Empowering Stakeholders for Transformational Development in the Dominican Republic - USAID Partnership for Democratic Development (PDD)

Final Report

Empowering Stakeholders for Transformational Development in the Dominican Republic:
A USAID Partnership for Democratic Development (PDD)

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ACRONYM LYST

ACLA	Anti-Corruption Landscape Assessment
CDCS	Country Development Cooperation Strategy
CGR	Comptroller General of the Republic / *Controlaría General de la República*
CLDP	Commercial Law Development Program
CODOPYME	Dominican Confederation of Small and Medium Enterprises / *Confederación Dominicana de Pequeñas y Medianas Empresas*
DIGEIG	Directorate General of Ethics and Government Integrity / *Dirección General de Ética e Integridad Gubernamental*
DOJ/OPDAT	Department of Justice/Office of Overseas Prosecutorial Development, Assistance, and Training
DGCP	Directorate General of Public Contracting / *Dirección General de Contrataciones Públicas*
FINJUS	Institutional Integrity and Justice Foundation / *Fundación Institucionalidad y Justicia*
GODR	Government of the Dominican Republic / *Gobierno de la República Dominicana*
LACLEARN	Latin America and Caribbean Learning and Rapid Response
OCABID	Office for Custody and Administration of Seized and Forfeited Assets / *Oficina de Custodia y Administración de Bienes Incautados y Decomisados*
OGP	Open Government Partnership
PDD	Partnerships for Democratic Development
PEPCA	Specialized Office for the Prosecution of Administrative Corruption / *Procuraduría Especializada de Persecución de la Corrupción Administrativa*
PIDR	Presidential Initiative for Democratic Renewal
PGR	General Prosecution Office of the Republic / *Procuraduría General de la República*
S4D	Summit for Democracy
SBCC	Social and Behavior Change Communications
UNCAC	United Nations Convention against Corruption
UDEMU	Democratic Women's Union / *Unión Democrática de Mujeres*
USAID	United States Agency for International Development

I.   EXECUTIVE SUMMARY

USAID's LACLEARN Activity has been tasked by USAID/DR to support the GODR to implement a participatory and inclusive PDD process to identify and refine key development challenges in democratic governance. Working in close coordination with a group of GODR facilitators, LACLEARN facilitated the identification of the key development challenges in the fight against corruption. LACLEARN employed an inclusive problem finding phase and a series of national and local consultations, involving over 180 local stakeholders, to identify priority challenges and topics in relation to an anti-corruption agenda. Eight main challenges were identified:

1. Normalization of corruption in Dominican society.
2. Deterioration of democratic norms and erosion of citizen trust in institutions.
3. Institutional inefficiency and inadequate public service delivery.
4. Legal framework insufficient to effectively combat corruption.
5. Impunity from prosecution for corrupt acts in the DR is creating an enabling environment for more corruption.
6. Corruption in the DR is seen as exacerbating socio-economic disparities by compromising the equal access of poor Dominicans to education, security, and economic opportunities.
7. Insufficient transparency in the business sector.
8. Reduced citizen engagement and civil society monitoring of corruption.

LACLEARN then held two validation workshops – one in Santiago and one in Santo Domingo – and a final Capstone Validation event with high-level stakeholders from the GODR, civil society and USG in Santo Domingo. The validation workshops were complemented with individual bilateral discussion with key stakeholders. These validation activities helped bring into focus the unique development challenges and identify strategic opportunities to combat corruption, as well as to realize synergies with ongoing initiatives. Four priorities emerged followed by a set of recommendations by LACLEARN for USAID anti-corruption programming in the Dominican Republic:

1. **Promote Integrity and Ethics in Public and Private Sectors.** Participants cited the pervasive nature of corruption in the DR and its varied forms. This negatively impacts government functions and public services, with a disproportionate impact on the poor and marginalized and those that depend on public services. To combat the varied sources and contributing factors to corruption, the DR will need to develop a holistic, integrated strategy that transcends individual institutions to emphasize core, societal values of ethics and integrity in public service and civic responsibility. This emphasis on integrity and ethics will produce consensus on the ill-effects of corruption and reduce public tolerance of corrupt behavior in all sectors, serving to reinforce public reform efforts, including necessary legislative actions.

2. **Facilitate Citizen Engagement, Civil Society and Media Leadership in Anti-Corruption Monitoring and Advocacy Efforts.** Civil society and the media play a crucial role in combating corruption. PDD stakeholders cited, however, reduced activity by civil society and media in recent years in monitoring government activities for misuse or abuse of public resources, despite the availability of new public data on procurement. USAID should engage in efforts to strengthen civil society and the media, along with academia and the private sector, to work in complement to the government to increase transparency in procurement, monitor

public service delivery, expose corruption, advocate for corruption investigations and prosecution, and promote ethics and integrity.

3. **Enhance the Anti-Corruption Legal and Policy Framework.** Despite recent advances, such as the recently enacted Civil Asset Forfeiture Law, the current legal framework still has significant gaps that limit institutions of the mandate they need to effectively prevent, investigate and sanction corrupt acts. USAID is in an advantageous position to bolster the commitment of the Abinader administration through the DR's inclusion in the PDD and Summit for Democracy, by supporting a coordinated, long-term strategy for the passage and effective implementation of a comprehensive set of new anti-corruption-focused laws. Significant legislative action is needed in key areas within the current legal framework that are antiquated or absent, such as the procurement law, criminal code, whistleblower protection, and the organic laws for the Court of Accounts and Controller General.

4. **Strengthen the Capacity of Anti-Corruption Institutions.** Many anti-corruption institutions with clear legal mandates suffer from low administrative and/or human resource capacity, which affects their ability to deter corruption. USAID's PDD strategy in the DR should provide support to key institutions across the spectrum of anti-corruption functions - prevention, control, and prosecution. Support could include management support to new offices and divisions; implementation of automated, data-driven systems, processes, and controls that comply with international standards on anti-corruption; and training in new digital forensic tools, among other areas.

II.   BACKGROUND

The Partnerships for Democratic Development (PDD) is an integral component of USAID's commitment to supporting countries that demonstrate democratic progress and resilience. The PDD is one of the 14 deliverables developed as part of the Presidential Initiative for Democratic Renewal (PIDR), which emerged from the Summit for Democracy (S4D). The overarching objective of the PDD is to strengthen democratic institutions, promote inclusive governance, and empower local communities in their pursuit of sustainable democratic development. Through the PDD, USAID aims to foster sustainable partnerships by bringing together diverse stakeholders from government, civil society, and the private sector.

