

Funding Windows Proposal

Countries: Angola, Madagascar, Mongolia and Zimbabwe

Operational Overview

Proposal Title*: **Integrity for Public Goods & Services** (*'Integra Initiative'*)

Funding Windows (FWs) resources will support (please check one) *:

- An ongoing output within an existing Prodoc
- A new output within an existing Prodoc
- A new Prodoc (*please provide estimated PAC date*)

Linked SDG Goal(s) & Target(s):	<p>SDG 3: Ensure healthy lives and promote well-being for all at all ages</p> <p>SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <ul style="list-style-type: none">○ Target 16.5. Substantially reduce corruption and bribery in all their forms○ Target 16.6. Develop effective, accountable and transparent institutions at all levels;○ Target 16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels. <p>SDG 5: Achieve gender equality and empower all women and girls</p> <ul style="list-style-type: none">○ Target 5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
Linked SP Moonshots	<p>Poverty: Helping 100 million people escape multidimensional poverty</p> <p>Finance: Promoting over US\$1 trillion of public expenditure and private capital investments in the SDGs</p>
Linked Strategic Plan Output ⁱ	<p>2.1. Open, agile, accountable and <u>future-ready governance systems</u> in place to co-create and deliver solutions to accelerate SDG achievement</p> <p>2.3. <u>Responsive governance systems</u> and local governance strengthened for socio-economic opportunity, inclusive basic service delivery, community security, and peacebuilding</p>
Linked Strategic Plan <u>Indicator</u> *:	<p>2.1.1. Number of measures to strengthen accountability (including social accountability), prevent and mitigate corruption risks, and integrate anti-corruption in the management of public funds, service delivery and other sectors (at regional, national, sub-national and/or sectoral levels)</p> <p>2.1.3. Number of multi-stakeholder mechanismsⁱⁱ to strengthen public sector agility, collaboration and the co-design, public and private financing and delivery of solutions for sustainable development (at regional, national and/or subnational levels)</p>

2.3.1. Number of national institutions with strengthened public administration and core government functions for (a) improved service delivery, (b) community security and (c) [conflict] prevention

Linked Flagship Indicator(s)*:	# countries implementing integrity and anti-corruption strategies for better delivery of services
Linked Global Programme Output(s) *:	<p>‘Governance for People and Planet (G4PP)’ Global Programme, 2022-2025</p> <p>Output 1.1: Support the delivery of public services in an inclusive, accountable and transparent manner</p> <p>Output 3.2: Support shifts in gender norms in governance</p> <p>The initiative will also contribute to the <i>Gender Equality Strategy</i> - Global Program</p> <p>Output 2.1 Strengthen public institutions to deliver gender responsive public policies and services</p> <p>Output 2.4 Data and innovation advance social norms change and prevention of backlashes against women's rights</p>
Expected FW funding duration*:	18 months
Global Project Lead/Focal Points*:	Patrick Duong, Global Lead for Governance of Public Goods and Services, BPPS (main focal point) in coordination with/supported by Anga Timilsina, Global Programme Advisor on Anti-corruption; Mark Dibiase, Policy Specialist, Global Fund Partnership and Health Systems Strengthening Team (GFPHST), HIV and Health Team

Technical Accompaniment and Endorsement

Names and expertise of the experts who have contributed to this proposal:

- Gender*: Joanna Hill, Gender Advisor, Global Gender Team, BPPS; Rebecca Dawson, Gender Officer, Mongolia CO
- M&E/RBM*: Narcisse Chimi, M&E Specialist, Madagascar CO
- Other Technical expertise*: Anga Timilsina, Global Programme Advisor on Anti-corruption; Mark Dibiase, Policy Specialist, GFPHST; Amitrajit Saha, Team Leader, HIV and Health Group; Aida Arutyunova, Global Programme Manager, Anti-corruption programme; Nirina Kiplagat, CB, Regional Service Center for Africa, Crisis Bureau; Diana Torres, Governance Advisor, Bangkok Regional Hub; Doina Ghimci, Regional Policy and Programme Specialist, Governance Team, BRH; Mazen Gharzeddine, Public Sector Innovation Specialist, GRP Hub; Akiko Yamamoto, Regional Team Leader for Environment & Energy, Asia and the Pacific Region
- Global thematic leads*: Anga Timilsina, Global Programme Advisor on Anti-corruption, BPPS; Mark Dibiase, Policy Specialist, GFPHST, HIV and Health Team, BPPS

Department ID: BPPS, Governance Team.
 Quantum Project Award: xxxxxx
 Project/Output ID(s):
 Gender Marker*: GEN2

Total resources required*: US\$ 1,350,000
 Total allocated resources: US\$ 1,350,000

- Regular:
- Other:
 - Funding Windows*: US\$ 1,350,000
 - Government:
 - Other donor(s):

Unfunded budget: NA
 In-kind contributions: NA

Brief Description

Greater integrity, better public goods & services. This multi-country initiative is built on the premise that the advancement of an integrity agenda is not only critical to rebuild trust in public institutions, but also essential to enhance the efficacy and efficiency in public sector delivery. The *‘Integrity for Public Goods & Services’* (*‘Integra’ Initiative* in short) seeks to explore innovative pathways for addressing integrity issues that prevent greater efficacy in the delivery and accessibility of two critical public goods, i.e. **public health** and the **sustainable management of natural resources** (with a particular focus on mineral resources), collecting evidence on what works and what does not work.

‘First things first’: country-driven priorities. The initiative seeks, first and foremost, to address country-driven priorities – leveraging a national integrity agenda as a means to contribute to improved delivery in key sectors. In **Angola and Zimbabwe**, the focus will be to contribute to more efficient and effective delivery in the health sector; in **Madagascar and Mongolia**, the initiative will seek to enhance (social and environmental) sustainability the management of natural resources – particularly in the mining sector.

...strategically positioned. The ‘Integra’ initiative is also strategically positioned: the intent is to leverage the experience to be gained across four different country contexts to help inform a broader agenda. A series of demonstration initiatives will be rolled to showcase the viability and benefits of (i) multi-stakeholder engagements to ‘unpack’ integrity risks with the rigour that is required to inform potentially transformative measures; and (ii) support key stakeholders in the implementation of key priority mitigation measures on the ground – including for the purposes of ‘testing’ the viability of innovative interventions to help inform future potential replication and scale-up – in the Africa and Asia-regions, and beyond.

Promotion of gender equality as a major objective. The initiative streamlines, across all its outputs, **gender equality** principles and, at the same time, incorporates one key output that is fully dedicated to the promotion of gender equality in target sectors; interventions at country level will be guided by consultations with UNDP’s Gender team on how to capitalize opportunities, and address challenges, to advance a gender equality and women’s empowerment (GEWE) agenda across the participating programming countries.

‘Integra’ also stands for Integration. The proposal falls under UNDP’s governance, rule of law and peacebuilding (GRP) portfolio, but it is by definition a ‘connector initiative’ –throughout its implementation, it will leverage the technical insights and expertise from multi-disciplinary teams: public sector transformation, anti-corruption and business and human rights within the GRP Hub as

¹The short form or acronym ‘Integra’ seeks to capture both the Integrity agenda, that is the major focus of the initiative, as well as the concept of ‘integration’ - at its core the initiative seeks to leverage and ‘integrate’ various disciplines towards a common agenda.

well as teams (across various Bureaux) specialized in health and development; environment and natural resource management; gender; inclusive growth, the extractives sector; crisis prevention.

‘Governance as an accelerator’. *‘Integra’* is also seeking to show how interventions that directly contribute to improved governance can act as ‘accelerators’ that help advance progress towards broader development objectives. The mainstreaming of governance across all of UNDP’s signature solutions (including on Poverty and Inequality, Environment and Gender Equality) is indeed a major objective of the Governance for People and Planet (G4PP) Global Programme – and this initiative aims to contribute to such efforts.

Leveraging global experience and partnerships. South-South exchanges and learning are also at the core of the *‘Integra’* initiative: opportunities to ‘cross-fertilize’ the experience of participating programme countries will be leveraged throughout implementation. The proposal will also help to strengthen the positioning of UNDP vis-à-vis key strategic partners for technical assistance, resource mobilization and knowledge exchange– including with the Global Fund to fight AIDS, TB and Malaria; the World Health Organization (WHO), Global Environmental Facility (GEF); the Green Climate Fund (GCF); the Organization for Economic Cooperation and Development (OECD), the European Union (EU) and a number of bilateral partners. Opportunities for joint, mutually reinforcing, interventions that leverage resources across various sources (such as the Global Fund, GEF or GCF) as well as government co-financing will be explored as part of this initiative

Allocation Proposal

I. Development Challenge

A widening gap: an increasing ‘trust deficit’ – and financial challenges. While social expectations for better public goods and services are rising across programme countries, there is a ‘trust deficit’ that, over recent years, is being observed in many countries across the Global South and Global North. Across the world and across multiple areas of service delivery, the level of trust in institutions to perform effectively and efficiently has been declining. At a strategic level, the proposed initiative seeks to *help* address this widening gap by contributing to more effective, transparent and accountable processes for the delivery of key public goods & services in target countries. At the same time, **donor health funding is declining in sub-Saharan Africa** due, to a large extent, to donor competing priorities - and domestic spending is not rising to cover the gaps. There is an increasing imperative to “make every dollar count” toward the intended goals of national public investments.

...with a major driver: ‘integrity risks’. A key driver of this challenge relates to the pervasiveness and ubiquity of ‘integrity risks²’ in a number of sectors. Such risks erode the ability of institutions, including, in particular, public institutions, to:

- (i) deliver public goods and services at the cost, scale, speed, and/or quality that should be expected, and to reach those who need them the most as well as those in hard-to-reach areas;
- (ii) effectively regulate and oversee private actors that are investing in, and benefiting from, the use of ‘common pool’ resources, including natural capital.

Unaddressed integrity risks are costly. Integrity risks, if not well mitigated, contribute to the loss of natural resources, exacerbate poverty and inequality, erode trust and social cohesion, and undermine economic and political stability. These costs disproportionately affect women, poor people and excluded groups, and erodes human capital.

