

Tech Connect for Integrity

Peer-to-Peer (P2P) Exchange Guidelines

July 2024

Overview

This document provides guidance on how the Tech Connect for Integrity Peer-to-Peer (P2P) Exchanges is developed, implemented, monitored, and evaluated. These guidelines are designed to help uphold the integrity, transparency, and effectiveness of the Tech Connect for Integrity P2P Exchanges, with an emphasis on preventing any conflict of interest between private sector experts and public entities.

The strategic need for the Tech Connect for Integrity initiative as well as the values and principles guiding the P2P Exchange are presented first, followed by details on the participation and matching criteria for P2P Exchange participants. These guidelines also encompass administrative procedures such as the P2P Exchange delivery mode, reporting, and communication. Finally, in keeping with the principles of learning, flexibility and adaptability, these guidelines are expected to be continually reviewed and updated, especially during the pilot phase of the initiative in 2024. Tech Connect for Integrity is being carried out as part of the [Global Initiative to Galvanize the Private Sector as Partners in Combatting Corruption](#) (GPS), funded by the US Department of State.

The strategic need for the Tech Connect for Integrity initiative

We are living through a paradigm shift as technology and innovative uses of data fundamentally change strategies, risk analyses and capacities to fight corruption, integrity-issues and mismanagement. From advancements in collecting, managing, and sharing data to developing cutting-edge techniques using artificial intelligence, a digital renaissance has ushered in a new era of transparency, accountability, and integrity. At the same time, technology is also driving new types of corruption and integrity risks and cybercrime. In this context, anti-corruption, audit, and law enforcement entities are under pressure to become “digital first.” Fortunately, they are not alone. There are opportunities to better leverage private sector expertise and skills that have been developed, often at an accelerated speed compared to the public sector.

Technology companies spearhead many of the innovative approaches and tools to combat corruption and buttress cybersecurity. Much of this innovation is occurring already in partnership and co-ordination with governments. For instance, anti-corruption bodies and audit bodies have partnered with start-ups to develop state-of-the-art analytics and transparency platforms in recent years. Other examples of such partnerships abound across the data ecosystem. The sharing of collective intelligence and experiences between actors in the private sector and government is critical for thwarting corruption and shaping a more transparent and accountable future.

Developing lasting solutions requires consideration of the opportunities afforded by a public and private partnership ecosystem. The Tech Connect for Integrity galvanises this private sector expertise and experience. It provides the opportunity for the public sector to learn from the successes – and failures – of the private sector, who are often more advanced and resourced in their strategic vision to be digital first, and embracing the use of technology and analytics.

The aim of the Tech Connect for Integrity initiative

Tech Connect for Integrity is a vehicle for harnessing the experience and expertise of the private sector to accelerate the use of technology and data by public organisations to combat corruption and fraud. To this end, the initiative aims to bring together individuals from private and public spheres, including data scientists, information and technology (IT) experts and individuals responsible for digital reforms and innovation across sectors, to collaborate and share best practices. The initiative is part of the overarching *Global Initiative to Galvanize the Private Sector as Partners in Combatting Corruption* (GPS).

Drawing inspiration from [Compliance Without Borders](#), and recognising the critical role the private sector plays in combatting corruption, the OECD is supporting the development of a Peer-to-Peer learning initiative that matches data or Information Technology (IT) expert(s) from the private sector with counterparts in the public sector. Together, the peers will identify opportunities to strengthen data-driven approaches for preventing, detecting, and responding to integrity risks, including fraud and corruption.