As a sign of support for the government of the Dominican Republic's (GODR) reform efforts and approach to inclusive governance, the USG and GODR committed to convene a series of high-level dialogues to discuss shared priorities under President Abinader's reform agenda. President Abinader attended the first Summit for Democracy (S4D) in December 2021, where he outlined specific commitments to counter corruption and strengthen the rule of law. In the DR, corruption has hindered the country's development and affected U.S. national security. The USG has expressed commitment to support the DR in fighting corruption and USAID/DR embraced the PDD process to support the GODR in defining, planning, and implementing the envisioned anti-corruption reforms. This aligns with the CDCS' Development Objective (DO) 2: Effective and Inclusive Service Delivery Systems Enhanced. The PDD approach emphasizes the importance of engaging a broad range of stakeholders across government, the private sector, and civil society and embraces the principle of local leadership and inclusivity, recognizing the value of non-traditional partners and marginalized communities.

III. METHODOLOGY

LACLEARN developed an inclusive facilitation methodology in partnership with the GODR and then conducted consultations with a broad spectrum of stakeholders that included 123 participants representing 73 distinct organizations/institutions. Five community consultations were held, including two sessions at Community Justice Houses, followed by three validation workshops (one in Santiago, two in Santo Domingo), to understand the underlying causes and societal impacts of corruption, build consensus around priorities, and identify potential solutions. LACLEARN implemented four stages, per the PDD methodology, over the course of three months (September-December 2023):

> *Stage 1: Conduct Stakeholder Mapping* – conducted extensive stakeholder mapping to ensure the engagement of a diverse range of actors, spanning government entities, civil society organizations, grassroots, and community groups, as well as private sector representatives.

> *Stage 2: Deliver Applied Training on Inclusive Facilitation* – provided training to a cadre of GODR facilitators to address topics such as: principles of inclusion, active facilitation, and community-led consultation.

> *Stage 3: Provide Consultations Design and Coordination and Workshop Support* – supported GODR facilitators to conduct a series of consultative Problem Finding Workshops with PDD Stakeholders to share their inputs and insights, fostering an inclusive and participatory process.

> *Stage 4. Support Collaborative Refinement and Validation*- conducted three validation workshops with stakeholders to present consultation findings and identify strategies and priorities for PDD.

IV. FINDINGS

A. Dominican Republic PDD Strategy

Findings from the PDD consultative process confirmed USAID/DR's PDD priority strategy to promote anti-corruption and strengthen democratic resilience. Through the PDD process, stakeholders identified the complexities and nuances required to comprehensively address corruption in the DR, which was elucidated in a series of Development Challenges.

B. Main Development Challenges

LACLEARN employed the PDD methodology to collaborate with a range of stakeholders to identify areas of priority in democratic resilience and the fight against corruption in the Dominican Republic. Following a comprehensive stakeholder mapping, LACLEARN engaged in consultations[1] with communities, CSOs, media, universities, think tanks, the private sector and GODR partners, LACLEARN facilitated the identification of a range of development challenges related to anti-corruption efforts. These challenges spanned a considerable spectrum from general concerns over an erosion in societal ethics and integrity to more targeted, yet intransigent challenges related to needs for political

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[1] Refer to Annex B

party financing reform to combat entrenched incentives for corruption. Based on these stakeholder-led discussions, the following eight general categories of corruption-related development challenges arose:

1. **Normalization of corruption in Dominican society:** Normalization of corruption affects societal values and norms, encourages unethical behavior, and erodes communities' moral compass and cohesion. At a societal level, endemic corruption contributes to the erosion of moral and ethical standards. Normalization of corrupt practices also permeates social interactions and value systems, leading to a broader decline in societal ethics. The unanimous consensus among PDD participants was the foundational role of education as a preventative tool against corruption. Participants identified the need to re-introduce state-supported educational programs that focus on civic responsibility and ethics and transparency, starting in primary schools. Citizen participation in the development of educational curriculum is needed to ensure that anti-corruption education is inclusive, contextually relevant, and culturally sensitive.

2. **Deterioration of democratic norms and erosion of citizen trust in institutions**: The normalization of corruption in society also acts as a corrosive agent against democratic consolidation and impedes development of democratic norms such as political accountability, transparency, and citizen participation. Despite the recent reversal of the DR's downward trend in democratic confidence and progress in areas of perception of corruption[2], the trauma from past high-profile corruption scandals remains. PDD participants continually cited the corrosive nature of corruption that has resulted in a profound and enduring community distrust in public institutions that undermines the social contract and instills a sense of citizen disengagement. Erosion of trust diminishes faith in governance, but also creates a vicious cycle of reduced civic participation, which further weakens the democratic process. A cultural shift in politics and public administration was identified as essential to dismantling systemic corruption in the DR, including addressing the entrenched culture of "*amiguismo*" (cronyism) and promoting a merit-based public sector and transparent culture of governance. A lack of transparency in political campaign funding and accusations of political party complicity in procurement irregularities necessitates deep analysis of needed reforms to campaign finance laws and enforcement mechanisms.

3. **Institutional inefficiency and inadequate public service delivery**: Corruption was routinely cited by PDD stakeholders as having adverse effects on the quality and accessibility of public services. Stakeholders cited the diversion, misuse, and misallocation of human and financial resources destined for community infrastructure and services. Corruption was also mentioned as contributing to inequity in service delivery, which disproportionately affects more vulnerable populations, such as single mothers, that depend on public services. Stakeholders especially highlighted the need to continue to strengthen public procurement as a critical area of public administration that has been prone to past corruption. Making public procurement processes more transparent, rigorous, and equitable is essential to preventing corruption and promoting fair competition. Additionally, corruption in the DR has led to significant economic distortions which suppress investment and productive economic activity, including the misallocation of resources

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[2] The Dominican Republic had a 36 percent democracy satisfaction score in the 2023 Latinobarometro, which was consistent with 2020 (39 percent) and an improvement from the 2018 low (22 percent), but still off the 2016 high (53 percent). Likewise, the DR's Transparency International Corruption Perceptions Index score has steadily improved from a low of 28 (2020) to 35 (2023), but still ranks 108 out of 180 worldwide.

intended to stimulate investment and skewed economic policies that favor corrupt interests. This results in a suboptimal allocation of national wealth and hampers sustainable economic development. Corruption also has deleterious effects on natural resource management and public health in areas such as pollution control and community health, climate resilience, and sustainable economic activity.

4. **Legal framework that is insufficient to combat corruption.** Stakeholders cited significant gaps in the DR's anti-corruption legal framework and identified several legislative reforms necessary to enhance this framework and strengthen institutional mandates and authority to address corruption. Passage of the recent asset forfeiture legislation is a positive example, yet other legislation, such as a new public procurement law and legislation to institutionalize the independence of the DIGEIG are needed. Where legislation is not feasible, enhanced regulations and decrees could also be used to strengthen enforcement efforts. In addition, stakeholders identified reforms to the selection process for key judicial and prosecutorial positions, the Public Defender and members of the National Magistracy Council as critical pieces to ensure independence and reduce political influence.