...with repercussions on the SDGs. Indeed, the widening trust deficit also correlates with slow progress towards the SDGs: public administrations across different programme contexts are simply

² See definition of ‘integrity risk’ in Strategy section

unable to act as robust-enough catalysts to help accelerate progress towards the SDGs – including SDGs on health, gender equality and climate action.

Health Services. The health sector is especially vulnerable to ‘integrity risks’³ given the high volume of public resources typically allocated to the sector, the multiplicity of actors involved and the complexity of the health services value chain. People living in poverty and facing other forms of socio-economic deprivation are particularly vulnerable to informal, ‘off-the-book’, transactions, to access services⁴. If not well mitigated, integrity risks negatively affect (physical and economic) access to health services – particularly for people living under the poverty line and hard-to-reach populations.

Angola and Zimbabwe are two countries where the need to mitigate such risks is widely acknowledged – particularly in light of the large volume of resources, including in procurement, being channelled through global instruments such as the Global Fund to Fight Aids, TB and Malaria (GFATM) and related opportunities for co-financing. Angola and Zimbabwe are at present two of the largest recipients of UNDP-managed GFATM resources across the globe: the risk exposure for such investments, as well as the potential impact of integrity risks materializing (from a grant manager and grantee perspective) is very high in these countries, when compared to other programme countries managing less complex operations at a much smaller scale. This particular risk is heightened by the well-reported challenges in procurement and supply chain management in Zimbabwe⁵ and Angola. Zimbabwe has a score of 24 (out of 100) in the latest Corruption Perception Index (CPI)⁶, and Angola has a score of 33. In Zimbabwe alone, over 60% of surveyed respondents (Global Corruption Barometer) consider that ‘corruption has increased over the last 12 months’⁷. Despite the reported challenges in Angola, the Integra initiative also seeks to capitalize on broader efforts at policy level to improve accountability and transparency⁸

While UNDP is the Principal Recipient of GFATM grants in both Angola and Zimbabwe, part of its core mandate is to strengthen national systems, including building risk management awareness and capacities to effectively mitigate those risks which stand to have the most negative impact on health outcomes.

Management of natural resources. The management of a nation’s natural capital – including mining resources – are also particularly subject to integrity risks, for similar reasons: high volume of financial resources typically involved in start-up investments (and ensuing, actual or expected, financial returns); multiplicity of actors; and complexity of operations. But they are also often compounded by weak capacity of state institutions to regulate and oversee private operators – both domestic and transnational- and to ensure business activities are indeed adequately reconciled with minimum social and environmental standards. **Mongolia and Madagascar**⁹ have over recent years rolled out policies and regulatory instruments that seek to ensure greater transparency and more accountability in the

³Please refer to Strategy section for a definition of ‘integrity risks’

⁴ Lack of integrity in the health sector undermines the achievement of the Sustainable Development Goals (in particular Goal 3: ‘to ensure healthy lives and wellbeing for all’) and Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels).

⁵ See, for instance “Transparency International (2020): Open procurement and transparency of company ownership needed as Zimbabwe responds to COVID”, available in <https://www.transparency.org/>

⁶ The latest CPI report is available in <https://www.transparency.org/>

⁷ See <https://www.transparency.org/en/countries/zimbabwe> for more details

⁸ CPI for Sub-Saharan Africa – available in www.transparency.org

⁹ Approximately 32% of children in Madagascar are estimated to be engaged in dangerous working conditions across sectors – but the mining sector is particularly vulnerable to this risk. At least 20,000 people are involved in mica mining alone – and approximately 10,800 children as young as five years old are estimated to be working alongside their families to extract and sort mica. Most small-scale mines are concentrated in Madagascar’s southern regions, including Anosy, Androy, and Ihorombe, which represent some of the most socioeconomically marginalized areas of the country. In these three regions, 1.2 million children live below the national poverty line, with 80% suffering from multidimensional poverty and over 30% living in extreme multidimensional poverty. In the Anosy’s region alone, 80% children are living in multidimensional poverty and 34% in extreme multidimensional poverty.

governance of the mining sector (including compliance with social and environmental standards) – but there is a recognition that much more needs to be done to translate the normative framework into actual practice across the sector. The mining industry (Private and SOEs) has, in particular, been subject to regular criticisms because it is often perceived as excessively profit-oriented and insufficiently sensitive to (or in some cases, inconsistent with) the interests of communities being impacted by mining operations.

II. STRATEGY

The proposed strategy draws on three key foundational concepts, a high-level theory of change and a guiding programming framework. Each of these components are described in the three sub-sections below.

Foundational concepts

- **Integrity.** For the purposes of this flagship initiative, ‘**integrity**’ is defined as the quality of adhering to normative principles, standards and practices that are considered to be essential for ethical conduct¹⁰. Such principles, standards and practices include, but are not limited to, those required by legal and regulatory frameworks (including international conventions – such as the UN Convention Against Corruption – UNCAC). This foundational concept is relevant for both public and private sector domains: the promotion of greater transparency and accountability; the fight against corruption and strengthening adherence to environmental and social standards are, inter alia, key components of a broad, ‘whole-of-society’, integrity agenda (see below definition of ‘integrity agenda’).
- **Integrity Agenda.** A set of (ongoing or planned) actions that seek to ensure (greater) compliance or adherence to integrity principles, standards and practices, and/or mitigate risks of non-compliance/non-adherence to such principles, standards and practices.
- **Integrity Risk.** It refers to the possibility of an outcome that is contrary to integrity norms, standards and practices, resulting from a given event, action or decision (or lack thereof).

The Theory of Change (ToC). Against the backdrop of the challenge described in the preceding section and the three foundational concepts described above, the Theory of Change underpinning this proposal can be articulated as follows:

- If (i) ‘integrity risks’ across the ‘*delivery value chain*’ of priority public goods & services are identified, through **transparent, inclusive and well-informed multi-stakeholder dialogues** (leveraging collective intelligence tools, and ensuring appropriate ‘checks and balances’ in the deliberations, so as to avoid actual or perceived conflicts of interest),

and

- (ii) such dialogues pave the way to the design of appropriate **risk mitigation measures** with adequate buy-in from key stakeholders, including (i) those primarily responsible to implement, or oversee the implementation of, such measures, including ministerial authorities with responsibilities in the health and mining sectors, and (ii) those most likely to be impacted by such measures;

¹⁰ The proposed definition has been informed by (i) OECD (2020) ‘*Public Integrity Handbook*’ (retrievable here https://www.oecd-ilibrary.org/governance/oecd-public-integrity-handbook_ac8ed8e8-en), (ii) Huberts, L. W. (2018) ‘Integrity: What it is and Why it is Important’ *Public Integrity*, 20(sup1), S18–S32. <https://doi.org/10.1080/10999922.2018.1477404> and (iii) UN Office of Drugs and Crime (UNODC), ‘Our Action to Strengthen Business Integrity’ (retrievable here <https://businessintegrity.unodc.org/bip/>)

and

prioritized measures - identified through such dialogues –are effectively supported and ‘tested’ (with advisory support and technical know-how, advocacy and financial ‘seed’ funding), mobilizing key partners in the process (including civil society organizations and private sector),

...then

- A **common and actionable integrity agenda** will be enabled and facilitated, and its implementation will be championed by key stakeholders,
- **National and/or subnational institutional capacities** to identify and mitigate risks will be strengthened (‘learning by doing’) for **health system stakeholders** (including ministry personnel at different levels of decision-making) and for entities responsible **to regulate and oversee the mining sector (including in relation to compliance with social and environmental standards)**,

...paving the way to

- Improvements in the quality of **public goods** (better quality; lower costs; improved access; better timeliness; and/or reduced -negative- externalities), with lower risks of ‘deviations from norms and standards’ for private gain;

...which will then contribute to:

- **Better outcomes for the communities and users of such goods and services** (service satisfaction, a better-protected environment, sustainable use of the natural resources), and trust
- **greater equity** in the impact of such goods and services (helping to address, in particular, **socio-economic and gender** inequities),

and

- Greater progress towards the achievement of the **SDGs**

The programmatic framework. The above ToC outlines a high-level causal pathway that goes beyond the 18-month duration of this initiative – as it is built on the premise that the proof of concept, if successful, can carry positive multiplier effects beyond the end of the project. There are a variety of other factors (in-country and beyond) that may affect the overall outcomes, which will be addressed as part of regular monitoring processes and adaptive approaches to programme management.

The diagram below provides a high-level overview of a programming framework that reflects:

- (a) the intersection between an integrity agenda, on the one hand, and the delivery of public goods and services (sectors): interventions across these two domains can be mutually reinforcing.
- (b) the multiplicity of stakeholders that need to be engaged to drive the implementation of such an integrity agenda (i. e. a ‘Whole-of-society approach’ to integrity). Public, private and civil society organizations, as well as communities and end-users, are key stakeholders for a broad integrity agenda.



‘Public Goods’, in this context, are not defined as simply goods provided by the public sector, but as goods that are considered to provide direct value and benefits to society as a whole, rather than only to individuals. The sustainable management of natural resources (including minerals) is considered to be a ‘public good’, although such management is largely determined by the interplay between private, public and civil society actors and local communities. Similarly, keeping good health is not only for an individual’s benefit - it is also beneficial for his/her family, community and for society at large.

This proposal recognizes the critical role that civil society and communities have in promoting integrity and strengthening good governance. Civil Society Organizations serve as whistleblowers on behaviour lacking integrity and serve as “eyes and ears” on the ground, working closely with communities in monitoring, advocacy and service delivery efforts.

The interventions will be rolled out in two implementation phases, to:

- (a) Convene and support multi-stakeholder engagements between national and local government actors, business actors (both private and public businesses), civil society and communities. to ‘unpack’ integrity risks in the two sectors (health and NRM/mining sector) and identify relevant mitigation measures (using ‘systems thinking’ methodologies); and
- (b) support the implementation of prioritized – and potentially transformative - risk mitigation measures to strengthen integrity in the health (Angola and Zimbabwe) and NRM/mining (Madagascar and Mongolia) sectors

Indeed, effective risk mitigation should be preceded by proper identification and assessment of integrity risks. Good practices in integrity risk mitigation when awarding mining contracts, for example, include ensuring transparency in contract negotiation and licensing processes, transparency of beneficial ownership, promoting business integrity, having adequate regulatory frameworks, and preventing illicit influence and conflict of interests.

