

GRANT ARRANGEMENT BETWEEN

**THE GOVERNMENT OF AUSTRALIA (REPRESENTED BY THE
DEPARTMENT OF FOREIGN AFFAIRS AND TRADE)**

AND

UNITED NATIONS OFFICE ON DRUGS AND CRIME

FOR

**ASIA-PACIFIC JOINT ACTION TOWARDS A GLOBAL REGIME
AGAINST CORRUPTION (2016-2020)**

AND

**UN PACIFIC REGIONAL ANTI-CORRUPTION (UN-PRAC) PROJECT
(2016-2020)**

1. This Grant Arrangement is made between the Government of Australia (represented by the Department of Foreign Affairs and Trade) (hereinafter referred to as “DFAT”) and the United Nations Office on Drugs and Crime (hereinafter referred to as “UNODC”) (collectively referred to as “the Participants”) regarding the provision of a grant by DFAT to UNODC for DFAT support to two UNODC programs entitled ‘Asia-Pacific Joint Action towards a Global Regime against Corruption’ (hereinafter referred to as “the Regional Project”) and ‘UN Pacific Regional Anti-Corruption Project’, (hereinafter referred to as “the UN-PRAC Project”) as further described and detailed in the Project Details at Annex 1 and 2 to this Arrangement (hereinafter referred to as the “Regional Project Proposal” and the “UN-PRAC Project Proposal”).
2. Under this Arrangement, DFAT will provide UNODC with a total of AUD 10,299,797 (“the Contribution”) for the purposes of the Regional Project and the UN-PRAC Project. DFAT will disburse the Contribution within 30 days of receipt of an invoice from UNODC, in accordance with the Schedule of Payments set out in Annex 3.
3. In carrying out the Regional Project and the UN-PRAC Project, UNODC will engage and work closely with partner country governments, non-state actors and

the United Nations Development Programme to promote ownership and acceptance of the Project objectives and outcomes.

4. DFAT support for the Regional Project and the UN-PRAC Project will commence on or around 1 June 2016 (hereinafter referred to as the “Commencement Date”) and will continue until no later than 30 September 2020 for the Regional Project and 30 June 2020 for the UN-PRAC Project, unless otherwise mutually determined by the Participants in writing.
5. This Arrangement, which stipulates the arrangements for the Contribution, applies solely to the organisation, management and implementation of the Regional Project and the UN-PRAC Project, and has no broader application between the Participants.
6. The Contribution will be expended by UNODC solely for the purpose of implementing the Regional Project and the UN-PRAC Project and in accordance with the terms of this Arrangement. The Contribution includes a thirteen per cent charge on all expenditures for the program support services provided by UNODC in the implementation of the Regional Project and the UN-PRAC Project financed by the Contribution, in accordance with the financial rules, regulations and directives of the United Nations.
7. If unforeseen expenditures arise, UNODC will submit a supplementary budget to DFAT showing the further funding that will be necessary. If no such further funding is available, the assistance provided to the Regional Project and the UN-PRAC Project under this Arrangement may be reduced or, if necessary, terminated by UNODC. In no event will UNODC assume any liability in excess of the Contribution provided. Nothing in this Arrangement obliges DFAT to provide further funding than the Contribution amount.
8. UNODC will administer the Contribution and the Regional Project and the UN-PRAC Project in accordance with the UNODC’s regulations, rules, policies and procedures including those relating to procurement, anti-corruption, prevention, detection and investigation of fraud, and recovery of funds the subject of fraud.
9. UNODC will provide DFAT with the following reports:
 - (a) By 28 February of each year of the program, an annual progress report summarising the activities undertaken towards achievement of the Project objectives, as well as the latest available budget expenditure data;
 - (b) By 30 June of each year of the program, an annual certified financial statement as of 31 December of the previous year;

- (c) By 31 October 2018, a mid-term evaluation for the Regional Project and the UN-PRAC Project;
 - (d) within six months of the Completion Date, a final report for the Regional Project and the UN-PRAC Project summarising the activities undertaken, key outputs, outcomes and achievement of or progress towards achievement of the each project's objectives, across the life of the Projects. The report should also provide an assessment of the actual outcomes of the Regional Project and the UN-PRAC Project against the stated objectives as outlined in their respective project proposals, in particular, how the project was of benefit to the countries covered by the Regional Project Proposal and the UN-PRAC Project Proposal.
10. Within six months of the Completion Date of the Regional Project and the UN-PRAC Project, UNODC will provide a financial statement covering the period from the Commencement Date to the Completion Date, certified by the Financial Management Service of UNODC. All financial accounts and statements will be expressed in US dollars.
 11. UNODC will:
 - (a) maintain a sound administrative and financial management system capable of verifying financial statements;
 - (b) keep proper detailed accounts and records and asset registers and adequate Project records, providing clear audit trails in relation to expenditure of the Contribution;
 - (c) use the Contribution as outlined in the Project Proposal; and
 - (d) use any interest income earned on and attributable to the Contribution in accordance with UNODC's regulations, rules, policies and procedures.
 12. UNODC will immediately inform DFAT of any circumstance which may interfere or threaten to interfere with the successful implementation of the purpose for which the Contribution has or will be provided and, with a view to resolving the issue, will consult with DFAT.
 13. The Contribution will be accounted for and audited exclusively in accordance with the financial rules and regulations of the United Nations. Should an audit report of the External Auditors of the UN contain observations relevant to the Contribution, UNODC will make such information available to DFAT.
 14. DFAT will not be held liable for any insurance-related costs that UNODC may incur arising from the Projects.

15. Ownership of any assets, equipment, supplies and other materials financed from the Contribution will vest in UNODC. UNODC may transfer the ownership of those assets, equipment or supplies in accordance with its relevant policies and procedures.
16. All intellectual property and other proprietary rights including, but not limited to, patents, copyrights, trademarks and ownership of data resulting from the Regional Project and the UN-PRAC Project will be vested in UNODC, including, without any limitation, the rights to use, reproduce, adapt, publish and distribute any item or part thereof. UNODC grants DFAT the right to promote DFAT's support for the Project where appropriate.
17. UNODC will ensure that any part of the Contribution that remains unexpended after all commitments and liabilities in relation to the Project have been satisfied is refunded to DFAT.
18. UNODC will ensure that the Government of Australia's logo, set out below, is used, where appropriate and, subject to DFAT's approval, in all Project-related printed or electronic acknowledgements and public statements.



Australian Government

(The logo can be downloaded at: <http://webguide.gov.au/initial-requirements/branding/implementation/.html>)

19. DFAT and UNODC are committed to preventing and detecting corruption and bribery. UNODC through its employees, agents or representatives will not make or cause to be made, or receive or seek to receive, any offer, gift or payment, consideration or benefit of any kind, which would or could be construed as an illegal or corrupt practice, either directly or indirectly to any party, as an inducement or reward in relation to the implementation of this Arrangement or any arrangement or provision of funds in relation to the Regional Project or the UN-PRAC Project. UNODC will promptly notify DFAT of any suspected or detected corruption or bribery affecting the Regional Project or the UN-PRAC Project and actions taken by the Organisation in response. UNODC will use its best endeavours to ensure that any employee, agent, representative or other entity involved in the Projects will also comply with this paragraph.
20. UNODC and its employees, agents or subcontractors will not engage in any fraud or fraudulent activity, meaning dishonestly obtaining a benefit, or causing a loss, by deception or other means. UNODC is responsible for preventing and detecting fraud.

21. UNODC will report in writing within 10 working days to DFAT any detected, suspected, or attempted fraudulent activity involving the Regional Project or the UN-PRAC Project. In the event of detected, suspected or attempted fraud and in consultation with DFAT, UNODC will develop and implement a strategy to investigate, based on the principles set out in the *Australian Government Investigations Standards*. UNODC will undertake the investigation at its own cost.
22. Following the conclusion of an investigation, where the investigation finds UNODC, an employee or a subcontractor of UNODC, has acted in a fraudulent manner, UNODC will, where money has been misappropriated, pay to DFAT the full value of the Contribution funds that have been misappropriated, or refer the matter to the relevant partner country police or other authorities responsible for prosecution of fraudulent activity. UNODC will keep DFAT informed, in writing, of the progress of the recovery action.
23. Following the conclusion of an investigation, where the investigation finds that a party other than UNODC, an employee or subcontractor of UNODC has acted in a fraudulent manner, UNODC will make every effort to recover any Contribution funds acquired or distributed through fraudulent activity, including without limitation, taking recovery action in accordance with recovery procedures, including civil litigation, available in the relevant partner country, or referring the matter to the relevant partner country police or other authorities responsible for prosecution of fraudulent activity. UNODC will keep DFAT informed, in writing, of the progress of the recovery action.
24. Consistent with UN Security Council Resolutions relating to terrorism, including UNSC Resolution 1373 (2001) and 1267 (1999) and related resolutions, both DFAT and UNODC are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. It is the policy of DFAT to seek to ensure that none of its funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism. In accordance with this policy, UNODC undertakes to use its best endeavours to ensure that the Contribution is not used to provide support to individuals or entities associated with terrorism. If, during the term of this Arrangement, UNODC discovers a link with any organisation or individual associated with terrorism, it will inform DFAT immediately.
25. UNODC acknowledges DFAT's Child Protection Policy available at <http://aid.dfat.gov.au> and will use its best endeavours to act in accordance with the principles of the Child Protection Policy in addition to abiding by other relevant international declarations, conventions and agreements.
26. This Arrangement may be amended as mutually determined in writing by the Participants. Such amendments will become an integral part of this Arrangement.

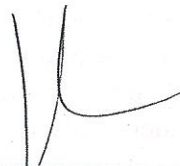
27. This Arrangement may be terminated by either Participant on 30 days written notice to the other Participant. Any part of the Contribution that remains unexpended at the time of termination will either be refunded by UNODC to DFAT or disposed of by UNODC as directed by DFAT.
28. Any dispute which may arise between the Participants as to the interpretation, application or performance of this Arrangement, including its validity or termination, or with regard to any further Arrangement which may result therefrom will be settled amicably through consultations between the Participants.
29. This Arrangement serves only as a record of its Participants' intentions and does not constitute or create (and is not intended to create) rights or obligations under domestic or international law, and will not give rise to any legal process and will not be deemed to constitute or create any legally binding or enforceable rights or obligations (expressed or implied).
30. This Arrangement will take effect upon signature by both Participants.

The foregoing represents the understandings reached between the Participants.

SIGNED



for DFAT



for UNODC

Print name: **Luke Arnold**

Director, Law and Justice Section

Date: 20 April 2016

Print name: **Jeremy Douglas**

Regional Representative, Regional Office
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Date: 19 April 2016

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Annex 1: Project Details

Asia-Pacific Joint Action towards a Global Regime against Corruption

(1 October 2016 – 30 September 2020)

PROJECT DOCUMENT

Summary Project Description

The project's **overall goal** is to contribute to preventing and combating corruption through effective implementation of the United Nations Convention against Corruption (UNCAC), in support of Sustainable Development Goal 16, with a particular focus on the Asia-Pacific region.

The overall goal will be achieved by addressing the following **specific objectives**:

The first specific objective of the project is to build the capacity of the States parties in the Asia-Pacific region to effectively implement UNCAC.

The second specific objective of the project is to provide support to States parties in the Asia-Pacific region, as well as to other stakeholders such as the private sector, to effectively coordinate their anti-corruption policies and efforts and to exchange experiences and best practices in fighting corruption.

The third specific objective of the project is to develop knowledge tools to support the efforts of policy-makers, anti-corruption practitioners and other stakeholders to prevent and combat corruption.

The project seeks to achieve the following **outcomes**:

Outcome 1: Corruption is prevented and combated through effective implementation of UNCAC, with a particular focus on the Asia-Pacific region.

Outcome 2: Coordination of anti-corruption programmes, initiatives and projects at all levels (national, regional, global) and with a wide range of stakeholders is promoted.

Outcome 3: Knowledge on preventing and combating corruption is made available to policy-makers, practitioners and other stakeholders.

Project Number	
Project Title	Asia-Pacific Joint Action towards a Global Regime against Corruption (Phase 2)
Duration	48 months (1 October 2016 – 30 September 2020)
Estimated Starting Date¹	October 2016
Location	Asia-Pacific region ²
Strategic Framework Subprogramme and related Expected Accomplishment(s)³	<p>Sub programme 3 “Countering Corruption”, accomplishments:</p> <p>(a) Technical assistance provided by UNODC, upon request of Member States, to support ratifications of or accessions to the United Nations Convention against Corruption</p> <p>(b) Enhanced support of UNODC to the Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies and the United Nations Congress on Crime Prevention and Criminal Justice, to facilitate decision-making and policy direction</p> <p>(c) Improved capacity of Member States, supported by UNODC at their request, to prevent and fight corruption in line with the United Nations Convention against Corruption and to address economic fraud and identity-related crime.</p>
Linkages to Country Programme	N/A
Regional Programme	Regional Programme for Southeast Asia Regional Programme for South Asia
Thematic Programme	Action against Corruption, Economic Fraud

¹ Actual starting date will be available in ProFi.

² The Pacific will be covered under a joint UNDP-UNODC Pacific Regional Anti-Corruption (UN-PRAC) Project aimed to address the specific challenges faced by Pacific Island countries with the goal of promoting and strengthening measures to prevent and fight corruption more efficiently and effectively in the region in line with UNCAC and as stipulated in Sustainable Development Goal 16. Further details are under section 1.5 on “Synergies with other UNODC projects”.

³ The Strategic Framework for 2016-17 listing the subprogrammes and expected accomplishments is available at http://www.unodc.org/documents/commissions/CND/CND_Sessions/CND_57/E-CN7-2014-CRP04_V1400522_E.pdf

	and Identity-Related Crimes (2016-2019)
Executing Agency	UNODC
Associated / Implementing Agency	UNODC
Overall Budget	7,470,000 AUD
1 In-Kind Contributions	
2 Partner Organizations:	United Nations Development Programme (UNDP), Australian Department of Foreign Affairs and Trade (DFAT), the Indian Ocean Commission, the Association of South East Asian Nations (ASEAN), the Asia-Pacific Economic Cooperation (APEC), the ADB/OECD Anti-Corruption Initiative for Asia and the Pacific, the South Asia Association for Regional Cooperation (SAARC), South-East Asian Parties Against Corruption (SEA-PAC), American Bar Association (ABA).

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2.1 1. Situation Analysis

1.1 The Problem

Background

1. Corruption poses significant threats to countries around the world; it weakens institutions, erodes trust and threatens the economy by undermining fair competition and discouraging investment. Corruption affects disproportionately the disadvantaged groups in the population, including poor women, preventing social inclusion and promoting inequality.

2. The cross-cutting, multi-faceted nature of corruption has extensive costs, both in terms of money and in terms of broader social cost. It has been estimated that corruption costs more than 5% of global GDP (US\$2.6 trillion) annually with estimates of global money-laundering at around \$500 billion annually. However, the social and human cost of corruption can be even greater. The international community has recognized the negative impact of corruption on development in its Agenda 2030 for Sustainable Development and has included sustainable development goal (SDG) 16 which requires States to “promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”, through reducing illicit financial flows, strengthening the recovery and return of stolen assets, substantially reducing bribery and corruption, and developing effective, accountable and transparent institutions at all levels.⁴

3. A number of governance indicators reveal that corruption remains a significant obstacle to development in several countries in the South Asia and Southeast Asia regions: the corruption components of the World Economic Forum’s Global competitiveness indicator on “Ethics and Corruption” places most Emerging Asian Countries in the bottom half of their rankings.⁵ Moreover, there has been limited improvement in corruption perceptions since the mid-1990s; according to Transparency International’s Global Corruption Barometer 2013⁶, only a third of the citizens in Asian countries say their government’s efforts to fight corruption have been effective. The World Bank’s Worldwide Governance Indicators⁷ control of corruption indicator shows some positive progress across the region during the last five years, but only Singapore and Bhutan score high.

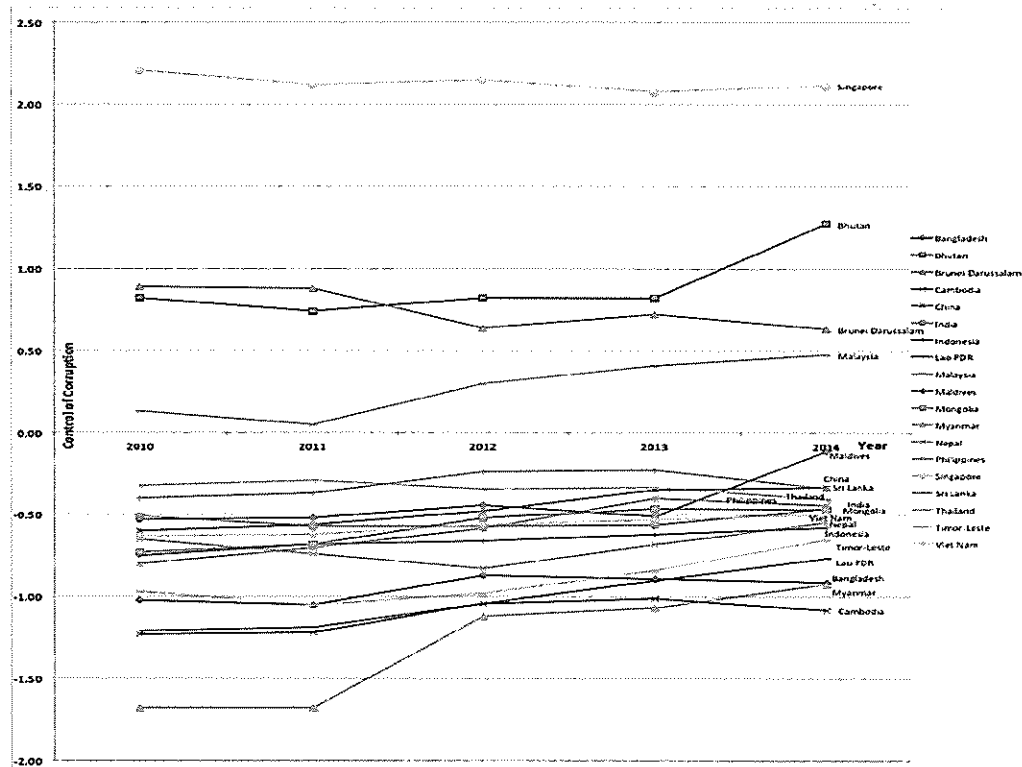
⁴ Transforming our World: the 2030 Agenda for Sustainable Development, General Assembly resolution 70/1, Sustainable Development Goal 16, targets 16.4, 16.5 and 16.6.

⁵ World Economic Forum, Global Competitiveness Report 2015-2016. <http://reports.weforum.org/global-competitiveness-report-2015-2016/>

⁶ <https://www.transparency.org/gcb2013/report>

⁷ <http://info.worldbank.org/governance/wgi/index.aspx#home>

World Bank – Control of corruption indicator 2010 – 2014 in the countries of the region⁸



4. Corruption in the region also facilitates and perpetuates other types of crime: UNODC's *Transnational Organized Crime in East Asia and the Pacific Threat Assessment*⁹ indicates that corruption is common in areas related to manufacturing illegal wood-based products, illegal migration and the drugs trade. The report further highlights that police corruption fuels human trafficking and child abuse through sex tourism.

5. The Global Risks 2015 report of the World Economic Forum highlights that over the past years, the links between many forms of global crime and corruption and their impact on global security, extremism, terrorism and fragile states have grown stronger, and it is critical to acknowledge and address them through more effective policies that curb illegal financial flows, foster transparent governance and build capacity around anti-crime efforts at the national and local levels¹⁰.

6. Corruption in the Asia-Pacific region can also be analysed in relation to the main socio-economic trends. The growth of gross domestic product (GDP) and the attraction of foreign direct investments is a priority in the emerging Asian economies. According to the World Economic Forum Global Risks 2015 report, pervasive and deep-rooted corruption constitutes a major challenge for economic development in the region, and this explains the political drive for anti-corruption in many countries of the region. The ongoing process of economic integration in Southeast Asia also has a potential impact on corruption and

⁸ Generated from data through tool on website: <http://info.worldbank.org/governance/wgi/index.aspx#reports>

⁹ <http://www.unodc.org/toc/ru/reports/TOCTA-EA-Pacific.html>

¹⁰ World Economic Forum, *Global Risks 2015*.

http://www3.weforum.org/docs/WEF_Global_Risks_2015_Report15.pdf

transnational organized crime: the increase in the commerce and the free movement of capital or people across borders may be accompanied by an increase in related illicit trade. For example, greater labour mobility may make it easier to conceal human trafficking, greater legitimate trade in timber and other forest products may increase opportunities for illegal harvesting, and the free flow of capital and the emergence of integrated regional financial markets may make it easier to launder money and conceal stolen assets¹¹. Since many of the drivers of corruption in the region are global in nature, it is important that both national and regional responses to corruption be consistent and coordinated with global responses.

UNCAC and the Implementation Review Mechanism

7. In recognition of the global character of the threats posed by corruption, the United Nations Convention against Corruption was adopted as the only global international legal instrument addressing corruption. Since the adoption of UNCAC by the General Assembly on 31 October 2003, 178 States parties have ratified or acceded to the Convention (status as of March 2016), representing a near universal commitment to addressing corruption. UNCAC has been ratified by all countries in South and Southeast Asia (with the exception of Bhutan where the ratification process is ongoing) and by the majority of Pacific Island States. The ratification status and an updated list of States parties to the Convention can be found online here: <https://www.unodc.org/unodc/en/treaties/CAC/signatories.html>

8. Preventing and combating corruption requires a comprehensive and multidisciplinary approach. UNCAC therefore rests on four pillars: Preventive measures, Criminalization and law enforcement, International cooperation and Asset recovery. The Convention is unique in its holistic approach, addressing prevention and enforcement measures, including mandatory requirements for criminalizing corrupt behaviours. The Convention also reflects the transnational nature of corruption, providing an international legal basis for enabling international cooperation and recovering the proceeds of corruption (i.e. stolen assets). The important role of Government, the private sector and civil society in fighting corruption is also emphasized.

9. UNODC is the Secretariat to the Implementation Review Mechanism to the Convention, an inter-governmental peer review process to assess the implementation of the Convention by States parties. Pursuant to resolution 3/1 of the Conference of the States Parties, States parties undergo a self-assessment that is followed by a peer review, resulting in a final report (and its executive summary) on the implementation by the country of the UNCAC provisions under review. The first (2010-2015) implementation review cycle which had focused on chapters III (Criminalization and law enforcement) and IV (International cooperation) is coming to an end and the second cycle (2016-2020) will commence shortly on chapters II (Preventive measures) and V (Asset recovery).

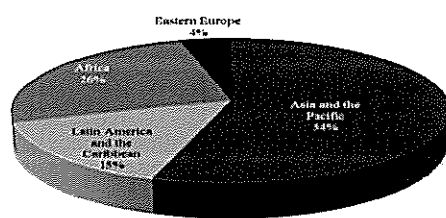
10. While significant progress has been achieved in relation to ratifying or acceding to the Convention in the last 10 years, challenges remain, particularly with regard to the effective implementation of the Convention. For this reason, requests for technical assistance are only increasing. The implementation reviews provide a very good overview of the number and types of challenges identified by States in implementing chapters III and IV of the Convention and will begin to address chapters II and V. UNODC also receives

¹¹ Transparency International, *ASEAN Integrity Community, a Vision for Transparent and Accountable Integration*, 2015.

additional requests from States for expert advice, technical and legal assistance, policy guidance and capacity-building in relation to the full scope of the Convention.