5. **Impunity from prosecution for corrupt acts in the DR is seen as widespread and creating an enabling environment for more corruption:** Impunity for corruption was universally cited as a major concern for stakeholders. Impunity takes many forms and has many causes, but in the Dominican Republic, stakeholders cited the lack of effective prosecution and dismissal of multiple court cases by the judiciary as evidence that corruption goes unchecked. Causes for this seemingly high level of impunity are complex, but to the average Dominican it is indicative of a judicial and legal system that has become critically compromised by corruption, which undermines the rule of law more generally, discourages ethical business practices, and erodes the foundation of democratic governance. Stakeholders identified concerns over judicial and prosecutorial independence, inadequacies in the criminal code for prosecution of corrupt acts, and a lack of capacity of key offices to prosecute complex, transnational corruption. The integrity of law enforcement was also cited as compromised by corruption, which impacts community trust and collaboration and overall safety.

6. **Corruption in the DR is seen as exacerbating already stark socio-economic disparities by compromising the equal access of disadvantaged Dominicans to education, security, and economic opportunities**: PDD participants cited corruption as having a disproportionate effect on marginalized and vulnerable Dominican populations, denying them equitable access to resources and services, thereby widening the socio-economic divide. Stakeholders, such as *Unión Democrática de Mujeres* (UDEMU), highlighted how corruption exacerbates gender disparities, restricting access to services, resources and opportunities, and hindering initiatives aimed at empowering women. Youth and youth-focused groups expressed concerns about limited access to fair educational and job opportunities due to corruption, resulting in youth disillusionment and marginalization. Corruption in the DR also fosters exclusionary political practices, where power is concentrated among corrupt elites, marginalizing broad segments of society from political participation and resource distribution. Stakeholders identified the need for more analysis of the corruption-related drivers of women's empowerment, youth unemployment, and socio-economic disparities for vulnerable populations.

7. **A lack of transparency in the business sector:** Stakeholders identified challenges caused by corruption in creating an uneven economic playing field, particularly impacting small businesses and cooperatives. On the international stage, pervasive corruption can diminish the DR's standing and reputation and suppress foreign direct investment, development aid, and global partnerships. Stakeholders identified the need to review corporate governance standards, private sector compliance with anti-corruption laws, and the role of public-private partnerships in promoting transparency and opportunities to support small businesses and cooperatives in fostering ethical business environments.

8. **Reduced citizen engagement and civil society monitoring of corruption:** Participants identified the weakening of civil society engagement on corruption issues in recent years and called for increased citizen participation and civil society monitoring and investigation of corruption cases. The key role of the media was also cited, with concerns that investigative journalism is not encouraged or practiced by most national media outlets, resulting in little engagement on corruption issues. Stakeholders called for greater efforts to strengthen civil society and media and to directly engage and empower local communities to monitor public works and to report on corruption.

C. Priority Issues

LACLEARN identified a subset of priority development challenges in relation to anti-corruption and democratic resilience, combining the findings from the PDD stakeholder-led, problem validation approach with recent USG anti-corruption efforts and the USAID anti-corruption landscape analysis (ACLA; also implemented by LACLEARN in 2022-2023). These priority issues will form the basis of strategies that can guide USAID implementation recommendations and subsequent programming.

1. **Ethics and Integrity in Public and Private Sectors.** Widespread corruption, in multiple forms, negatively impacts government functions and public services across GODR institutions. Addressing this entrenched corruption requires a holistic approach that builds societal consensus on the need to combat it, while developing concerted strategies to bolster ethics and integrity in public institutions and eliminate tolerance of corruption in civic life and economic activities. This priority issue combines four of the development challenges articulated by stakeholders to propose a coordinated effort that transcends individual anti-corruption agencies to promote enhanced visibility of transparency, ethics, and integrity in all aspects of democratic governance and civic life. This priority issue identifies the critical need for prevention of corruption identified by stakeholders that harnesses principles of democratic participation and public discourse and that promotes institutional cultures of integrity and accountability.

   This issue will require a network of coordinated actors in the government, civil society, media, academia, and private sector, working directly with community organizations. A lead GODR coordinating body, such as DIGEIG, should be identified to work with a steering committee of sector representatives. This coordinating body would harness public resources to develop and disseminate public awareness campaigns for anti-corruption in partnership with civil society, media and the private sector. Additionally, the GODR institution would drive coordination on themes of integrity and transparency with line ministries and municipalities that provide public services, to ensure that all institutions operationalize transparency and accountability plans that include

complaint mechanisms, community consultations, and regular internal audits. The coordinated action would also focus on supporting ethical business groups that develop, implement and self-regulate according to anti-corruption guidelines.

2. **Civil Society and Media Monitoring and Advocacy.** Civil society, the media, academia and the private sector play critical roles as complimentary actors to anti-corruption frameworks. Yet in the DR, each is characterized by significant weaknesses in key aspects. PDD stakeholders identified the reduced role of civil society in recent years in monitoring government activities for misuse or abuse of public resources, as well as a lower collective prominence in data-driven advocacy to support corruption reforms. Likewise, the media has not responded to newly available public data to conduct investigative journalism to expose alleged corruption and publish reports. Causes vary, but strategic support to independent media outlets and journalists training could reinvigorate this sector. Positive synergies between universities/think tanks and civil society and the media could be promoted to create an environment conducive to evidence-based policy and decision-making. International assistance can play a critical role in increasing rigorous policy research that links to public dissemination and civil society advocacy around key anti-corruption legal reforms. Finally, PDD stakeholders, including business associations, identified an enhanced role that the private sector can play in establishing sector ethical practices and working in conjunction with government agencies, such as the DGCP (*Dirección General de Contrataciones Públicas*) on public procurement, to identify effective reforms.

3. **Anti-Corruption Legal, Policy and Regulatory Reforms.** Given the significant remaining challenges in creating a modern anti-corruption legal framework, support for legal, policy and regulatory reforms was identified as a priority issue. As highlighted by PDD stakeholders and detailed in the ACLA, the current legal framework has significant gaps that discourage accountability in procurement, hamper prosecution of corruption, and limit institutions of the mandate they need to promote transparency and prevent or sanction corrupt acts. This issue is further exacerbated by the increasingly complex nature of regional illicit activities, organized criminal networks, and transnational corruption, which require stronger and more streamlined laws. Demonstrated and renewed political will, combined with recent advances in passing new asset forfeiture legislation and drafting a new public procurement law, suggest that there is a window of opportunity to achieve further success in revising the DR's outdated legal framework. Existing relationships between the USG and key GODR actors also create a unique opportunity to leverage trust and influence for results that are normally more difficult to achieve.