Throughout implementation, a key objective to be pursued will be to strengthen institutional capacities of key stakeholders in the health system (including ministry personnel at different levels of decision-making) as well as in the mining sector (including entities responsible to enforce regulations on social and environmental standards). The intent is to develop

organizational capacities to identify and mitigate ‘integrity’ risks through a ‘learning by doing’ approach. Such approach is also at the center of the ‘exit’ strategy of the initiative– and a means to ensure sustainability of results beyond the 18-month period of ‘Integra’.

From country-level projects to global products

This flagship initiative will be closely accompanied by the technical global GPN teams, with the deliberate intent of (i) supporting COs in obtaining required technical inputs to maximize ‘Integra’s’ likelihood of success (ii) leveraging the experience and lessons learned from the ground to strengthen UNDP’s corporate knowledge and positioning in the areas (iii) translating the experience into corporate products which can be used to mobilize further investments in future. The Integra Flagship initiative is indeed expected to provide ‘proofs of concept’ that can be showcased to regional and/or global audience for further support.

This approach positions knowledge generation as a strategic (global) objective: it seeks to place well-coordinated joint efforts and regular dialogues between Country offices, regional teams and global teams at the very center of knowledge management in UNDP.

Beyond 18 months: in the short-to-medium term, this initiative is expected to provide a ‘catalytic effect’ that can...

- (a) Be replicated across other relevant (private or public) partners within the participating countries;
- (b) Be showcased to other countries within the region and globally for further scale-up;
- (c) Be presented in global platforms to contribute to strategic advocacy and resource mobilization efforts;

Expected Results

Output 1. Critical integrity risks in the delivery of key public goods mitigated in target countries – contributing to improved health outcomes (Angola and Zimbabwe), and to improved and more sustainable management of natural resources (Madagascar and Mongolia)

Activity 1.1 (Angola). Risk mitigation measures to strengthen integrity in the health sector value chain are identified and ‘tested’ – including, *inter alia*, measures to minimize integrity risks in

- (i) the procurement and distribution of health supplies;
- (ii) administration of health facilities

- *Action 1. Conduct a Multi-Stakeholder Integrity Risk Assessment (MS-IRA) for the Health Sector in Angola, using UNDP’s corruption risk management methodology*

As part of this action, the following specific interventions will be undertaken:

- **Stock taking of stakeholder perceptions and attitudes** towards corruption in the health sector.
 - **Application of ‘systems thinking’ methodologies to map out integrity risks across the health sector value chain.** The analysis will enable key decision makers identify concrete vulnerabilities in the health sector, evaluate them, prioritize them, and design targeted interventions to reduce them.
 - **Conducting a review of the regulatory and legal environment, drawing on existing reviews where available.** A recommendations paper will be produced to address any weak regulatory or legal environments.
- *Action 2. Develop protocols and roll-out key Risk Mitigation Measures, identified through the (MS-IRA)*

Under this action the following typology of interventions can be considered:

- **Enhance existing legal and regulatory frameworks** through advisory support that leverages international experience and that draws on the legal and regulatory review conducted under Action 1.
- **Strengthen the public budget cycle for the health sector (design, review and approval processes)** promoting greater transparency in the process, including in reporting of expenditures across the sector
- **Enhance the management of the supply chain of medical goods and equipment, including by**
 - (i) **Strengthening protocols and business process for public procurement** in the sector
 - (ii) **introducing tools to more efficiently and transparently track the distribution of medical supplies** across the health sector
- **Analyzing existing digital transformation programs and introducing or scaling technological solutions** to determine how they could be leveraged and enhanced to prevent corruption in the sector, with a special focus on how emerging technologies including blockchain, artificial intelligence and other technological solutions could enhance transparency, accountability, and integrity in the health sector.

- **Designating at least one health facility or hospital as an ‘island of integrity’ to serve as a best practice model** that adheres to good governance best practices with a demonstrated commitment to delivering quality health services to populations most in need.
- **Strengthening the capacity of civil society organizations**, recognizing the critical role that they have in combatting corruption and contributions to strengthening good governance.
- Action 3. Conduct an **evaluation to review lessons learned from field pilot** (in coordination with BPPS teams)

Activity 1.2 (Zimbabwe). Assist the national government of Zimbabwe in the roll-out of ‘integrity risk mitigation measures’ to enhance the delivery of public health services (including for TB

- Action 1. Conduct a multi-stakeholder ‘Integrity Risk Assessment’ to identify key bottlenecks to advance an Integrity agenda in the health sector, *using UNDP’s corruption risk management methodology*
 - **Stock taking of stakeholder perceptions and attitudes** towards corruption in the health sector.
 - **Application of ‘systems thinking’ methodologies to map out integrity risks across the health sector value chain.** The analysis will enable key decision makers identify concrete vulnerabilities in the health sector, evaluate them, prioritize them, and design targeted interventions to reduce them.
 - **Conducting a review of the regulatory and legal environment, drawing on existing reviews where available.** A recommendations paper will be produced to address any weak regulatory or legal environments.
- Action 2. Strengthen the institutional capacities of the existing Anti-Corruption Committee¹¹.
- Action 3. Roll out priority measures to mitigate ‘Integrity risks’ at macro (policy), meso (institutional) and micro-level (pilot facility) levels

Under this action the following typology of interventions can be considered:

- **Enhance existing legal and regulatory frameworks** through advisory support, leveraging international experience and drawing on the legal and regulatory review conducted under Action 1.
- **Strengthen the public budget cycle for the health sector (design, review, approval and/or reporting processes)** promoting greater transparency in the process (including in expenditure reporting)
- **Enhance the management of the supply chain of medical goods and equipment, including by**
 - (iii) **Strengthening protocols and business process for public procurement** in the sector
 - (iv) **introducing tools to more efficiently and transparently track the distribution of medical supplies** across the health sector
- **Analyzing existing digital transformation programs and introducing or scaling technological solutions** to determine how they could be leveraged

¹¹ The committee is chaired by the MoHCC and its membership comprises officials from key organizations, such as the Procurement Regulatory Authority of Zimbabwe (PRAZ), Office of the President and Cabinet (OPC), Zimbabwe Anti-Corruption Commission (ZAAC), Office of the Auditor General (OAG), etc.

and enhanced to prevent corruption in the sector, with a special focus on how emerging technologies including blockchain, artificial intelligence and other technological solutions could enhance transparency, accountability, and integrity in the health sector.

- **Designating at least one health facility or hospital as an ‘island of integrity’ to serve as a best practice model** that adheres to good governance practices with a demonstrated commitment to delivering quality health services to populations most in need.
 - **Strengthening the capacity of civil society organizations**, recognizing the critical role that they have in combatting corruption and contributions to strengthening good governance.
- Action 4. Conduct an evaluation of the pilot to identify (i) Key lessons learned and (ii) recommendations to facilitate future scale up (in coordination with BPPS teams)

Activity 1.3 (Madagascar). National and sub-national stakeholders in Madagascar (Governments, CSOs) are supported in the roll-out of integrity measures for the mining sector, leveraging also Mongolia’s membership of the Extractives Industry Transparency Initiative, with a particular focus on mica mining (south-eastern Madagascar) – including roll-out of measures to ensure compliance with minimum social and environmental standards (inc. gender equality standards).

- Action 1. Improving the implementation of socio-environmental regulations of the mining sector in Madagascar at the central and regional level¹²
- Action 2. Strengthening the regional capacity for managing industrial mining income and regional accountability to the local population in mining zones¹³
- Action 3. Supporting the small-scale Mica mineral value chain in south eastern Madagascar, with a gender and human rights based approach¹⁴

¹² Such actions comprise the following sub-outputs (and sub-activities): 1.1 Institutional capacity for implementing socio-environmental regulations in the mining sector strengthened (1.1.1. Diagnostic analysis with recommendations for improving the capacity of relevant governmental institutions for implementing socio-environmental regulations in the mining sector); 1.1.2. Awareness raising on recently updated socio-environmental regulations – including workshops, exchanges, media campaigns); 1.1.3. Site visits and stakeholder dialogues around mining sites); 1.2 Mining operators (industrial and artisanal) increase their knowledge of and capacity for compliance with updated social and environmental regulations on mining (1.2.1. Analysis of capacity of mining operators to comply with socio-environmental regulations; 1.2.2. Training workshops to increase capacity of mining operators; 1.2.3. Multi stakeholder dialogues on challenges and solutions for complying with socio-environmental regulations (government, private sector, civil society including women’s groups and the media)

¹³ This action comprises the following (country-level) sub-outputs (and sub-activities): 2.1. Regional level governmental capacity for managing industrial mining income in a transparent and optimal manner strengthened, with a focus on the Anosy region (2.1.1. Supporting the operationalization of a framework for managing mining income by the Anosy Region, in line with the recently updated mining code and the CSR contributions of industrial mining companies; 2.1.3 Training the governmental environmental regulatory agency at the regional level on transparent and inclusive monitoring socio-environmental impacts of industrial and artisanal mining 2.1.4. Strengthening regional government services (Labour, Mining, Population, Environment, Health) with training and equipment for mitigating the socio-environmental impacts of mining); 2.2. Local population informed of their rights, with increased ability to hold local government and companies to account (2.2.1. Training workshops and dialogues for local communities near mining sites including women's groups on their rights and responsibilities as of the updated socio-environmental regulations; 2.2.2. Strengthening of local grievance mechanisms in cooperation with local communities and government) 2.3. Conflicts around mining sites in southeastern Madagascar reduced (2.3.1 A participative analysis of the root causes of conflicts around extractive zones in the Anosy region, including community consultations and dialogues; 2.3.2. Training of police forces near mining sites in rights-based crowd control and dialogue; 2.3.3. Piloting an independent mining watchdog at the regional level, led by civil society)

¹⁴ This action will contribute to the following sub-outputs: 3.1. The Mica value chain is strengthened from the local to the global level, while safeguarding local communities and the environment (3.1.1 Analysis of the mica value chain, from extractive sites to global traders and consumers; 3.1.2 Information and training on socio-environmental regulations for local producers and buyers; 3.1.3 Dialogue with global multinational corporations on improving sustainable mica supply chain, including creating links with local producers for setting up a fair-trade mica value chain); 3.2 Employment conditions for local communities in mica exploitation sites improved, focusing on women’s employment and child rights (3.2.1. Improving employment conditions via training on safe mineral extraction, functional literacy classes, the establishment of labor cooperatives and access to social protection services, with a focus on women with a focus on women; 3.2.2. Improving access to education and food security for children in mining sites via conditional cash transfers targeting mining families), 3.3. Environmental standards in mica sites strengthened (3.3.1 Training of small-scale mica operators on environmental standards and improved mica extraction; 3.3.2. Nature based restoration via tree planting and improved water infrastructure near mining sites, in collaboration with local communities)

Activity 1.4 (Mongolia). Support the adoption of measures to ensure compliance with SES standards (including gender-equality standards) across extractive industry stakeholders – including through the piloting of ‘Integrity grants’ at local level, in partnership with the Ministry of Mining and other stakeholders, leveraging also [Mongolia’s participation in the open extractives initiative](#).