11. All of the reviews that have been completed thus far under the Implementation Review Mechanism have included recommendations to strengthen the implementation of the Convention. Of the 101 States that had completed their executive summaries and/or country reports by August 2015, 59 of these identified technical assistance needs in order to enhance their implementation of the Convention.¹² Of the 28 States in the Asia-Pacific region that had completed their reviews by this time, 24 identified technical assistance needs.

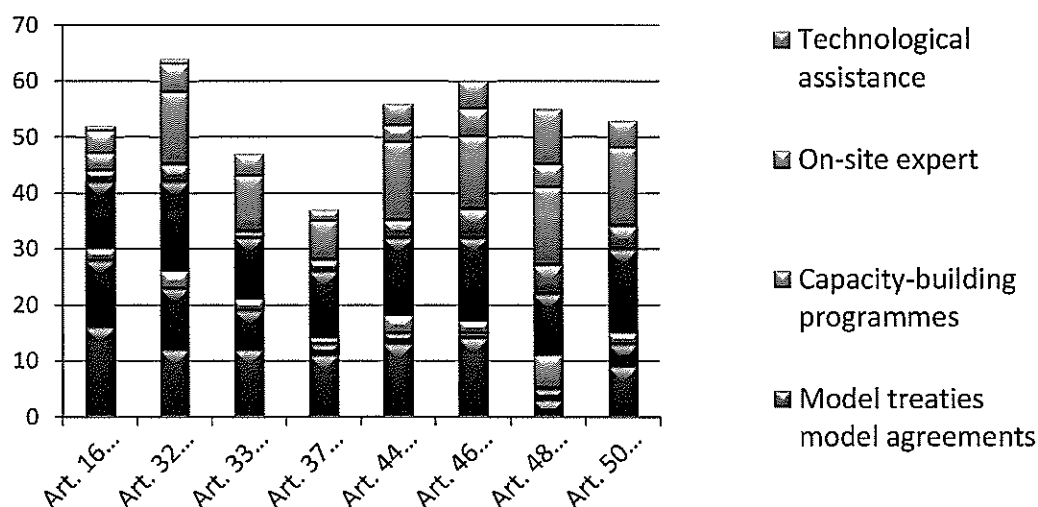
12. In the 101 completed reviews, there were 2,202 individual technical assistance needs identified in the country review reports and their executive summaries. When the needs are distributed by regional group (see figure below), the Group of African States represents 26% (551 needs), the Group of Asian and Pacific States represents 54% (1191 needs), the Group of Eastern European States 4% (94 needs) and the Group of Latin American and Caribbean States 15% (327 needs). The Asia-Pacific regional group therefore, has identified the highest number of needs for technical assistance in following up from the review.



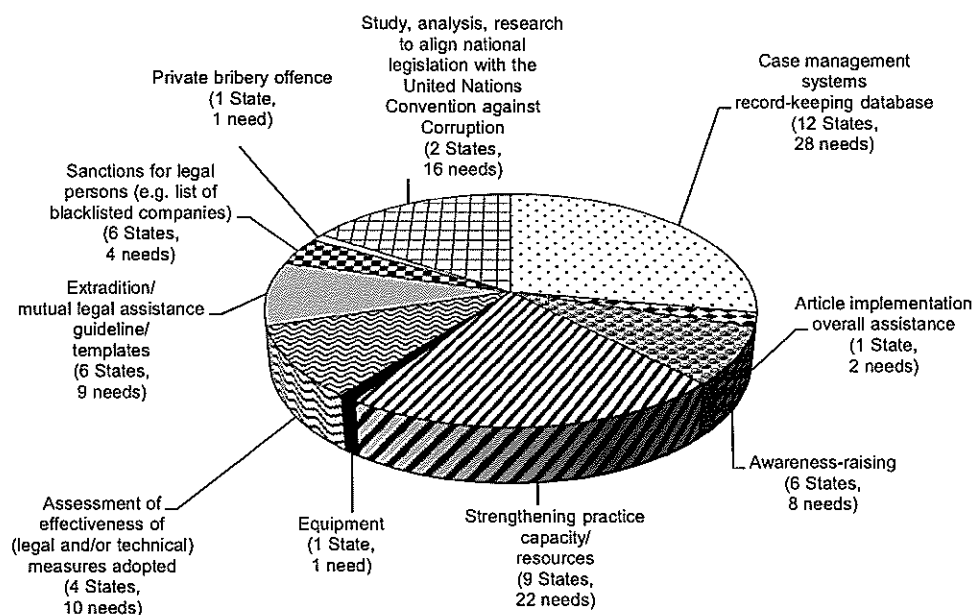
13. An examination of the needs identified by the Asia-Pacific regional group also provides detailed insights on the technical assistance required for States in this region to implement chapters III and IV of the Convention. When undergoing review, States have the opportunity to identify their priority needs for technical assistance. These needs can be entered by checking boxes of pre-defined categories of assistance, which include such forms of assistance as legislative drafting or advice, capacity-building, summary of good practices or lessons learned, assistance of an on-site expert, etc. The chart below outlines the articles of the Convention for which the highest number of needs was identified and also sets out the type of assistance requested for each article¹³.

¹² A detailed analysis of the technical assistance needs emerging from the Implementation Review Mechanism was presented to the sixth session of the Conference of the States Parties as report CAC/COSP/2015/4: <https://www.unodc.org/documents/treaties/UNCAC/COSP/session6/V1506035e.pdf>

¹³ Article 16. Bribery of foreign public officials and officials of public international organizations; Article 32. Protection of witnesses, experts and victims; Article 33. Protection of reporting persons; Article 37. Cooperation with law enforcement authorities; Article 44. Extradition; Article 46. Mutual legal assistance; Article 48. Law enforcement cooperation; Article 50. Special investigative techniques.



14. In addition to these broad categories, States may identify specific technical assistance needs. The Asia-Pacific regional group has also identified the largest number of specific needs. Out of the 24 Asia-Pacific States that identified technical assistance needs, 19 identified 101 specific needs that fell outside of the general categories:



1.2 Counterpart Capacity

15. The Implementation Review Mechanism has already demonstrated its positive impact in driving forward the process of implementation of the Convention. Out of 20 countries in the South and Southeast Asian regions covered by UNODC assistance under this project, 14 have completed the first cycle of the UNCAC review and the others will be finalized soon. As discussed below, the reviews confirm that full implementation of UNCAC

remains an ongoing challenge and a number of common elements have emerged as implementation gaps or technical assistance needs to be addressed. The following table represents the status of the UNCAC ratification and implementation reviews in these regions¹⁴:

	Country	Ratification or Accession Date	Status of Review
1	Bangladesh	27 February 2007	Reviewed by Iran, Paraguay Technical assistance requested
2	Brunei Darussalam	2 December 2008	Reviewed by Yemen, Liechtenstein Technical assistance requested
3	Bhutan	Not yet a State party ¹⁵	
4	Cambodia	5 September 2007	Reviewed by: Togo, Myanmar Technical assistance requested
5	China	13 January 2006	Reviewed by Viet Nam, Bahamas Review ongoing
6	India	9 May 2011	Reviewed by: Kazakhstan, Uganda Review ongoing
7	Indonesia	19 September 2006	Reviewed by: Uzbekistan, United Kingdom Technical assistance requested
8	Lao People's Democratic Republic	25 September 2009	Reviewed by: Mongolia, Luxembourg Technical assistance requested
9	Mauritius	15 December 2004	Reviewed by: Guinea Bissau, Lesotho Technical assistance requested
10	Malaysia	24 September 2008	Reviewed by: Philippines, Kenya Technical assistance requested
11	Maldives	22 March 2007	Reviewed by: Palau, Cabo Verde Technical assistance requested

¹⁴ All the listed countries except Brunei Darussalam are on the DAC list of ODA eligible countries: <http://www.oecd.org/dac/stats/documentupload/DAC%20List%20of%20ODA%20Recipients%202014%20final.pdf>. The project does not intend to work at this stage with Brunei Darussalam; it has been included in the table for completeness of the regional picture.

¹⁵ Bhutan is in the process of ratifying UNCAC.

12	Mongolia	11 January 2006	Reviewed by: Yemen, Kenya Technical assistance requested
13	Myanmar	20 December 2012	Reviewed by: Thailand, Burundi Review ongoing
14	Nepal	31 March 2011	Reviewed by: Fiji, Benin Review ongoing
15	Philippines	8 November 2006	Reviewed by: Bangladesh, Egypt Technical assistance requested
16	Seychelles	16 March 2006	Reviewed by: Democratic Republic of Congo, Sao Tome and Principe Review ongoing
17	Sri Lanka	31 March 2004	Reviewed by: Papua New Guinea, China Technical assistance requested
18	Thailand	1 March 2011	Reviewed by: Nepal, Bahrain Review ongoing
19	Timor-Leste	27 March 2009	Reviewed by: Fiji, Namibia Technical assistance requested
20	Vietnam	19 August 2009	Reviewed by: Lebanon, Italy Technical assistance requested

16. The first common element in the outcomes of the reviews is that gaps in national legal frameworks pose an obstacle to the full implementation of the Convention. The UNCAC review recommendations in the Asia-Pacific region have often related to the definition and criminalization of bribery of foreign public officials and officials of public international organizations, the definition of embezzlement and trading in influence, as well as the establishment of effective procedures for the protection of witnesses and the protection of reporting persons.

17. In South Asia in particular, legal protection for whistle-blowers remains weak, with only a couple of countries having enacted legislation. Other areas of concern include gaps in the definition of money-laundering, in the seizure, freezing and confiscation of property, in laws and procedures related to bank secrecy, in issues related to criminalization of obstruction of justice and in relation to international cooperation.

18. There is a clear need for institutional reform and capacity-building to ensure the effectiveness of anti-corruption bodies with investigative powers as well as other investigative, prosecutorial and judicial institutions. Enhancing cooperation between enforcement agencies both at the national and regional levels is important, as is building the

capacity of investigators and prosecutors to use special investigative techniques, to seek international cooperation and to employ proper case management.

19. Anti-corruption agencies, established under articles 6 and 36 of UNCAC, play a key role in national anti-corruption efforts. At the same time, these bodies often lack the capacity they need to carry out their functions properly. Most countries in South and Southeast Asia have established anti-corruption bodies which are mandated to prevent and combat corruption and to pursue anti-corruption reforms. The implementation reviews have identified a number of recommendations to strengthen these institutions. Some of the reviews recommend the development of strategies and work plans to address specific management and institutional issues related to the independence and accountability of the anti-corruption bodies or to improve the national and international coordination of anti-corruption authorities. At the operational level, the recommendations refer to enhancing the capacity to conduct financial investigations and improving case management systems. The reviews also point out shortcomings in the legal framework that govern anti-corruption bodies and identify technical assistance needs of these bodies in relation to legislative drafting.

20. At the regional level, UNODC is working to identify common gaps and needs for assistance as highlighted through the first cycle of review of UNCAC and to provide support through training and the facilitation of peer-to-peer technical assistance among agencies. UNODC regional initiatives are organized in cooperation with existing frameworks such as ASEAN and its subsidiary bodies, APEC and others. The project supports ASEAN's priorities in the area of anti-corruption as laid out in the ASEAN Political Security Community Blueprint which highlights the need to prevent and combat corruption, implement UNCAC and enhance cooperation among the ASEAN Member States for sharing best practices on issues related to values, ethics and integrity. UNODC is working with the South East Asia Partners against Corruption (SEA-PAC), the regional network of all the anti-corruption authorities in ASEAN, to support these priorities. SEA-PAC has started negotiations to become a statutory body of the ASEAN and it constitutes an effective vehicle for advocacy and networking with anti-corruption authorities. The next phase of this project will allow the continuation and expansion of activities with SEA-PAC, in particular with regard to supporting the UNCAC review process and delivering technical assistance for international cooperation and asset recovery in the region.

21. The project will also support the continuation of the on-going engagement with the APEC Anti-Corruption and Transparency Working Group. UNODC has participated in the Working Group's initiatives supporting the Pathfinder Dialogues, consultations among different governmental authorities and non-State actors on the integration of anti-corruption across different sectors. UNODC will ensure communication and coordination with the ADB/OECD Anti-Corruption Initiative for Asia and will participate in the Initiative's Steering Group Meeting and regional seminars.

22. In addition, the project will provide a base for continuing the work to integrate anti-corruption into the priorities of the ASEAN Economic Community (AEC). The lack of anti-corruption focus in the Blueprint of the Community has been denounced as a major shortcoming by many observers; the UNODC has initiated work with various actors at the regional level to call attention of ASEAN leaders on this topic: a "Regional Working Group on Promoting Business Integrity in ASEAN" was created, the WG engages the Corporate Social Responsibility Network (ACN) and various Chambers of Commerce in the region in promoting private sector collective action against corruption. The project will build on this activity to enhance the dialogue between businesses and national authorities in ASEAN on addressing corruption in the private sector and at the interface between public and private

sectors, with the ultimate goal of promoting foreign investments and economic growth and contributing to the AEC objectives.

23. UNODC has also sought to integrate anti-corruption into the priorities of the ASEAN Economic Community (AEC) including through its cooperation with the ASEAN Corporate Social Responsibility Network (ACN). Partnership with the ACN has been critical for UNODC to provide assistance to the private sector in Southeast Asia on anti-corruption and compliance. The cooperation led to the establishment of a Regional Working Group on Promoting Business Integrity in ASEAN in September 2014. The Group is made up of seven private sector networks from six ASEAN countries (Indonesia, Malaysia, the Philippines, Singapore, Thailand, and Vietnam) that have signed a Memorandum of Understanding on Regional Cooperation against Corruption and committed to cooperate with one another by sharing information, best practices and technical resources to promote business integrity and combat corruption in the region. The Group meets regularly to plan and design regional and national level initiatives and has recently been expanded to include other partners such as donors and non-governmental organizations active on issues of business integrity such as Transparency International. UNODC has supported a number of initiatives conducted so far including delivering training sessions on the benefits of adopting anti-corruption corporate compliance programmes to mitigate exposure to legal, financial and reputational risks associated with bribery of public officials. The project will build on this activity to enhance the dialogue between businesses and national authorities in ASEAN on addressing corruption in the private sector and at the interface between public and private sectors, with the ultimate goal of promoting foreign investments and economic growth and contributing to the AEC objectives.

24. At the national level, UNODC seeks to provide specific support to anti-corruption agencies and other authorities based on needs identified in the implementation reviews or other assessments, which may include capacity assessments, legislative drafting advice, the development of anti-corruption strategies, specialized investigative training, support to awareness-raising campaigns, strengthening of national coordination of anti-corruption efforts, etc. This support has led to the enactment of new laws, the adoption of new strategies, improved national coordination and increased knowledge and capacity of national officials. The assistance provided by UNODC was rated very highly by the beneficiaries during the mid-term evaluation who requested the expansion of the capacity-building support. Further follow-up to the review recommendations and technical assistance needs identified is required to ensure the effective implementation of UNCAC.

25. With regard to the prevention of corruption and asset recovery, the upcoming second cycle of the Implementation Review Mechanism is a powerful incentive for the countries in South and Southeast Asia to introduce necessary reforms. Several countries have already started to work on preparing for the review of Chapters II and V of the UNCAC and have requested UNODC support.

26. In the course of the first phase of the project, UNODC has initiated work to assess the existence and effectiveness of prevention of corruption mechanisms. In the majority of countries, the framework for ensuring ethics, transparency and accountability of the public services appears to be weak. Management of conflict of interests and asset declaration systems are generally at a preliminary stage of implementation, as are the mechanisms to ensure that procurement processes are based on the principles of competition, transparency and objectivity.

27. The need to engage with civil society particularly through awareness-raising campaigns and to encourage public reporting has been identified in several review reports.

Civil society organizations also need more space to engage with other stakeholders in anti-corruption dialogue and action.

28. Further, private sector anti-corruption initiatives are implemented to a different degree in the region and need to be strengthened. Thanks to UNCAC, countries across the region are enacting new laws that directly impact the private sector such as the criminalization of foreign public bribery, private sector bribery and embezzlement, the introduction of the liability of legal persons, the establishment of frameworks for the prevention of corruption in the private sector, and improved public procurement processes. In parallel, businesses are under increasing pressure to develop effective compliance and due diligence regimes. These efforts need to be supported by thorough consultative processes engaging the public authorities and the business community. Building on successful UNODC initiatives in other countries, the project will support efforts to strengthen public private dialogue, to support legislative and policy reform, to encourage the use of the guides and learning tools developed by UNODC for the private sector¹⁶, and to expand pilot collective actions in South and Southeast Asia, building on existing initiatives such as integrity pacts and the ACN.

1.3 Justification for UNODC Involvement

29. As the Secretariat to the Conference of the States Parties to UNCAC, UNODC has a formal responsibility to support States to ratify and implement the Convention. The Conference and its working groups have provided clear and far-reaching guidance on the actions required to support the implementation of UNCAC which UNODC has pursued within the availability of voluntary contributions. UNODC is also the Secretariat to the Implementation Review Mechanism, a position which allows it to work closely with national counterparts, providing guidance and support throughout the review process.

30. UNODC has found that the Convention and its review mechanism provide an impartial means to encourage governmental reform. UNODC has the comparative advantage and a proven track record of working with UNCAC States parties on how to prevent and fight corruption, using the internationally accepted anti-corruption framework of UNCAC as the basis for engagement. Through the 2012-2016 phase of the project, the UNODC team developed extensive networks and relationships in the Asia-Pacific region and globally.

31. The UNCAC reviews have acted as a particularly effective, politically neutral entry point for the provision of technical assistance. The review process allows for States to assess their countries' existing frameworks and consider how they might be further strengthened in line with the Convention. Many countries have undertaken reforms (including enacting new laws, developing new anti-corruption strategies, establishing new institutions, strengthening capacities of existing institutions, improving domestic coordination of anti-corruption efforts, etc.) as a result of the review process.¹⁷ Involved through all stages of the review and its follow-up, the UNODC team has a solid understanding of challenges and needs of the country and is able to advocate for and advise Governments and other stakeholders on how to prioritize and address recommendations from the review.

32. UNODC reaches out to all countries that identify technical assistance needs and seeks to support the development of plans to address recommendations, to provide

¹⁶ http://www.track.unodc.org/private_sector/Pages/Tools.aspx

¹⁷ Further information on the impact of the review mechanism can be found in this report, particularly in paragraphs 9 to 18: <http://www.unodc.org/documents/treaties/UNCAC/COSP/session6/V1506048e.pdf>

immediate assistance where possible and to share the requests for technical assistance with other development assistance providers. UNODC encourages South-South learning and cooperation at each step of the review process, from the initial trainings, during the review and afterwards in the follow-up stage.

33. UNODC's regional adviser programme was created to allow countries from the same region, with similar culture and comparable legal and administrative traditions, to benefit from sharing experiences and from targeted technical assistance. Over the last years, regional advisers in South and Southeast Asia¹⁸, the Middle East and North Africa, Eastern and Southern Africa, the Pacific and for Small Island Developing States have been funded under the first phase of this project and its counter-part in the Pacific. Additional regional advisers, deployed in Central America and the Caribbean and in West and Central Africa, are funded through other sources.

34. The advisers are an effective tool for provision of technical assistance as they draw on the work of UNODC at global level, applying good practices identified through the Conference of the States Parties and its subsidiary bodies, using knowledge products and tools developed by UNODC and incorporating lessons learned through successful technical assistance programmes delivered around the world.

35. Regional anti-corruption advisers are well-placed to identify common regional needs and to provide specific assistance at the national, sub-regional or regional levels. Based in their regions, the advisers play a key role in encouraging South-South and regional cooperation among Member States. The advisers, in providing advice and technical assistance to States, seek to create lasting bilateral, multilateral and regional exchanges of knowledge and expertise.

36. It is intended under this phase of the project to place two regional anti-corruption advisers together in Bangkok, Thailand, with responsibility to cover both South Asia and Southeast Asia. The UNODC office in Bangkok is located in a major United Nations hub covering South, Southeast Asia and the Pacific for a large number of UN agencies, including UNDP. The presence of a strong administration team in Bangkok will facilitate programme implementation. Bangkok also has direct daily flights to all of the South and Southeast Asian countries that will be covered by this project. Each adviser will focus on particular countries in South and Southeast Asia, but will be able to share lessons learned, build inter-regional synergies, encourage cooperation and joint initiatives, and draw on the complementary substantive expertise of the two experts. For these reasons, the presence of the two advisers in the same office is expected to be highly beneficial for the implementation of the project and will further provide cost savings in the implementation of the project.

37. UNODC also supports the engagement of other stakeholders in efforts to fight corruption. UNODC supports anti-corruption efforts in the private sector through (a) assisting in the development and improvement of national legal frameworks and systems relevant for the private sector; (b) enhancing the role of the private sector to engage in preventing corruption (in line with UNCAC and the 10th Principle of the UN Global Compact); and (c) building partnerships between the private and public sector for advancing technical assistance efforts. UNODC will draw on its global experiences and tools for the private sector¹⁹ that it has developed to strengthen integrity in the private sector and to encourage public private dialogue in anti-corruption. In this next phase, UNODC will build on previous work with existing frameworks such as the ASEAN Corporate Social Responsibility Network, ACN. Special attention will be paid to issues such as the

¹⁸ The adviser for Southeast Asia is co-funded by other projects.

¹⁹ http://www.track.unodc.org/private_sector/Pages/Tools.aspx

involvement of the private sector in the country reviews and in follow-up activities. The review mechanism provides an excellent entry point for the private sector to engage on a technical, non-politicized basis. In accordance with the Terms of Reference that govern the mechanism, over 50 States parties have involved the private sector in the country visit and 12 have involved them in the self-assessment phase²⁰. Further, the project will encourage the private sector to join the efforts to meet the technical assistance needs identified through the review mechanism and contribute to building, strengthening and sustaining public anti-corruption infrastructure, capacity-building and skills development, particularly in the areas directly relevant to the private sector, such as public procurement and the protection of reporting persons.

38. UNODC has forged a close partnership with civil society, academia, parliamentarians, the media and the public in the prevention of corruption. This includes notably: (a) the ongoing work of the Anti-corruption Academic Initiative (ACAD) in partnership with universities (including law schools and business schools) and other academic institutions; (b) capacity-building for civil society organizations on UNCAC and anti-corruption; (c) celebrating International Anti-Corruption Day (9 December) through numerous events around the globe; and (d) education and awareness on how to support and promote the implementation of UNCAC through activities targeting the youth, parliamentarians²¹, media and the general public.

39. In this project, direct technical assistance will be provided by UNODC through its network of anti-corruption advisers strategically placed in the region and drawing on good practices and lessons learned globally, as well as directly from the UNODC headquarters in Vienna. Policy advice, capacity-building interventions and technical and legal advice will be provided to States parties to build their capacity to implement the Convention.

40. UNODC will continue to support effective follow-up in addressing recommendations and findings emerging from the country reviews in the Asia-Pacific region. Particular attention will be paid to corruption prevention as a part of the preparation for implementation review cycle.

41. UNODC will continue to work with technical assistance providers with a view to strengthening coherence, consistency and effectiveness of technical assistance and promoting South-South cooperation. This will require an ongoing process of analysis of technical assistance needs, commonalities, good practices, tools and trends. In addition, UNODC will work to support a coordinated approach to the delivery of anti-corruption technical assistance services and to develop high quality knowledge products on key and emerging areas in anti-corruption, including issues related to the private sector and to preventing violent extremism.