Supporting passage of new legislation will not be easy, straightforward, or quick; however, it is necessary. As a result, it is important that all avenues for supporting legal framework reform are used, including creation of new implementing regulations for existing legislation, internal ministry policies and protocols, and engagement with international anti-corruption treaties, standards, and frameworks. In addition, the enabling environment for legislative and policy reforms should be supported to increase participation of think tanks and universities and the development and application of influential policy research and consensus-building around findings from this research.

4. **Anti-Corruption Institutional Capacity.** A number of critical anti-corruption institutions, such as the DIGEIG, DGCP, *ProCompetencia*, Camara de Cuentas and PEPCA, suffer from low administrative and/or human resource capacity, which affects their ability to carry out their mandate within their existing authority, let alone under new authorities that might be bestowed by strengthened organizational frameworks. Institutional capacity needs vary from institution to institution and, in some instances, relate to recently expanded mandates or proactive leadership and positive internal reforms. In other instances, the lack of capacity is a symptom of chronic mismanagement or organizational frameworks that hamper effective operations. For example, PDD stakeholders identified the high levels of impunity for corrupt actors and highlighted concerns of prosecutorial effectiveness and judicial impartiality in corruption cases. The factors that produce this scenario only partially relate to gaps in institutional effectiveness that can be fixed without significant changes to the criminal code or other legislation. Supporting institutional effectiveness could still produce important, if not somewhat dampened, results. However, there are other more obvious and promising strategic areas identified through the PDD process, such as technical assistance to implement the asset forfeiture law (*Extinción de Dominio*, Law No. 340-22), support to DIGEIG's integrity commissions, and institutional strengthening of procurement reforms at the DGCP per recent regulatory changes and under the pending legislation.

PDD stakeholders also identified the strategic application of technology as an area of promising focus for anti-corruption institutional strengthening efforts, especially procurement system reform efforts and in enhancing transparency in budgeting, expenditures and the quality provision of public services across government agencies.

V.   RECOMMENDATIONS

1. Promote Integrity and Ethics in Public and Private Sectors

Insights from the PDD and ACLA findings point to the need for a holistic, integrated strategy to fighting corruption —one that transcends individual institutions to emphasize core, societal values of ethics and integrity in public service and civic responsibility. To implement this recommendation, USAID should take advantage of current opportunities to support key actors to coalesce around a national anti-corruption strategy that fosters dialogue and builds public consensus on ethics and integrity to prevent corruption. While DIGEIG would be a logical leading institution for this initiative, any strategy would need to incorporate a wider coalition of stakeholders across the GODR, civil society, and private sector to integrate societal, educational, institutional, and economic outcomes. Likewise, this strategy would need to foster local leadership and ownership using a community-driven approach that enhances the role of local community organizations and plays particular attention to diversity, inclusion and the experiences of vulnerable populations. The design and implementation of this national anti-corruption strategy would leverage principles of open governance and innovations in technology and data processing to empower citizens as agents in the fight against corruption. USAID is in an advantageous position to support implementation of this strategy and catalyze coordination across the GODR and with civil society, communities, and the private sector, given USAID's strategic relations and ongoing programming across these sectors. Placing emphasis on locally driven solutions, key entry points and partners that USAID should consider for this strategy would include:

a. Support a network of key actors (including DIGEIG, *Participacion Ciudadana*, FINJUS, CODOPYME, etc.) to create multi-stakeholder Anti-Corruption Dialogue Platforms, as forums for open dialogue between community members, local organizations, government officials, and international partners, to gather feedback and co-develop anti-corruption strategies. Said platforms could be further developed into a network of local CSOs that can lead development and implementation of anti-corruption communication strategies and launch a nationwide campaign, to raise awareness about the importance of civic participation in combating corruption. Furthermore, the facilitation of coordinated GODR and civil society efforts to improve implementation of the Law on Free Access to Public Information (Law 200-04) that mandate government transparency and empower citizens to request information could foster additional momentum. Additionally, technical assistance to develop government-wide institutional integrity plans across government agencies, including support to ongoing DIGEIG efforts to mobilize integrity commissions (*Comisiones de Integridad Gubernamental y Cumplimiento Normativo*) and integrity officials, would further enhance intended outcomes.

b. Support civic education initiatives by partnering with a range of actors, including DIGEIG, universities, local school systems, and the Ministry of Education to develop school-focused anti-corruption curricula that emphasizes ethics, integrity, and civic responsibility, especially in relation to preventing corruption. Collaborate in the 'Education for Integrity' initiative to reform curricula and sponsor civil society forums for educational improvement. Furthermore, facilitating partnerships with private sector entities committed to ethical business practices which propel an anti-corruption cultural shift within the private sector leading to mandatory employee ethics training and encouraging mechanisms for employees to safely report corruption is another suggested strategy.

c. Support multi-stakeholder engagement and collaboration in international anti-corruption cooperation and partnerships, such as UNCAC Regional Platform, OGP, and the Open Contracting Partnership, which provide additional resources, expertise and solidarity in fighting corruption.

d. Establishing mechanisms for the continuous evaluation and performance measurement of anti-corruption efforts is necessary to assess their effectiveness and make necessary adjustments. This involves setting clear benchmarks and indicators for success.

2. **Promote Citizen Engagement and Civil Society and Media Leadership in Anti-Corruption Monitoring and Advocacy Efforts**

Civil society organizations and the media play a crucial role in combating corruption. USAID support to these entities is absolutely critical to effectively monitor, investigate, and report on corruption acts as a deterrent, in complement to the GODR, especially given the reduced current status of civil society and media, per PDD stakeholder feedback. USAID should develop a dedicated civil society and media anti-corruption strategy that supports collaboration on anti-corruption themes across civil society networks, develops initiatives to strengthen civil society capacity, and establishes funding mechanisms for watchdog organizations, civic engagement platforms, and policy advocacy. USAID should also develop modules and financing mechanisms that support independent media and investigative journalism capacity. USAID is in an advantageous position to continue its role as a trusted supporter of Dominican civil society; however, there is opportunity to expand support from traditional national civil society actors to include non-

traditional regional and local actors, especially those representing vulnerable populations. Entry points USAID should consider for this area include:

a. USAID should support the active development and engagement of coalitions of civil society, private sector, and media sectors to foster coordination on key themes and build greater societal consensus around combating corruption and promoting integrated, cross-sectoral approaches. Linked to recommendations 1(a), 3(d) and 4(d), active civil society engagement in GODR reforms can bolster the institutional cultural shift towards transparency and integrity and catalyze citizen support for politically sensitive, but necessary legal and institutional reforms. USAID can work with other donors, such as the EU, to encourage spaces for dialogue between the GODR, civil society, media, and the private sector that would identify commonalities and bring additional energy and resources to anti-corruption efforts.