- Action 1. Conduction of integrity-risk assessment for the extractive sector (leveraging ‘system thinking’ methodologies), with a particular focus on environmental governance and SES compliance (ensuring institutional know-how and capacities of the Ministry of Mining are strengthened in the process)
- Action 2. Preparation of facilitators to coach stakeholders on environmental governance in extractives¹⁵

Under this Action, a team of skilled coaches/facilitators on environmental governance in extractives will be prepared and networked.

- Action 3. Roll-out of ‘Integrity Grants’¹⁶ to support bottom-up initiatives of different stakeholders

Under this Action, grant¹⁷ support for bottoms-up initiatives of different environmental governance stakeholders (extractive sector) will be provided and implemented under the facilitation of the trained coaches.

Output 2: gender equity and women’s empowerment promoted through an inclusive integrity agenda –positioning women not only as major intended beneficiaries but as key agents and drivers of change (within their communities and in their organizations -private and public- they work for)

¹⁵ This action will comprise (i) Desk review on the current situation of the integrity in the mining sector; Stakeholders mapping and selection of the facilitators; training and capacity building for the facilitators ; establishment of a sustainable network of facilitators)

¹⁶ Integrity Grant for SOEs; Integrity Grant for mining associations; Integrity Grant for civil society

¹⁷ Potential Integrity Grant Themes: 1. Responsible Mining Programme. (The inception of responsible mining in Mongolia emerged in 2006, however a tangible implementation initiated by the Environmental Governance Programme of UNDP. In 2017, the Programme issued the initial standard requirements for responsible mining, followed by the development of the "Responsible Mining Benchmark" and "Responsible Mining Codex" in 2020, in collaboration with the Mongolian National Mining Association (MNMA). Subsequently, the first 16 companies underwent training and adoption, with MNMA now actively advancing and expanding the initiative among their member companies. As the mining sector expands and investors’ requirements increase, there is an urgent need to update the Responsible Mining Programme and broadly disseminate it among the industry); 2. Human Rights Due Diligence (in Mongolia, the government’s endorsement of the "National Action Plan for Business and Human Rights" on June 14, 2023 with the support of the UNDP Mongolia, marks an official mandate for the implementation of HRDD processes. The HRDD is a novel concept for the country, however, with the support of the UNDP’s Environmental Governance Programme and Business and Human Rights Project, a pilot initiative was implemented during 2022-2023. This endeavor, focusing on empowering three business associations within the mining, food, and wool cashmere industries, seeks to introduce HRDD practices within these sectors, specifically focusing on positive behavioral change of the personnels. Consequently, the awareness and comprehension of HRDD are progressively disseminated within these specific industries through the associations involved. Further dissemination of this initiative in the mining sector is essential to strengthen good governance and integrity); (iv) Participatory Environmental Monitoring Programme (Over the course of three years of PEM implementation, the programme piloted the PEM mechanisms in 5 mining sites and produced a methodological guide for further dissemination of the mechanism in mining governance. The key principle is based on partnership of all three relevant parties, local community, local administration and company, facilitated by trained civil society actors. The continuation and development of PEM is emerging since it can benefit the company, the administration, and the affected communities, while bringing positive impacts to tackle the environmental and social concerns in the mining regions)

Activity 2.1 (Angola). Roll out, in collaboration with women leaders in CSOs, dedicated measures to:

- (i) strengthen integrity in the value chain for the provision of prevention, care and treatment services for HIV, tuberculosis, malaria and COVID-19 for women and adolescent girls, and
- (ii) address gender-related barriers for the provision of sexual and reproductive health services, and psychosocial support for victims of sexual and gender-based violence

Activity 2.2 (Zimbabwe). Measures co-created and implemented, alongside women community leaders and women health champions, measures to strengthen integrity in the value chain of

- (i) counselling, prevention and treatment services¹⁸ for women¹⁹ and adolescent girls at risk and
- (ii) legal counselling and psycho-social support services for victims of gender-based violence, including through enhanced grievance and redress mechanisms

Activity 2.3 (Madagascar). Targeted measures designed and implemented to promote fair and gender-equitable production & trade in the mica value chain in South-eastern Madagascar, including through

- (i) demand-side measures (focusing on the empowerment of women as right- holders)
- (ii) supply-side measures (focusing on women artisanal workers)

Activity 2.4 (Mongolia). Targeted measures co-designed and co-implemented, together with the Women’s Association of Mineral Resources and Women in Mining and Resources (Mongolian CSOs) to integrate GEWE-promoting policies & practices in the mining sector (as part of ‘Responsible Mining’ initiative and the ‘Integrity Grant’ pilots)

Output 3. Global knowledge and advocacy on ‘Integrity for improved public goods and services in two pilot sectors (health and extractive industries) enhanced, effectively drawing from the experience of country pilots (Angola, Zimbabwe, Madagascar and Mongolia)

Activity 3.1. Strategic Guidance, Oversight and Stock-taking: Draw and Disseminate Lessons from Angola, Zimbabwe, Madagascar and Mongolia on effective strategies to advance an Integrity Agenda for Better Public Goods & Services (Health Services and Natural Resource Management)

- Action 1. Provide technical support to COs for well-coordinated knowledge management and communication/dissemination of lessons learned at regional/global levels
- Action 2. Codification and global dissemination of knowledge products from pilot experiences
- Action 3. Global communication campaign on key messages – drawing from lessons learned from country-level experience
- Action 4. Organization of high-level advocacy events

This is a strategic output as it will leverage the experience and lessons learned from the country-level demonstrations into **corporate knowledge and global products**. Such knowledge and its associated products, will, in turn, provide a strong foundation for UNDP’s global advocacy efforts and will contribute to strengthen UNDP’s global positioning as the ‘go-to’ partner on Integrity.

¹⁸ Contributing, at the same time, to reduce the risk of mother-to-child transmission of HIV-AIDS

¹⁹ Including for antenatal, maternity and post-natal services

Under this output, UNDP, through its global *Governance for Public Goods & Services* team, will leverage technical expertise across BPPS, Crisis Bureau, CDO, Innovation Teams, Regional Bureaux and Accelerator Labs to articulate a well-integrated offer and facilitate the mobilization of resources for COs. The global team will therefore be able to enable the provision of integrated technical guidance; and to oversee, collate, document, analyse, communicate and disseminate knowledge and experiences, as well as tools and recommendations/good practices from the multi-country experience. This is expected to benefit UNDP in-house as well as external audiences and partners-including Funding Window contributing partners.

This integrated global output will avoid unnecessary duplication of efforts (and maximize efficiencies against the limited resources available per country) in the articulation of the technical offer by helping to ‘connect dots’ across countries and technical teams – e.g. through shared consultancy services or technical partnerships that can contribute to ‘deep dive’ on issues of common interest across countries. It will also enable to showcase, in regional and global level events, the experience of target countries.

Strategic complementarities

As per on-going strategic discussions with partners (at HQ level), this flagship will be implemented in close coordination with relevant GPN teams. UNDP’s offer through this flagship can indeed be positioned as complementary to the support that other strategic partners can provide: for instance, it complements the type of assistance that the World Bank often provides in the form of financing (grants and loans) to support reform processes to strengthen public financial management; it also complements the role of UNDESA, which provides a policy/political platform for engagement with Member States on integrity-related issues; etc.

Resources Required to Achieve the Expected Results

The series of ‘demonstrations’ to be rolled out through this initiative will require seed investments - particularly in the form of technical assistance (through country-level, regional or global teams); capacity building activities; procurement; advocacy/communications and travel. Indeed, knowledge-centered inputs will play a pivotal role as per Theory of Change’s pathway: the introduction of new approaches and tools will require a significant component of technical leadership not only to provide know-how, but to strongly advocate for novel approaches, and to build trust among key stakeholders on the need to take well-informed risks.

Although the monetary allocations per country are relatively limited, the intent is to leverage such resources as ‘seed funding’ i.e. to eventual development of ‘products’ that can help the organization leverage future resources for further investments and scale-up (within participating countries and beyond). The ‘Integra’ initiative is expected to enable the generation of new knowledge at corporate level, which can be showcased in relevant global platforms.

In addition, the initiative will seek to capitalize on its multi-country character to gain greater efficiencies and economies of scale. For instance, throughout implementation, suitable opportunities to cost-share IPSAs, NIPSAs, UNVs and/or consultancies among the relevant Country Offices and/or the global team will be explored. Such functions will be expected to provide multi-country support, facilitate improved knowledge management and contribute to cost-savings/reduced transaction costs. They can be subject to matrix reporting arrangements, and be based in one of the target countries, in Istanbul or be home-based, depending on the specific scope of functions, location of identified IPSA/NPSA/UNVs/consultant and other considerations.

Partnerships

This Flagship initiative will foster increasing collaboration with key national and international partners – including Ministries of Health (Angola and Zimbabwe), Ministries of Mining (Mongolia and Madagascar).

The Global Fund to Fight HIV-AIDS, TB and Malaria are potential technical partners which can help disseminate and leverage the lessons learned from these pilots. UNDP can complement the health-sector focus of the GF, by testing innovative approaches to mitigate integrity risks in the health value chain, and by helping to enhance inclusivity, engagement and transparency among key stakeholders.

UNODC will also be engaged to support the positioning of these ‘demonstrations’ as part of UN-wide efforts to support the implementation of UNCAC. In the case of Madagascar, agencies such as UNICEF and UN Women will also be engaged at field level to explore opportunities for synergies and complementarities during implementation at field level.