(a)

1.4 Strategic Context

42. The first phase of the project was implemented over a four year period starting in 2012, with a focus on small island developing States (SIDS), South and East Asia, Northern Africa and the Middle East, Eastern and Southern Africa, drawing on both UNODC headquarters and its regional office network.

²⁰ It is to be noted that while widest consultations are encouraged in the Terms of Reference, each Government decides whether or not it wishes to involve other stakeholders including the private sector in the review process.

²¹ Including through UNODC's longstanding partnership with the Global Organization of Parliamentarians against Corruption (GOPAC).

43. The project sought, in close consultation and coordination with UNDP and DFAT²², to advance the ratification and follow-up to the implementation review of UNCAC with a view to building an effective global regime against corruption with a specific focus on SIDS and the covered regions. More specifically, the project sought (1) to accelerate UNCAC ratification and effective participation in the implementation of the UNCAC Review Mechanism by SIDS, including support to the effective follow-up to the findings and recommendations emerging from the country reviews; (2) to support the effective implementation of UNCAC in South and East Asia, Northern Africa and the Middle East, and Eastern and Southern Africa; and (3) to strengthen coherence, consistency and effectiveness of technical assistance in support of States parties follow-up actions to the implementation review. The project complemented parallel activities undertaken by UNDP under its Programme on Anti-Corruption for Development Effectiveness (PACDE), which later became the Global Anti-Corruption Initiative (GAIN), with support from DFAT.

44. The mid-term evaluation of the first phase of the project assessed its implementation in positive terms. The evaluation found that UNODC is best placed amongst UN agencies to support Member States in the ratification and implementation of UNCAC. The evaluation also concluded that the implementation was broadly effective and relevant, contributed to addressing recommendations made in the process of country reviews and promoted UNCAC ratification, particularly among SIDS.

45. The evaluation report identified one of the key successes of the project to be the increase in South-South cooperation and found that the project has been a vehicle to initiate, sustain and strengthen partnerships among a range of actors, especially between States parties in selected regions, through regional cooperation networks, and international organizations such as UNDP. The evaluation report noted the high degree of satisfaction of the project beneficiaries with the support they receive and their expectations for continued support. The evaluation recognized that the work undertaken by UNODC in the field of training to strengthen knowledge, skills and capacities has been successful, as it has contributed to enhanced skills and knowledge in the field of UNCAC and supported a more comprehensive discourse on UNCAC, whose norms have become a global reference point. The evaluation also recognized the project's contribution to the Implementation Review Mechanism.

Highlights of Project Implementation

Accelerated the ratification of UNCAC: Since the launch of this project, an additional 18 States have ratified or acceded to the UN Convention against Corruption, surpassing the target of 10 new States in the project. Through this project and the complementary UN-PRAC project, UNODC was instrumental in supporting States to become States parties to UNCAC through pre-ratification workshops and legal advice in countries such as Comoros, Grenada, Kiribati, Myanmar, Nauru, Oman, South Sudan, Sudan, Swaziland and Tuvalu.

Maximized the benefit of the implementation reviews for States parties: UNODC has supported States in all phases of the reviews to ensure that the review process leads to strengthened anti-corruption efforts

²² Previously the Australian Agency for International Development (AusAID).

in line with UNCAC. A few examples of this work include:

In Tanzania, UNODC support started with the provision of technical assistance to complete the self-assessment check-list and concluded with securing additional funds to enable proper prioritization and planning of follow-up to the recommendations emanating from the review. In the period immediately following the review, Tanzania identified strengthening trial advocacy skills as an immediate priority and UNODC delivered a series of capacity-building events to prosecutors and magistrates. The participants in the advocacy training have reported that the skills they developed were immediately used in their work and resulted, *inter alia*, in more success in having documentary evidence admitted in trials for anti-corruption offences.

In the Dominican Republic, UNODC provided support for the development of an action plan to identify priorities for the implementation of the recommendations from the review on chapters III and IV. New laws on asset declarations and illicit enrichment have already been adopted and further penal reforms are underway with legislative assistance from UNODC. Building on this success, the Dominican Republic has already undertaken a pilot review to prepare for the second cycle of reviews.

In Southeast Asia, Lao PDR, Malaysia, Philippines and Viet Nam are developing and implementing new domestic legislation and/or anti-corruption policies addressing the recommendations from the reviews, with the support of UNODC, particularly in relation to foreign bribery, the liability of legal persons and corruption in the private sector. In addition, specialized anti-corruption agencies in Cambodia, Lao PDR and Timor-Leste are receiving technical assistance from UNODC to enhance their capacity to successfully investigate corruption cases.

Used review mechanism to identify and implement priority areas for knowledge products and technical assistance in the area of whistle-blower protection: At the global level, it quickly became evident that whistle-blower protection was the area with the highest number of recommendations and technical assistance needs. In response, UNODC developed the *Resource Guide on Good Practices in the Protection of Reporting Persons* which was launched in 2015. At the regional level, UNODC's regional advisers were able to use the country review reports to identify regional trends, needs and priority areas for assistance. For Southeast Asia, for example, 10 of the 11 countries received a recommendation on article 33 and five noted technical assistance needs. For SIDS and Pacific Islands, 16 of the 20 countries that completed their reviews received a recommendation and 15 noted technical assistance needs. In both regions, UNODC is now conducting capacity-building regional events on whistle-blower protection to enable regional dialogue and mutual learning and to establish a first basis for more in-depth assistance at country level. At the country level, UNODC has assisted Micronesia as well as the Solomon Islands in the drafting of new legislation on whistle-blower protection.

Empowered small island developing States: The UNODC global programme and UN-PRAC have supported SIDS from all over the world to implement the Convention and to effectively participate in the review mechanism. SIDS have identified common strengths and challenges in their anti-corruption efforts and have assisted each other through South-South cooperation. Importantly, SIDS have also taken a very active role at the international level, culminating in the adoption of resolution 6/9 of the Conference of the States Parties on “Strengthening the implementation of the United Nations Convention against Corruption in small island developing States”.

Enhanced South-South cooperation: The mid-term evaluation identified the promotion of South-South cooperation throughout the implementation of the project to be a key success. UNODC has facilitated regional networks and platforms for knowledge sharing and has involved experts from other countries in training activities. Through the project, Timor-Leste provided support to Sao Tome and Principe on case management, Mauritius offered to host a knowledge-sharing platform for SIDS, and experts from Malaysia and Thailand provided advice to Myanmar on its new anti-corruption agency. In Southeast Asia, two regional-level institutions, SEA-PAC and ACN/ASEAN’s Regional Working Group on Promoting Business Integrity are participating in enhanced regional mechanisms to counter corruption, with support from UNODC.

46. The mid-term evaluation further formulated a number of recommendations that have been taken into consideration in designing the current project proposal. A number of the recommendations relate to the strategic planning and prioritization of the work of UNODC in anti-corruption across all of its global and regional programmes. To address these, UNODC has recently developed a theory of change with clear priorities for the work of the Corruption and Economic Crime Branch, based on which the next Thematic Programme on Action against Corruption, Economic Fraud and Identity-Related Crime is being developed. The theory of change and the thematic programme will seek to set out a more strategic and prioritized framework to guide all of UNODC’s programming and work on anti-corruption.

47. The evaluation found that the requests for technical assistance exceed the capacity of the Corruption Branch and its regional advisers and recommended that prioritization criteria be developed to screen and prioritize requests for assistance. As noted, UNODC is seeking to address this challenge at a broader level across all of its programming through the development of the theory of change and thematic programme which will identify priorities. Efforts will continue to be made to prioritize the assistance and a clear list of criteria will be defined as proposed by the evaluation report. This recommendation was taken into account when designing the project’s results-based framework (Annex 1), which specifies the outcomes, outputs and activities to be achieved through the project. This will allow the project to have a clear workflow management and an efficient division of labour while retaining the flexibility required by the recipient-driven and request-based nature of the technical assistance delivery.

48. The evaluation further found that the beneficiaries’ expectations far exceeded the capacity of UNODC and the resources available to provide technical assistance and recommended that UNODC prepare a communication plan that would clarify the limits of UNODC assistance. UNODC staff, including the advisers, do communicate the limitations of

UNODC's assistance, in relation to both staff time and funding, with all beneficiaries. Notwithstanding these efforts, the mid-term evaluation revealed that these limitations are not always well-understood. UNODC will develop internal guidelines for staff to use in explaining UNODC's capacities and limitations and will revise promotional material.

49. Under this project, a communication plan will be elaborated in the preparatory phase to ensure systematic communication with and outreach to the beneficiaries of the project in order to clarify the roles of UNODC, DFAT and other stakeholders and to clearly set out the scope of the project's activities and its limitations to ensure realistic expectations. A range of mediums will be employed to strengthen communication with the project beneficiaries and stakeholders, including one-to-one communications, printed materials, social media and internet tools such as the UN platform www.anti-corruption.org, the UNODC website (www.unodc.org) and TRACK, the central platform of "Tools and Resources for Anti-Corruption Knowledge" (www.track.unodc.org). The mid-term evaluation noted that the current intervention logic would be clearer if simple, measurable, achievable, realistic and timely ("SMART") impact level indicators were developed to make the measurement of effectiveness and impact easier. The theory of change that will serve as a basis for the new thematic programme is accompanied by a results framework, containing such indicators that will allow for consistent and clear reporting across UNODC's different programmes. It is worth recalling that the nature of such a global programme in which activities are carried out over a large number of countries does make it more challenging to measure the impact of actions carried out only under this project. Taking this into account, the current project proposal has been developed with better indicators and will include stronger monitoring and evaluation systems to be able to improve the measurement of effectiveness and impact, drawing on lessons learned from the first phase.

1.5 Synergies with Other Programmes and Projects

(i) Synergies with other UNODC projects

50. UNODC uses multiple level strategic and programming documents that guide its activities in delivering its mandates.

51. The highest level of these, the Strategic Programme Framework, provides an overview of all UNODC mandates and identifies the accomplishments that UNODC seeks to achieve in carrying out its mandates and its strategy for doing so. The framework includes 9 subprogrammes, covering all thematic areas of UNODC mandates. Subprogramme 3 on countering corruption provides that UNODC's objective is to prevent and combat corruption, in line with UNCAC and that this is to be achieved through the provision of technical assistance to support ratification or accession, secretariat support to the Conference of the States Parties and its subsidiary bodies and the improved capacity of States to prevent and fight corruption.

52. The Thematic Programme on Action against Corruption, Economic Fraud and Identity-Related Crime builds on the Strategic Programme Framework and provides a thematic overview of all of the work done by UNODC in the area of anti-corruption under both global programmes and regional or national programmes. The thematic programme sets out the guiding framework and strategic approach of UNODC's work relating to anti-corruption. As noted, the thematic programme for 2016-2019 is currently being developed

on the basis of the theory of change to ensure a strategic and coherent approach to UNODC's work in anti-corruption.²³

53. The objectives and outcomes of the new thematic programme are set out below:

Corruption is prevented and combated through effective implementation of UNCAC in support of SDG goal 16

Objective 1: Policy makers and practitioners use available knowledge on preventing and combatting corruption

Outcome: Knowledge on corruption and anti-corruption is used by policy-makers, practitioners and other stakeholders

Objective 2: Legal, regulatory, policy and institutional frameworks address corruption risks and are in line with international standards

Outcomes: States' legal frameworks address corruption risks in line with UNCAC

States' institutional frameworks address corruption risks in line with UNCAC

Objective 3: Capacities (human and organizational) to implement laws and procedures to prevent and combat corruption exist in all sectors

Outcome: Anti-corruption practitioners and other stakeholders have and apply the capacity to prevent and combat corruption

Objective 4: Political will exists to further effective UNCAC implementation

Outcomes: Partners actively support and promote UNCAC implementation

Anti-corruption frameworks and capacities are strengthened in other UNODC mandate areas

54. To achieve the implementation of the thematic programme, the Corruption Branch is currently implementing four global programmes (GLOX69, GLOT58, GLOS48 and GLOT08)²⁴ addressing anti-corruption across the world, in addition to corruption-specific

²³ The 2012-2015 thematic programme can be found here:
http://www.unodc.org/documents/corruption/Thematic_Programme/Thematic_Programme_on_Corruption_-2012-2015_sept12.pdf

²⁴ The global programmes are (or have been) funded by the following donors:

GLOX69: Australia, One UN Vietnam;

GLOT58: Australia, Austria, Brazil, Canada, Finland, France, Germany, Italy, Libya, Japan, Mexico, Morocco, Netherlands, Norway, Panama, Poland, Qatar, Russian Federation, Saudi Arabia, Sweden, Switzerland, Turkey,

work done by the Advocacy and Research Sections. The multi-programme structure was primarily adopted for reporting purposes to ensure sufficient tracking of activities and expenditures. Mid-term evaluations of GLOX69 and GLOT58 have noted the potential overlap between the different global programmes and efforts will be undertaken to simplify the structure of the global programmes under the framework of the thematic programme, to make it more coherent and holistic. UNODC's new administrative system allows for better tracking of expenses related to individual pledges and thus will make it possible to provide more specific reporting within larger global programmes.

55. Lastly, regional and national programmes reflect all of the different thematic work done by UNODC in a particular region or country. They are therefore a counterpart to the thematic programmes. Corruption is usually one of the substantive areas addressed in the regional programmes. Regional programmes have been developed in both South Asia and Southeast Asia that reflect UNODC's anti-corruption work. The present project provides synergies with the implementation of both regional programmes, whose outcomes and outputs are consistent with those in the thematic programme and in this project. The Regional Programme for Southeast Asia (2014-2017) in its sub-programme 2, provides for four outputs to achieve the outcome of having Member States more effectively prevent, raise awareness of, detect, investigate and prosecute corruption: (i) Strengthened anticorruption policies, legislation and strategies in line with UNCAC; (ii) Strengthened institutional frameworks and capacities in line with UNCAC; (iii) Regional anti-corruption forums, networks and institutions supported; and (iv) Private sector, civil society groups and academia supported to promote and implement anti-corruption strategies. The Regional Programme for South Asia, which is now being extended to 2017, provides for the following outcomes: (i) Member States take action to improve their compliance with UNCAC through strengthening of anti-corruption regimes; (ii) Member States take action to effectively prevent, raise awareness of, detect, investigate and prosecute corruption; (iii) Member States develop and implement corruption prevention strategies including in cooperation with other actors (private sector, government bodies, civil society and academia) in line with UNCAC. Every effort has been taken to ensure the consistency and complementarity between regional and global programmes on anti-corruption. Indeed, most of the anti-corruption activities in the regional programmes in South Asia and Southeast Asia are designed together with the global programmes and delivered by the regional advisers. In Southeast Asia, a regional project co-funds the position of the adviser for Southeast Asia. In South Asia, there is no other regional funding for anti-corruption work at the present time.

56. The present project will further be complementary to the UN Pacific Regional Anti-Corruption (UN-PRAC) Project, jointly implemented by UNODC and UNDP in the Pacific region. Efforts will be made to develop synergies in the implementation of both projects. The UN-PRAC project will benefit from the knowledge tools and resources developed by the UNODC Asia-Pacific project, adapted as needed to be useful in the Pacific context. The UN-PRAC experience will be used by the UNODC project, particularly in addressing the specific problems of small island developing States in the Asia-Pacific region.

United Kingdom, United States; International organizations: International Olympic Committee, WB/UNODC StAR Trust Fund, UNDP and UNOPS; Private donors: International Center for Sport Security, Modern Times Group;
GLOS48: Australia, Austria, Canada, France, Germany, Japan, Norway, Panama, Switzerland, United Kingdom, United States; Private donor: Revenue Watch;
GLOT08: Canada, France, Germany, Italy, Japan, Luxembourg, Norway, Panama, United Kingdom, United States; International organizations: WB/UNODC StAR Trust Fund, UNDP.

57. The knowledge products developed by UNODC and the technical advice of other regional advisers and the staff in the Corruption and Economic Crime Branch have been and will continue to be drawn on to complement and supplement the skill-set of the project team and meet the demands of the beneficiary countries to prevent and combat corruption. These knowledge products and databases are available online on the UNODC and TRACK websites. Anti-corruption e-learning courses and modules developed by UNODC and UNDP will also be used²⁵ as a supplement to in-person training programmes and to reach a broader audience.

(ii) Synergies with UNDP

58. The project will be implemented in close cooperation and coordination with the UNDP Global Anti-corruption Initiative (GAIN). The two projects complement each other and build on the history of close cooperation and collaboration between UNODC and UNDP from the first phase of the DFAT projects.

59. During the first phase of the project, UNODC closely cooperated with UNDP and other important stakeholders, including other development agencies. A Memorandum of Understanding was signed between UNDP and UNODC on 15 December 2008, outlining the mutual understanding that anti-corruption should be prioritized and that both organizations will cooperate in this regard. Consistent with the mid-term evaluation, the memorandum will be reviewed in the context of the implementation of the next phase of the projects.

60. UNODC, as guardian of UNCAC, has a recognized mandate and proven expertise in delivering technical assistance to States parties. This has also been recognized as a strength of the organization in the mid-term evaluation. UNODC strengths lie in its deep knowledge and understanding of UNCAC and its Implementation Review Mechanism and the experience in delivering technical assistance to address recommendations arising from the country reviews. UNODC expertise ranges from legislative drafting assistance, capacity assessments and the provision of capacity-building to anti-corruption and law enforcement bodies, strengthening integrity in the judiciary and other parts of the criminal justice sector, public procurement, facilitating public-private dialogue on corruption, and strengthening international cooperation and asset recovery.

61. UNDP is a development agency with a global presence and extensive experience in liaising with the civil society and strengthening public awareness on the issues of corruption. UNDP's work to address corruption is based on three key pillars – Sustainable Development, Democratic Governance and Resilience-building. More specifically, the UNDP strategic plan envisages that citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. The UNDP plan also recognizes the vital role of institutions to deliver universal access to basic services and progress needed to address gender inequality and promote women's empowerment. Global UNDP anti-corruption activities were carried out initially through PACDE and later through the GAIN project (2014-2017). UNDP has experience in engaging in corruption prevention interventions, particularly at the country level. This is expected to complement the global expertise of UNODC with specific local knowledge.

62. UNDP plans in the next phase of the project to provide support to countries in Asia-Pacific region to upscale the sectoral and social accountability initiatives (such as

²⁵ These courses and modules can be found at thefightagainstcorruption.org, www.unodc.org/elearning, and www.anticorruption.org.

corruption risk mitigation pilot projects in health, education, and water sectors) that were launched during the first phase and to support sectoral corruption prevention programmes in new countries. The project plans to work with civil society networks, youth and women to engage them in monitoring and oversight of services delivered by governments. Parallel to that, the project will also focus on strengthening the capacity of anti-corruption agencies to promote UNCAC implementation and corruption prevention by linking anti-corruption work with the national development agenda. The project will further promote anti-corruption awareness, advocacy and knowledge by engaging different stakeholders to change the attitude of population towards fighting corruption.

63. The following table summarizes the complementarity of the approaches of the two global projects:

UNODC Objectives	UNDP Objectives
To build the capacity of the States parties in the Asia-Pacific region to effectively implement UNCAC.	Mitigate corruption risks in service delivery sectors such as health, education and water by enhancing transparency and accountability.
To provide support to States parties in the Asia-Pacific region, as well as to other stakeholders such as the private sector, to effectively coordinate their anti-corruption policies and efforts and to exchange experiences and best practices in fighting corruption.	Strengthen state/institutional capacity to implement UNCAC and prevent corruption.
To develop knowledge tools to support the efforts of policy-makers, anti-corruption practitioners and other stakeholders to prevent and combat corruption.	Promote knowledge and advocacy to support anti-corruption efforts.

64. Thus, the UNDP approach could be summarized as focusing on development, and on corruption as an impediment to development particularly in the health, education and water sectors; on capacity-building of agencies with particular focus on their preventive functions and on linking anti-corruption work with the national development agenda; and on advocacy and promotion of knowledge to change the attitude of population towards corruption.

65. This approach effectively complements the UNODC approach which, instead, focuses on strategic implementation of anti-corruption reforms in line with the UNCAC, covering prevention, enforcement, international cooperation and asset recovery, including through addressing the findings of the implementation reviews; on coordination between partners and South-South exchanges to promote effective local practices in anti-corruption; and on developing practical tools and knowledge products to be used by policy-makers, anti-corruption practitioners and other stakeholders in the process of UNCAC implementation. While both UNODC and UNDP will develop knowledge, the products developed will be focused on the substantive strengths of each organization and based on specific needs identified. UNODC knowledge products will draw heavily on the review mechanism and on

its core mandates. Both organizations will continue to consult and coordinate to ensure that their knowledge products are complementary and do not overlap.

(b)

1.6 Target groups

66. The main target group of the project are the Member States of the United Nations and, in particular, UNCAC States parties. Specific institutions and target groups within Member States include:

- A. lawmakers and policy-makers;
- B. national anti-corruption bodies (with both preventive and law enforcement functions);
- C. judicial, prosecutorial and law enforcement authorities;
- D. competent authorities for international cooperation and asset recovery practitioners;
- E. regional anti-corruption/integrity networks; and
- F. technical assistance providers for anti-corruption and governance.

67. While the primary focus of the project will be on States parties in the South Asia, Southeast Asia and the Pacific region, assistance will be provided to other UNCAC States parties, particularly SIDS, where the outcome of the assistance could be deemed as a good practice that may be replicated and used in the Asia-Pacific region.

68. While they are not a direct target of the project action, other constituencies, such as (i) private sector entities and initiatives, (ii) civil society, the media, youth and civil society active in improving transparency and accountability, and (iii) academia and think tanks, will benefit from the project, in particular as it relates to their active engagement with and access to the governmental institutions identified above.

69. The project will seek in particular to encourage Governments to involve these actors actively in the UNCAC review process with a view to enhancing the credibility and quality of its outcome and to improving their support in addressing the findings and recommendations emerging from the country reviews. Moreover, the project will, where appropriate, seek to support an open dialogue between government institutions and non-State actors concerning all policies, laws and strategies aimed to prevent and combat corruption.

1.7 Gender and Human Rights

70. There is a growing consensus that a strong correlation exists between countries that have open societies and greater empowerment of women, tending to have less corruption. Corruption has well known differential impacts on social groups and may have a disproportionately detrimental impact on women, who are often responsible for seeking public services on behalf of their families. UNODC is committed to mainstreaming gender equality in its work, and as such, this project is also committed to gender equality and aims to integrate both gender mainstreaming and a human rights-based approach into its activities.

71. As an organization, UNODC has identified gender as an issue cutting across all aspects of its programmes and activities both at headquarters and in the field. A guidance

note for UNODC staff entitled “Gender mainstreaming in the work of UNODC” was developed and devotes special attention to anti-corruption programming. The guidance note recognizes the disproportionate impact of corruption on women in some societies and the role of corruption as a barrier to accessing public services and it requires from UNODC staff to address the gender considerations in anti-corruption interventions. The importance of mainstreaming a gender perspective into all policies and programmes of the United Nations system has been repeatedly emphasized by ECOSOC.²⁶

72. The mid-term evaluation recognized that UNODC has identified gender as an issue cutting across all aspects of its programmes and activities both at headquarters and in the field and that the programme had sought to apply the UNODC guidance note and ECOSOC resolutions by including these issues in the project documents, by collecting and keeping gender disaggregated data and by carrying out awareness raising activities. As in all UNODC evaluations, it was recommended that further efforts be made to strengthen the mainstreaming of both gender and human rights.