b. Linked to recommendation 1(c), USAID should support an enhanced role of civil society in participating in public education and awareness campaigns. The effectiveness of this approach can be enhanced by employing social and behavior change communication (SBCC) strategies, potentially leading to significant transformations in the behaviors and attitudes of key stakeholders within civil society.

c. PDD stakeholders highlighted social audits and active monitoring of public spending as key tools for civic oversight. USAID should reinvigorate this area by supporting community-based anti-corruption initiatives that are grounded in local realities and needs. This can include support to revitalize the *veeduria* commissions (Decrees No. 188-14 y No. 183-15) of the DGCP, local anti-corruption councils, and other community/municipal social accountability initiatives that monitor publicly funded project implementation and service delivery. Institutionalization of the role and localized composition of these structures with GODR agencies, such as DGCP, will be key to ensuring their sustained relevancy and participation. Development of digital tools such as the 'Citizen Watch' platform and social media or technology-based applications would help civil society play a more proactive and constructive role in oversight.

d. Support civil society and community organizations to enhance coordination, advocacy, and collective action around key anti-corruption themes, including for the passage of important anti-corruption legislation such as the pending Law on Public Procurement. Working through civil society networks to harness the proactive use of public hearings on new laws and regulations - at the national and local level - is one example of how civil society can generate momentum for public support for critical reforms. Linked to Recommendation 3(d).

e. Collaboration between prosecutions, civil society and the media is crucial for identifying corruption; it also helps ensure anti-corruption investigations are initiated and prosecutions are progressing. USAID support to civil society and media actively involved in exposing corruption and monitoring progress in investigations and prosecutions will apply necessary societal pressure to reverse impunity trends. Linked to Recommendation 4(d).

f. Investigative journalism capacity is currently at a low point in the DR, per various PDD stakeholders. USAID should invest in development of training courses and schools for investigative journalists on how to utilize AI and data processing technology to take advantage of publicly available procurement and other open data sources, in order to conduct and publish investigative reports. A media development fund should also be developed to provide financial, operational, and protection support to journalists, as necessary.

3. **Enhance the Anti-Corruption Legal and Policy Framework**

Continued reform to the legal framework is needed to deter corruption and empower enforcement agencies and civil society to hold corrupt practices accountable. The commitment of the Abinader administration and success of recent reform efforts, including the recently enacted Civil Asset Forfeiture Law, present a unique opportunity to lay the foundation for a stronger legal and institutional system for fighting corruption. Significant legislative action is needed in certain areas within the current legal framework that are antiquated or ill-constructed, such as the criminal code. However, in other areas, regulatory reforms could sufficiently improve existing, weak legislation, or in the case of the Civil Asset Forfeiture Law, implementing regulations and internal policies are needed to further define institutional structures for human resources, asset management, and institutional financing. USAID is in an advantageous position to leverage political will from the DR's inclusion in the PDD and Summit for Democracy. Furthermore, existing work under the U.S. Department of Commerce CLDP activity to support a coordinated, long-term strategy for the passage and effective implementation of a comprehensive set of new anti-corruption-focused laws is another vantage point. Areas of focus for future work should include:

a. Passage of the Civil Asset Forfeiture Law (Law No. 340-22), which recently entered into force after a one-year *vacatio legis* period, was a monument achievement, yet requires support to institutional policies and implementing regulations to ensure effective enforcement. USAID should work with the GODR to help establish regulations for how to dispose of confiscated assets, define what institution can use the funds from the sale of confiscated assets (typically the dedicated prosecution office receives a percentage of funds to ensure their independence and self-sufficiency). Draft legislation to govern the administration of forfeited assets is currently under consideration in the Dominican Congress. The "Law for the Administration of Forfeited, Seized, Abandoned, and Confiscated Assets" would create a new organization, INCABIDE, within the Ministry of Finance, to administer assets. USAID could also support additional legal analysis on the potential to further strengthen the law to allow for administrative jurisdiction over property, such as exists in the U.S., which would create an even stronger tool in the GODR's arsenal to seize the assets of illicit actors.

b. USAID should provide analytical and drafting support, as requested by stakeholders, for important new laws and implementing regulations that would improve the enabling environment for the prevention and fight against corruption. Priority laws, including those already in progress or draft form, include: the Law that Regulates Lobbying; Law Regulating Conflicts of Interest; the Comprehensive Law for the Protection of Women; Law of Access to Public Information; Organic Law of the Comptroller General (10-07); Law to establish DIGEIG as an independent institution. Modification of the Chamber of Accounts (*Camara de Cuentas*), Law No. 10-04, is another important legislation that should be prioritized for support. New legislation would help 1) improve the internal governance of the body and its operational capacity, providing the body with greater powers and autonomy, 2) expand the scope of the inspection system, including strengthening the Anti-Fraud Unit and the Special Investigations Unit; and 3) mandate inclusion of the use of ICT in internal audit systems. PDD stakeholders also identified the need for a stronger Law for the Protection of Victims, Witnesses, and Whistleblowers, which would

strengthen whistleblower protection and encourage individuals to come forward with information without fear of reprisal.

c. In addition to the above draft laws, USAID should continue providing support (currently done through CLDP) to the new General Law of Public Procurement that was sent to Congress by President Abinader. Continued technical support, diplomacy, and advocacy is necessary to get this important law through Congress. In its current form it will allow for a better functioning of the preventive framework of public purchases and contracts, thus establishing a more robust consequences regime for the commission of crimes, and therefore, a greater focus on combating corruption and impunity. Policy analysis and civil society advocacy support will help improve understanding and ensure ultimate passage is necessary. Additionally, USAID, under the CLDP activity, has been key in providing support to drafting new DGCP regulations that can strengthen internal operations at the DGCP, notwithstanding the pending legislation.

d. PDD participants conveyed the need for various new legislative actions; however, they expressed skepticism in the Dominican Congress to carry out the reforms. Most legislative projects take considerable time and effort and require long-term, sustained efforts and strategies based on an understanding of the political economy for each legislation. USAID could support the creation of coalitions that marshal public support for long-term strategies through a policy research capacity-building program that involves a coalition of universities, think tanks, and CSOs. Linked to the second recommendation, capacity-building activities with policy research institutions would result in more rigorous and compelling legislative research projects, combined with support to CSOs and media to promote awareness of the findings and lobby for legislative action. Through a public policy research focus, USAID could begin to advance evidence gathering and analysis toward a long-term strategy to build consensus on addressing the significant gaps in the anti-corruption legislative framework.