The values and principles guiding the Tech Connect for Integrity P2P Exchange

The values and principles guiding the Tech Connect for Integrity P2P Exchange engagements include the following:

- **A continuous safe to fail learning culture:** This initiative embraces the idea of creating value by failing early and continuously learning from mistakes. It does this by deliberately creating safe environments to discuss issues and challenges (*Trusted Dialogue* sessions) and first trialling new ideas (piloting the *Peer-to-Peer (P2P) Exchanges*).
- **A commitment to transforming ideas into action by challenging the norm:** The P2P Exchange inherently requires participants to think outside the box, challenge the status quo and actively pursue solutions in a timely manner.
- **Celebrating success:** Celebrating success, however small, will be important to initiative participants and stakeholders. When we have the chance, communicating internally and externally these successes and ‘quick wins’ will create motivation, support, and further enthusiasm for the initiative.
- **Flexibility and agility:** This initiative will take an iterative and incremental approach, with a special focus on prioritising cross-sector interactions and collaboration, and trialling ways of working particularly during the piloting phase of the P2P Exchanges to learn for future exchanges.

In addition, the principles and values in the [OECD Code of Conduct](#) are applicable to this initiative:

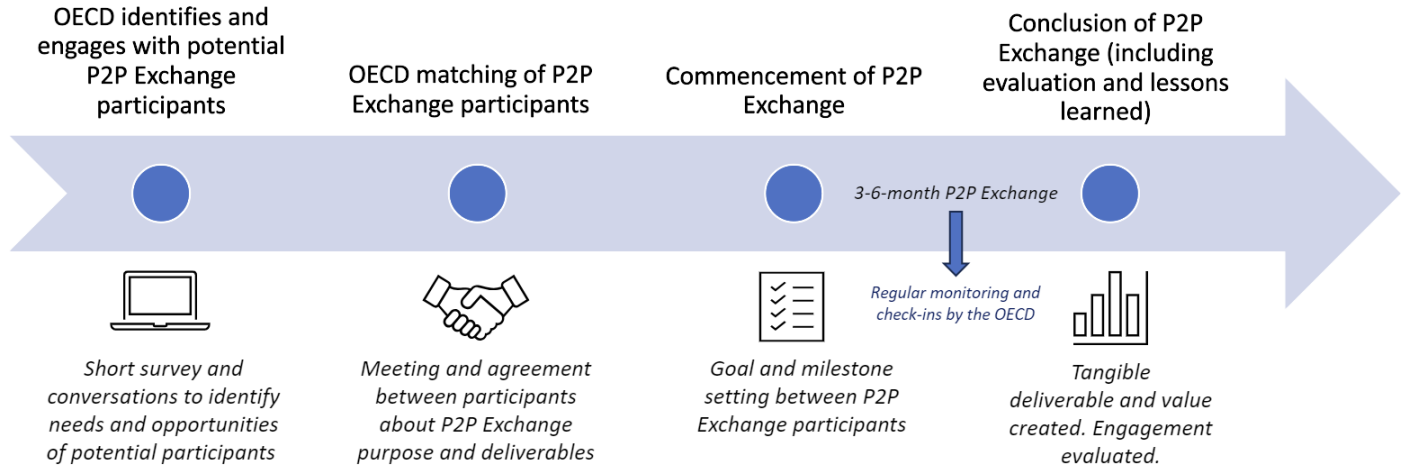
- acting independently of any authority or person external to the OECD;
- acting impartially and not be affected by any personal opinion;
- acting with discretion and to not disclose confidential information; and
- avoiding any actions that could be perceived as an abuse or privileges or immunities conferred on the OECD and its officials.

All P2P Exchange participants, including the OECD, are to ensure their actions and decisions are conducted in a manner that complies with their own institution and company policies. Acting with transparency and integrity is essential to the success of the initiative, as it builds trust between P2P Exchange participants. For each P2P Exchange, the above values and principles can be tailored to also include the values and principles of the company, institute, agency etc (this can be documented in the Terms of Reference specific to each engagement).

The P2P engagement process

The P2P engagement process for the Tech Connect for Integrity initiative is summarised in **Figure 1**.