73. In the implementation of the project, it has proven difficult to ensure a gender neutral composition of the workshop participants in certain environments due to an unbalance in those countries where one gender is strongly overrepresented in the high ranks of the civil service. Efforts to encourage the participation of women in activities will continue by measures such as requesting lists of potential candidates for training events in the early planning stages and making gender one of the criteria of the selection process of the final list of participants. A specific focus of the project will be to improve women’s active participation and, where possible, effective leadership throughout the project activities. For trainings which work with case examples, due attention will be given to selecting examples which allow for a specific gender focus. The project will work on promoting and reinforcing regional gender-related norms and standards, such as the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women’s Empowerment.

74. Following established practice, efforts will be made to collect and maintain disaggregated data on gender ratio during conferences and capacity-building activities in the implementation of this project and to raise gender-related issues to the extent possible. UNODC will sustain and increase the efforts in raising more awareness about the connection between human rights, gender and corruption, including through the initiative relating to United Nations Development Assistance Frameworks which seeks to create linkages between these different elements in UN programming. UNODC will also promote the effective participation of women in the implementation review process, building from a successful UNODC pilot with women’s civil society groups.

75. It has been recognized by the Human Rights Council in its resolution 7/11 of 2008 that effective anti-corruption measures and the protection of human rights are mutually reinforcing. The Council further adopted resolution 29/11 of 2015 on “The negative impact of corruption on the enjoyment of human rights” which affirmed being deeply concerned about the increasing negative impact of widespread corruption on the enjoyment of all human rights, including by reducing the resources available for all sectors in development, thereby hampering the realization of all human rights” and stressed that “...preventive measures are one of the most effective means of countering corruption and of avoiding its negative impact on the enjoyment of human rights”.²⁷ The same resolution invited the Office of the United Nations High Commissioner for Human Rights and UNODC, as the

²⁶ ECOSOC, agreed conclusions 1997/2 in A/52/3 and resolution 2008/34.

²⁷ A/HRC/RES/29/11, para. 4

secretariat of the Conference of the States Parties to UNCAC, to exchanges views to deepen the understanding of the nexus between corruption and human rights.²⁸

76. Within UNODC, in a position paper entitled “UNODC and the Promotion and Protection of Human Rights”, the organization underlines the importance of taking a rights-based approach to anti-corruption.

77. The present project will contribute to promoting human rights in line with the 2005 World Summit Outcome concerning the mainstreaming of human rights throughout the United Nations System, the resolutions of the Human Rights Council, and in full respect with the UNODC internal policies. At the level of impact, UNODC will seek to strengthen the integrity and accountability of domestic institutions and improve the transparency and citizens’ participation in government decision-making processes, resulting in improvements in governance that would advance the rights of individuals and groups in the exercise of economic, social and cultural rights without discrimination of any kind²⁹.

78. As the project aims to enhance integrity, accountability and transparency in the criminal justice system, including courts, prosecution services and the police, as well as specialized law enforcement agencies, it will also promote the right to a fair trial³⁰, the right to liberty, security of person, and non-arbitrary arrest or detention³¹, the right not to be subjected to torture or to cruel, inhumane or degrading treatment or punishment³² and the right for persons deprived of liberty to be treated with humanity³³. Furthermore, the project will work with national authorities to build and strengthen capacity to implement special investigative techniques applied to corruption investigations in compliance with due process safeguards and to build capacity to protect reporting persons with due regard to human rights requirements. Knowledge products will incorporate human rights issues to deepen the understanding between the nexus of human rights and anti-corruption and will support and complement capacity-building activities.

79. As such, the project furthers the realization of these rights and contributes to the capacity of respective national counterparts to promote full compliance with their international human rights obligations.

2.2 2. Project Description

(a) 2.1 Key Implementation Principles

80. **Responding flexibly, rapidly and effectively to the needs of the target countries** while prioritizing technical assistance requests that demonstrate political will and have improved perspectives for sustainability. The political environment in the target countries may be volatile and the window of opportunity for enabling effective reform can often be narrow. This project aims to be responsive to the needs of the States parties as they arise, underpinned by strong partnerships and based upon impartiality, openness and mutual respect.

81. **Responding sensitively to the local context.** One-size-fits-all solutions rarely work in strengthening governance and fighting corruption, and can at times do more harm

²⁸ A/HRC/RES/29/11, para. 7

²⁹ International Covenant on Economic, Cultural and Social Rights, Art. 2.

³⁰ International Covenant on Civil and Political Rights (ICCPR), Art. 14.

³¹ ICCPR, Art. 9.

³² ICCPR, Art. 7 and the Convention against Torture, Art. 2.

³³ ICCPR, Art. 10.

than good. This project supports implementing locally identified solutions led by local reform champions, which are designed to address the country-specific context. This leads to a strong demand-driven approach in project implementation.

82. Supporting holistic yet practical approaches and focusing on long-term solutions. Sustainable anti-corruption reform requires changing attitudes and incentives over a long period of time, and this cannot be achieved through simplistic approaches or one-off activities. While this project cannot support every anti-corruption activity in the Asia-Pacific region, it will support strategic and longer-term approaches that leverage political will and existing resources, building the momentum for reform and making practical in-roads in the fight against corruption.

83. Facilitating South-South experience sharing. Global experience demonstrates that sharing lessons from similar contexts is more likely to result in a better reform uptake in developing countries. In that context, this project aims to promote and apply the lessons and experiences learned in the implementation of the first phase, drawing on the UN's global networks and the review mechanism. This aspect of the project was identified as a best practice in the mid-term evaluation.

84. Promoting transparency for, and accountability to, citizens for achieving sustainable human development. The UN places priority on fighting corruption in order to achieve sustainable development as emphasized in the 2030 Agenda for Sustainable Development and its Sustainable Development Goals, in particular goal 16. As such, this project will prioritize advocacy of and support for increasing transparency and accountability of government decisions and activities, as well as ensuring citizen participation in the implementation of anti-corruption reform.

85. Strengthening partnerships to further the implementation of the project. One of the fundamental goals of this project is to build on partnerships between different anti-corruption actors. This is reflected in the efforts under the project to complement both the UNDP GAIN programme and UN-PRAC; through the strengthening of the exchange of knowledge and lessons learned at global and regional levels by coordinating with other international and regional institutions; and through the involvement of the private sector and non-governmental organizations. As outlined above, particular emphasis will be put on helping the private sector strengthen its involvement in anti-corruption activities and creating platforms for strong public-private dialogue in line with resolution 6/5 of the Conference of the States Parties, entitled "St. Petersburg statement on promoting public-private partnership in the prevention of and fight against corruption".

86. Based on these principles, it is possible to elaborate a set of criteria that will be used to guide how requests for technical assistance under this project will be evaluated and prioritized. In general, priority will be given to technical assistance requests by Member States which fulfil the following criteria:

- Direct follow-up to a recommendation or a technical assistance need identified in the implementation review;
- Identified as a priority topic for follow-up identified in the review process (given that most countries receive multiple recommendations, the identification of priorities and the sequencing of reforms is increasingly discussed during or after the review);
- The request relates to a topic on which most countries in the region have received a recommendation and/or highlighted technical assistance needs in the review. In these circumstances, regional workshops provide a useful and particularly efficient entry point

to maximize the number of training beneficiaries and to identify countries for further in-country pilot initiatives which can later be used for South-South learning;

- UNODC has added value in following up on the specific request (i.e. UNODC has the required expertise; existence of a very good and trusted working relation with the requesting Member State; no other technical assistance provider or country in the region could offer the specific request as quickly or would be better placed to provide the requested form of assistance);
- Related to a specific mandate of the Conference of the States Parties or its subsidiary bodies;
- Request contributes to better coordination and knowledge-sharing in relation to anti-corruption.

87. While considerations relating to national ownership, political will and sustainability are more challenging to assess, they will also be taken into account when assessing the prioritization of technical assistance delivery. Proven commitment and effectiveness in regard to other anti-corruption reform measures in the past (undertaken with or without external technical assistance) would also weigh in favour of the provision of assistance. Another favourable indication of ownership would be the manifestation of a long-term vision, for instance, through the integration of specific actions, which are related to the technical assistance request, into long-term strategies or action plans, including budget provision for the continuation or scaling up of the initiative (be it within existing resources or through use of new funding). Priority will further be given to technical assistance requests which focus on long-term and sustainable solutions instead of one-time events. This would include, for example, technical assistance to establish structures and processes, coordination mechanisms and train-the-trainer programmes.

(b) 2.2 Project Goal, Objectives and Key Outcomes

88. The proposed project will build on the achievements of the first phase, while focusing on the Asia-Pacific region and moving towards a strategic, proactive approach to delivery. It will be implemented in cooperation with the activities undertaken by UNDP and the joint UNDP-UNODC UN-PRAC project. The proposal takes into account the lessons learned from the first phase of the project, as well as the recommendations of the mid-term evaluation of that project.

89. The strengthened integrity in the beneficiary countries would eventually improve the investment climate and contribute to inclusive governance and the eradication of poverty through enhanced service delivery.

90. **The overall goal** is to contribute to preventing and combating corruption through effective implementation of the United Nations Convention against Corruption (UNCAC), in support of Sustainable Development Goal 16, with a particular focus on the Asia-Pacific region.

91. The overall project goal will be achieved by addressing the following **specific objectives**:

Specific objective 1: To build the capacity of the States parties in the Asia-Pacific region to effectively implement UNCAC.

Specific objective 2: To provide support to States parties in the Asia-Pacific region, as well as to other stakeholders such as the private sector, to effectively coordinate their anti-corruption policies and efforts and to exchange experiences and best practices in fighting corruption.

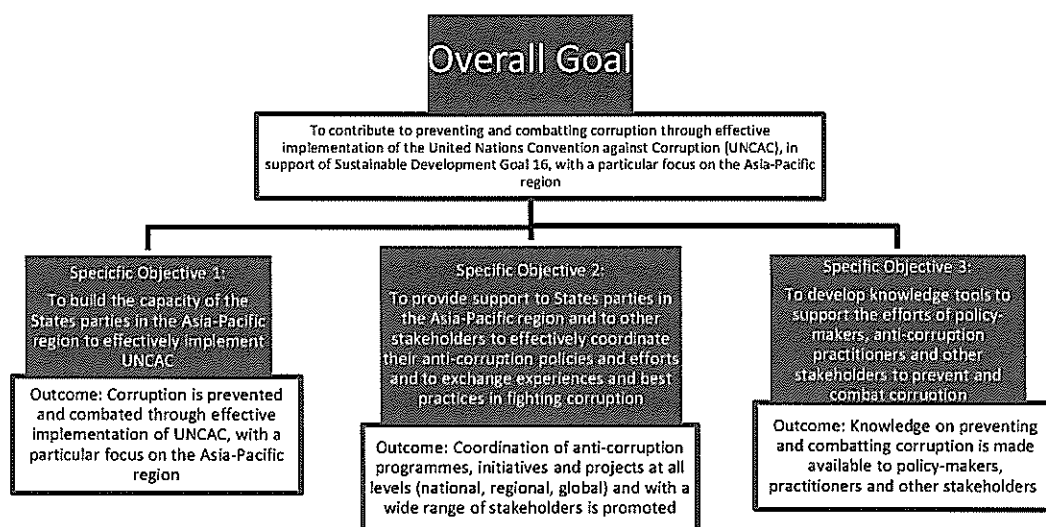
Specific objective 3: To develop knowledge tools to support the efforts of policy-makers, anti-corruption practitioners and other stakeholders to prevent and combat corruption.

92. Corresponding to the three objectives, the project will seek to achieve the following **outcomes**:

Outcome 1: Corruption is prevented and combated through effective implementation of UNCAC, with a particular focus on the Asia-Pacific region.

Outcome 2: Coordination of anti-corruption programmes, initiatives and projects at all levels (national, regional, global) and with a wide range of stakeholders is promoted.

Outcome 3: Knowledge on preventing and combating corruption is made available to policy-makers, practitioners and other stakeholders.



93. The project will seek to achieve **Outcome 1: Corruption is prevented and combated through effective implementation of UNCAC, with a particular focus on the Asia-Pacific region**, through activities related to the provision of specialized anti-corruption expertise for States parties including legislative, policy and technical advice required to ensure effective follow-up to the findings of the UNCAC implementation review. Such activities will include the provision of legal advice and legislation drafting assistance to States parties in order to strengthen their anti-corruption legal framework and bring it in line with the requirements of the Convention; of policy advice and assistance to design and develop anti-corruption policies; of technical assistance to strengthen the capacities of States to prevent corruption; and of support to strengthen the integrity of the judiciary and other criminal justice actors. The project will further strengthen the investigative and prosecutorial capacities of selected anti-corruption agencies and specialized law enforcement bodies, including the capacity to conduct financial investigations and to cooperate internationally in the investigation and prosecution of corrupt practices.

94. The project is designed to achieve **Outcome 2: Coordination of anti-corruption programmes, initiatives and projects at all levels (national, regional, global) and with a wide range of stakeholders is promoted**, by seeking to improve the coordination and cooperation in addressing corruption at national, regional and global levels, among both States parties and technical assistance providers. It will also provide a platform for South-South and SIDS cooperation among anti-corruption practitioners within and across the sub-regions with a view to promoting peer-learning and generating shared knowledge and skills relevant to preventing and combating corruption. The project also seeks to create opportunities for public-private dialogue and to help the private sector strengthen its involvement in anti-corruption activities. In the work with development assistance providers, the focus will be on strengthening coherence, consistency and effectiveness of technical assistance in support of States parties' follow-up actions to the review process. The project will build on the existing cooperation with UNDP and the UN Staff System College to provide more support to countries by mainstreaming anti-corruption in the work of the UN agencies, in particular through its inclusion in the UN Development Assistance Framework, thus ensuring that countries receive effective development assistance that is grounded in an approach that prevents and combats corruption.

95. The project will seek to achieve **Outcome 3: Knowledge on preventing and combating corruption is made available to policy-makers, practitioners and other stakeholders** by identifying and filling knowledge gaps in preventing and combating corruption. Under the project, UNODC will develop handbooks, practical guides, compendiums of best practices, training curricula, online tools and other information communication technology such as smart phone applications, etc. that would be used as instruments to promote anti-corruption reforms, drawing on the identification of needs and the knowledge gathered through the Implementation Review Mechanism and other Conference bodies.

(c) 2.3 Location and Duration

96. The project will be implemented over a four year period starting in October 2016, with a focus on Asia-Pacific region. In addition to its regional focus, the project has a global aspect in that it seeks to draw upon UNODC's global expertise in fighting corruption and by fostering the transfer of skills and the exchange of best practices from other regions of the world to Asia-Pacific and vice versa.

2.4 Overview of Activities

Specific Objective 1: To build the capacity of the States parties in the Asia-Pacific region to effectively implement UNCAC

Outcome 1: Corruption is prevented and combated through effective implementation of UNCAC, with a particular focus on the Asia-Pacific region

97. One of the key purposes of the UNCAC Implementation Review Mechanism is to identify technical assistance needs and to formulate recommendations on how the State party under review could better comply with the requirements of the Convention. Addressing these recommendations is therefore a critical step in States bringing their policy, legislative and institutional framework in line with the Convention and UNODC provides technical assistance to support this process.

98. While the most commonly identified needs coming from the review process in the first years focused on the establishment or strengthening of legal frameworks, there has been an increasing focus on effective implementation and thus a demand for capacity-building and shared learning. Countries in the Asia-Pacific regional group have identified the largest number of technical assistance needs overall. This group also identified the largest number of specified needs outside of the pre-defined categories of the self-assessment checklist.

99. The UNODC regional advisers will take the lead in terms of promoting the ratification and accession to UNCAC, supporting the active, productive and sustained participation of States parties in the Implementation Review Mechanism, assisting in ensuring that the findings and recommendations and related technical assistance needs emerging from the review process are adequately met, and building institutional, legal and operational capacities for the effective action against corruption within States parties.

100. The activities listed below are indicative and were formulated on the basis of expectations for technical assistance requests that will be received by UNODC. The number of activities listed below is to be carried out throughout the whole duration of project implementation, as per the indicative implementation schedule which is part of the Project Results Based Framework (Annex 1).

101. The technical assistance will be provided to address the recommendations from the first cycle reviews, to prepare the States parties to meet the requirements of the second cycle of the reviews, and, if the timing allows, to provide technical assistance to address findings of the second cycle.³⁴ Technical assistance will be provided on the basis of requests from the States parties.

102. While carrying out these activities, UNODC will encourage the States parties to involve private sector representatives and women's groups in the review process and in the efforts to follow-up on its recommendations.

Output 1.1: States parties' anti-corruption legal framework is strengthened to address corruption risks in line with UNCAC

103. A primary tool used by the States parties to ensure UNCAC implementation is the introduction of amendments to existing legislation or the introduction of new laws and regulations. One of the most commonly requested forms of technical assistance from the implementation reviews is for legal advice and legislative drafting assistance. Many States parties have also sought to bring their legislation into compliance with UNCAC before the review has been completed or in preparation for the second cycle. This output will be achieved through a series of interconnected activities, starting with the assessment of the legislative gaps as a part of the implementation review or as a separate intervention.

Activities:

- 1.1.1 Organization of four needs identification missions, based on the outcome of the review and the specific legal context of the country.

³⁴ The second implementation review cycle was launched in November 2015 during the sixth session of the Conference of the States Parties in St. Petersburg, Russia and the drawing of lots shall take place at the Implementation Review Group in June 2016. Thus, the first approved second cycle implementation review reports could be expected as early as the end of 2017.

- 1.1.2 Provision of legal advice in relation to UNCAC implementation to at least four States parties.
- 1.1.3 Support the organization of stakeholder consultations in at least four States parties.
- 1.1.4 Organization or facilitation of at least four legislative drafting workshops, including the development of training materials and delivery of training to national authorities.
- 1.1.5 Review and analysis of at least four legislative drafts.

Output 1.2: States parties' anti-corruption policy framework is strengthened and specific anti-corruption policies are adopted in line with UNCAC

104. The development, formulation, coordination, implementation, monitoring and evaluation of anti-corruption policies is a key challenge that must be addressed by States parties under the Convention and UNODC has considerable experience in providing assistance in this regard. Within the framework of the first phase of this project, UNODC has developed the *National Anti-Corruption Strategies: A Practical Guide for Development and Implementation* that may serve as a resource for national Governments looking to strengthen their policies by introducing explicit anti-corruption strategies. Building the political will and strengthening the knowledge of the national authorities on how to approach the process of drafting an anti-corruption strategy is often a prerequisite for addressing the outcomes of the implementation review. Special attention will be paid to the need to integrate the national anti-corruption strategies in the national policy framework and to provide adequate resources for its implementation, by linking anti-corruption strategies to national budget processes.

105. UNODC's experience in this area and the framework of the Practical Guide will allow UNODC to carry out successful capacity-building interventions to raise awareness and to build knowledge and skills in national counterparts in the course of training seminars and policy workshops.

106. In addition to organizing capacity-building events, UNODC would provide direct support for developing the anti-corruption policy framework in States parties. This form of technical assistance requires UNODC experts to provide advice on the process of developing a strategy, to analyse the drafts of anti-corruption strategies and to recommend amendments that would further the implementation of UNCAC by the respective States parties. It may entail the direct participation of UNODC experts in the work of national working groups and support in drafting the strategy, thus transferring knowledge and assisting the States parties at the same time.

Activities:

- 1.2.1. Organization of two regional workshops to raise awareness on different aspects of formulation, budgeting, coordination, implementation and evaluation of anti-corruption policies.
- 1.2.2. Provision of technical assistance to at least four States parties including review of drafts of national anti-corruption strategies and provision of support in drafting.

Output 1.3: States' capacities to prevent corruption are strengthened in line with UNCAC

107. Introducing effective systems for corruption prevention is one of the key challenges of the pro-integrity reforms. Articles 7, 8, 9, 12 and 13 of UNCAC formulate specific requirements for the States parties in the areas of public sector reform, enhanced transparency in the financing of election campaigns and political parties, asset disclosure systems and the prevention of conflict of interest, codes of conduct, public procurement, management of public finances, corruption prevention in the private sector, transparency in public administration, access to information and civic participation.

108. Developing a strong and ethical civil service, capable of managing conflicts of interest effectively, with a strong disciplinary system and demonstrated commitment from the top is an effective instrument to address corruption. UNODC would be able to provide specialized training on demand to States parties that are looking to improve their public administration management practices and strengthen their public sector ethics to ensure implementation of articles 7 and 8 of UNCAC. UNODC is often requested to provide direct assistance to the drafting process of codes of ethics / codes of conduct and other regulations, policies, standing operating procedures etc. that seek to strengthen the integrity and accountability of the public service. As with all regulations and policies, this must be done working with the State to understand the legal and regulatory framework and the specific needs and risks of the institution.

109. Identifying and managing corruption risks and detecting corruption when it occurs in procurement is often a challenge for countries that have limited administrative capacity as they require specialized knowledge and expertise. At the same time, however, procurement reform is a powerful tool to address corruption in one of the most sensitive areas and has to be promoted. UNODC has developed a guide on *Good Practices in Ensuring Compliance with Article 9 of the United Nations Convention against Corruption* that may be used as both a tool in the delivery of training and in the process of putting in place a risk management system at the organizational or national level.

110. UNODC has extensive tools and experience in facilitating public-private dialogue and in working with the private sector to prevent corruption. Transparency and accountability are critical in the public sector. Improving citizen's access to information and strengthening civic participation increases the demand for integrity in the society and strengthens the pressure on the political elite to introduce an effective anti-corruption regime.

Activities:

- 1.3.1. Development of training tools and training curricula and the delivery of training on issues related to strengthening the conflict of interest management regime and public sector ethics in at least two States parties.
- 1.3.2. Provision of technical assistance to review, develop or amend existing codes of conduct for public officials in at least two States parties.
- 1.3.3. Organization of two regional workshops involving representatives of the public and private sectors to build the capacity of States parties to identify and manage corruption risks in procurement.

- 1.3.4. Provision of technical assistance to at least two States parties to strengthen whistle-blower protection, access to information, civic participation or transparency regime.
- 1.3.5. Organization of two awareness-raising events (one in Southeast Asia and one in South Asia) in cooperation with existing corporate social responsibility networks, on compliance and integrity in the private sector, to support the implementation of article 12 of UNCAC.

Output 1.4: The integrity of the judiciary and other criminal justice actors is strengthened

111. A justice system that is based on integrity, accountability and the rule of law is the backbone of any efforts of States to fight corruption. UNCAC recognizes this in its article 11 which requires States to take measures to strengthen and prevent opportunities for corruption in the judiciary and prosecution. Efforts to strengthen the integrity and accountability of other criminal justice actors, including the police, border control, customs and prisons, are equally important. UNODC has extensive experience in providing technical assistance in this area in countries around the world and is increasingly being called on to integrate anti-corruption into other justice reform efforts. UNODC took part in developing the Bangalore Principles for Judicial Conduct and recently published (under the first phase of the project) an *Implementation Guide and Evaluative Framework for Article 11* of UNCAC.

112. On the basis of the Implementation Guide and Evaluative Framework, UNODC will assist States parties in strengthening the integrity in the judiciary and prosecution services through identifying risks and vulnerabilities that may lead to corruption, supporting the drafting specialized action plans or codes of conduct,, building capacity of the judiciary and prosecution to promote effective oversight and disciplinary systems.

113. There is growing awareness of the need to address corruption risks in other institutions that are responsible for detecting crimes and enforcing the law. These institutions form part of the public service and the measures taken under articles 7 and 8 of UNCAC are critical, adapted as needed to the particular requirements of these institutions. The guide to address anti-corruption in prisons is currently under development as a part of the first phase of the project. UNODC has received an increasing number of requests for technical assistance to strengthen the integrity and accountability of police, border control, customs and prisons.