Communications and Advocacy

Using the learning and communications component in this proposal, the Flagship aims to develop a series of communication pieces showcasing the result of the ‘demonstrations’. The pieces will highlight lessons learned and best practices, offering recommendations on how these "demonstration" products can be scaled and tested in other countries. The strategic character of the flagship will be reflected not only in communication activities at country level – but also in regional and, when relevant, global communication products – to be showcased to broader audiences and key partners for UNDP.

A special focus will be given to gender-related results. The initiative will leverage social media platforms to share compelling stories, infographics, videos, and updates on progress and impact.

Additionally, the Flagship can co-organize events with other partners supporting the Integrity agenda – at country, regional and/or global levels. Such knowledge and partnership events can help present and discuss findings, successes, and recommendations from the flagship initiative.

The project will ensure recognition and visibility for the Funding Window (and its donors) during events, in communication pieces, and in knowledge products, adhering to the visibility guidance of the Funding Window Management Team.

These efforts partly fall under Output 3 of this initiative, on Global Knowledge Management and Advocacy, as these will complement country-level communication activities. This output, in turn, will contribute to strengthen UNDP’s corporate offers/‘products’, with a view to facilitating wider replication of successful approaches across other programme countries.

To this end, resources for Monitoring, Evaluation and Learning (about 2 per cent of the total budget) will also be leveraged to support the capturing of lessons learned, experiences and human-interest stories (at both country and global levels)– which will feature in communications and advocacy campaigns.

Risks and Assumptions

Risk type	Risk description	Risk assessment (Impact, Likelihood & Risk Level)⁵	Mitigation measures
Situational	Changing political environments and national priorities create delays, undermines, or compromise intended activities.	Impact: High Likelihood: Low Risk Level: Medium	<ul style="list-style-type: none"> Regular review and analysis of the operating environment and development of contingency plans Create a flexible, quality programme framework that will allow for adaptive implementation at country level; realignment of activities to ensure they are fit-for-

			<p>purpose to the situation on the ground</p> <ul style="list-style-type: none"> • Maintain constant dialogue and exchanges on initiative and specific required country support. • Regular engagements between UNDP leadership and senior government leadership on ongoing and planned interventions, and any required course corrections
Security	Deteriorating security environment	Impact: Moderate Likelihood: Moderate Risk Level: Medium	<ul style="list-style-type: none"> • Work in close consultation with UNDSS, regular monitoring of security developments, adaptation, and flexibility in activity implementation
Situational	Deeply ingrained traditional gender roles and norms limit the scope of impact.	Impact: Moderate Likelihood: Low Risk Level: Low	<ul style="list-style-type: none"> • Engage with UNDP's gender team to (i) tailor activities and approaches to different contexts, (ii) ensure synergies with ongoing efforts by UNDP and others, and (iii) adjust ambition levels accordingly.
Situational	Reduced or limited access and ability to work in some settings due to security restrictions.	Impact: Moderate Likelihood: Moderate Risk Level: Medium	<ul style="list-style-type: none"> • Continuously monitor security situation with UNDP Country Offices to ensure that staff are safe, and to determine the feasibility of continuing programmatic assistance.
Political	National activities are unintentionally intertwined with party political agendas leading to perceived partisanship.	Impact: Moderate Likelihood: Low Risk Level: Low	<ul style="list-style-type: none"> • Emphasize issue-based and broad stakeholder alliances. • Pro-actively undertake communication activities (including through social media) that highlight the impact of interventions on end-users of public goods and services
Political	Lack of active support by the government senior management.	Impact: Moderate Likelihood: Low Risk Level: Low	<ul style="list-style-type: none"> • Anchoring the process within health-specific governance or anti-corruption reform strategies; and • Promoting a participatory approach that engages all key stakeholders, CSOs and key health partners
Political/ Institutional	Lack of interest and/or capacity at country level to engage in co-creation and implementation.	Impact: Moderate Likelihood: Moderate Risk Level: Medium	<ul style="list-style-type: none"> • Incubate interest from select country level partners by engaging them in the design of implementation of activities. • Provide technical accompaniment to UNDP Country Offices and national

			partners to enable them to be active participants in the incubation of ideas and approaches.
Reputational	Corruption/fraud by programme implementing partners	Impact: Moderate Likelihood: Moderate Risk Level: Medium	<ul style="list-style-type: none"> • Use of due diligence in partner selection and apply UNDP's own procurement Standard Operating Procedures and protocols. • Ensure that implementing partners are informed of UNDP policies related to fraud and corruption.
Sustainability	Staff members trained under the project are transferred to other work structures or functions.	Impact: Moderate Likelihood: Moderate Risk Level: Medium	<ul style="list-style-type: none"> • Adoption of a capacity-building strategy that avoids training single resources and favours team training.

Assumptions

- No significant deterioration of the security situation in the pilot countries will take place during the period of implementation.
- Activities will not need to be reprioritized or postponed as a result of natural disasters.
- Relevant national government authorities remain engaged in activities pertaining to integrity
- The four target countries will not face a major political crisis that disrupts the ability of UNDP/UN to smoothly operate in the country
- No major public health crisis will disrupt the ability of field personnel and CO staff to travel and to engage with relevant stakeholders in country.

Stakeholder and Beneficiary Engagement

A major objective of this initiative is to revisit ‘business-as-usual’ modes of engagement with (and between) key stakeholders for the advancement of an integrity agenda in the two sectors (health and extractives). The extent, depth and quality of such engagements are expected to contribute towards demonstrable improvements in the Integrity agenda in each of the four programming countries. Primary stakeholders include:

Governance institutions. UNDP through its existing governance programming at both national and regional levels has pre-existing relationships with governance institutions with responsibility for service delivery at national and sub-national levels in beneficiary countries. Engagement of these organizations is expected to take place on an as-needed basis primarily via existing UNDP offices, building on existing programmes of engagement (including the Global Fund team, which already has established robust partnerships with Ministries of Health and other stakeholders in the health sector). This approach reduces the risk of either gaps or overlaps in engagements at national level²⁰.

Civil society organizations. The initiative shall engage directly with civil society organizations that promote greater transparency and accountability – such as associations representing the interests of people at risk of being excluded from HIV-AIDS treatment services; local communities being impacted by mining activities; advocacy groups for the promotion of GEWE and end-user associations.

Private Sector organizations. As part of a ‘whole of society’ approach to governance, private sector stakeholders, including mining associations and association of healthcare providers, will also be engaged in this initiative.

Academic and research organizations. The implementation of the Integra flagship will also call for engagements with academic and research organizations that can support capacity building and knowledge-generation in various areas under this initiative.

Vertical Funds; Bilateral partners. Integra initiative will also engage with relevant international partners – including vertical funds (Global Fund Against ATM; GEF; GCF) as well as IFIs and bilateral partners interested in advancing and cooperating on a global Integrity agenda.

South-South and Triangular Cooperation (SSC/TrC)

In line with UNDP’s corporate strategy on South-South Cooperation and Triangular Cooperation, this Flagship will promote SSC/TrC to facilitate the exchange of knowledge, expertise, and best practices between countries. This will enhance the effectiveness of interventions by drawing on diverse solutions and innovations from various countries/regions. Such engagements can include convening technical specialists, experienced practitioners, and trainers; organizing workshops, training sessions, and technical exchanges that bring together experts and practitioners from partner or neighboring countries; and facilitating online or in-person peer-to-peer (“local to local”) exchanges to share solutions and lessons learned (through ‘learning by doing’ approaches).

²⁰ In Zimbabwe in particular, the following stakeholders will be engaged as part of the ‘Integra’ initiative: Public Health personnel at various levels of the health system (including health facility level); Office of the President (OPC), Procurement Regulatory Authority of Zimbabwe (PRAZ), Zimbabwe Anti-Corruption Commission (ZACC); Office of the Auditor General (OAG), Civil Society Organizations (CSO) in Health and HIV, Parliament Portfolio on Health Committee.

In Madagascar, the following entities will be engaged: Ministry of Mines and Strategic Resources, the National Environment Office (ONE), the Anosy Region government, Mining corporations, Civil society organizations, local communities near mining sites in the Anosy region including artisanal miners

Additionally, triangular cooperation will be used to attract and coordinate support from donors and partners committed to advancing an integrity agenda. This approach will help align resources, maximize impact, and ensure greater sustainability of results.

Sustainability and Scaling Up

This Flagship leverages a network of global, regional, and country-level practitioners and experts. By building on established connections, the project will utilize existing capacities and resources, ensuring that these resources ultimately deliver key interventions and benefit local stakeholders.

The project will seek to develop “demonstration products” -including (updated) practitioner guidelines and/or training modules. These products will be made available to other relevant stakeholders in the participating programme countries, and also in other countries. This approach contributes to sustainability by providing scalable tools and best practices – and it is intended to facilitate the replication and adaptation of proven methods and strategies across various contexts.

Additionally, the project will document and disseminate knowledge and best practices to sustain its impact and inform UNDP’s efforts as part of a broader integrity agenda. This approach is expected to create further opportunities for collaboration with development partners and donors interested in promoting this important agenda, potentially attracting additional resources.

IV. MANAGEMENT AND GOVERNANCE ARRANGEMENTS, AND ACCOUNTABILITY

Resources will be allocated to the **four participating country offices** implementing field activities under this initiative, as per ‘Integra’ workplan and budget. Each country office/project manager will be responsible for managing the results and the financial resources that they receive. Funds for multi-country, globally-managed, activities will be allocated under the “**Governance for People and Planet**” (**G4PP**) **Global Programme**, to support technical accompaniment, overall substantive oversight of the multi-country project, aggregate results reporting, knowledge management and communications/advocacy. A new output will be created under the Global Programme dedicated to this initiative. This global output and its associated resources will be delivered by the **Governance for Public Goods & Services team**, as part of the Governance, Rule of Law and Peacebuilding Hub, in close coordination with other relevant teams, including, in particular, the **Global Health team**.