Included in a range of longer-term, aspirational legislative projects is:

i. A new law for the financing of political organizations. Political parties are currently structured by patronage networks, creating an environment ripe for capture by outside groups, including private sector actors and organized crime. A lack of control of the financing of political parties and campaigns in the DR creates perverse incentives for public officials to use public funds for political gain and erodes the integrity of the political parties themselves, as they become a gateway for corruption. The current laws on parties and elections have been insufficient to fight corruption, as they focus mostly on the operation of political organizations and not financing methods. Ideally, a new law focused specifically on regulating financing of political organizations, similar to what exists in many countries (Spain Uruguay), would be drafted and passed. Multiple stakeholders supported this step, while acknowledging the entrenched political incentives working against it. An interim, but imperfect step, requiring less political will, would be to amend the current Law 33-18 on political parties to strengthen provisions on political party financing.

ii. An updated Criminal Code will also be critical to strengthening anti-corruption criminal sanctions and prosecution effectiveness. The current Criminal Code uses a normative model dating to 1884, making it outdated regarding many modern crimes. Embezzlement, collusion, and other behaviors emblematic of corruption are not defined

clearly in the Code. For example, Article 177 defines bribery in a very narrow and ambiguous manner, which has been hard to convincingly prove and get a conviction. The code needs updates to: a) inclusion of criminal offenses that punish corruption in its different dimensions; b) a new category of penalties that generate a greater dissuasion for possible offenders in matters of corruption; and c) classification of crimes and offenses related to the violation of the rules established in the public accounting systems and their bodies. Passage of a new code has been held up in Congress for years and will require a concerted strategy and alignment of stakeholders to secure passage.

4. **Strengthen the Capacity of Anti-Corruption Institutions.**

Institutional strengthening for the prevention, control, and response to corruption should be a leading element of USAID's PDD strategy in the DR. While the current anti-corruption gaps are wide and dispersed across sectors and institutions, there are specific gaps with critical actors that have demonstrated the political will to realize reforms. These specific areas can have a strong impact on the DR's ability to prevent and respond to corruption. There are also promising recent advances in anti-corruption technology and methodologies that if implemented with partners in the GODR could produce positive results. For example, USAID could support DR audit and control bodies to adopt new digital tools and automated, data-driven systems, processes, and controls that comply with international standards. USAID should develop a multi-year program focused on technical assistance to institutional reform efforts, but will need coordinate closely with other major donors that are active in this area, especially the EU (Court of Accounts), IADB (Ministry of Finance, Comptroller General) and UNDP (Comptroller General).[3] Continued analysis will be required to assess political will within individual institutions and determine where opportunities exist to have real, sustained impact. Based on the PDD consultations and ACLA findings, the following institutional opportunities are recommended:

a. DIGEIG chairs the Cabinet for Transparency and is under the executive branch, reporting directly to the president. There is a risk that if reforms fail to establish an independent anti-corruption body independent of the executive branch, the progress made under the current administration will be reversed. Drafting, analysis and advocacy support to legislation to consolidate the GODR's anti-corruption efforts under an independent DIGEIG, would be an initial entry point for USAID that would enable better oversight and ensure that anti-corruption efforts transcend influence from the executive branch. Additional management and technical support to DIGEIG would also help address current initiatives, such as support to integrity commissions; further institutional clarification, training, and standard operating protocols for the 100 recently appointed compliance officers; management and technology support to the DIGEIG complaint system; and professionalization of the investigations department. DIGEIG also has the potential to serve as the leading institution for promoting and increasing visibility of a national anti-corruption campaign that promotes ethics and transparency across institutions, including development of a formal anti-corruption policy for the GODR. Coordination with the

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[3] The IADB funds a $60M loan package to support anti-corruption institutions, with a particular focus on support to the Ministry of Finance and CGR. The IADB loan program has three objectives: 1) to consolidate transparency and traceability in the management of resources; 2) to strengthen internal control function; and 3) to promote access to information, citizen participation, and integrity in public administration and the private sector.

Ombudsman (*Defensor del Pueblo*) and *Casas Comunitarias de Justicia* (USAID CJSSP) would potentially enhance and extend the DIGEIG complaints system to vulnerable populations.

b. DGCP was highlighted by PDD stakeholders throughout the consultations as a critical institutional actor. The high profile of the DGCP stems from the efforts of Director Carlos Pimentel, but also due to the procurement scandals that plagued recent administrations. USAID is in a strong position to continue to support regulatory reforms at the DGCP, but also should support improvements to management systems, staff capacity, and adoption of modern technologies for detecting fraud. For example, the DGCP has improved the Transactional Portal; however, the portal has yet to connect to some municipal level purchasing units—mainly those that do not enjoy administrative modernization, much less use of information and communication technologies. Support will then be needed to develop training modules at various institutions, especially in local municipal governments, on the new processes and tools to prevent and combat corruption. USAID support to DGCP should also focus on professionalization of the procurement workforce, to include training of procurement officers and development of training schools and curriculum, including enhancing current efforts to develop a virtual campus. DGCP can also be supported to lead inter-agency procurement coordination and information-sharing protocols with other important anti-corruption institutions, such as *ProCompetencia*, CC, Comptroller General (*Controlaría General de la Republica*; CGR), and DIGEIG. This could include support for the implementation of Law 167-21 through acceleration of the digitalization of administrative processes, including e-procurement systems, spearheaded by DGCP with key ministries or agencies. An important priority cited by PDD stakeholders as an additional, strategic USAID entry point is the need to level the playing field for small and medium-sized enterprises by addressing barriers to entry to state procurement processes.

c. Support to the CGR and CC, respectively, would be strategic areas for USAID investment, but are largely dependent on revisions to their organic laws, to enhance their authority and management capabilities. Pending improvements in institutional structure, extensive training and an infusion of technology could significantly improve their performance. Stakeholders cited support for application of modern risk assessment technology, in use by various supreme audit institutions in the region, which can dramatically improve analysis of public expenditure and contracts through artificial intelligence, to detect non-compliance, and notify control and state organizations combating corruption. International exchanges with countries such as Colombia would be a logical entry point for USAID.

d. A major issue unanimously cited by PDD stakeholders was the issue of impunity and ineffective law enforcement. USAID and USG (DOJ/OPDAT) support to improve the anti-corruption investigative and prosecutorial functions at the *Procuraduría General de la República* (PGR within the *Ministerio Publico),* especially the PEPCA (*Procuraduría Especializada de Persecución de la Corrupción Administrativa),* could have profound impacts, if political and institutional will is present. USAID has a long history of supporting the DR justice sector and could leverage existing relationships and support under the USAID CJSSP activity to provide training and management support. For example, Article 104 of the Civil Asset Forfeiture Law indicates that the Superior Council of the Public Ministry may authorize the creation of attorney general assistants or specialized units for the effective implementation of the law. USAID could support the Public Ministry to carry out a comprehensive review to train and enhance the existing or

new structure to strengthen their capacities to enforce the law. This would in turn bolster the independence of these entities. Support could also be provided to strengthen the body responsible for the administration of confiscated assets (Article 97 establishes the Office for Custody and Administration of Seized and Forfeited Assets [OCABID] as the responsible entity). At present, the OCABID lacks the operational conditions to safeguard the assets confiscated from the application of the law. The judicial inspectorate is another critical corruption control and ethics body within the justice system that USAID has supported in the past; however, their role has been greatly diminished in recent years which has affected public confidence in the judiciary. Support should also be provided to the PGR (or other institutions) to develop anonymous reporting systems (whistleblowers) and follow-up protocols to encourage an anti-corruption culture in public institutions.