114. As with the judiciary and prosecution, UNODC will provide a variety of support that includes identifying risks and vulnerabilities that may lead to corruption, supporting the drafting of specialized action plans, codes of conduct, hiring policies etc., building the capacity of the organizations to promote integrity through training and effective oversight and disciplinary systems. Under this output the following activities will be carried out:

Activities:

- 1.4.1. Facilitation of peer exchange by organizing a regional workshop to review the implementation of the Bangalore Principles in the context of article 11 of UNCAC in the Asia-Pacific region.
- 1.4.2. Delivery of targeted technical assistance to promote integrity and accountability in the judiciary and prosecution in at least two States parties of the region.

- 1.4.3. Delivery of targeted technical assistance to promote integrity and accountability in other criminal justice institutions in at least two States parties of the region.

Output 1.5: States' capacities to investigate and prosecute corruption cases strengthened in line with UNCAC

115. The capacity of the anti-corruption bodies with both preventive and/or enforcement functions is a prerequisite for their effectiveness. Even in the presence of strong political will, the inability of institutions to perform their functions undermines the reform process and threatens its success.

116. UNODC has extensive experience in providing targeted support to anti-corruption agencies and to law enforcement and prosecutorial bodies. The support is usually provided through targeted training, but may also include mentoring, learning by doing and coaching.

Activities:

- 1.5.1. At least three capacity assessments of anti-corruption agencies or specialized law enforcement bodies with a mandate in anti-corruption.
- 1.5.2. Provision of technical assistance to develop at least three capacity-building plans for anti-corruption agencies or specialized law enforcement bodies.
- 1.5.3. Provision of technical assistance for the implementation of the capacity-building plans in at least three countries.
- 1.5.4. Organization of at least one regional training to strengthen the capacity of the anti-corruption bodies to carry out their functions, to conduct investigations and prosecutions, and to cooperate internationally in the investigation and prosecution of corruption.

Specific Objective 2: To provide support to States parties in the Asia-Pacific region, as well as to other stakeholders such as the private sector, to effectively coordinate their anti-corruption policies and efforts and to exchange experiences and best practices in fighting corruption.

Outcome 2: Coordination of anti-corruption programmes, initiatives and projects at all levels (national, regional, global) and with a wide range of stakeholders is promoted

Output 2.1: Coordination and cooperation in addressing corruption at regional and global level among States parties and multi-lateral and bilateral providers of technical assistance (e.g. UNDP, DFID, DFAT, the World Bank) is strengthened to actively support and promote UNCAC implementation

117. UNODC plans to work towards encouraging consistency in the support provided by a multitude of donors and development assistance providers. UNODC will work with both recipients and providers of development assistance in the area of anti-corruption to further the achievement of the Sustainable Development Goals and in particular the SDG 16.

Cooperation is underway with a number of established and emerging donors and assistance providers in order to strengthen anti-corruption development assistance. Such efforts will be reinforced, in order to promote the understanding of the need for effective cooperation and coordination of anti-corruption efforts. As an example, UNODC has advocated for support to meet the technical assistance needs identified through the Implementation Review Mechanism as a priority to be included in the G20 Anti-Corruption Working Group's 2017-2018 Anti-Corruption Action Plan with a view to having G20 Governments commit to providing technical assistance as an integral part of the global fight against corruption.

Activities:

- 2.1.1. Organization of at least one regional event to improve coordination and cooperation in addressing corruption at regional and global level, among both States parties and technical assistance providers.
- 2.1.2. Delivery of at least four trainings on UNCAC and the Review Mechanism, in cooperation with multi-lateral and bilateral providers of technical assistance (e.g. UNDP, DFID, DFAT, the World Bank and other IFIs), for their respective staff. The UNODC/UNDP Partnering in Anti-Corruption Knowledge guidance note will serve as a resource for such work. Further partnership modalities will be explored to promote the effective implementation of UNCAC.
- 2.1.3. Coordination throughout the G20 to ensure the availability and delivery of efficient and effective, timely and cost-effective technical assistance.

Output 2.2: South-South, SIDS and global level cooperation among anti-corruption bodies and anti-corruption practitioners within and across the sub-regions, as well as public-private dialogue, is supported with a view to promoting peer-learning and the generation of shared knowledge and skills relevant to preventing and combating corruption through regional cooperation forums or exchanges

118. The work that has been carried out under the first phase of this project has very much focused on the promotion of South-South experience exchange and the success of this approach has been highlighted in the mid-term evaluation. The support provided to SIDS through the implementation of this project recently led, through momentum generated from the Global SIDS Conference in Mauritius in August 2015, to a resolution of the Conference of the States Parties on the efforts of SIDS to implement the Convention and includes plans to coordinate and develop a platform for their shared learning and knowledge exchange.

119. Throughout the implementation of the project, stakeholders have underlined the need to promote cooperation between anti-corruption bodies and practitioners to ensure that information and expertise is exchanged. UNODC will seek to continue such efforts by integrating South-South cooperation into its assistance whenever possible and by holding workshops to support the exchange of expertise and good practices. An important element of this will be further coordination and the facilitation of regional exchanges within the Asia-Pacific region's anti-corruption agencies. This region is home to some of the most successful and effective anti-corruption bodies; at the same time, a number of countries there have only recently embarked on establishing effective anti-corruption structures with preventive and enforcement mandates and would benefit from the experience of their counterparts.

120. Finally, in carrying out these activities, special attention will be paid in the involvement of the private sector and facilitation of public-private dialogue, in particular between ASEAN members.

Activities:

- 2.2.1 Identification of key stakeholders for South-South cooperation, utilizing the information collected in the course of the UNCAC implementation reviews and ongoing technical assistance.
- 2.2.2 Organization of at least one regional event to bring together anti-corruption practitioners from the Asia-Pacific region with participation from Small Island Developing States in the Pacific (in cooperation with UN-PRAC) and the Indian Ocean in order to encourage the identification of good practices suited to a particular context and to promote learning and skills development. Private sector representatives will also be involved.
- 2.2.3 Organization of a regional forum for South Asia and Southeast Asia, where anti-corruption agencies with preventive and enforcement functions will exchange experience and good practices; on the basis of the forum, a compendium of the good practices identified will be prepared.

Output 2.3 Mainstreaming of anti-corruption into national development strategies, in particular through promoting its inclusion in UN Development Assistance Frameworks (UNDAFs)

121. A new global agenda to end poverty by 2030 and pursue a sustainable future was unanimously adopted on 25 September 2015 by the 193 Member States of the United Nations. The document, the 2030 Agenda for Sustainable Development, is a recognition of years of calls that the fight against corruption needed to be a priority as “corruption is a serious barrier to effective resource mobilization and allocation, and diverts resources away from activities that are vital for poverty eradication, the fight against hunger and sustainable development”³⁵.

122. Sustainable Development Goal 16 targets the return and recovery of stolen assets, the substantial reduction of corruption and the development of accountable and transparent institutions, all of which can be achieved through the full implementation of UNCAC. UNODC will continue to engage in the important discussions on the identification of measurable indicators. As indicated above, the new Thematic Programme on Corruption, Economic Fraud and Identity-related Crime will focus on the primary objective of achieving Goal 16 through the effective implementation of UNCAC.

123. In addition, other recent international policy documents, such as declarations by the G20 and B20, recognize the importance of anti-corruption work to support sustainable economic growth, trade and development. “Just as there are differences in the way that regulators and enforcement agencies deal with corruption, businesses vary in their approach to eradicating corruption from their culture and supply chains. Acknowledging

³⁵ <http://www.uncsd2012.org/thefuturewewant.html>

See also earlier publications on the subject, i.e.: Transparency International, The anti-corruption catalyst: Realising the MDGs by 2015

and incentivizing business to act responsibly is important to reduce the supply of corruption.”³⁶

124. However, this recognition of anti-corruption measures as a facilitator or catalyst for development and poverty reduction has not yet been fully translated into strategies and activities in different sectors in order to create sufficient leverage. A reinforced commitment to reach out to different stakeholders, line ministries and sectors is needed for a number of reasons: to tap into their experience and knowledge for the development of tailored anti-corruption measures, to assist with capacity-building activities, and to benefit from their support in the actual implementation of measures.

125. This strategy becomes ever more important as the second cycle of the UNCAC implementation review will focus on the prevention of corruption and the participation of different stakeholders such as the private sector and civil society in the fight against corruption. Follow-up to the review recommendations needs broad support, beyond a small number of dedicated organizations and donors.³⁷

126. The primary target of the UNDAF initiative is to enable UN country teams, including experts in different fields of development as well as representatives from Government and civil society, to understand the negative influence of corruption on different sectors (education, health, economy) and the measures that can be used to mitigate this risk. Improved knowledge will enable them to make informed decisions when analysing the country situation and planning strategies and concrete programmes with the Government. Through this process, it is hoped that countries will receive development assistance that is grounded in an approach that prevents and combats corruption. As the UNDAF is the macro-level guiding framework for all UN support in a given country in the timeframe of 4-5 years, it provides a strategic entry point to increase support.

127. Training material has already been developed and will be further aligned with the 2030 Agenda for Sustainable Development and underpinned by further relevant research data in 2016. Given the relevance of the initiative for the achievement of the SDGs and a number of priorities of DFAT, the continuation of a small number of workshops in target countries is a relatively low-level investment with high potential to trigger more long-lasting support at the country level. As a part of phase one of this project, UNODC, together with UNDP and with support of the United Nations System Staff College (UNSSC), implemented an initiative to support and guide the integration of anti-corruption into United Nations programming processes, particularly the UNDAF. Two train-the-trainer workshops were held that brought together 55 staff members from seven UN agencies. Subsequent roll-out workshops were held by these trainers at the country level in four countries. In addition, two regional workshops and one global workshop have been held. Through these events, a total of 32 UN country teams were reached. Some of the national level events also included representatives from Government, academia, civil society and aid providers. Country teams have also repeatedly contacted the certified trainers for input into draft UNDAFs.

128. The initiative has shown its first positive results through the integration of anti-corruption aspects into final UNDAFs, including direct recommendations to follow-up on UNCAC review recommendations or specific reference to strengthening integrity and

³⁶ <http://www.b20australia.info/Pages/Anti-Corruption.aspx>

³⁷ This approach also corresponds with recommendations received in the mid-term evaluation report of the global programme “Joint Action towards a Global Regime against Corruption” which called for a more strategic approach, sustainability and diversification.

accountability measures, and it is hoped that this will prioritize and strengthen anti-corruption efforts in the countries as a part of its development.

Activities:

- 2.3.1. Specific activities/training/briefings at regional level or in countries where the UN country team is preparing a new UNDAF will be organized focusing on mainstreaming anti-corruption in upcoming UNDAFs in the Asia-Pacific region, based on the training package and training programme developed during the first phase of both this project and UNDP's GAIN project.
- 2.3.2. The South Asia and Southeast Asia advisers and UNODC HQ staff will provide ad hoc anti-corruption advice and input in the preparation and roll-out of UNDAFs.

Specific Objective 3: To develop knowledge tools to support the efforts of policy-makers, anti-corruption practitioners and other stakeholders to prevent and combat corruption

Outcome 3: Knowledge on preventing and combating corruption is made available to policy-makers, practitioners and other stakeholders

Output 3.1 Needs for anti-corruption technical tools and knowledge products are identified and high quality anti-corruption manuals and technical tools based on international good practices and standards are produced

129. In the process of information collection and analysis, UNODC will promote an evidence-based approach and will leverage its knowledge and capacities developed through its role as Secretariat to the Conference and its subsidiary bodies and through the Implementation Review Mechanism to identify technical assistance needs and common challenges, as well as good practices.

Activities:

- 3.1.1. Collection of information to identify knowledge gaps, including those identified through the review mechanism, and to identify effective practices.
- 3.1.2. Development of at least two high quality anti-corruption manuals and technical tools based on international good practices and standards. The products could include handbooks, practical guides, compendiums of best practices, training curricula, online tools and other ICT technology including smart phone applications.

2.3 3. Project Management and Implementation

(a) 3.1 Inputs

130. In order to carry out this project, financial resources are required, as described in the project budget contained in Annex II to this proposal. The project supervision and quality control will be provided through the Management of the Corruption and Economic Crime Branch of UNODC, as well as of the regional offices identified by this proposal.

131. Specific contributions will be made by the regional anti-corruption advisers currently posted in the Regional Office for Southeast Asia and in Suva, Fiji in relation to conducting project activities within their respective regions.

132. DFAT will be the main donor financing this project, which will complement other global programme work. Other donors will be approached to contribute to this project on the basis of needs basis and will fund complementary projects.

(b) 3.2 Staffing, Management and Coordination Arrangements

133. The overall management of the project will be carried out under the authority of the Chief of the Implementation Support Section of the Corruption and Economic Crime Branch.

134. The UNODC Representatives of the field offices cooperating under this project will manage project segments relevant to the implementation of project activities within the regions falling under their respective responsibilities.

135. The project foresees the recruitment of an **Anti-Corruption Adviser for South Asia**, who will be responsible for providing policy, technical and legal advisory services within the South Asia, the Indian Ocean SIDS and potentially some countries in Southeast Asia within the framework of this project. This adviser will be posted in the Regional Office for Southeast Asia and the Pacific in order to ensure coordination, the distribution of the workload and knowledge-sharing with the Adviser for Southeast Asia.

136. The **Anti-Corruption Adviser for Southeast Asia** already posted in the Regional Office for Southeast Asia and the Pacific, will be co-funded for 2016-2017 by a complementary regional project XAPA08, and will work with the Anti-Corruption Adviser for South Asia to ensure an equitable distribution of both country and thematic responsibilities.

137. The Anti-Corruption Adviser for the Pacific under the UN-PRAC project will carry out project activities in the regions falling under his or her respective responsibilities, while cooperating and working together to minimize costs and maximize synergies.

138. The project will also employ a **Global Anti-Corruption Adviser based in Vienna** with specific responsibility for providing policy, technical and legal advisory services at global scale and to support the work of the Regional Advisers in the Asia-Pacific region. Efforts will be made to obtain co-funding for this position.

139. A **Project Coordinator**, responsible for the managing day-to-day coordination, implementation, monitoring and evaluation activities in the project will be recruited and will be co-financed through other projects.

140. The project will also employ support staff to assist the professional staff in the daily administrative and programme activities. A full-time **project assistant**, based in Bangkok, will be recruited to support both anti-corruption advisers based there. A part-time **programme assistant** based in Vienna will provide general support to the Global Anti-Corruption Adviser and to the Project Manager and will be co-financed with other projects.

141. The anti-corruption advisers will work closely together with their respective regional UNDP counterparts operating out of the UNDP regional governance centres. They will coordinate the development of their respective programmes of work and deliver joint or complementary interventions. Where opportune, resources will be dedicated to the pursuit of shared outcomes and objectives.

142. It is important to note that the project will also benefit from the support from other UNODC staff, including those hired under other UNODC global, regional and national projects in the area of anti-corruption (in particular, the GLOT58 and GLOS48 projects) which will also contribute to the achievements of the outcomes pursued by this project.

143. Short-term consultancies may be issued for specific activities to be undertaken under the leadership of the UNODC anti-corruption advisers.

144. UNODC, through relevant sections of its Division for Management, will provide overall financing and administrative support and reporting.

145. The project will be carried out in close cooperation and coordination with the joint UNODC/UNDP regional project for the Pacific (UN-PRAC), as well as the UNDP global GAIN project with a view to enhancing synergies between regional and global action.

146. The project will be guided by a joint project steering committee composed of representatives of UNODC, UNDP and DFAT. The Global Project Steering Committee will review and assess progress, approve the annual workplan and provide overall policy guidance on project implementation. It will also ensure the coordination and complementarity of the different projects. The Committee will include senior technical representatives of each organization and will meet on an annual basis, ideally in person. The proposed terms of reference of the Global Project Steering Committee, including the specific objectives of the Committee, its composition, the organization of the Committee meetings and the outputs of the Committee, are set out in Annex III.

(c)

(d) 3.3 Monitoring, Reporting, Project Communication and Project Completion

147. The Corruption and Economic Crime Branch of UNODC, in close consultation with the field offices contributing to the implementation of this project, will provide for ongoing monitoring of progress in the implementation of the project.

148. For this purpose and in line with its policies on project reporting, UNODC will provide annual project progress reports against the Results-Based Framework in Annex I of this document. Data will be collected in a disaggregated way to allow for the collection and analysis of data regarding the participation of women and persons with disabilities. Project progress reports will also provide a regular update of progress made in achieving outcomes. Systematic monitoring and reporting is an essential project management function with a view to guiding and adjusting project implementation, identifying good practices, as well as to responding to challenges and risks.

149. Data for a project evaluation baseline in relation to the outputs will be compiled during the first 6 months of the project. The baseline, which will also draw on knowledge acquired during the first phase of the project, will be compiled by project manager hired under this project with the assistance of the regional and global advisers, providing the basis for evaluating the project's impact.

150. UNODC will engage in regular and consistent communication with DFAT during the implementation of this project. In particular, UNODC will send to DFAT a short monthly

email update that provides information on: a) any upcoming events, b) suggestions for tweets or other social media that DFAT could post, and c) any key issues that DFAT should be made aware of.

151. At the end of the project and after having conducted the final project evaluation, a project completion report will be prepared, which will assess the extent to which the project has accomplished its objectives and outcome.

152. The project is committed to continuous learning, production and dissemination of knowledge, identification of good practices and lessons learned. Project progress reports will capture specific actions taken to advance these aims.

153. The project will also strengthen national capacities to monitor anti-corruption efforts when deemed appropriate. This assistance will be channelled through support to the national anti-corruption body or national authority responsible for the development of national anti-corruption strategies or action plans and to ensure an effective follow-up to the findings and recommendations of the review. The strategies would feed into broader national governance or development plans and draw on concrete data which can be retrieved from the national statistics systems (such as criminal justice statistics).

(e) 3.4 Evaluation

154. A mid-term independent project evaluation will be undertaken after 24 months and a final independent project evaluation will be conducted six months before the end of the project to determine the relevance, efficiency, effectiveness, impact and sustainability of the project and to identify lessons to be learned.

155. A final assessment of project performance against the original baseline will be conducted during the last six months of project implementation and included into the project completion report.

156. The evaluation processes will be managed by the project manager of this project, in close coordination with UNODC Independent Evaluation Unit (IEU) and DFAT. An independent evaluator will be recruited to conduct the evaluations. Funds to cover evaluation costs have been set aside (USD120,000).

157. Major stakeholders for the evaluations (core learning partners) will include the UNODC project team in the Corruption and Economic Crime Branch, UNDP, DFAT, Member States of the UN (through their Permanent Representations), partner institutions and other relevant stakeholders involved in implementing the different outcomes.

158. More details on the purpose, scope and duration of the evaluations will be provided in the Terms of Reference to be drafted by the project manager and cleared by IEU.

159. The evaluations will be conducted by the evaluator (desk review, evaluation methodology first hand research, draft report, final report), with substantive and logistical support from the project manager, and with methodological support from IEU.

160. The draft reports will be circulated to the core learning partners and relevant comments will be integrated by the evaluator.

161. Relevant lessons learned will be integrated in future UNODC anti-corruption projects.

(f) 3.5 Risk Management

	Description	Type	Impact & Probability	Countermeasures / Management Response
1	Lack of political will	Programmatic & Political	<ul style="list-style-type: none"> - Unwillingness to undertake reforms - Threatened correct planning of activities and expenditures 	<ul style="list-style-type: none"> - Utilize the UNCAC processes as entry point in anti-corruption reforms - Extensive work with local decision-makers to build political commitment - Rely on requests for assistance to ensure sufficient political will prior to engagement - Undertake assessments of the political economy of a country and tailor activities accordingly prior to intervention - Involve non-State actors to generate demand for reforms
2	Political instability endangers legislative and institutional reforms	Operational & Programmatic & Political	<ul style="list-style-type: none"> - Project activities may be delayed - Change in technical assistance requests by countries - High turn-over of staff at all levels – administrative (post-elections) and political 	<ul style="list-style-type: none"> - Use stakeholder consultations to obtain cross-party support - Extensive work with local decision-makers to build political consensus for reforms - Maintain good reporting lines with the donor and adjust project activities accordingly
3	Low capacity (human, organizational and financial) on the side of the	Fiscal/Programmatic	<ul style="list-style-type: none"> - Inability to implement needed anti-corruption reforms and to apply legislation in practice - Undermined 	<ul style="list-style-type: none"> - Emphasize capacity-building measures, particularly with anti-corruption bodies - Emphasize rational and cost-effective institutional solutions, as well as support to partnerships with non-State actors for improved

	government s to apply the proposed measures		sustainability of reforms	cost-efficiency
4	Potential lack of commitmen t due to an "externally" driven agenda	Programmati c & Political	- Funding attachments linked to donor priorities	- Utilization of peer-to-peer and South-South exchange to de-emphasize "western" approach to reform - Emphasize international obligations arising from UNCAC, supported through the UN as a neutral actor
5	Local specificities are in conflict with established best standards and practices (family/trib e loyalties, gifts issues etc.)	Social/Progra mmatic	- Challenges in mobilizing active participation and achieving in-depth reforms	- Pay full respect to local specificity and propose localized solutions, supported by local stakeholders - Emphasize South-South cooperation to identify working solutions in similar cultures
6	Lack of specific, evidence based information on corruption in the region	Programmati c	- Challenge in setting baselines and reporting on results	- Use UNCAC review information to the maximum extent possible - Promote an evidence based approach to measuring corruption in the region
7	fluctuations of currencies, exchange rates and/or inflation and related reporting	Financial/Pro grammatic	- Deficit of funding for implementing committed activities	- Maintain good and quality relations with the donor, including regular updates and joint discussions on mitigating the effects - Putting efforts to engage other donors and engage with other existing governance projects

8	Delay in recruitments	Operational & Programmatic	- Delay in implementing the activities in accordance with timeframe	- Advertise immediately upon resource mobilization - Continuous attention throughout the project implementation to human resource related issues to ensure that changes in staff will be anticipated and acted upon without delay
9	Outputs are achieved but the outcomes and project goal are not	Operational & Programmatic	- The project would not achieve the desired impact	- Mitigated risk through a strong monitoring and evaluation framework with outcome indicators that will monitor the achievement of the outcomes and project goal and make adjustments to the project implementation as needed

(g) 3.6 Sustainability

162. The long-term impacts of the project include increased membership to UNCAC, improved participation in the Implementation Review Mechanism and improved follow-up to the findings and recommendations of implementation review, including through enhanced accessibility, coordination, coherence and consistency of technical assistance being provided in support of States parties, resulting in a strengthened implementation of UNCAC. Specialized anti-corruption bodies and national criminal justice systems will be strengthened in their capacities to effectively implement the Convention. The project will also facilitate the building of wider alliances including non-State actors, including the private sector and civil society, to ensure a sustainable and comprehensive implementation of UNCAC.

163. This impact ensures the sustainability of the project's objective to strengthen Member States' capacity to implement UNCAC and to cooperate internationally by ensuring continuity in the prevention of and fight against corruption and of the international community's involvement. Through policy guidance and technical assistance delivery, UNODC provides the link between developments in the Conference and its working groups and activities on the ground.