Figure 1: The P2P engagement process



The private sector's ability to address the identified public sector need

Identifying opportunities to strengthen data-driven strategies for preventing, detecting, and mitigating the risks of fraud and corruption is key to the success of the P2P Exchange. Participants in the public sector may benefit from the expertise or advice of their private sector counterparts in several key areas:

- Enhancing institutional strategies and internal policies governing digital/data-driven activities, including data governance and data life-cycle management.
- Helping to identify the needs and challenges concerning IT infrastructure and architecture as prerequisites for practical data-driven approaches.
- Developing knowledge and proficiency on specific software and applications that facilitate data cleaning, organising and analysing.
- Exploring opportunities for improved data visualisation and developing skills with relevant technologies.
- Developing training programmes and courses for employees on various topics concerning technology, data, and analytics.
- Assisting in the develop digital tools on a pilot basis or reviewing existing internal developments of data analytics or digital tools.

These examples are not meant to be exhaustive, as we recognise that the context and challenges experienced by potential public sector participants will be unique and varied. In addition, given the length of time envisioned for P2P engagements (3-6 months), as well as potential issues concerning data security and data privacy, engagement may not involve companies using or analysing the data of the public sector participant. However, depending on the engagement, if a private sector participant is providing expertise on improving data visualisation, reviewing and improving their data tools, or assisting with development of strategic digital initiatives, then some exposure and access to data may be required.

The P2P Exchange participation criteria

Private sector P2P Exchange participants

For private sector P2P Exchange participants (e.g. multinational companies), the minimum criteria for participation are as follows:

- Demonstrable experience delivering analytics and technology solutions, preferably at least five years.
- Demonstrable experience in applying analytics and technology solutions to fields related to anti-corruption, integrity, fraud, audit, or compliance (or the proven ability to transfer their experience and knowledge to the stated fields).
- Possessing language skills and cultural sensitivity relevant to the public sector peer participant.
- The ability to rapidly understand the organisational and governance structures of the P2P Exchange participants.
- Alignment of the private sector participant's values with the values of the P2P Exchange public sector participant, as well as the OECD.
- Authorisation from the employer to engage in the P2P Exchange, including:
 - Engagement on a "pro-bono" basis.
 - Support to undertake engagement during work hours.
 - Agreement to publicly communicate the P2P Exchange (i.e. outcomes, lessons learned, etc.).

Public sector P2P Exchange participants

For public sector P2P Exchange participants (e.g. agencies, institutions, organisation or commissions), the minimum criteria for participation are as follows:

- Currently working in the fields related to anti-corruption, integrity, fraud, audit, or compliance.
- An identified need or challenge related to technology and analytics.
- The need or challenge may benefit from a different perspective (from the private sector) or cannot be addressed with current inhouse knowledge or resources.
- Alignment of the public sector participant's values with the values of the P2P Exchange private sector participant, as well as the OECD.
- Authorisation from employer to engage in the P2P Exchange, including:
 - Engagement with a private sector participant on a "pro-bono" basis.
 - Support to undertake engagement during work hours.
 - Agreement to publicly communicate the P2P Exchange (i.e. outcomes, lessons learned, etc.).

The P2P Exchange matching process

The OECD, in its advisory capacity through the engagement, will manage the P2P Exchange, ensuring connections between participants are mutually beneficial, and value is realised. The matches between P2P Exchange participants will be undertaken by the OECD based first on the needs of the public sector entities and the ability of the private sector's expertise to address these needs.

In order to guarantee and maintain the consistency between the public actors, their context and the selected private partner; the P2P Exchange matching process requires the OECD to have regard to:

- Ensuring there is an established need for the public sector entity to participate in the P2P Exchange.
- The identification of private sector skills and expertise to address this need.

- The Key Performance Indicators (KPIs) that are applicable to the P2P Exchanges (as part of the Tech Connect for Integrity initiative).
- Ensuring there are enablers of a successful match such as language and cultural awareness between participants.
- Ensuring due diligence is undertaken, including an assessment of any potential or real conflicts of interest.