VI.   CONCLUSIONS

The Empowering Stakeholders for Transformational Development in the Dominican Republic activity resulted in important multi-stakeholder dialogues that helped establish priority development challenges and a set of recommendations within the PDD framework. Next steps in the PDD process should continue to feature inclusion, participation, and Dominican leadership, taking into account the following conclusions and lessons learned:

The PDD process used in the DR produced important findings oriented toward community concerns. The participatory approach developed by USAID/DR, with LACLEARN assistance, featured inclusive facilitation training and consensus-building with GODR counterparts, multi-stakeholder community problem-finding, and priority setting and validation with experts and key actors in the DR, including through incorporation of findings from the prior USAID/DR Anti-Corruption Landscape Assessment. This approach to PDD produced recommendations grounded in and emphasizing the experience of Dominicans in confronting and navigating corruption in their daily lives. It also catalyzed GODR ownership of the PDD process and civil society engagement on anti-corruption issues, prioritizing inclusion of groups largely marginalized in past corruption consultations, while beginning to build the consensus and coordinated support that will be needed for anti-corruption reforms to be successful.

The PDD process resulted in a set of recommendations grounded in contextual realities and USAID strategic priorities. USAID involvement and guidance throughout the various steps in the PDD process, including facilitating GODR participation and leadership, resulted in a set of clear findings and recommendations that are actionable, take advantage of current windows of opportunity, and reflect USAID strategic interests and areas of past investment. The four categories of recommendations consist of complementary short and long-term strategies and are tailored to USAID's unique position within the donor landscape, including within the envisioned budgetary parameters. The recommendations are also mutually reinforcing and intended to enhance localization efforts and promote sustainability. Further refinement and application of recommendations would be needed to delineate objectives, intermediate results and activities for future programming.

Ensure continued Dominican participation, consensus and leadership. To continue and further strengthen GODR co-ownership of the PDD process and PDD outcomes, USAID should engage in further coordination and planning meetings with GODR counterparts, that includes sensitization to USAID programming cycles, timing, resources and limitations. Key GODR counterparts, such as DIGIEG, DGCP and PGR, should have seats at the table to discuss their needs, identify opportunities and establish commitments to reform efforts. Further, USAID should continue to involve a cross-section of Dominican civil society, think tanks, universities, media, and the private sector in co-creation initiatives that allow for the design of strategic interventions that reflect their analysis and priorities and that leverage ongoing efforts.

ANNEX A: SUMMARY TABLE

PRIORITY ISSUE	LINK TO DEVELOPMENT CHALLENGE	RECOMMENDATIONS	SUPPORTING ACLA FINDINGS	ACTORS/ INSTITUTIONS	CURRENT USG ENGAGEMENT STATUS
Ethics and Integrity in Public and Private Sectors	Normalization of corruption in Dominican society Democratic deterioration and erosion of citizen trust in institutions Corruption exacerbates socio-economic disparities and inequality and compromises access to economic opportunities	**Strengthen Integrity and Ethics in Public and Private Sectors** Support DIGEIG, in conjunction with a network of local CSOs, to develop anti-corruption communication strategies and launch a nationwide campaign. Initiate DIGEIG-led multi-stakeholder Anti-Corruption Dialogue Platforms for strategy co-development. Support civic education initiatives by partnering with DIGEIG, universities, local school systems, and the Ministry of Education to develop school-focused anti-corruption curricula. Facilitate 'Education for Integrity' initiative with CSOs. Support implementation of the Law on Free Access to Public Information (Law 200-04) that	Respondents, including Senators and Deputies, identified that the political system is no longer led by political parties but by personal interests and outside influences, including narcotrafficking. Support the creation of a national anticorruption dialogue. Provide media and civil society with a tool to raise awareness, rally support, and monitor and pressure for progress toward commitments. Support establishment of a national anti-corruption system as a coordinated effort, ideally led by a coalition of civil society	DIGEIG, MINPRE, Cabinet for Transparency, Ministry of Education, CSOs, universities, CODOPYME, private sector.	Active engagement with DIGEIG through CLDP, USAID educational initiatives; CSOs capacity building activity (Pact)

		mandates government transparency and empowers citizens to request information. Implement state-supported curriculum emphasizing civic ethics and transparent governance. Foster private sector engagement in ethical business practices. Support engagement in international anti-corruption cooperation and partnerships.	organizations and coordinated with an anti-corruption public institution. Strengthen and institutionalize good governance practices, ethics, transparency, and the fight against corruption in public administration. Promote practices and/or behaviors in the business sector to combat corruption		
Civil Society and Media Monitoring and Advocacy	Reduced citizen engagement and civil society monitoring of corruption. A lack of transparency in the business sector	**Promote Citizen Engagement and Civil Society and Media Leadership in Anti-Corruption Monitoring and Advocacy Efforts** Support the active development and engagement of networks and coalitions of civil society, private sector, and media sectors in building greater societal consensus around combating corruption. Support an enhanced role for civil society in participating in public education and awareness campaigns.	Support the active development and engagement of coalitions of civil society, private sector, and media sectors in building greater societal consensus around combating corruption and promoting integrated, cross-sectoral approaches. Encourage spaces for dialogue between the GODR, civil society, media, and the private sector that would identify commonalities	Civil society, private sector, independent media, universities, community-based organizations.	USAID support to civil society strengthening; USAID engagement with education, health and community-based services

| | | 'Citizen Watch' digital platform and other social media or technology-based applications that enhance civil society play a more proactive and constructive role in oversight.

Community-based anti-corruption initiatives that are grounded in local realities and needs. This can include support to revitalize the *veedurias* commissions, local anti-corruption councils, and other community/municipal social accountability initiatives that monitor publicly funded project implementation and service delivery.

Enhance coordination, advocacy, and collective action around key anti-corruption themes, including for the passage of important anti-corruption legislation and promotion of political and administrative reforms.

Collaboration between prosecutions, civil society and the media

Invest in development of training courses and schools for investigative journalists. | and bring additional energy and resources to anti-corruption efforts.

Funding investigative journalism schools and training, civil society coalition building, and public advocacy campaigns, while also helping identify opportunities for private sector allies to promote ethical business practices and fair competition | | |
|---|---|---|---|---|---|

| Anti-Corruption Institutional Capacity | Institutional inefficiency and degradation of public services

Impunity encourages corrupt acts and compromises the judicial system | **Strengthen the Capacity of Anti-Corruption Institutions**

Enhance public procurement transparency and equity (DGCP)

Support DGCP to lead inter-agency procurement coordination and information-sharing protocols with other important anti-corruption institutions.