164. Reducing the vulnerability of countries to corrupt practices through the effective implementation of UNCAC will help them individually and collectively to improve the impact and sustainability of their efforts to advance political, economic and social development and enhance international stability and security, as recognized in Goal 16 of the SDGs. Enhancing the global regime against corruption will thus enable countries to join forces in effectively addressing these threats. UNODC as the guardian of the Convention, in concert with Member States and other international and regional organizations, is in a privileged position to promote UNCAC and thereby strengthen their governance and accountability regimes that are vital for increased stability, reduced violence, sustainable development outcomes, lasting poverty reduction and the achievement of SDGs.

165. In terms of ensuring the sustainability of the specific project outcomes, the mid-term evaluation identified as a risk the fact that this global programme is only funded by one donor. This project should be seen as part of the other Corruption and Economic Crime Branch global projects which are funded by a broader range of donors under the umbrella thematic programme.

166. The mid-term evaluation further reviewed the mechanisms put in place during the first years of the implementation of phase one of the project to ensure sustainability of the results. The evaluation found that the sustainability of the project results is beneficially affected by promotion of South-South cooperation, peer exchanges and mutual learning. The evaluation recognized that as a country-owned process, the sustainability of the project results is ultimately the responsibility of the States parties.

167. Currently UNODC is in the process of developing the new Thematic Programme on Corruption, Economic Fraud and ID-related Crime for 2016-2019 which will act as an overarching programme. The efforts to streamline the global programmes should simplify the reporting processes, clarify budget lines and avoid confusion on cost-sharing activities and ensure greater sustainability.

(h) 3.7 Legal Context

168. All equipment, software, material and supplies purchased under the project for UNODC will be used exclusively for the purpose of the project in accordance with the rules and regulations of the United Nations. For the purpose of monitoring and inventory control, proper equipment inventory logs on project equipment will be maintained at the respective UNODC project sites, under the control of the respective office head.

169. UNODC retains copyright and related intellectual property rights for all material (training materials, documents, reports, studies, publications, etc.) that result from activities carried out under the present project. Upon written request, at the end of this project, the Governments involved shall be granted a free-of-charge user license over such material.

170. Implementation of activities by UNODC under this project is subject to the availability of adequate funding on a yearly basis. Available funds will be committed through an annual budget allocation for this project based on annual cost work plan. Should the required funding not be available, UNODC reserves the right to unilaterally terminate its assistance under this project.

171. The present project is subject to oversight/audit by the United Nations Office for Internal Oversight Services and the United Nations Board of Auditors. UNODC will coordinate the implementation of such oversight/audits and will follow up on the implementation of agreed oversight/audit recommendations.

172. For UNODC, the Budget set out in Annex II includes costs associated with full cost recovery, including administrative, field management and security costs. Project support costs, covering 13% of the contribution amount, to cover indirect administrative costs of the recipient incurred in relation to the implementation of the project have been included as well.

173. This project document may be modified by UNODC as it sees fit.

Expected Accomplishment(s) in the UNODC Strategic Framework:		
Improved capacity of Member States to implement UNCAC and to address economic fraud and identity-related crime		
Relationship with UNODC Country/ Regional/ Thematic Programmes:		
The project aligns with several of the key outcomes of the Thematic Programme on Action against Corruption and Economic Crime. It further supports the implementation of the UNODC Regional Programmes for Southeast Asia and South Asia		
Overall Goal:		
To contribute to preventing and combating corruption through effective implementation of the United Nations Convention against Corruption (UNCAC), in support of Sustainable Development Goal 16, with a particular focus on the Asia-Pacific region		
Specific Objectives:		
<ol style="list-style-type: none"> 1. Build the capacity of the States parties in the Asia-Pacific region to effectively implement UNCAC 2. To provide support to States parties in the Asia-Pacific region, as well as to other stakeholders such as the private sector, to effectively coordinate their anti-corruption policies and efforts and to exchange experiences and best practices in fighting corruption 3. Develop knowledge tools to support the efforts of policy-makers, anti-corruption practitioners and other stakeholders to prevent and combat corruption 		
Outcomes/Outputs/Activities	Indicators	Means of Verification (MoV) ³⁸

³⁸ Whenever appropriate, data will be collected in a way that also allows for the disaggregation and analysis of the collected information with regard to gender and persons with disabilities. This practice will apply to the Means of Verification (MoV) which are listed in this Results-Based Framework such as: a) all surveys sent to practitioners and other stakeholders; b) all pre-and post-training assessments; c) all event evaluations and d) all feedback reports by peer reviewers.

<p>Outcome 1:</p> <p>Corruption is prevented and combated through effective implementation of UNCAC, with a particular focus on the Asia-Pacific region</p>	<p>Indicators related to Outcome 1:</p> <p>No. of legal provisions and policies in line with UNCAC on which CEB provided formal or informal written or verbal advice</p> <p>No. of institutions strengthened with CEB support in line with UNCAC and existing recognized best practices</p> <p>No. of adopted standards and tools that strengthen judicial integrity, accountability and transparency % of practitioners and other stakeholders, participating in UNODC capacity-building, who effectively apply in practice the capacities they acquired as a result of UNODC technical assistance (data collected will be disaggregated and analysed with regard to gender and persons with disabilities)</p>	<p>MoV related to the indicators:</p> <p>Assessment reports of the legal provisions in the light of UNCAC (after UNODC assistance)</p> <p>Assessment reports of the policy documents in the light of UNCAC (after UNODC assistance)</p> <p>Capacity assessments of anti-corruption agencies or specialized law enforcement bodies (after UNODC assistance)</p> <p>Assessment reports of standards and tools that strengthen judicial integrity, accountability and transparency in the light of UNCAC and existing recognized best practices (after UNODC assistance)</p> <p>Analysis of responses to surveys sent to practitioners and other stakeholders, who benefited from UNODC capacity-building</p> <p>Qualitative assessments of the action taken by practitioners and other stakeholders, who benefited from UNODC capacity-building, in the light of UNCAC and existing recognized</p>
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		best practices	
Output 1.1: States parties' anti-corruption legal framework is strengthened to address corruption risks in line with UNCAC	Indicators related to Output 1.1: No. of legal provisions and regulations on which CEB provided advice No. of assessments conducted % of anti-corruption practitioners and other stakeholders that have increased their knowledge as a result of UNODC technical assistance (data collected will be disaggregated and analysed with regard to gender and persons with disabilities)	MoV related to the indicators: Legal provisions Assessment reports Analysis of responses to surveys sent to practitioners and other stakeholders, who benefited from UNODC capacity-building	
Activities related to Output 1.1:			
1.1.1	Organization of four needs identification missions, based on the outcome of the review and the specific legal context of the country.	the development of training materials	
1.1.2	Provision of legal advice in relation to UNCAC implementation to at least four States parties.		
1.1.3	Support the organization of stakeholder consultations in at least four States parties.		
1.1.4	Organization or facilitation of at least four legislative drafting workshops, including the development of training materials and delivery of training to national authorities.		
1.1.5	Review and analysis of at least four legislative drafts.		
Output 1.2: States parties' anti-corruption policy framework is strengthened and specific anti-corruption policies are adopted in line with UNCAC	Indicators related to Output 1.2: No. of policies on which CEB provided advice % of anti-corruption practitioners and other stakeholders that have increased their knowledge as a result of UNODC technical	MoV related to the indicators: Policy documents Pre-and post-training assessment Analysis of responses to surveys sent to practitioners and other	

	assistance (data collected will be disaggregated and analysed with regard to gender and persons with disabilities)	stakeholders, who benefited from UNODC capacity-building
Activities related to Output 1.2:		
1.2.1. Organization of two regional workshops to raise awareness on different aspects of formulation, budgeting, coordination, implementation and evaluation of anti-corruption policies.		
1.2.2. Provision of technical assistance to at least four States parties including review of drafts of national anti-corruption strategies and provision of support in drafting.		
Output 1.3:	Indicators related to Output 1.3:	MoV related to the indicators:
States capacities to prevent corruption is strengthened in line with UNCAC	<p>% of anti-corruption practitioners and other stakeholders that have increased their knowledge as a result of UNODC technical assistance (data collected will be disaggregated and analysed with regard to gender and persons with disabilities)</p> <p>No. of codes of conduct on which CEB provided advice</p> <p>No. of whistle-blower protection, access to information, civic participation or transparency regimes on which CEB provided advice</p>	<p>Event evaluation reports</p> <p>Pre-and post-training assessment reports</p> <p>Analysis of responses to surveys sent to practitioners and other stakeholders, who benefited from UNODC capacity-building</p> <p>Codes of conduct</p> <p>Evidence that documents the action taken by beneficiaries towards establishing whistle-blower protection, access to information, civic participation or transparency regimes</p>
Activities related to Output 1.3:		
1.3.1. Development of training tools and training curricula and delivery of training on issues related to strengthening the conflict of		

<p>interest management regime and public sector ethics in at least two States parties.</p> <p>1.3.2. Provision of technical assistance to review, develop or amend existing codes of conduct for public officials in at least two States parties.</p> <p>1.3.3. Organization of two regional workshops involving representatives of the public and private sectors to build the capacity of States parties to identify and manage corruption risks in procurement.</p> <p>1.3.4. Provision of technical assistance to at least two States parties to strengthen the whistle-blower protection, access to information, civic participation or transparency regime.</p> <p>1.3.5. Organization of two awareness raising events (one in Southeast Asia and one in South Asia) in cooperation with existing corporate social responsibility networks, on compliance and integrity in the private sector, to support the implementation of article 12 of UNCAC.</p>		
<p>Output 1.4:</p> <p>The integrity of the judiciary and other criminal justice actors is strengthened</p>	<p>Indicators related to Output 1.4:</p> <p>% of anti-corruption practitioners and other stakeholders that have increased their knowledge as a result of UNODC technical assistance (data collected will be disaggregated and analysed with regard to gender and persons with disabilities)</p> <p>No. of services provided to promote integrity and accountability in the judiciary, prosecution and other criminal justice institutions</p>	<p>MoV related to the indicators:</p> <p>Event evaluation reports</p> <p>Analysis of responses to surveys sent to practitioners and other stakeholders, who benefited from UNODC capacity-building</p> <p>Evidence that documents the action taken by beneficiaries towards promoting integrity and accountability in the judiciary and prosecution and other criminal justice institutions</p>
<p>Activities related to Output 1.4:</p> <p>1.4.1. Facilitation of peer exchange by organizing a regional workshop to review the implementation of the Bangalore Principles in the context of article 11 of UNCAC in the Asia-Pacific region.</p> <p>1.4.2. Delivery targeted technical assistance to promote integrity and accountability in the judiciary and prosecution in at least two</p>		

States parties of the region.		
1.4.3. Delivery targeted technical assistance to promote integrity and accountability in other criminal justice institutions in at least two States parties of the region.		
Output 1.5: States' capacities to investigate and prosecute corruption cases strengthened in line with UNCAC	Indicators related to Output 1.5: % of anti-corruption practitioners and other stakeholders that have increased their knowledge in detecting, investigating and prosecuting corruption cases as a result of UNODC technical assistance (data collected will be disaggregated and analysed with regard to gender and persons with disabilities) No. of assessments conducted with CEB support No. of services provided to strengthen States' capacities to detect, investigate and prosecute corruption cases	MoV related to the indicators: Pre-and post-training assessment reports Analysis of responses to surveys sent to practitioners and other stakeholders, who benefited from UNODC capacity-building Assessment reports Capacity- building plans for anti-corruption agencies or specialized law enforcement bodies Evidence that documents the implementation of capacity-building plans
Activities related to Output 1.5:		
1.5.1. At least three capacity assessments of anti-corruption agencies or specialized law enforcement bodies with a mandate in anti-corruption.		
1.5.2. Provision of technical assistance to develop at least three capacity-building plans for anti-corruption agencies or specialized law enforcement bodies.		
1.5.3. Provision of technical assistance for the implementation of the capacity-building plans in at least three countries.		
1.5.4. Organization of at least one regional training to strengthen the capacity of the anti-corruption bodies to carry out their functions, to conduct investigations and prosecutions, and to cooperate internationally in the investigation and prosecution		

of corruption.		
Outcome 2: Coordination of anti-corruption programmes, initiatives and projects at all levels (national, regional, global) and with a wide range of stakeholders is promoted	Indicators related to Outcome 2: % of practitioners and other stakeholders, participating in UNODC capacity-building, who effectively apply in practice the capacities they acquired as a result of UNODC technical assistance (data collected will be disaggregated and analysed with regard to gender and persons with disabilities) No. of countries and key actors improving coordination at the national, regional and global level with CEB support.	MoV related to the indicators: Analysis of responses to surveys sent to practitioners and other stakeholders, who benefited from UNODC capacity-building Qualitative assessments of the action taken by UNODC as well as practitioners and other stakeholders, who benefited from UNODC capacity-building, in the light of UNCAC and existing recognized best practices
Output 2.1: Coordination and cooperation in addressing corruption at regional and global level among States parties and multi-lateral and bilateral providers of technical assistance (e.g. UNDP, DFID, DFAT, the World Bank) is strengthened to actively support and promote UNCAC implementation	Indicators related to Output 2.1: % of anti-corruption practitioners and other stakeholders that have increased their knowledge as a result of UNODC technical assistance (data collected will be disaggregated and analysed with regard to gender and persons with disabilities) No. of services provided to improve coordination and cooperation	MoV related to the indicators: Event evaluation reports Pre-and post-training assessment reports Analysis of responses to surveys sent to practitioners and other stakeholders, who benefited from UNODC capacity-building Evidence that documents the action taken by beneficiaries and UNODC towards improving coordination and cooperation
Activities related to Output 2.1:		

<p>2.1.1. Organization of at least one regional event to improve coordination and cooperation in addressing corruption at regional and global level, among both States parties and technical assistance providers.</p> <p>2.1.2. Delivery of at least four trainings on UNCAC and the Review Mechanism, in cooperation with multi-lateral and bilateral providers of technical assistance (e.g. UNDP, DFID, the World Bank and other IFIs), for their respective staff. The UNODC/UNDP Partnering in Anti-Corruption Knowledge guidance note will serve as a resource for such work. Further partnership modalities will be explored to promote the effective implementation of UNCAC.</p> <p>2.1.3. Coordination throughout the G20 to ensure the availability and delivery of efficient and effective, timely and cost-effective technical assistance.</p>	<p>Output 2.2:</p> <p>South-South, SIDS and global level cooperation among anti-corruption bodies and anti-corruption practitioners as well as public-private dialogue within and across the sub-regions is supported with a view to promoting peer-learning and the generation of shared knowledge and skills relevant to preventing and combating corruption through regional cooperation forums or exchanges</p> <p>Indicators related to Output 2.2:</p> <p>% of anti-corruption practitioners and other stakeholders that have increased their knowledge as a result of UNODC technical assistance (data collected will be disaggregated and analysed with regard to gender and persons with disabilities)</p> <p>No. of services provided to promote peer-learning and the generation of shared knowledge</p> <p>MoV related to the indicators:</p> <p>Event evaluation reports</p> <p>Analysis of responses to surveys sent to practitioners and other stakeholders, who benefited from UNODC capacity-building</p> <p>Evidence that documents the action taken by beneficiaries and UNODC towards promoting peer-learning and the generation of shared knowledge</p>
<p>Activities related to Output 2.2:</p> <p>2.2.1 Identification of key stakeholders for South-South cooperation, utilizing the information collected in the course of the UNCAC implementation reviews and ongoing technical assistance.</p> <p>2.2.2 Organization of at least one regional event to bring together anti-corruption practitioners from the Asia-Pacific region with participation from Small Island Developing States in the Pacific (in cooperation with UN-PRAC) and the Indian Ocean in order to encourage the identification of good practices suited to a particular context and to promote learning and skills development. Also private sector representatives will be involved. As a part of this event, a round table on the participation of women organizations in the UNCAC implementation review and in implementing and advocating for anti-corruption reforms</p>	

<p>will be organized.</p> <p>2.2.3 Organization of a regional forum for South Asia and Southeast Asia, where anti-corruption agencies with preventive and enforcement functions will exchange experience and good practices; on the basis of the forum, a compendium of the good practices identified will be prepared.</p>		
<p>Output 2.3:</p> <p>Mainstreaming of anti-corruption into national development strategies is promoted, in particular through its inclusion in UN Development Assistance Frameworks (UNDAFs)</p>	<p>Indicators related to Output 2.3:</p> <p>% of anti-corruption practitioners and other stakeholders that have increased their knowledge as a result of UNODC technical assistance (data collected will be disaggregated and analysed with regard to gender and persons with disabilities)</p> <p>No. workshops/meetings held to advise counterparts on how to incorporate anti-corruption into their work</p>	<p>MoV related to the indicators:</p> <p>Event evaluation reports</p> <p>Pre-and post-training assessment reports</p> <p>Analysis of responses to surveys sent to practitioners and other stakeholders, who benefited from UNODC capacity-building</p> <p>Evidence that documents the action taken by beneficiaries and UNODC towards mainstreaming of anti-corruption into national development strategies</p>
<p>Activities related to Output 2.3:</p> <p>2.3.1. Specific activities/training/briefings at regional level or in countries where the UN country team is preparing a new UNDAF will be organized focusing on mainstreaming anti-corruption in upcoming UNDAFs in the Asia-Pacific region, based on the training package and training programme developed during the first phase of both this project and UNDP's GAIN project.</p> <p>2.3.2. The South Asia and Southeast Asia advisers and UNODC HQ staff will provide ad hoc anti-corruption advice and input in the preparation and roll-out of UNDAFs.</p>		
<p>Outcome 3:</p> <p>Knowledge on preventing and combating</p>	<p>Indicators related to Outcome 3:</p> <p>% of policy-makers, practitioners and other</p>	<p>MoV related to the indicators:</p> <p>Analysis of responses to surveys sent</p>

corruption is made available to policy-makers, practitioners and other stakeholders	stakeholders who use the manuals and tools (data collected will be disaggregated and analysed with regard to gender and persons with disabilities) No. of countries that have used the knowledge products to inform national policy development, capacity-building and anti-corruption reforms	to practitioners and other stakeholders, who benefited from UNODC capacity-building
Output 3.1: Needs for anti-corruption technical tools and knowledge products are identified and high quality anti-corruption manuals and technical tools based on international good practices and standards are produced	Indicators related to Output 3.1: % of positive feedback received by peer reviewers (in-house and external) % of users satisfied with the quality of the manuals and tools (data collected will be disaggregated and analysed with regard to gender and persons with disabilities) No. of manuals and tools in line with UNCAC developed based on needs assessments	MoV related to the indicators: Feedback reports by peer reviewers Analysis of responses to surveys sent to practitioners and other stakeholders Copies of the manuals and tools
Activities related to Output 3.1: 3.1.3. Collection of information to identify knowledge gaps, including those identified through the review mechanism, and to identify effective practices. 3.1.4. Development of at least two high quality anti-corruption manuals and technical tools based on international good practices and standards. The products could include handbooks, practical guides, compendiums of best practices, training curricula, online tools and other ICT technology including smart phone applications.		

4 Annex II: Indicative Costed Workplan

Timeframe: Oct. 2016 to Sept. 2020: 48 months			
Overall Goal: To contribute to preventing and combating corruption through effective implementation of the United Nations Convention against Corruption (UNCAC), in support of Sustainable Development Goal 16, with a particular focus on the Asia-Pacific region			
Specific Objectives:			
<ol style="list-style-type: none"> 1. Build the capacity of the States parties in the Asia-Pacific region to effectively implement UNCAC 2. To provide support to States parties in the Asia-Pacific region, as well as to other stakeholders such as the private sector, to effectively coordinate their anti-corruption policies and efforts and to exchange experiences and best practices in fighting corruption 3. Develop knowledge tools to support the efforts of policy-makers, anti-corruption practitioners and other stakeholders to prevent and combat corruption 			
Outcome 1: Corruption is prevented and combated through effective implementation of UNCAC, with a particular focus on the Asia-Pacific region			
Output 1.1 : States parties' anti-corruption legal framework is strengthened to address corruption risks in line with UNCAC			
Activities		Timeline (years)	Costs in USD
			Costs in AUD

1.1.1	Organization of four needs identification missions, based on the outcome of the review and the specific legal context of the country.	X	X	19,080	27,246
1.1.2	Provision of legal advice in relation to UNCAC implementation to at least four States parties.	X	X	53,000	75,684
1.1.3	Support the organization of stakeholder consultations in at least four States parties.	X	X	12,720	18,164
1.1.4	Organization or facilitation of at least four legislative drafting workshops, including the development of training materials and delivery of training to national authorities.	X	X	57,240	81,739
1.1.5	Review and analysis of at least four legislative drafts.	X	X	21,200	30,274
Output 1.2:					
States parties' anti-corruption policy framework is strengthened and specific anti-corruption policies are adopted in line with UNCAC					
Activities		Timeline (years)		Costs in USD	Costs in AUD
1.2.1.	Organization of two regional workshops to raise awareness on different aspects of formulation, budgeting, coordination, implementation and evaluation of anti-corruption policies.	X	X	103,250	147,441
1.2.2.	Provision of technical assistance to at least four States parties including review of drafts of national anti-corruption strategies and provision of support in drafting.	X	X	50,880	72,657
Output 1.3:					
States' capacities to prevent corruption is strengthened in line with UNCAC					
Activities		Timeline (years)		Costs in USD	Costs in AUD
1.3.1.	Development of training tools and training curricula and delivery	X	X	25,440	36,328

of training on issues related to strengthening the conflict of interest management regime and public sector ethics in at least two States parties.									
1.3.2. Provision of technical assistance to review, develop or amend existing codes of conduct for public officials in at least two States parties.	X		X			24,380		34,815	
1.3.3. Organization of two regional workshops involving representatives of the public and private sectors to build the capacity of States parties to identify and manage corruption risks in procurement.	X		X			95,610		136,531	
1.3.4. Provision of technical assistance to at least two States parties to strengthen whistle-blower protection, access to information, civic participation or transparency regime.	X		X			24,380		34,815	
1.3.5. Organization of two awareness raising events (one in Southeast Asia and one in South Asia) in cooperation with existing corporate social responsibility networks; on compliance and integrity in the private sector, to support the implementation of article 12 of UNCAC.			X		X	30,000		42,840	
Output 1.4:									
The integrity of the judiciary and other criminal justice actors is strengthened									
Activities	Timeline (years)			Costs in USD		Costs in AUD			
1.4.1. Facilitation of peer exchange by organizing a regional workshop to review the implementation of the Bangalore Principles in the context of article 11 of UNCAC in the Asia-Pacific region.	X				70,755		101,038		
1.4.2. Delivery of targeted technical assistance to promote integrity and accountability in the judiciary and prosecution in at least two States parties of the region.		X	X	X	24,380		34,815		