The project is implemented through a **Direct Implementation Modality (DIM)**. Under DIM, UNDP bears full responsibility and accountability to manage the Project, achieve project outputs and ensure the efficient use of funds. UNDP is accountable to funding partners for disbursement of funds and achievement of the Project objective, according to approved work plans. UNDP is responsible for the following functions: (i) coordinating activities to ensure the delivery of agreed outputs; (ii) certifying expenditures in line with approved budgets and work-plans; (iii) facilitating, monitoring and reporting on the procurement of inputs and delivery of outputs; (iv) approval of Terms of Reference for consultants and tender documents for sub-contracted inputs; and (vi) reporting on project delivery and impact.

Financial audits of DIM projects are conducted by **UNDP’s Office of Audit and Investigation (OAI)** as part of the 2008 Accountability Framework and Oversight Policy. The audit schedule is issued by OAI each fiscal year and completed audits statements are posted to www.undp.org/accountability following completion.

This project operates as a **decentralized project**, leveraging UNDP’s existing global network of regional and country offices. Project management will be decentralized among the country offices implementing activities and overseen by a Project Manager at the country level. The governance team in BPPS will manage the funds for TA, strategic knowledge management and high-level communications and advocacy events allocated to the Global Project Governance for People and the

Planet. It will do so in coordination with other relevant teams, including the Health Team and the Oslo Governance Center. Such strategic interventions will also be managed through a consultative process with the COs – which will benefit from greater economies of scale (avoiding duplicative and overlapping efforts), and will help to strengthen the technical interface between HQs, Regional Offices and COs (‘working as one’) while leveraging a decentralized delivery model.

International and national staff operating in decentralized locations provide operational and substantive support to specific streams of work as laid out in work plans. **Consultants and/or staff supporting implementation of the Project** shall be variously situated, making use of UNDP cost-recovery modalities where necessary. This arrangement minimizes operational (platform) costs and facilitates flexibility and best value for money.

Management arrangements and oversight mechanisms are established to foster **alignment with national processes** while ensuring accountability for activities, results and the use of resources. The Project Manager is responsible for the overall financial and administrative management of the Project.

In addition, each CO will count on the necessary governance, gender, digitalization, inclusion, or other necessary expertise for implementing the activities and ensure the technical soundness of deliverables associated with the implementation. The resources will also be used for contracting and procuring goods and services required for the implementation of the activities. CO will leverage existing programming, partnerships, and resources at the national, regional and global levels to advance the results envisioned in this proposal. **Technical accompaniment** will be provided to CO to support the implementation of the activities as per the workplan.

Strategic communication, learning and advocacy activities will be managed globally to capitalize on synergies and economies of scale (e.g. communication products and events that benefit visibility and learning for all four participating programming countries) and to facilitate positioning of the multi-country initiative in global platforms.

Implementation of Funding Windows resources will adhere to the established corporate policies and procedures as prescribed in the POPP. For the management of country-level activities, the COs will be held accountable for the effective and prudent use of the funds allocated to the respective office, including following the **Social and Environmental Screening Procedures**.

V. MONITORING AND LEARNING

Monitoring

This flagship initiative will be monitored using a two-tier approach: at the country level, designated CO focal points will be responsible to ensure relevant monitoring activities (described below) are implemented in a timely manner, and that accompanying progress and final reports are completed as per planned schedule (described below); at the global level, the BPPS/Governance for Public Goods & Services, Health and Oslo Governance Center teams will be monitoring the progress towards the delivery of strategic-level outputs (to inform corporate knowledge management) and to ensure the achievement of high level results.

The following provides an outline of the main monitoring activities being planned for the ‘Integra’ initiative.

Monitoring Tier	Monitoring Activity	Frequency/ Timeline	Responsible Party	Notes
Tier 1: Country Offices	<u>Monitoring ‘dashboard’</u> The COs will set up and regularly update a simple matrix in an online workspace to facilitate	To be updated at least on a bi-weekly basis throughout implementation	CO Project Manager Focal Point	Monitoring Dashboard to be set up upon inception, and access to be

	<p>the tracking of activities. The matrix will indicate the status of progress of activities against CO-level workplans, status of milestones and targets, and provide relevant links to Quantum (Project ID, Project title) to track associated financial commitments and/or expenses.</p> <p>This online ‘dashboard’ will be accessible by the BPPS teams (Governance, Health, and OGC) and Regional Hubs, to be able to regularly track status of implementation</p>			<p>provided to BPPS and RH teams.</p>
	<p><u>Field visits and data collection</u></p> <p>COs will also conduct field visits – including for the purposes of monitoring activities conducted at central level, which might not require extended travel.</p>	<p>Quarterly</p>	<p>CO Project Manager Focal Point</p> <p>CO M&E Team</p>	
	<p><u>Six-monthly ‘two-pager’ reports</u></p> <p>Such reports will highlight key progress achieved to date – and potentially showcase emerging ‘products’ or results that can be communicated/ disseminated through various means, including through social media platforms and in communications with FW contributing partners</p>	<p>At the start of quarter three, quarter five of implementation</p>		
	<p><u>FW Annual Reports</u></p>	<p>January 2026</p>		<p>As per FW requirements. The reports will be reviewed and aggregated by the Flagship lead (BPPS/Governance for Public Goods & Services; with</p>

				inputs from Global Health team and Oslo Governance Center), with a view to demonstrating high level results.
	<u>Quantum Logs (Risks, Issues), Project Quality Assurance</u> As per POPP requirements	As per POPP requirements		
	<u>ROAR/Results Oriented Annual Report</u> As per POPP requirements	Annually		
	<u>Updates to UNDP Transparency Dashboard</u> As per standard corporate practice	Annually		
Tier 2: BPPS/HQs, in coordination with Regional Hubs	<u>Quarterly ‘pulse checks’</u> Dedicated calls will be arranged with CO focal points and relevant regional advisors – to track progress, identify bottlenecks, need for adjustments or course corrections and opportunities to accelerate the pace, or enhance the quality, of delivery. Relevant experts from BPPS, OGC, Crisis Bureau, DCO and other relevant UNDP teams will be brought on board if and when needed	Quarterly	GRP Hub; Health; Planet and Inclusive Growth Teams; Regional Hubs/Service Centers	Ad Hoc calls will be arranged on an as needed basis, beyond the formal quarterly pulse checks
	<u>Knowledge-sharing events: Lessons learned and Recommendations</u>	At the end of project		

Learning

The project will contribute to UNDP learning by ‘proofs of concept’ that provide evidence of what works and what does not. Such knowledge which will be codified in the form of programmatic ‘products’, which will serve as valuable resources (‘proven practices’) for further replication in future (within and beyond countries participating in this initiative). They will be made available to other relevant stakeholders within participating programming countries and in other programming countries. The project will also promote peer-to-peer learning and the exchange of experiences – not only between

UNDP COs but between relevant organizations across programme countries. To further facilitate learning and collaboration, the project will seek to organize events with key partners, providing a space to present and discuss lessons, challenges, and exploring future opportunities for further replication and scale up.

VI. DISTRIBUTION OF THE FWs ALLOCATIONS

Country/Region/Global	Dept ID	Amount
* Angola	B0300	341,852
* Zimbabwe	B0386	305,080
* Mongolia	B0418	269,393
* Madagascar	B0348	338,355
* Global/Multi-country (Bureau), including GMS	B0291	95,320**
Total including GMS		1,350,000

**Under the global component of the ‘Integra’ initiative, US\$26,000 in additional resources (i.e. 1.9% of the total budget), beyond the 5% threshold for technical accompaniment²¹, are being requested to support the generation of two important corporate deliverables. These deliverables will benefit from the knowledge being generated through the country-level activities, but they are not country-specific – and are best suited to be under the overall purview and responsibility of the global team. The two deliverables are:

(a) Corporate (global) knowledge product(s) to provide up-to-date guidance to development practitioners in the area of integrity and anti-corruption - informed by CO pilots as well as UNDP’s past experience. Opportunities to review and revamp (through ‘2.0 versions’) previous UNDP knowledge products²² will be explored as part of this effort. Potential applications of emerging technologies (e.g. generative AI) will also be explored through the proposed activity. Past research and available specialized expertise in the Oslo Governance Center, Regional Hubs, sister agencies (e.g. UNODC) and other development partners (OECD) will be leveraged as part of this exercise. The knowledge product(s) will contribute to strengthen UNDP’s global positioning in this increasingly critical area.

(b) Global advocacy events/partnership events. As part of a broader advocacy and knowledge management agenda, *Integra* will also explore opportunities to showcase (in late 2025 or early 2026) the new knowledge generated through the pilots and through the aforementioned activity. Strategic partners, such as IFIs, UN agencies, bilateral development partners, OECD and other entities will be engaged in such regional and/or global events. The event(s) will also help to strengthen UNDP global/regional positioning as a thought-leader in the fight for greater integrity.

²¹ Under the Technical Accompaniment component, the following key functions will be undertaken (i) technical support to COs and technical coordination; (ii) quality assurance and oversight; (iii) consolidation of results for strategic reporting.

²² See, for example - [Fighting Corruption in the Health Sector | United Nations Development Programme \(undp.org\)](#) and [A Practitioner’s Guide for Corruption Risk Mitigation in Extractive Industries – UNDP Anti-Corruption Portal](#). Both knowledge products, for instance, can benefit from new information and new data that has emerged over the course of recent years, and from references to innovative technologies (e.g. use of AI tools) - leading to updated (2.0) versions.

VII. WORK PLAN

Estimated Implementation Period: November 2024 to April 2026

EXPECTED OUTPUTS <i>And indicators, baselines, and annual targets</i>	PLANNED ACTIVITIES <i>List activity and associated actions</i>	TIMEFRAME	RESPONSIBLE PARTY	PLANNED BUDGET		
				Funding Source	Budget Description	Amount (US\$) ⁱⁱⁱ
<p>Output 1. Critical integrity risks in the delivery of key public goods and services are mitigated in target countries – contributing to both (a) improved and gender-equitable health services (Angola and Zimbabwe), and (b) improved management of natural resources, including through enhanced regulatory compliance and roll-out of gender-equity standards in the mining sector (Madagascar and Mongolia)</p>	<p>Activity 1.1 (Angola). Risk mitigation measures to strengthen integrity in the health sector value chain are identified and ‘tested’ – including, inter alia, measures to minimize integrity risks in</p> <ul style="list-style-type: none"> (i) the procurement and distribution of health supplies, with particular attention to supply chain challenges affecting services for women, (ii) administration of health facilities, with particular attention to specialized health facilities servicing women <p>*Action 1. Conduct a Multi-Stakeholder Integrity Risk Assessment (MS-IRA) for the Health Sector in Angola</p> <p>As part of this action, the following specific interventions will be undertaken:</p> <ul style="list-style-type: none"> ▪ Stock taking of stakeholder perceptions and attitudes towards corruption in the health sector. 					