The matching process may require several individual meetings with potential participants, and collective meeting to determine suitability for the proposed match.

Delivery mode for the P2P Exchange

The P2P Exchange will facilitate hands-on support and sharing of best practices for a pre-defined period of about 3 months (up to a maximum of 6 months). This is not meant to be a full-time consulting engagement. It is expected that the delivery mode for the P2P Exchange will be mainly virtual in order to:

- facilitate the potential for cross-geographic exchanges;
- minimise time and cost impacts on each P2P participant; and
- allow for more frequent dialogues and exchanging of ideas (e.g. email) when required.

As each P2P Exchange will be unique, the delivery mode may be further tailored to each situation. For example, if the participants are in the same city, for example, this may allow for more in-person dialogues.

Enablers of a successful P2P Exchange

Enablers of a successful P2P Exchange will be specific to each engagement. However, we identify common enablers across all Tech Connect for Integrity P2P Exchanges. These enablers are to be considered during the matching process and include the following:

- **Strategic alignment:** The strategic alignment of the P2P public sector and private sector participants is important, as it establishes the foundation for the P2P Exchange.
- **Language:** Language is a crucial aspect of a successful P2P Exchange. Although it is preferable that the P2P Exchange is conducted in English or French (the official languages of the OECD), this is not mandatory. If the P2P Exchange is best served in a language other than English or French, than this should be encouraged. The participants should be able to communicate freely to build trust and understanding; having to use intermediaries (translators) may mean crucial information is lost in translation, or it slows down the engagement. Note, however, that outputs relevant to the engagement are to be written in English.
- **Cultural awareness:** The way participants interact with one another is crucial to building trust, sustainable collaboration, and ultimate success for the engagement.
- **Clear communication:** Clear communication – between P2P Participants, with the OECD, with stakeholders and more broadly – helps to enable P2P Exchange to realise its goals.
- **Transparency and flexibility:** If the P2P Exchange operates in a way that ensures a degree of flexibility and that participants are transparent in the way they work with another and how decisions are made, then this helps to enable participants to challenge the status quo, and potentially trail new ways of working.
- **Motivation:** The importance of an individual's drive, determination, and motivation to participate cannot be overstated. These motivations need to be understood and steps taken to ensure that these are embraced as part of defining the statement of success, and how the P2P Exchange is communicated more widely.

- **Rules of engagement:** It is important that each P2P Exchange understands their role, expectations of them and how they may interact and share ideas, information, and data with one another. The Terms of Reference will document the 'rules of engagement' for the P2P Exchange, as explained below.

During the matching process – and throughout the engagement – these key enablers will be routinely reflected upon to ensure the engagement is being undertaken in a professional and courteous manner.

Due diligence and Conflicts of Interest

As part of the matching process, the OECD will assess the suitability of potential participants for the P2P Exchange through due diligence based on current or recent known events (e.g., public information review), and evaluate any risks that may jeopardise or hinder the success of the engagement. Active management of potential conflicts of interest is vital for the credibility of the P2P Exchange. A conflict of interest may include any situation that could create a perception of bias, a potential for personal gain, or a risk of undue influence on the participant's decision-making during or after the programme (this includes apparent and potential conflicts).

The OECD will assess possible conflicts of interest within a potential match, having regard to each participant's institutional/company vision and values, the sectors they are operating in, and whether there are any possible contractual restrictions.

It is important to note that the P2P Exchange is not the vehicle for the private sector to promote, develop, or sell specific systems, software, or tools. This is not the purpose, nor spirit, of the initiative and private sector participants are required to refrain from engaging in the marketing or selling of services. For example, a P2P Exchange match will be cancelled if it is evident that a public sector participant has attempted to market a commercial tool or program.