1.4.3.	Delivery of targeted technical assistance to promote integrity and accountability in other criminal justice institutions in at least two States parties of the region.	X	X	X	24,380	34,815
Output 1.5:						
States capacities to investigate and prosecute corruption cases strengthened in line with UNCAC						
Activities		Timeline (years)			Costs in USD	Costs in AUD
1.5.1.	At least three capacity assessments of anti-corruption agencies or specialized law enforcement bodies with a mandate in anti-corruption.	X	X	X	37,365	53,357
1.5.2.	Provision of technical assistance to develop at least three capacity-building plans for anti-corruption agencies or specialized law enforcement bodies.	X	X	X	38,160	54,492
1.5.3.	Provision of technical assistance for the implementation of the capacity-building plans in at least three countries.		X	X	38,160	54,492
1.5.4.	Organization of at least one regional training to strengthen the capacity of the anti-corruption bodies to carry out their functions, to conduct investigations and prosecutions, and to cooperate internationally in the investigation and prosecution of corruption.	X	X		70,755	101,038
Outcome 2:						
Coordination of anti-corruption programmes, initiatives and projects at all levels (national, regional, global) and with a wide range of stakeholders is promoted						
Output 2.1:						
Coordination and cooperation in addressing corruption at regional and global level among States parties and multi-lateral and bilateral providers of technical assistance (e.g. UNDP, DFID, DFAT, the World Bank) is strengthened to actively support and promote UNCAC						

implementation					
Activities		Timeline (years)			Costs in AUD
					Costs in USD
2.1.1.	Organization of at least one regional event to improve coordination and cooperation in addressing corruption at regional and global level, among both States parties and technical assistance providers.	X			54,755
2.1.2.	Delivery of at least four trainings on UNCAC and the Review Mechanism, in cooperation with multi-lateral and bilateral providers of technical assistance (e.g. UNDP, DFID, DFAT, the World Bank and other IFIs), for their respective staff. The UNODC/UNDP Partnering in Anti-Corruption Knowledge guidance note will serve as a resource for such work. Further partnership modalities will be explored to promote the effective implementation of UNCAC.	X	X		11,000
2.1.3.	Coordination throughout the G20 to ensure the availability and delivery of efficient and effective, timely and cost-effective technical assistance.	X	X	X	16,000
Output 2.2:					
South-South, SIDS and global level cooperation among anti-corruption bodies and anti-corruption practitioners as well as public-private dialogue within and across the sub-regions is supported with a view to promoting peer-learning and the generation of shared knowledge and skills relevant to preventing and combating corruption through regional cooperation forums or exchanges					
Activities		Timeline (years)			Costs in AUD
					Costs in USD
2.2.1	Identification of key stakeholders for South-South cooperation, utilizing the information collected in the course of the UNCAC implementation reviews and ongoing technical assistance.	X			10,000
					14,280

2.2.2	Organization of at least one regional event to bring together anti-corruption practitioners from the Asia-Pacific region with participation from Small Island Developing States in the Pacific (in cooperation with UN-PRAC) and the Indian Ocean in order to encourage the identification of good practices suited to a particular context and to promote learning and skills development. Private sector representatives will also be involved.			X	70,755	101,038
2.2.3	Organization of a regional forum for South Asia and Southeast Asia, where anti-corruption agencies with preventive and enforcement functions will exchange experience and good practices; on the basis of the forum, a compendium of the good practices identified will be prepared.			X	70,755	101,038
Output 2.3:						
Mainstreaming of anti-corruption into national development strategies is promoted, in particular through its inclusion in UN Development Assistance Frameworks (UNDAFs)						
Activities		Timeline (years)			Costs in USD	Costs in AUD
2.3.1.	Specific activities/training/briefings at regional level or in countries where the UN country team is preparing a new UNDAF will be organized focusing on mainstreaming anti-corruption in upcoming UNDAFs in the Asia-Pacific region, based on the training package and training programme developed during the first phase of both this project and UNDP's GAIN project.	X	X	X	15,000	21,420
2.3.2.	The South Asia and Southeast Asia advisers and UNODC HQ staff will provide ad hoc anti-corruption advice and input in preparation and roll-outs of UNDAFs.	X	X	X	12,296	17,559
Outcome 3:						

Knowledge on preventing and combating corruption is made available to policy-makers, practitioners and other stakeholders						
Output 3.1:						
Needs for anti-corruption technical tools and knowledge products are identified and high quality anti-corruption manuals and technical tools based on international good practices and standards are produced						
Activities	Timeline (years)			Costs in USD	Costs in AUD	
3.1.1. Collection of information to identify knowledge gaps, including those identified through the review mechanism, and to identify effective practices.	X	X	X	30,000	42,840	
3.1.2. Development of at least two high quality anti-corruption manuals and technical tools based on international good practices and standards. The products could include handbooks, practical guides, compendiums of best practices, training curricula, online tools and other ICT technology including smart phone applications.	X		X	143,000	204,204	
				Costs in USD	Costs in AUD	
Subtotal activity related expenditures:				1,254,696	1,791,706	
Operating expenditures:						
Staff				Costs in USD	Costs in AUD	
P-4, Anti-Corruption Advisor for South Asia, based in BKK				1,045,450	1,492,902	
P-4, Anti-Corruption Advisor for Southeast Asia, based in BKK (co-financed through the SWE pledge 15 months, from Oct. 2016 to Dec. 2017)				726,231	1,037,058	

P-4/P-5, Global Anti-Corruption Advisor, based in Vienna	801,384	1,144,377
P-3, Project Coordinator, based in Vienna (half time)	325,322	464,560
General Support staff (other level), based in Vienna (half time)	230,266	328,820
Project Assistant (Service Contract), based in BKK	125,935	179,836
<i>Subtotal staff</i>	3,254,588	4,647,553
Other operating expenditures:		
Evaluation	120,000	171,360
<i>Subtotal operating expenditures</i>	3,374,588	4,818,913
Total (activities + operating expenditures)	4,629,284	6,610,619
<i>Project Support Costs (PSC) 13%</i>	<i>601,807</i>	<i>859,381</i>
GRAND TOTAL	5,231,091	7,470,000³⁹

Budget Annual Breakdown per implementation year		
Year	Budget estimate (in USD)	Budget estimate (in AUS)
Project implementation year one	1,342,763	1,917,466
Project implementation year two	1,342,763	1,917,466
Project implementation year three	1,342,763	1,917,466

³⁹ The total of AUD line items will not exceed A\$7,470,000.

Project implementation year four	1,202,802	1,717,602
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Budget Annual Breakdown per calendar years, assuming project start in September 2016		
Year	Budget estimate (in USD)	Budget estimate (in AUS)
2016 (4 months)	447,588	639,156
2017	1,342,763	1,917,466
2018	1,342,763	1,917,466
2019	1,342,763	1,917,466
2020 (8 months)	755,214	1,078,446

1. Overall Objective of the Global Steering Committee

The overall objective of the Global Steering Committee is to provide guidance and support to the project management team in order to reach the project's overall objective, as well as be aligned to the Global Projects.

2. Specific Objectives of the Global Steering Committee

The specific objectives of the Global Steering Committee are as follows:

- To discuss and find solutions to challenges to the timely and high-quality implementation of the Project;
- To ensure that synergies are maintained and enhanced between the UNDP Global Project, UN-PRAC and this project;
- To ensure that global and regional resources are used in an optimal and mutually reinforcing manner;
- To ensure that the project is progressing in a manner which is satisfactory to all the stakeholders;
- To ensure that the project continuously adopts an integrated approach with other similar support being provided by other multi-lateral or bilateral development partners at the global level;
- To improve coordination and information sharing among the project stakeholders and ensure that any internal or external risks to the successful implementation of the project are brought to light in a timely manner and ensure that potential solutions are forthcoming;
- To ensure that any potential change of approach, strategy or mechanism for the implementation of any part of the project's components is shared and approved by the stakeholders;
- To ensure that there is a sufficient information flow between the various stakeholders at the global level.

3. Composition of the Global Steering Committee

The Global Steering Committee will consist of relevant representatives of UNODC, UNDP and DFAT. Moreover, representatives from beneficiary countries and international organizations, civil society, the private sector and the academia relevant to the implementation of the project may also be invited on an ad hoc basis by the Global Steering Committee

The level of the participants will be at a senior technical level. The names of the representatives of each organization will be submitted to DFAT two weeks before the first Global Steering Committee meeting. Any subsequent changes of a representative should be sent in writing to DFAT. UNDP and UNODC will function as the Secretariat to the Global Steering Committee.

This arrangement will be for an initial one-year phase covering at least one Global Steering Committee sitting. Thereafter, a review will be undertaken by the Committee members after the second meeting to discuss whether any modifications to the Global Steering Committee structure are required or whether to maintain the Committee in the present structure.

4. Organization of Global Steering Committee Meetings

The meetings will be organized annually, either in person or by video-conferencing. Where possible, the timing of Global Steering Committee meetings shall be aligned with project activities, other relevant workshops or meetings (e.g. the Conference of the States Parties to UNCAC) and/or as arranged by the Global Steering Committee members. The venue for the Global Steering Committee will be determined by DFAT.

All Global Steering Committee members are required to submit the following documentation to DFAT two weeks prior to the Global Steering Committee meeting:

- Summary progress reports, highlighting the main activities undertaken since the last Global Steering Committee meeting;
- A brief work plan of activities to be undertaken in the next calendar year; and
- Other documentation deemed relevant.

UNDP and UNODC will compile the necessary information for the Global Steering Committee meeting one week in advance of the meeting to other Global Steering Committee members, seeking DFAT's endorsement for key communications. This will allow time for initial comments, feedback and suggestions to be provided on the documents. The information to be distributed is to include:

- The documentation received from the Global Steering Committee members, as outlined above;
- A draft agenda including action items and recommendations from previous Global Steering Committee meetings;
- A copy of the minutes of the last Global Steering Committee meeting; and
- Other documentation deemed relevant.

For urgent matters, such as unforeseen difficulties in any of the components of the project, an ad hoc Global Steering Committee meeting may be convened, upon the request, of any of its members.

5. Outputs of the Global Steering Committee

The minutes of each Global Steering Committee meeting will be produced by UNDP and UNODC and a draft circulated to Global Steering Committee members within one week after the meeting, requesting for comments. Any comments should be sent back to UNDP and UNODC within the following week. Thereafter, the final minutes will be produced within five days of receipt of comments and re-circulated.

Aside from these minutes, it is anticipated that the Global Steering Committee will have a positive effect on the dissemination of information among the stakeholders to the project and reinforce cooperation and coordination.

TERMS OF REFERENCE

Functional Title of Post:	Adviser (Anti-Corruption) Southeast Asia
Classified Level of Post:	P-4
Organizational Location:	<i>Regional Office for Southeast Asia and the Pacific (ROSEAP)</i> and under Implementation Support Section (ISS) Corruption and Economic Crime Branch (CEB) Division for Treaty Affairs (DTA)
Duty Station:	<i>Bangkok, Thailand</i>

Organisational Setting and Reporting Relationships: This position is located in the ***Regional Office for Southeast Asia and the Pacific (ROSEAP), Bangkok (Thailand)***. The incumbent will report to the Representative of ***ROSEAP*** and, to the Chief/CEB. S/he will receive substantive and policy guidance from UNODC Headquarters, Vienna, in particular the Chief, Implementation Support Section, Corruption and Economic Crime Branch, Division for Treaty Affairs and other senior staff of the Branch. Within the duration of the assignment, the incumbent might be posted for shorter periods in national anti-corruption agencies of the respective region.

Responsibilities: The Anti-Corruption Programme is a technical assistance programme being offered by UNODC to provide capacity-building assistance to Member States to effectively implement the UN Convention against Corruption (UNCAC). Within assigned authority and under substantive guidance of ISS/CEB/DTA, UNODC Headquarters Vienna, the Adviser (Anti-Corruption) is primarily responsible for the implementation of anti-corruption technical assistance activities (including policy advice, technical expertise and practical day-to-day support to anti-corruption bodies). The incumbent will be responsible for the following duties:

- Assist in the design and development of a technical assistance programme and programme sub-components in anti-corruption at the regional and/or national levels in ***Southeast Asia***, in accordance with the UNODC's overall strategy and as an integral element of the UNODC ***Regional Programmes***.
- Contribute to resource mobilization for the anti-corruption programme by establishing and maintaining close liaison with donor countries and other partners in coordination with DTA/CEB, the ***Regional Office for Southeast Asia and the Pacific*** and other relevant field offices
- Support States parties selected to be reviewed under the Implementation Review Mechanism of UNCAC, as well as the reviewing States parties in the region, to prepare for and participate in the reviews, and to follow-up on recommendations from the reviews. Conduct and/or follow-up on anti-corruption technical assistance needs assessments.

Provide technical guidance and expertise to national counterparts and the UNODC field offices on anti-corruption.

- Assist, where necessary and required, in enhancing and upgrading the relevant legislation and other legal instruments in conformity with UNCAC. Support the establishment and capacity-building of independent national anti-corruption agencies including development of their mandate, structure and operational practices. Provide advisory services and technical expertise to specialised anti-corruption bodies and units on preventing, detecting, investigating and prosecuting cases of corruption and related offences.
- Assist in designing and further upgrading and developing anti-corruption strategies and anti-corruption campaigns in collaboration with civil society, media, business sector, non-governmental organisations (NGOs) and community-based organisations (CBOs). Develop targeted anti-corruption training courses based on needs analysis, especially for key personnel in the area of prevention, criminalisation, enforcement and asset recovery.
- Foster contacts and, where appropriate, co-operation and partnerships with bodies and institutions at national, regional and international levels tasked with the prevention and control of corruption. Work with government counterparts to strengthen capacity to deal with proceeds of crime, mutual legal assistance and asset recovery, in particular with relevant government agencies, but also with legislatures, the private sector and the public at large, as appropriate;
- Coordinate closely all activities carried out under the Project on Joint Action towards a Global Regime against Corruption with the regional governance advisors of UNDP, and where opportune implement such activities jointly. Liaise and share information regularly with other partners on programme activities. Prepare regular progress reports on the development of his/her work, as may be requested by the host institutions or UNODC.

Work implies frequent interaction with the following:

Counterparts, officers and technical staff of UNODC units and field offices, other relevant UN Secretariat departments and offices, specialized agencies, funds and programmes, representatives and officials of national governments, international organizations, inter-governmental and non-governmental organizations, experts, consultants.

Results Expected:

Participation in UNCAC Implementation review process; enhanced effective capacity of the national anti-corruption agencies; Effective planning, development, organization, coordination and implementation of UNODC's Joint Action towards a Global Regime against Corruption project and activities; timely and efficient delivery of assigned tasks and responsibilities; development of well-reasoned and innovative approaches; provision of well-researched and sound analysis and expert advice on related developments in countries and regions; effective dissemination of best practices and methodologies; organization and delivery of specialized training; effective liaison and interaction with concerned parties internally and externally.

Competencies:

Professionalism: Has knowledge and understanding of theories, concepts and approaches relevant to the particular sector and functional area with a focus on economic crime and

corruption related issues. Has good knowledge of legislative aspects of preventing and combating corruption, including their international dimensions. Has ability to identify issues, analyse and contribute to the resolution of problems/issues. Has conceptual analytical and evaluative skills to conduct independent research and analysis. Has knowledge of the mandates of the United Nations Office on Drugs and Crime, as well as of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of the United Nations Convention against Corruption. Has ability to apply good judgment in the context of assignments given and ability to provide effective specialized advice. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

Planning & Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Client Orientation: Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients’ needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients’ environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.

Qualifications:

Education: Advanced university degree (Master’s degree or equivalent) in law, criminal justice, international relations, economics, political and social sciences or a related discipline. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: A minimum of seven years of professional experience working within or providing advisory services to anti-corruption bodies or investigating and prosecuting corruption cases in anti-corruption agency, law enforcement, prosecution services or the judiciary, or as technical adviser on anti-corruption in international organizations or a non- governmental organization is required. Experience with mutual legal assistance, proceeds of crime and/or asset recovery legislation and casework and in designing national anti-corruption policies, strategies, and public campaigns, is desirable.

Language: English and French are the working languages of the United Nations Secretariat. For the position advertised, fluency in English, i.e. oral and written proficiency, with excellent drafting and communication skills, is required. Knowledge of another official United Nations language is an advantage. Knowledge of local or other regional language(s) would be highly desirable.

TERMS OF REFERENCE

Functional Title of Post:	Adviser (Anti-Corruption) South Asia
Classified Level of Post:	P-4
Organizational Location:	<i>Regional Office for Southeast Asia and the Pacific (ROSEAP)</i> and under Implementation Support Section (ISS) Corruption and Economic Crime Branch (CEB) Division for Treaty Affairs (DTA)
Duty Station:	<i>Bangkok, Thailand</i>

Organisational Setting and Reporting Relationships: This position is located in the ***Regional Office for Southeast Asia and the Pacific (ROSEAP)***. The incumbent will report to the Representative of ***ROSEAP*** and, to the Chief/CEB. S/he will receive substantive and policy guidance from UNODC Headquarters, Vienna, in particular the Chief, Implementation Support Section, Corruption and Economic Crime Branch, Division for Treaty Affairs and other senior staff of the Branch. Within the duration of the assignment, the incumbent might be posted for shorter periods in national anti-corruption agencies of the respective region.

Responsibilities: The Anti-Corruption Programme is a technical assistance programme being offered by UNODC to provide capacity-building assistance to Member States to effectively implement the UN Convention against Corruption (UNCAC). Within assigned authority and under substantive guidance of ISS/CEB/DTA, UNODC Headquarters Vienna, the Adviser (Anti-Corruption) is primarily responsible for the implementation of anti-corruption technical assistance activities (including policy advice, technical expertise and practical day-to-day support to anti-corruption bodies). The incumbent will be responsible for the following duties:

- Assist in the design and development of a technical assistance programme and programme sub-components in anti-corruption at the regional and/or national levels in ***South Asia (including India, Bangladesh, Nepal, Bhutan, Bangladesh, Sri Lanka, the Indian ocean Small Island Developing States)*** and in ***Southeast Asia***, in accordance with the UNODC's overall strategy and as an integral element of the UNODC ***Regional Programmes***.
- Contribute to resource mobilization for the anti-corruption programme by establishing and maintaining close liaison with donor countries and other partners in coordination with DTA/CEB, the ***Regional Office for Southeast Asia and the Pacific, the Regional Office for South Asia*** and other relevant field offices.
- Support States parties selected to be reviewed under the Implementation Review Mechanism of UNCAC, as well as the reviewing States parties in the region, to prepare for and participate in the reviews, and to follow-up on recommendations from the reviews. Conduct and/or follow-up on anti-corruption technical assistance needs assessments. Provide technical guidance and expertise to national counterparts and the UNODC field offices on anti-corruption.

- Assist, where necessary and required, in enhancing and upgrading the relevant legislation and other legal instruments in conformity with UNCAC. Support the establishment and capacity-building of independent national anti-corruption agencies including development of their mandate, structure and operational practices. Provide advisory services and technical expertise to specialised anti-corruption bodies and units on preventing, detecting, investigating and prosecuting cases of corruption and related offences.
- Assist in designing and further upgrading and developing anti-corruption strategies and anti-corruption campaigns in collaboration with civil society, media, business sector, non-governmental organisations (NGOs) and community-based organisations (CBOs). Develop targeted anti-corruption training courses based on needs analysis, especially for key personnel in the area of prevention, criminalisation, enforcement and asset recovery.
- Foster contacts and, where appropriate, co-operation and partnerships with bodies and institutions at national, regional and international levels tasked with the prevention and control of corruption. Work with government counterparts to strengthen capacity to deal with proceeds of crime, mutual legal assistance and asset recovery, in particular with relevant government agencies, but also with legislatures, the private sector and the public at large, as appropriate;
- Coordinate closely all activities carried out under the Project on Joint Action towards a Global Regime against Corruption with the regional governance advisors of UNDP, and where opportune implement such activities jointly. Liaise and share information regularly with other partners on programme activities. Prepare regular progress reports on the development of his/her work, as may be requested by the host institutions or UNODC.

Work implies frequent interaction with the following:

Counterparts, officers and technical staff of UNODC units and field offices; other relevant UN Secretariat departments and offices, specialized agencies, funds and programmes, representatives and officials of national governments, international organizations, inter-governmental and non-governmental organizations, experts, consultants.

Results Expected:

Participation in UNCAC implementation review process; enhanced effective capacity of the national anti-corruption agencies; Effective planning, development, organization, coordination and implementation of UNODC's Joint Action towards a Global Regime against Corruption project and activities; timely and efficient delivery of assigned tasks and responsibilities; development of well-reasoned and innovative approaches; provision of well-researched and sound analysis and expert advice on related developments in countries and regions; effective dissemination of best practices and methodologies; organization and delivery of specialized training; effective liaison and interaction with concerned parties internally and externally.

Competencies:

Professionalism: Has knowledge and understanding of theories, concepts and approaches relevant to the particular sector and functional area with a focus on economic crime and corruption related issues. Has good knowledge of legislative aspects of preventing and combating corruption, including their international dimensions. Has ability to identify issues, analyse and contribute to the resolution of problems/issues. Has conceptual analytical and

evaluative skills to conduct independent research and analysis. Has knowledge of the mandates of the United Nations Office on Drugs and Crime, as well as of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of the United Nations Convention against Corruption. Has ability to apply good judgment in the context of assignments given and ability to provide effective specialized advice. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

Planning & Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Client Orientation: Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients’ needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients’ environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.

Qualifications:

Education: Advanced university degree (Master’s degree or equivalent) in law, criminal justice, international relations, economics, political and social sciences or a related discipline. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: A minimum of seven years of professional experience working within or providing advisory services to anti-corruption bodies or investigating and prosecuting corruption cases in anti-corruption agency, law enforcement, prosecution services or the judiciary, or as technical adviser on anti-corruption in international organizations or a non- governmental organization is required. Experience with mutual legal assistance, proceeds of crime and/or asset recovery legislation and casework and in designing national anti-corruption policies, strategies, and public campaigns, is desirable.

Language: English and French are the working languages of the United Nations Secretariat. For the position advertised, fluency in English, i.e. oral and written proficiency, with excellent drafting and communication skills, is required. Knowledge of another official United Nations language is an advantage. Knowledge of local or other regional language(s) would be highly desirable.

TERMS OF REFERENCE

Functional Title of Post: **Global Anti-Corruption Adviser (Anti-Corruption)**

Classified Level of Post: P-4/P-5

Organizational Location: Implementation Support Section (ISS)
Corruption and Economic Crime Branch (CEB)
Division for Treaty Affairs (DTA)

Duty Station: *Vienna, Austria*

Organisational Setting and Reporting Relationships: The position is located in the Implementation Support Section (ISS) of the Corruption and Economic Crime Branch, Division for Treaty Affairs (DTA) of the United Nations Office on Drugs and Crime in Vienna, Austria. The Crime Prevention and Criminal Justice Officer (Anti-Corruption) will work under the direct supervision of the Chief of the Section and the overall guidance of the Chief of the Branch.

Within the duration of the assignment, the incumbent might be posted for shorter periods in national anti-corruption agencies.

Responsibilities: The Anti-Corruption Programme is a technical assistance programme being offered by UNODC to provide capacity-building assistance to Member States to effectively implement the UN Convention against Corruption (UNCAC). Within assigned authority within ISS/CEB/DTA, UNODC Headquarters Vienna, the Adviser (Anti-Corruption) is primarily responsible for the implementation of anti-corruption technical assistance activities (including policy advice, technical expertise and practical day-to-day support to anti-corruption bodies). The incumbent will be responsible for the following duties:

- Assist in the design and development of a technical assistance programme and programme sub-components in anti-corruption at the regional and/or national levels globally, in accordance with the UNODC's overall strategy and as an integral element of the UNODC Regional Programmes.
- Contribute to resource mobilization for the anti-corruption programme by establishing and maintaining close liaison with donor countries and other partners in coordination with DTA/CEB and relevant field offices.
- Provide support, guidance and expert advice to regional and national anti-corruption advisers deployed in field offices, ensuring coordination and the application of lessons learned and good practices.
- Support States parties selected to be reviewed under the Implementation Review Mechanism of UNCAC to prepare for and participate in the reviews, and to follow-up on recommendations from the reviews. Conduct and/or follow-up on anti-corruption technical assistance needs assessments. Provide technical guidance and expertise to national counterparts and the UNODC field offices on anti-corruption.
- Assist, where necessary and required, in enhancing and upgrading the relevant legislation and other legal instruments in conformity with UNCAC. Support the establishment and capacity-building of independent national anti-corruption agencies including development of their mandate, structure and operational practices. Provide advisory services and technical expertise to specialised anti-corruption bodies and units on preventing, detecting, investigating and prosecuting cases of corruption and related offences.