<p>Indicator 1.1 (IRRF 2.3.1): Number of national institutions with strengthened public administration and core government functions for improved service delivery Baseline: 0*iv Target: 4</p>	<ul style="list-style-type: none"> Application of 'systems thinking' methodologies to <u>map out integrity risks</u> across the health sector value chain Review of the <u>regulatory and legal frameworks</u>, drawing on existing reviews where available 										<p>Technical Expertise (including consultancies: NPSAS/IPSAS²³)</p>	69,426
<p>Indicator 1.2 (IRRF 2.1.1). Number of measures to strengthen accountability (including social accountability), prevent and mitigate integrity risks, and integrate anti-corruption in the management of public funds, service delivery and other sectors (at regional, national, sub-national and/or sectoral levels) <i>Baseline: 0*</i> <i>Target: 4</i></p>	<p>*Action 2. Develop protocols and roll-out key Risk Mitigation Measures, including through the use of digital technologies, identified through the MS-IRA Under this action the following <u>typology</u> of interventions can be considered:</p> <ul style="list-style-type: none"> <u>Enhance existing legal and regulatory frameworks</u> through advisory support and drawing on the legal and regulatory review conducted under Action 1 <u>Strengthen the public budget cycle</u> for the health sector (design, review and approval processes) <u>Enhance the management of the supply chain of medical goods and equipment</u>, including by 	* (A1)	* (A2)	* (A2)	* (A2)	* (A2)	* (A2,A3)		UNDP Angola	FW	<p>Workshops / training events/ advocacy events; Procurement (supplies, equipment); Contractual Services / companies; Travel</p> <p>Monitoring, Evaluation & Learning²⁴</p> <p>Communications²⁵</p> <p>Direct Management Costs (including delivery enabling services)²⁶</p>	<p>94,846</p> <p>6,000</p> <p>4,000</p> <p>14,560</p>

²³ Including IPSAS, NIPSAS, UNVs and/or consultancies to be cost-shared among target countries and/or the global team. Such functions will be expected to provide multi-country support, capitalizing on economies of scale, facilitating improved knowledge management and contributing to cost-savings/reduced transaction costs. Such functions will be subject to matrix reporting arrangements, and can be based in one of the target countries, in Istanbul or be home-based, depending on the specific scope of functions, location of identified IPSA/NPSA/UNVs/consultant and other considerations.

²⁴ This will be complemented by CO-own M&E activities and will benefit from a portfolio approach (leveraging MEL resources from other projects in the same portfolio, including GFATM projects, for improved synergies). These activities will also contribute to monitor, evaluate and draw lessons from activities implemented under Output 2 (cross-fertilization). The same principles apply to budgeted MEL activities in other target countries.

²⁵ These budgeted Communication activities will be complemented by CO-own communication activities and will benefit from a portfolio approach (leveraging Comms resources from other projects in the same portfolio). The same principles apply to other target countries.

²⁶ These activities will also contribute to the implementation of output 2 (cross-fertilization). The same principle applies to direct management activities budgeted for other target countries.

<p>Indicator 1.3 (IRRF 2.1.3). Number of multi-stakeholder mechanisms^y to strengthen public sector agility, collaboration and the co-design, public and private financing and delivery of solutions for sustainable development (at regional, national and/or subnational levels)</p> <p><i>Baseline: 0*</i> <i>Target: 4</i></p>															
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* Strengthening protocols and business process for public procurement in the sector ; introducing tools to more efficiently and transparently track the distribution of medical supplies across the sector

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<p>Indicator 1.4. Number of organizations (including community-based and local organizations) receiving Integrity Grants that demonstrate enhanced capacity and engagement in environmental & social governance integrity practices within the extractive sector²⁷.</p> <p>Baseline:0 Target: 4 (tbc)</p> <p>Indicator 1.5 (IRRF E1.2): Number of public and private institutions that leverage digital technologies in ways that improves people’s lives at national level <i>Baseline: 0 Target: 2</i></p>	<ul style="list-style-type: none"> ▪ Analyzing existing <u>digital transformation programs</u> and introducing or scaling technological solutions to determine how they could be leveraged and enhanced to prevent corruption in the sector (including potentially blockchain, artificial intelligence and other technological solutions) ▪ Designating at least one health facility or hospital as an ‘<u>island of integrity</u>’ to serve as a best practice model ▪ Strengthening the capacity of <u>civil society organizations</u> as key stakeholders in mitigating integrity risks <p>* Action 3. Conduct an evaluation to review lessons learned from field pilot (in coordination with BPPS teams)</p>																									
																							Subtotal Activity 1.1	188,832		

²⁷ Pre- and post- grant assessment to be conducted as part of the implementation.

<p>Indicator 1.6. Number of young journalists with increased skills and knowledge and actively producing advocacy content on environmental and social governance in the extractive sector.</p> <p>Baseline:0 Target: 50 (tbc)</p> <p><i>Related Global Programme Output: 1</i></p> <p><i>Gender Marker: 2</i></p>	<p>Activity 1.2. (Zimbabwe). Assist the national government of Zimbabwe in the roll-out of 'integrity risk mitigation measures' to enhance the delivery of health services, with particular attention to services being delivered for women</p> <p>- Action 1. Conduct a multi-stakeholder 'Integrity Risk Assessment' to identify key bottlenecks to advance an Integrity agenda in the health sector As part of this action, the following specific interventions will be undertaken:</p> <ul style="list-style-type: none"> ▪ <u>Stock taking</u> of stakeholder perceptions and attitudes towards corruption in the health sector. ▪ Application of 'systems thinking' methodologies to <u>map out integrity risks</u> across the health sector value chain ▪ Review of the <u>regulatory and legal frameworks</u>, drawing on existing reviews where available. <p>Action 2. Roll out priority measures to mitigate 'Integrity risks' at macro (policy), meso (institutional) and micro-level (pilot facility) levels</p> <p>Under this action the following typology of interventions can be considered:</p> <ul style="list-style-type: none"> ▪ <u>Enhance existing legal and regulatory frameworks</u> through advisory support and drawing on the legal and regulatory review conducted under Action 1. ▪ <u>Strengthen the public budget cycle</u> for the health sector (design, review and approval processes) ▪ <u>Enhance the management of the supply chain of medical goods and equipment</u>, including by <ul style="list-style-type: none"> (i) Strengthening protocols and business process for <u>public procurement</u> in the sector (ii) introducing tools to more efficiently and transparently track the <u>distribution</u> of medical supplies across the sector 	*	*	*	*	*	*	UNDP Zimbabwe	FW	<p>Technical Expertise (including consultancies: NPSAS/IPSAS)</p> <p>Workshops/ training events/ advocacy events; Procurement (supplies, equipment); Contractual Services / companies; Travel</p> <p>Monitoring, Evaluation & Learning²⁸</p> <p>Communications & Advocacy</p> <p>Direct Management Costs (including delivery enabling services)</p>	<p>66,802</p> <p>79,685</p> <p>6,000</p> <p>4,000</p> <p>12,735</p>
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	<ul style="list-style-type: none"> ▪ Analyzing existing <u>digital transformation programs</u> and introducing or scaling technological solutions to determine how they could be leveraged and enhanced to prevent corruption in the sector (including potentially blockchain, artificial intelligence and other technological solutions) ▪ Designating at least one health facility or hospital as an '<u>island of integrity</u>' to serve as a best practice model ▪ Strengthening the capacity of <u>civil society organizations</u> as key stakeholders in mitigating integrity risks <p>Action 3. Conduct an evaluation to review lessons learned from field pilot (in coordination with BPPS teams)</p>																											
Subtotal Activity 1.2																										169,222		

²⁸ This will be complemented by CO-own M&E activities and will benefit from a portfolio approach (leveraging MEL resources from other projects in the same portfolio, including GFATM projects, for improved synergies). These activities will also contribute to monitor, evaluate and draw lessons from activities implemented under Output 2 (cross-fertilization). The same principles apply to budgeted MEL activities in other target countries.

	Subtotal Activity 1.3	187,445
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protection services, with a focus on women with a focus on women; 3.2.2. Improving access to education and food security for children in mining sites via conditional cash transfers targeting mining families), 3.3. Environmental standards in mica sites strengthened (3.3.1 Training of small-scale mica operators on environmental standards and improved mica extraction; 3.3.2. Nature based restoration via tree planting and improved water infrastructure near mining sites, in collaboration with local communities)

	<p>Activity 1.4 (Mongolia). Support the adoption of measures to ensure compliance with SES standards across extractive industry stakeholders (including gender-equality standards), through inter alia, the piloting of 'Integrity grants' at local level, in partnership with Ministry of Mining³²</p> <p>Action 1. Conduction of integrity-risk assessment for the extractive sector (leveraging 'system thinking' methodologies), with a particular focus on environmental governance and SES compliance (ensuring institutional know-how and capacities of the Ministry of Mining are strengthened in the process)</p> <p>Action 2. Preparation of facilitators to coach stakeholders on environmental governance in extractives³³</p> <p>Under this Action, a team of skilled coaches/facilitators on environmental governance in extractives will be prepared and networked.</p> <p>Action 3. Roll-out of 'Integrity Grants³⁴' to support bottom-up initiatives of different stakeholders</p> <p>Under this Action, grant³⁵ support for bottoms-up initiatives of different environmental governance stakeholders (extractive sector) will be provided and implemented under the facilitation of the trained coaches.</p> <p>Action 4. Advocacy and information dissemination on the grant results among sector stakeholders³⁶</p>							<p>UNDP Mongolia</p>	<p>Technical Expertise (including consultancies: NPSAS/IPSAS)</p> <p>Integrity Micro Grants</p> <p>Workshops/ training & advocacy events; Procurement and Contractual Services /companies;Travel</p> <p>Monitoring, Evaluation & Learning</p> <p>Communications & Advocacy</p> <p>Direct Management Costs (including delivery enabling services)</p>	<p>22,016</p> <p>84,000</p> <p>22,016</p> <p>5,000</p> <p>5,000</p> <p>10,641</p>
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	<ul style="list-style-type: none"> • Young environmental journalists programme • Advocacy campaign on the Integrity Grant best practices/stories for target groups • Establish sustainable networking of the journalists on environmental governance on extractives 																											
	Subtotal Activity 1.4																				149,986							
	Subtotal Output 1																				695,486							

³² UNDP Mongolia through global programmes such as the Environmental Governance Programme, funded by the Swedish Environmental Protection Agency and the EU-funded Business and Human Rights Project, has implemented programmatic initiatives to support the integration of human rights and environment into the governance of the industrial sectors, including extractives. The initiatives have been piloted to a certain extent with reported positive impact – the purpose of this activity is to further accelerate the roll-out of proven approaches and practices to enhance the integrity of environmental governance among extractive sector stakeholders (including in relation to SES compliance and oversight).