Support for implementation of Law 167-21 through acceleration of the digitalization of administrative processes, including e-procurement systems, spearheaded by DGCP with key ministries or agencies.

Support DIGEIG development of comprehensive integrity plans and integrity commissions across governmental agencies, to address issues such as petty corruption.

Support to DIGEIG complaint system management and technology.

Professionalization of the DIGEIG investigations department.

Coordination with the Ombudsman and *Casas Comunitarias de Justicia* for complaints system access by vulnerable populations | Mainstream anti-corruption approaches into sectoral (health, education, etc.) and gender and inclusion priorities.

Analyze the differentiated effects of corruption on the lives of women and target the specific ways that corruption manifests in women's access to public services.

Recommendations for strengthening key anti-corruption institutions (CC, CGR, DCGP, DIGEIG, PGR, Presupuesto, judiciary, Ombudsman) | DGCP, DIGIEG, CC, CGR, MP/PGR (PEPCA), judiciary (*Inspectoría General del Consejo del Poder Judicial), Presupuesto, ProCompetencia, Defensor* | USAID ongoing technical assistance to DGCP and DIGEIG (CLDP), judiciary and PGR/Ombudsman support (CJSSP), support for public administration reforms, fair competition advocacy. |

		Assist in the implementation of the Civil Asset Forfeiture Law Institutional strengthening for meritocratic public sector and transparent administrative processes. Improve judicial integrity. Improve the anti-corruption investigative and prosecutorial functions at the PEPCA.			
Anti-Corruption Legal, Policy and Regulatory Reforms	Legal framework insufficient to combat corruption	**Enhance the Anti-Corruption Legal and Policy Framework** Analytical and drafting support, as requested by stakeholders, for important new laws and regulations that would improve the enabling environment for the prevention and fight against corruption. Stronger protection for victims, witnesses, and whistleblowers. Support to passage and implementation of the new General Law of Public Procurement Conduct in-depth analysis and reform of political financing and procurement irregularities.	Law that Regulates Lobbying; Law Regulating Conflicts of Interest; Law for the Protection of Victims, Witnesses, and Whistleblowers; and Comprehensive Law for the Protection of Women. Civil Asset Forfeiture Law (No. 340-22) new General Law of Public Procurement Updated Penal Code Law No. 10-04 (Chamber of Accounts)	DGCP, DIGIEG, CC, CGR, MINPRE, CSOs, think tanks, universities	Advocacy and support for legal and regulatory development and reforms (through CLDP and other USG support)

		Support to strengthen DIGEIG autonomy and establish organic law. Long-term strategy to advance important legislative and policy reform through development of a policy research capacity-building program that involves a coalition of universities, think tanks, and CSOs. Support creation of regulations and decrees enhancing legal enforcement against corruption. Reform judicial and prosecutorial selection for reduced political interference.	Law for the Financing of Political Organizations.		

ANNEX B: ENTITIES REPRESENTED DURING USAID/DR PDD PROCESS

Private Sector (5 organizations):

Asociación de Industriales de Herrera
Atlas Travelers
Confederación Dominicana de la Micro, Pequeña y Media Empresa (CODOPYME)
Cooperativa de la Vivienda y el Hábitat (COOPHABITA)
Cooperativa Santa Ana

Government (15 organizations):

Casa Comunitaria de Justicia
Comisión Nacional de los Derechos Humanos (CNDH-RD)
Dirección General de Contrataciones Públicas (DGCP)
Dirección General de Ética e Integridad Gubernamental (DIGEIG)
Federación Dominicana de Municipios (FEDOMU)
Fiscalía de Santiago
Fiscalía del Distrito de Puerto Plata
Gobierno de la Provincia Duarte
Ministerio de Hacienda
Ministerio de la Juventud
Ministerio de Relaciones Exteriores de la República Dominicana
Ministerio de Salud Pública
Ministerio Público
Procuraduría General de la República
Universidad Autónoma de Santo Domingo (UASD)

Media (4 organizations):

Acción Comunitaria Libro Abierto
Programa Agenda Libre, Canal 16
Red de Organizadores Comunitaria Barrio 27 de febrero (REOCOFE)
Sindicato de la Prensa

Civil Society Organizations (CSOs) (24 organizations):

Alianza Dominicana Contra la Corrupción (ADOCO)
Asociación Dominicana de Profesores (ADP)
Centro de Desarrollo Sostenible (CEDESO)
Círculo de Facilitadores Cívico Por la Democracia (CIFACD)
Círculo de Mujeres con Discapacidad (CIMUDIS)
Ciudad Alternativa
Club de Madres Santa Ana
Club los Trinitarios
Cristian Aid
Defensoría del Pueblo
Fundación Comunitaria Mi Refugio
Fundación Diostene Peguero (FUNDIPA)
Fundación Institucionalidad y Justicia (FINJUS)
Fundación Justicia y Ciudadanía Justa (FINJURIS)
Fundación Para la Promoción de los Derechos Humanos y el Desarrollo Sostenible (FUJUDECIC)
Fundación Trópico
Instituto Tecnológico de Santo Domingo (INTEC)

Movimiento de Mujeres Dominico Haitiana (MUDHA)

Movimiento Socio Cultural para los Trabajadores Haitianos (MOSCTHA)

Mujeres en Desarrollo Dominicana, Inc. (MUDE)

Participación Ciudadana

Red Ciudadana por la Seguridad y la Justicia

Red Organizativa de la Comunidad Ciudadana

SOS Puerto Plata

Community Organizations (25 organizations):

Alianza de Mujeres Unidas

Asociación de Juntas de Vecinos Unidos

Asociación de Mujeres con Discapacidad (ASODIFIMO)

Asociación de Mujeres para el Desarrollo del Caliche

Casa Comunitaria de Justicia

Centro de Planificación y Acción Ecuménica (CEPAE)

Centro de Restauración y Vida para la Mujer (CREVIMU)

Club de Amigos Internacionales

Comité de Veeduría Haina

Consejo Comunitario

Fundación Cedefij

Fundación Comunitaria Mi Refugio

Fundación Satch

Jardines del Rey

Junta de Vecinos 27 de febrero

Junta de Vecinos Cristo es el Camino

Junta de Vecinos Nicola Casimiro

Junta de Vecinos Oeste

Junta de Vecinos Puerto Plata

Junta de Vecino Rafael Candelario Mateo Lara

Junta de Vecinos Santiago

Red de Prevención de Violencia y Seguridad Ciudadana

Red Organizativa de la Comunidad Ciudadana

Sindicato de la Prensa

SOS Puerto Plata

Sud-D. Red SJPP