Throughout the P2P Exchange – and after the engagement as part of monitoring and follow up – the OECD will liaise with P2P Exchange participants to ensure the purpose of the engagement is maintained. The OECD retains the right to propose alternative private sector P2P Exchange participants if the above safeguards cannot be met. Decisions relating to conflicts of interest and the management of them will be documented and communicated to all other parties in an appropriate and timely manner.

Annex 1: Details of the Tech Connect for Integrity Peer to Peer Exchange

The P2P Exchange Terms of Reference

Each P2P Exchange will be unique and therefore, the Terms of Reference for each engagement are to be tailored. However, at a minimum, the Terms of Reference must:

- Define the roles of individuals involved in the P2P Exchange, as well as OECD's role during the Exchange.
- Establish the governance arrangements of the P2P Exchange.
- Specify the agreed P2P Exchange goals, to ensure the priorities and needs of the government participant.
- Specify the agreed outputs (deliverables) and associated milestones.
- Include a statement of success for the engagement (see below).
- Document how the P2P Exchange will be communicating key insights and outcomes of the engagement (see below).

Defining success

Each P2P Exchange is to have a *statement of success* tailored to the requirements of the exchange. From the outset, P2P Exchange participants are to agree on what constitutes a successful engagement ahead of the start of the engagement and in consultation with the OECD. The statement of success will be based on the defined goals and outputs. Participants may consider the phrase "*We will know when we are successful when we have*" as a starting point to develop their statement of success.

Consideration should also be given for the overarching success indicators of the *Tech Connect for Integrity* initiative. The *Tech Connect for Integrity* initiative will be considered successful when it:

- Accelerates the public sector use of technology and data to combat corruption and fraud.
- Fosters collaboration between the private and public sectors that generate tangible benefits, particularly for the public sector.
- Harnesses opportunities to strengthen data-driven approaches for preventing, detecting, and mitigating the risks of fraud and corruption.
- Further drives upskilling of the public sector in the use of data.
- Facilitates and disseminates experiences on the effective application of technology to various dimensions on the fight against corruption.
- Sets the foundation of a sustainable Private Public Partnership (PPP) ecosystem.

Monitoring, compliance, and evaluation

Specific evaluation and monitoring artefacts tailored to each P2P Exchanges will be developed in accordance with the Key Performance Indicators of the Tech Connect for Integrity initiative (see **Table 1**).

The OECD is to have regard to the KPIs of the Tech Connect for Integrity initiative (see Table 1). For each P2P Exchange, the three KPIs – but particularly the first two – will need to be embedded into the monitoring and evaluation activities of the engagement.

Table 1: Key performance indicators applicable to the P2P initiative

Key Performance Indicators	
KPI 1	Priorities and needs for the beneficiary (i.e., government entity) are being met, based on periodic evaluations of individual exchanges
KPI 2	Knowledge improved and capacity strengthened in priority areas, based on pre and post-exchange evaluations
KPI 3	Overall goals of the P2P initiative achieved for the first year, based on an assessment of outputs completed and feedback from participating entities

For example, prior to the commencement of each of the P2P Exchanges, questions will be developed and then asked of P2P participants at specific milestones of the Exchange (e.g., pre, during, post) to reflect on current knowledge, capability, and skills (and whether improvements in these are indicators of success). Data and information security and compliance is also critical. The use and management of data and information during the P2P Exchange is to comply with relevant regulations and the policies of participating institutions and companies.

Communication and reporting

Clear and open communication is critical to the success of the initiative. Insights from the P2P Exchanges are to be included in this Summary report. As such, it will be important for each to P2P Exchange to:

- Regularly document the decisions and outcomes of meetings and other important interactions.
- Document recommendations for improvement and key learnings (especially during the pilot phase).
- Have consideration for public communication such as short reports and website updates, LinkedIn, X or Substack posts, or other such content in terms of promoting the P2P Exchange, lessons and outcomes from the engagements.

Administrative issues

All costs associated with salaries, travel, insurance etc will be absorbed by each individual P2P participant.