³³ This action will comprise (i) Desk review on the current situation of the integrity in the mining sector; Stakeholders mapping and selection of the facilitators; training and capacity building for the facilitators ; establishment of a sustainable network of facilitators)

³⁴ Integrity Grant for SOEs; Integrity Grant for mining associations; Integrity Grant for civil society

³⁵ Potential Integrity Grant Themes: 1. Responsible Mining Programme. (The inception of responsible mining in Mongolia emerged in 2006, however a tangible implementation initiated by the Environmental Governance Programme of UNDP. In 2017, the Programme issued the initial standard requirements for responsible mining, followed by the development of the "Responsible Mining Benchmark" and "Responsible Mining Codex" in 2020, in collaboration with the Mongolian National Mining Association (MNMA). Subsequently, the first 16 companies underwent training and adoption, with MNMA now actively advancing and expanding the initiative among their member companies. As the mining sector expands and investors' requirements increase, there is an urgent need to update the Responsible Mining Programme and broadly disseminate it among the industry); 2. Human Rights Due Diligence (in Mongolia, the government's endorsement of the "National Action Plan for Business and Human Rights" on June 14, 2023 with the support of the UNDP Mongolia, marks an official mandate for the implementation of HRDD processes. The HRDD is a novel concept for the country, however, with the support of the UNDP's Environmental Governance Programme and Business and Human Rights Project, a pilot initiative was implemented during 2022-2023. This endeavor, focusing on empowering three business associations within the mining, food, and wool cashmere industries, seeks to introduce HRDD practices within these sectors, specifically focusing on positive behavioral change of the personnels. Consequently, the awareness and comprehension of HRDD are progressively disseminated within these specific industries through the associations involved. Further dissemination of this initiative in the mining sector is essential to strengthen good governance and integrity); (iv) Participatory Environmental Monitoring Programme (Over the course of three years of PEM implementation, the programme piloted the PEM mechanisms in 5 mining sites and produced a methodological guide for further dissemination of the mechanism in mining governance. The key principle is based on partnership of all three relevant parties, local community, local administration and company, facilitated by trained civil society actors. The continuation and development of PEM is emerging since it can benefit the company, the administration, and the affected communities, while bringing positive impacts to tackle the environmental and social concerns in the mining regions)

³⁶ Under this Action, a young journalists programme will be organized to prepare them as media representatives on environmental governance in the extractives followed by an advocacy campaign on the best stories and practices of the Integrity Grant implementation

<p>Output 2: Gender equity and women's empowerment is promoted through an inclusive integrity agenda –positioning women not only as major intended beneficiaries but as key agents and drivers of change (within their communities and in their organizations - private and public- they work for)</p> <p><i>Indicator 2.1. (IRRF 6.2.1) Number of countries with [additional] measures to advance women's leadership and equal participation in decision making</i> Baseline: 0* Target: 4</p> <p><i>Related Global Programme Output (G4PP): 3</i> Gender Marker:3</p> <p><i>Indicator 2.2. Percentage of service users (women and adolescent girls) who report improved access and satisfaction with HIV-AIDS and GBV support services over the last 12 months.</i> Baseline: 0 Target: > 70%</p> <p><i>Indicator 2.3. Number of women artisan workers that have benefited through gender-equitable practices introduced or enhanced in the mica-</i></p>	<p>Activity 2.1 (Angola). Roll out, in collaboration with women leaders in CSOs, dedicated measures to:</p> <p>(iii)strengthen integrity in the value chain for the provision of preventive and treatment services for HIV, tuberculosis, malaria and COVID-19 for women and adolescent girls, and</p> <p>(iv)address gender-related barriers for the provision of sexual and reproductive health services, and psychosocial support for victims of sexual and gender-based violence</p>	*	*	*	*	*		UNDP Angola	FW	<p>Technical Expertise (including consultancies: NPSAS/IPSAS)</p> <p>Workshops/ training events/ advocacy events; Procurement (supplies, equipment); Contractual Services / companies; Travel</p> <p>Direct Management Costs (including delivery enabling services)</p>	<p>55,325</p> <p>68,234</p> <p>7,097</p>
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<p>supply chain (mica production and trade).</p> <p>Baseline: 0</p> <p>Target: TBD (through pre-intervention assessment)</p> <p>Indicator 2.4. Number of women empowered as rights-holders through demand-side measures in the mica value chain Baseline: 0 Target: TBD (through pre-intervention assessment)</p> <p>Indicator 2.5. Percentage increase in income or economic opportunities for women artisanal workers in the mica supply chain (through pre- and post-intervention income assessment) Baseline: 0 Target: > 25%</p> <p>Indicator 2.6. Number of GEWE-promoting policies and practices co-designed with Women's Association of Mineral Resources and Women in Mining and Resources (documented in the form of white papers/policy papers; practice notes; guidelines – and all duly disseminated, adopted or tested). Baseline: 0 Target: 5</p> <p>Indicator 2.7. Percentage of women in the mining sector reporting improved workplace conditions as a result of new GEWE-</p>										
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	Activity 2.3 (Madagascar). Implement targeted measures to promote fair and gender-equitable production & trade in the mica value chain in South-eastern Madagascar, including through (iii) demand-side measures (focusing on the empowerment of women as right- holders) (iv) supply-side measures (focusing on women artisanal workers)	*	*	*	*	*	*	UNDP Madagascar	FW	Technical expertise (IPSAs/NPSAs, consultancies, UNVs, etc.)	79,582
										Workshops/ training/co-creation events; Procurement (Supplies, equipment, applications); Contractual services	42,365
										Direct Management Costs (including delivery enabling services)	6,827
	Subtotal Activity 2.3										128,774
	Activity 2.4 (Mongolia). Co-design and co-implement, together with the Women's Association of Mineral Resources and Women in Mining and Resources (Mongolian CSOs) targeted measures to integrate GEWE-promoting policies & practices in the mining sector (as part of 'Responsible Mining' initiative and the 'Integrity Grant' pilots)	*	*	*	*	*	*	UNDP Mongolia	FW	Technical expertise (IPSAs/NPSAs, consultancies, UNVs, etc.)	48,000
										Grants; workshops/ trainings; Procurement (Supplies, equipment)	47,783
										Direct Management Costs (including delivery enabling services)	6,000
	Subtotal Activity 2.4										101,783
	Subtotal Output 2										473,796

<p>Output 3. A global knowledge and advocacy agenda on 'Integrity for Better Public Goods & Services' is advanced, drawing from the experience of country pilots</p> <p>Indicator 3.1. Number of institutional partners that commit to partnerships or funding on 'Integra' approaches following advocacy and social media Baseline: 0 Target: 5</p> <p>Indicator 3.2. Amount of additional resources unlocked from other partners, including vertical funds, to support the advancement of an Integrity Agenda Baseline: 0 Target: \$10 million</p> <p>Indicator 3.3. # countries implementing integrity and anti-corruption strategies for better delivery of services Baseline: 0 Target: 6</p> <p><i>Related Global Programme Output (G4PP): 1</i></p> <p>Gender Marker:2</p>	<p>Activity 3.1. Technical accompaniment and knowledge management: Support Country Offices in delivery of high quality pilots, and ensure robust knowledge-management While</p> <p>Draw and Disseminate Lessons from Angola, Zimbabwe, Madagascar and Mongolia on effective strategies to advance an Integrity Agenda for Better Public Goods & Services (Health Services and Natural Resource Management)</p> <p>Action 1. Provide technical support to COs for the effective delivery of country-level interventions, and well-coordinated knowledge management and communication/dissemination of lessons learned at regional/global levels</p> <p>Action 2. Codification and global dissemination of knowledge products from pilot experiences</p> <p>Action 3. Global communication campaign on key messages</p> <p>Action 4. Organization of high level advocacy events</p>	<p>*</p> <p>(A1)</p>	<p>*</p> <p>(A1)</p>	<p>*</p> <p>(A1-A2)</p>	<p>*</p> <p>(A1-A2)</p>	<p>*</p> <p>(A1-A3)</p>	<p>*</p> <p>(A3,A4)</p>	<p>UNDP BPPS (Health, Governance, Nature and Inclusive Growth teams; Oslo Governance Center)</p>	<p>(a) <u>Technical accompaniment</u> comprising both expertise/technical support and travel (see break-down below)</p> <p>(i) <u>Advisory/ expertise, technical support and oversight (IPSA/NPSAs, consultancies, UNVs) – including for:</u></p> <ul style="list-style-type: none"> • technical coordination across thematic teams and COs; • technical 'help desk/ 'advisory clinics' for country-level project teams • Quality assurance & monitoring of key country-level outputs • Data collation; analysis of results and report consolidation; • Troubleshooting support to ensure timely delivery of activities <p>(ii) <u>Travel (for technical support; monitoring visits; training activities, etc.)</u></p> <p>(b) <u>Corporate knowledge products</u> (informed by CO pilots but global in scope)</p> <ul style="list-style-type: none"> • Consultancies/ research firms <p>(c) <u>Global advocacy events/partnership events</u> (including events with strategic partners- IFIs, UN agencies, contributing partners, etc.)</p> <p>*Global event, logistics</p>	<p>49,084</p> <p>14,000</p> <p>12,000</p> <p>14,000</p>
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	Subtotal Output 3	89,084
Total Programmable		1,261,682
General Management Support (7%)		88,318
		TOTAL: 1,350,000

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