be required to review the Directory, update it as necessary and reconsider its wide availability. Further information is necessary regarding the full incorporation and integration of the product in the Knowledge Management Portal.

D. DIGEST OF GOOD PRACTICES⁵

The Digest will endeavour to collect and systematize practices of Anti-Corruption Authorities operating under different legal systems.

STATUS: Not implemented.

III. TRAINING AND TOOL DEVELOPMENT

Seminars are necessary in various forms, including global, regional, thematic or integrated ones to improve law enforcement skills for officials from different countries and regions and promote implementation of UNCAC, based on the networking, as well as the collective expertise and resources of IAACA's membership.

Under the leadership of China, plans had been announced to establish a training base in China, which would be open to the staff of anti-corruption agencies of various countries and regions. Training courses would be held at capital cities or other big cities in mainland China annually. The hosts would be responsible for the accommodation and transportation of the delegates during their stay in China. Renowned experts and scholars would be invited to deliver speeches in the seminars. The training courses and seminars would cover current and specialized topics, and function as forums for the exchange of experiences and lessons learnt, as well as on challenges of international cooperation against corruption. The status of these plans needs to be determined.

The IAACA will actively support and participate in the training programmes of international anti-corruption education institutions, such as the International Anti-Corruption Academy.

The IAACA will establish a Training Committee to consider the needs of IAACA members.

The IAACA will endeavour to establish collaborative relationships with related academic and research institutions around the world and will explore the possibility together with the academy to organize an Academic Forum to bring academics and

⁵ Brazil offered to support the Secretariat.



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professionals together with anti-corruption experts. UNODC has been successfully leading the ACAD Initiative, which is growing and involving an increasing number of academic institutions and experts. IAACA could join the initiative, as a provider of expertise.

Status: Not implemented

A. COORDINATION WITH IACA

All initiatives related with training will be fully discussed and coordinated with IACA, in order to bring synergies and avoid overlapping initiatives.

STATUS: Partly implemented

B. TRAINING COMMITTEE⁶

It is recommended that the Executive Committee set up a Training Committee to propose, oversee and evaluate all training-related activities. The Training Committee will also be responsible to:

- Conduct Training Needs Analysis of the different ACA professionals and prioritise professional groups and topics to be targeted.
- Elaborate and/or approve contents, programs, and trainers of specialised courses and seminars.
- Select the training materials to be elaborated and their authors.
- Propose to the Executive Committee the signature of memorandums of understanding with universities and research centres.

STATUS: Not implemented.

C. TRAINING MATERIALS

The IAACA intends to invite renowned international experts in the field of fighting corruption to edit and publish a number of high-quality training materials and/or research papers to enhance the quality of the IAACA training courses.

STATUS: Not implemented.

D. DIRECTORY OF TRAINING OPPORTUNITIES

The IAACA Secretariat will endeavour to include in the website of the Association

⁶ Malaysia, Anti-Fraud Office of Catalonia (Spain) and ICAC Hong Kong offered to form the Training Committee.



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information on training opportunities available to Anti-Corruption Authorities around the world.

The IAACA Secretariat will gather, with the collaboration of all members, information about courses and seminars on anti-corruption topics organised by other institutions all over the world; this information will be distributed through the IAACA Newsletter or other communication tools, including most prominently its website. .

STATUS: Not implemented.

E. SPECIALIZED COURSES (PROGRAM AND CURRICULUM DEVELOPMENT)

The IAACA Secretariat will endeavour, in cooperation with the International Anti-Corruption Academy and other relevant and interested institutions, to develop specialized training plans and arrange specialized training courses tailored to the needs of Anti-Corruption Authorities, so as to provide suitable anti-corruption experiences and theories and practical support for different countries and regions.

STATUS: Partly implemented. The IAACA Secretariat is actively reviewing the methods, content, duration and frequency of the annual workshops/seminars. The Executive Committee would need to discuss further steps.

F. “ANTI-CORRUPTION AUTHORITIES IN A CHANGING WORLD: MANDATES, ORGANIZATION, STRUCTURE, PROCEDURES, SKILL SETS”

IAACA will endeavour to produce a major publication that will compile the experiences of various Anti-Corruption Authorities with the implementation of their divergent mandates. The publication will serve as a key handbook for training courses.

STATUS: Not implemented. However, the work on knowledge management will provide crucial content to such a publication, subject to appropriate tailoring and further expansion/development.

IV. NETWORKING

In order to enhance exchanges and contacts between organizational and individual members of the IAACA and promoting international cooperation against corruption, the IAACA plans to adopt the following measures to improve information exchanges between organizational and individual members.

STATUS: Partly implemented, particularly through the format of the Annual Conferences and General Meetings tested at the Kuala Lumpur Conference. The executive Committee, at its meeting on 11 May 2016, has requested further restructuring of the Annual Conferences.



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A. ANNUAL CONFERENCES AND GENERAL MEETINGS

In order to strengthen the impact and value of the Annual Conferences and General Meetings, the IAACA Secretariat shall endeavour to reform such conferences and parallel meetings, and improve the quality of conference proceedings. For this purpose the IAACA Secretariat will identify and propose to the Executive Committee for its consideration specific themes and keynote speakers. The IAACA Secretariat shall compile the texts of the conference speeches, presentations and contributions every year so as to encourage organizational and individual members to share their valuable experiences and research achievements.

STATUS: Partly implemented. See above.

B. LINKS WITH OTHER INSTITUTIONS AND ORGANIZATIONS

The IAACA will gradually extend its contacts with relevant agencies and institutions and establish stable and regular working relationships.

STATUS: In progress.

C. E-MAIL LISTS

See “Directory of Anti-Corruption Authorities” above.

STATUS: In progress.

D. PUBLIC RELATIONS

The IAACA will explore the development of an appropriate public relations strategy, including the use of new media.

STATUS: Not implemented.

V. HOUSEKEEPING MATTERS

The Association is now entering a new phase in its existence. It would be advisable to take the time to explore and decide on the best way forward in terms of organizing itself in a way that would advance its aims and enable it to chart its future course. Several of the issues listed above relate directly to the matters raised below under “Implementation Modalities”.

A. STATUS OF THE ASSOCIATION



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The Association will retain its Non-Governmental status according to its constitution and will seek ways to enhance its impact and improve its influence.

STATUS: Implemented.

B. RESOURCE MOBILIZATION

In order to maintain its vitality, IAACA would welcome suggestions from organizational and individual members regarding resource mobilization. The IAACA Secretariat will compile these suggestions and inform the membership at the next annual conference and general meeting for decisions, through the Executive Committee.

STATUS: Not implemented.

C. MEMBERSHIP FEES (STRUCTURE, CRITERIA, AMOUNT, COLLECTION MODALITIES, ACCOUNTABILITY)

The IAACA plans to collect membership fees. Information on the collection and disbursement of membership fees shall be published.

STATUS: Not implemented. Specific proposals have been submitted in the past to the Executive Committee, but no action has been taken. Accordingly, it would be desirable for the Executive Committee to revert and consider the matter in depth.

D. REVISION (AS NECESSARY) OF STATUTE AND PROCEDURES

According to the practical need of the development of the IAACA, the Constitution and related procedural rules can be amended accordingly.

STATUS: Partly implemented. At its meeting on 11 May 2016, the Executive Committee tasked a special Task Force with preparing revisions to the Constitution. The Executive Committee is scheduled to review such proposals at its meeting in December 2016.

E. SECRETARIAT SUPPORT

Currently the Secretariat of the IAACA is established at ROLACC. The Secretariat had welcomed the offer of the International Anti-Corruption Academy to host a liaison office at its premises in Laxenburg and provide administrative and logistical support to that office.

STATUS: Partly implemented. The Vienna Liaison Office has not been established.



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The objective remains valid and needs to be pursued continuously. The Executive Committee is scheduled to consider this matter at its meeting in December 2016.

VI. IMPLEMENTATION MODALITIES

In light of the current momentum of the anti-corruption movement globally, IAACA has great potential and will continue to be instrumental in promoting the implementation of UNCAC. Indeed, the work plan of the IAACA cannot be realized without the active support of its organizational and individual members. Therefore, IAACA welcomes the following:

STATUS: Partly implemented. A presentation on the role of ACAs was made at the Executive Committee Meeting in Arusha and IAACA participated in the Jakarta meeting of ACAs in November 2012.

A. SUPPORTING ACTIVITIES AND EVENTS

The IAACA welcomes offers from anti-corruption authorities to host its annual conferences and general meetings, Executive Committee meetings, Training Committee meetings, training courses, seminars and academic forums. The IAACA also welcomes financial support for the realization of the work programme from its members, other than membership fees.

STATUS: Partly implemented. The willingness of members to host the Executive Committee and the annual conferences still exists. However, there has been no direct financial support to the activities or infrastructure of the Association.

B. REGIONAL COORDINATION MECHANISMS

Regional Coordination mechanisms will be established to promote the realization of the work plan of the IAACA.

STATUS: Under review.

C. TASK FORCE APPROACH

Individual Anti-Corruption Authorities are invited to volunteer to lead Task Forces which will undertake to implement the various components of the Work Programme.

STATUS: Under review.



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D. COOPERATION WITH OTHER INTERNATIONAL ORGANIZATIONS

The IAACA will actively explore effective cooperation with relevant international organizations.

STATUS: Implemented.

VII. NEW INITIATIVES

A. NEW FORMAT FOR ANNUAL TRAINING WORKSHOPS/SEMINARS

B. NEW FORMAT FOR ANNUAL CONFERENCES

C. STRENGTHENING THE CAPACITIES OF ACAs TO CARRY OUT OR SUPERVISE SCIENTIFIC FACTS-BASED SURVEYS ON OCCURRENCE OF CORRUPTION

D. INVOLVEMENT OF IAACA IN AND CONTRIBUTIONS TO THE ONGOING PROCESS ON THE DEVELOPMENT OF INDICATORS FOR THE IMPLEMENTATION OF THE 2030 SUSTAINABLE DEVELOPMENT AGENDA