- Assist in designing and further upgrading and developing anti-corruption strategies and anti-corruption campaigns in collaboration with civil society, media, business sector, non-governmental organisations (NGOs) and community-based organisations (CBOs). Develop targeted anti-corruption training courses based on needs analysis, especially for key personnel in the area of prevention, criminalisation, enforcement and asset recovery.
- Foster contacts and, where appropriate, co-operation and partnerships with bodies and institutions at national, regional and international levels tasked with the prevention and control of corruption. Work with government counterparts to strengthen capacity to deal with proceeds of crime, mutual legal assistance and asset recovery, in particular with relevant government agencies, but also with legislatures, the private sector and the public at large, as appropriate;
- Coordinate closely all activities carried out under the Project on Joint Action towards a Global Regime against Corruption with the regional governance advisors of UNDP, and where opportune implement such activities jointly. Liaise and share information regularly with other partners on programme activities. Prepare regular progress reports on the development of his/her work, as may be requested by the host institutions or UNODC.

Work implies frequent interaction with the following:

Counterparts, officers and technical staff of UNODC units and field offices, other relevant UN Secretariat departments and offices, specialized agencies, funds and programmes, representatives and officials of national governments, international organizations, inter-governmental and non-governmental organizations, experts, consultants.

Results Expected:

Ratification of UNCAC; participation in UNCAC Implementation review process, enhanced effective capacity of the national anti-corruption agencies; Effective planning, development, organization, coordination and implementation of UNODC's global programmes, including the Joint Action towards a Global Regime against Corruption project ; timely and efficient delivery of assigned tasks and responsibilities; development of well-reasoned and innovative approaches; provision of well-researched and sound analysis and expert advice on related developments in countries and regions; effective dissemination of best practices and methodologies; organization and delivery of specialized training; effective liaison and interaction with concerned parties internally and externally.

Competencies:

Professionalism: Has knowledge and understanding of theories, concepts and approaches relevant to the particular sector and functional area with a focus on economic crime and corruption related issues. Has good knowledge of legislative aspects of preventing and combating corruption, including their international dimensions. Has ability to identify issues, analyse and contribute to the resolution of problems/issues. Has conceptual analytical and evaluative skills to conduct independent research and analysis. Has knowledge of the mandates of the United Nations Office on Drugs and Crime, as well as of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of the United Nations Convention against Corruption. Has ability to apply good judgment in the context of

assignments given and ability to provide effective specialized advice. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

Planning & Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Client Orientation: Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients’ needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients’ environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.

Qualifications:

Education: Advanced university degree (Master’s degree or equivalent) in law, criminal justice, international relations, economics, political and social sciences or a related discipline. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: A minimum of ten years of professional experience working within or providing advisory services to anti-corruption bodies or investigating and prosecuting corruption cases in anti-corruption agency, law enforcement, prosecution services or the judiciary, or as technical adviser on anti-corruption in international organizations or a non- governmental organization is required. Experience with mutual legal assistance, proceeds of crime and/or asset recovery legislation and casework and in designing national anti-corruption policies, strategies, and public campaigns, is desirable.

Language: English and French are the working languages of the United Nations Secretariat. For the position advertised, fluency in English, i.e. oral and written proficiency, with excellent drafting and communication skills, is required. Knowledge of another official United Nations language is an advantage.

TERMS OF REFERENCE

Functional Title of Post:	Project Coordinator (Anti-Corruption)
Classified Level of Post:	P-3
Organizational Location:	Implementation Support Section (ISS) Corruption and Economic Crime Branch (CEB) Division for Treaty Affairs (DTA)
Duty Station:	<i>Vienna, Austria</i>

Organisational Setting and Reporting Relationships: The position is located in the Implementation Support Section (ISS) of the Corruption and Economic Crime Branch, Division for Treaty Affairs (DTA) of the United Nations Office on Drugs and Crime in Vienna, Austria. The Crime Prevention and Criminal Justice Officer (Anti-Corruption) will work under the direct supervision of the Chief of the Section and the overall guidance of the Chief of the Branch.

Responsibilities: The Anti-Corruption Programme is a technical assistance programme being offered by UNODC to provide capacity-building assistance to Member States to effectively implement the UN Convention against Corruption (UNCAC). Within assigned authority within ISS/CEB/DTA, UNODC Headquarters Vienna, the Project Coordinator (Anti-Corruption) is primarily responsible for the coordination and implementation of anti-corruption technical assistance activities (the technical aspects of supporting the regional advisers, compiling data, performing research, engaging in project monitoring activities). The incumbent will be responsible for the following duties:

- Carry out functions in support of the mechanisms to improve countries' national capacity in ratifying and implementing the United Nations Convention against Corruption;
- Contribute to the development, implementation and evaluation of assigned programmes and projects in the area of anti-corruption;
- Monitor and analyse programme and project development and implementation; review relevant documents and reports; identify problems and issues to be addressed and initiate corrective actions; liaise with relevant parties; ensure follow-up actions;
- Research, analyse and present information gathered from diverse sources in the field of anti-corruption;
- Provide support and expertise for the coordination of policy development in the area of anti-corruption, including the review and analysis of issues and trends, preparation of evaluations or other research activities and studies;
- Organize and prepare written outputs, e.g. policy and programmatic reports, draft background papers, analysis, sections of reports and studies, inputs to publications relevant to the work of the Section;
- Provide substantive backstopping to consultative and other meetings, conferences, etc., to include proposing agenda topics, identifying participants, preparation of documents and presentations, etc.;

- Initiate and coordinate outreach activities; conduct training workshops and seminars; make presentations on assigned topics/activities;
- Cooperate and coordinate with field offices and other relevant entities on matters pertaining to anti-corruption;
- Participate in large, complex field missions, including provision of guidance to external consultants, government officials and other parties and drafting mission summaries;
- Monitor and review best practices, methodologies and programmes in the area of anti-corruption;
- Perform other duties as required.

Work implies frequent interaction with the following:

Counterparts, officers and technical staff of UNODC units and field offices, other relevant UN Secretariat departments and offices, specialized agencies, funds and programmes, representatives and officials of national governments, international organizations, inter-governmental and non-governmental organizations, experts, consultants.

Results Expected:

Ratification of UNCAC; enhanced effective capacity of the national anti-corruption agencies; Effective planning, development, organization, coordination and implementation of UNODC's Joint Action towards a Global Regime against Corruption project and activities; timely and efficient delivery of assigned tasks and responsibilities; development of well-reasoned and innovative approaches; provision of well-researched and sound analysis and expert advice on related developments in countries and regions; effective dissemination of best practices and methodologies; organization and delivery of specialized training; effective liaison and interaction with concerned parties internally and externally.

Competencies:

Professionalism: Has knowledge and understanding of theories, concepts and approaches relevant to the particular sector and functional area with a focus on economic crime and corruption related issues. Has good knowledge of legislative aspects of preventing and combating corruption, including their international dimensions. Has ability to identify issues, analyse and contribute to the resolution of problems/issues. Has conceptual analytical and evaluative skills to conduct independent research and analysis. Has knowledge of the mandates of the United Nations Office on Drugs and Crime, as well as of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of the United Nations Convention against Corruption. Has ability to apply good judgment in the context of assignments given and ability to provide effective specialized advice. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for

incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

Planning & Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Client Orientation: Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients’ needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients’ environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.

Qualifications:

Education: Advanced university degree (Master’s degree or equivalent) in law, criminal justice, international relations, economics, political and social sciences or a related discipline. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: A minimum of five years of professional experience working within or providing advisory services to anti-corruption bodies or investigating and prosecuting corruption cases in anti-corruption agency, law enforcement, prosecution services or the judiciary, or as technical adviser on anti-corruption in international organizations or a non- governmental organization is required. Experience with mutual legal assistance, proceeds of crime and/or asset recovery legislation and casework and in designing national anti-corruption policies, strategies, and public campaigns, is desirable.

Language: Fluency in one of the working languages of the UN Secretariat, English or French, (both oral and written) is required; knowledge of the other is desirable.

TERMS OF REFERENCE

Functional Title of Post:	Programme Assistant
Classified Level of Post:	GS-5
Organizational Location:	Implementation Support Section (ISS) Corruption and Economic Crime Branch (CEB) Division for Treaty Affairs (DTA)
Duty Station:	<i>Vienna, Austria</i>

Organisational Setting and Reporting Relationships: The position is located in the Implementation Support Section (ISS) of the Corruption and Economic Crime Branch, Division for Treaty Affairs (DTA) of the United Nations Office on Drugs and Crime in Vienna, Austria. The Crime Prevention and Criminal Justice Officer (Anti-Corruption) will work under the direct supervision of the Project Coordinator and the Global Anti-Corruption Adviser.

Responsibilities: The incumbent will be responsible for the following duties:

- Assists in the coordination of project planning and preparation work with regard to the implementation of the project;
- Compiles, summarizes, and presents basic information/data on specific project and related topics or issues.
- Reviews project documents, especially cost plans/budgets, for completeness and compliance with relevant rules and procedures prior to submission for final approval and signature; identifies inconsistencies; distributes project documents to relevant parties upon approval.
- Reviews budget revisions; verifies availability of funds; ensures necessary approval and entry in computerized budget system.
- Serves as focal point for administrative coordination of project implementation activities, involving extensive liaison with a diverse organizational units to initiate requests, obtain necessary clearances, process and follow-up on administrative actions, e.g. recruitment and appointment of personnel, travel arrangements, training/study tours, authorization of payments, disbursement of funds, procurement of equipment and services, etc.
- Compiles, summarizes and enters data on project delivery; drafts related status reports, identifying shortfalls in delivery, budget overruns, etc., and brings to the attention of management.
- Drafts correspondence on budget-related issues and prepares and updates periodic reports, briefing notes, graphic and statistical summaries, accounting spreadsheets, etc.
- Provides general office assistance; responds to complex information requests and inquiries; reviews, logs and routes incoming correspondence; sets up and maintains files/records; organizes meetings, workshops; handles routine administrative tasks, such as maintaining attendance records, assessing telephone billing, etc.
- Performs other duties as assigned.

Work implies frequent interaction with the following:

Counterparts, officers and technical staff of UNODC units, in particular with FRMS and HRMS, and field offices, other relevant UN Secretariat departments and offices, representatives and officials of national governments, experts, consultants.

Results Expected:

Provides reliable administrative coordination of project planning and preparation activities and general office support services. Processes work and requisite follow-up accomplished under some supervision, seeks advice from and/or reporting to supervisor as needed. Accurately prepares reports. Consistently applies appropriate policies, guidelines and procedures. Effectively and in a timely manner, liaises and interacts with colleagues and concerned parties internally and externally.

Competencies:

Professionalism: Knowledge of internal policies, processes and procedures generally and in particular those related to programme/project administration, implementation and evaluation, technical cooperation, programming and budgeting. Understanding of the functions and organization of the work unit and of the organizational structure and respective roles of related units. Ability to work well with figures, undertake basic research and gather information from standard sources. Demonstrated ability to apply good judgment in the context of assignments given. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

Planning & Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Accountability: Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.

Client Orientation: Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients’ needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients’

environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.

Qualifications:

Education: High school diploma or equivalent. Must have passed the United Nations Administrative Support Assessment Test (ASAT) at Headquarters or an equivalent locally-administered test at Offices Away.

Experience: At least five years of experience in programme or project administration, technical cooperation or related area.

Language: English and French are the working languages of the United Nations Secretariat. For the post advertised, fluency in oral and written English is required. Knowledge of another official United Nations language is an advantage.

UN Pacific Regional Anti-Corruption (UN-PRAC) Project (1 July 2016 – 30 June 2020)

PROJECT DOCUMENT

Countries: Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tokelau (Territory of), Tuvalu and Vanuatu.

Pacific UN Development Assistance Framework (UNDAF) 2013-2017 Outcome 5.1: Regional, national, local and traditional governance systems are strengthened and exercise the principles of good governance

Summary Project Description

This joint UNDP-UNODC Pacific Regional Anti-Corruption (UN-PRAC) Project aims to support Pacific Island countries (PICs) to strengthen their national integrity systems. This is in order to promote 'clean' governments and to create an enabling environment for trade, business, investment and sustainable development. In turn, this will enhance the delivery of equitable and high quality services to all Pacific Islanders.

Over the past few years, the debate has shifted from 'why' countries should be preventing and fighting corruption to 'how'. The UN Convention against Corruption (UNCAC) is the only international legally binding framework on how to prevent and fight corruption. It provides a solid basis upon which PICs can develop sustainable anti-corruption reforms. It is for this reason that this Project has been designed to build on the platform of UNCAC, as well as the efforts undertaken during the first phase (2012-2016) of the UN-PRAC Project. This includes leveraging the recognition by PICs of the UN as a trusted, impartial partner. Through the first phase and this Project, one medium by which PICs are addressing the 'how' question is through the mechanism for the review of implementation of UNCAC (UNCAC Review Mechanism). This requires States parties to consider what national legislative, institutional and practical frameworks are in place to effectively address corruption. Another related anchor is the new Development Agenda 2030 and the Sustainable Development Goals (SDGs), recently adopted by UN Member States. SDG 16 directly calls for stronger action on anti-corruption, transparency and accountability. This Project also strives to more coherently address the link between anti-corruption and development, and to integrate anti-corruption into national and regional development processes.

The goal of this Project is to promote and strengthen measures to prevent and fight corruption more efficiently and effectively in the Pacific region. This aligns with the purpose of UNCAC in article 1(1) and the spirit of SDG 16.

The objectives of this Project are three-fold. The first is to provide Niue, Samoa and Tonga with sufficient information and support to enable their accession to UNCAC; and to support Pacific States parties to actively participate in the UNCAC review process. The second objective is to support PICs to strengthen their national anti-corruption legislation and policies, as well as institutional frameworks and capabilities to effectively implement UNCAC. The third is to provide support on the demand side of accountability, primarily through supporting a stronger engagement of non-State actors in the oversight of corruption and in the design of tools for a more transparent service delivery.

This Project will further draw on the technical expertise, tools and knowledge produced by the anti-corruption projects being implemented by UNDP and UNODC with the support of DFAT. It will also use those projects as platforms to share Pacific progress on UNCAC implementation with the global community.

Expected Project Outcomes:

- Outcome 1: Niue, Samoa and Tonga are given sufficient information and support to enable their accession to UNCAC and all Pacific States parties actively participate in the UNCAC review process
- Outcome 2: Pacific States parties more effectively implement UNCAC and work towards the achievement of SDG 16
- Outcome 3: Social accountability mechanisms and the anti-corruption role of non-State actors strengthened

Executing/Implementing Agencies:

United Nations Development Programme (UNDP)
United Nations Office on Drugs and Crime (UNODC)

Counterparts: 15 Pacific Island country governments (includes 1 territory)

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1. Situation Analysis

1.1 Corruption and Development in the Pacific

1. Corruption is a global phenomenon that negatively impacts development. It “suppresses economic growth by driving up costs, and undermines the sustainable management of the environment and natural resources. It breaches fundamental human rights, exacerbates poverty and increases inequality by diverting funds from health care, education and other essential services. The malignant effects of corruption are felt by billions of people everywhere. It is driven by and results in criminal activity, malfunctioning State institutions and weak governance”⁴⁰. The Pacific region is no exception to this. The cross-cutting, multi-faceted nature of corruption has extensive costs, both in terms of money and in terms of broader social cost. In one study, corruption was estimated to equal more than 5% of global gross domestic product (US\$2.6 trillion) annually with estimates of global money-laundering at around \$500 billion annually.⁴¹
2. In the Pacific region, the issue of corruption and corruption risks are embedded in a specific development context. PICs face particularly demanding development challenges due, in part, to their limited geographical size, physical remoteness, dependence on a narrow resource base, limited trade opportunities and vulnerabilities to natural and environmental disasters. Societal changes have also been rather dramatic in the past three decades, which have led to political, social, economic and technological transformation. Economic growth is a further challenge. There have been severe consequences for growing populations in terms of rising unemployment and hardship in the region. Moreover, there is pressure on existing resources, vigorous rural-urban migration and immigration of skilled labour to developed countries (e.g. Australia, New Zealand, the United States). Evidence from national poverty studies suggests that income inequality has been rising over the last 10 years, even in those countries where there has been a reduction in poverty levels.⁴² Reports on the Millennium Development Goals (MDGs) indicate that despite increasing levels of overseas development assistance and large investments in service delivery, public spending by Pacific governments has generally not led to better development outcomes.⁴³ With at least half of the population in the Pacific being under the age of 25,⁴⁴ these challenges are even more threatening to the sustainability of PICs. Young people in the region are six times less likely to secure a job than older workers.⁴⁵ Inequalities along gender and rural-urban lines are also striking and increasing. All of this has prevented PICs from achieving the MDGs (except for the Cook Islands) and is also a threat to the new Development Agenda 2030.
3. A number of governance challenges in the region negatively affect growth and development, many of which are root causes or a direct consequence of corruption. The vulnerability of PICs to these challenges is not uniform, and depends on such issues as the natural resources that PICs utilize, their

⁴⁰ UN Secretary-General Ban Ki-Moon, *Secretary-General's Message on International Anti-Corruption Day*, 9 December 2013.

⁴¹ International Chamber of Commerce, Transparency International, UN Global Compact and the World Economic Forum, *Clean Business is Good Business*, 2009.

⁴² UNDP, *UN Report on the State of Human Development in the Pacific*, 2014, <http://www.unescap.org/sites/default/files/The%20State%20of%20Human%20Development%20in%20the%20Pacific%28LORes%29..pdf>.

⁴³ UNDP, UN Population Fund, UN Economic and Social Commission for Asia and the Pacific, UN Children's Fund (UNICEF) and International Labour Organization (ILO), *The State of Human Development in the Pacific*, 2014, http://www.asia-pacific.undp.org/content/dam/rbap/docs/Research%20&%20Publications/poverty/State_Human_Development_Pacific_ES.pdf.

⁴⁴ UNICEF, Secretariat of the Pacific Community and UN Population Fund, *The State of Pacific Youth*, 2015, http://www.unicef.org/eapro/State_of_Pacific_youth_2005_FINAL.pdf.

⁴⁵ ILO, *Gaining Momentum in Asia and the Pacific*, 2013, http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/publication/wcms_379571.pdf.

administrative histories, remoteness, geographical configuration, local and 'over time' integrated traditions and the degree of outreach that State structures have across their territories. Even the word "corruption" does not have the same understanding among PICs. Nonetheless, the specificity of the Pacific region, as an overall geo-political entity, is strong enough to capture a rather comprehensive set of commonalities regarding the governance factors affecting corruption risks.

4. First of all, culture and traditions have a strong influence on how governance, including corruption, is understood and addressed in PICs. For example, the Matai and Wantok systems demand respect and often do not allow for decisions of authority to be questioned. This is a challenge for establishing functional accountability systems. A similar influence is that of 'respecting elders'. This creates challenges in relation to public participation and the integration of young people into decision-making. It also has a specific impact on women. For example, between 75 and 90 percent of vendors working at Pacific marketplaces are women, and their earnings often make up a significant portion of the incomes of many poor households.⁴⁶ Despite this, women are often excluded from market governance and decision-making, making them less well equipped to recognize and resist corrupt behaviour. In some cases, specific ethnic communities are also vulnerable to corruption,⁴⁷ as well as remote communities that have low or no access to services. Political turmoil, security challenges and natural disasters can also be factors leading to a low sensitivity to corruption.⁴⁸ The reach of government structures and the level of public confidence in the criminal justice system often lead citizens to feel primarily accountable to their communities, families and churches rather than the State. The UN-PRAC team will not seek to address the broader cultural and institutional causes of corruption. However, a carefully tailored sensitization of the overall population on the issue of corruption is needed through awareness-raising and advocacy. This includes addressing the line between culture and corruption (e.g. in the practice of gift giving) through engagement at the leadership, institutional and civil society/community levels, including with all relevant non-State actors.
5. The attitude of leadership in PICs towards corruption is quite diverse. While some have embraced corrupt behaviour, others have declaratively prioritized the fight against corruption. For example, a key turning point for anti-corruption engagement in the Pacific was the October 2015 conviction of 14 Vanuatu Members of Parliament (MPs) for bribery and a Leadership Code violation. While there have been bribery convictions of MPs and leaders in Vanuatu previously, the difference this time was that the intensive capacity-building of civil society and the media enabled peaceful public mobilization. This led to support for an independent judiciary and prosecution service, which overturned a brazen pardon attempt while the President was overseas and allowed the course of justice to proceed.
6. State capture,⁴⁹ as one of the most common forms of corruption, is a serious threat in this region. This is particularly important in PICs that dispose of natural resources. The genuine champions found

⁴⁶ UN Women, *Press release: UN Women launches Markets for Change for safety and better earnings for women in the Pacific*, 2014, <http://asiapacific.unwomen.org/en/news-and-events/stories/2014/4/vendors-and-management-at-marketplaces>.

⁴⁷ U4 Anti-Corruption Resource Centre, *U4 Expert Answer - Impact of corruption on indigenous people*, 2010.

⁴⁸ Carnegie Endowment for International Peace, *Corruption – The Unrecognized Threat to International Security*, 2014, http://carnegieendowment.org/files/corruption_and_security.pdf.

⁴⁹ State capture is "the efforts of firms to shape the laws, policies, and regulations of the state to their own advantage by providing illicit private gains to public officials" – Hellman, J. & Kaufmann, D. "Confronting the Challenge of State Capture in Transition Economies" *Finance and Development*, vol. 38, no. 3, 2001, <http://www.imf.org/external/pubs/ft/fandd/2001/09/hellman.htm>.

in the executive, parliaments, judiciary and civil society are at risk not only from internal corrupt activity, but also by the lack of support by the wider social structures (as described above). During the 2012-2016 phase of the UN-PRAC Project, the team knew at least three cases where government counterparts had received death threats for their anti-corruption efforts. This is not unique to the Pacific and is not related to the UN-PRAC work. Fighting corruption is not risk-free, and it is for this reason that individuals and governments take necessary precautions to address such risks. However, UN-PRAC has been contributing to the mitigation of such risks by working to translate anti-corruption efforts into systemic, rather than individual, efforts. Leadership can only produce sustainable results if supported by appropriate policy frameworks and adequate and functional institutions. Citizens need to be educated and empowered to demand accountable leadership and support anti-corruption efforts. Exposure to international anti-corruption bodies can promote leadership, provide policy guidance and space for recognition, foster the exchange of knowledge, further interactions with State and non-State actors and contribute to a sense of accomplishment. Besides the UN, regional, inter-governmental, developmental, non-governmental and business organizations should be engaged in supporting anti-corruption efforts.

7. The policy design processes in PICs are predominately non-participatory and lack serious consideration of the equitable distribution of wealth. Additionally, in a number of PICs, parliaments have a limited role in providing checks and balances, which can often be attributed to complex government coalitions. Participatory decision-making is limited, with women under-represented in formal political structures across the region.⁵⁰ Pacific parliaments also suffer from various constraints including weak staff capacity and parliamentary processes, as well as limited access to critical information for law-making and the performance of oversight and accountability functions. Substantive progress in anti-corruption policies has been achieved in PICs in the past 10 years, since the first adoption of UNCAC in the Pacific. However, the momentum gained through the UNCAC-related processes needs to be sustained and strengthened through specific policies. With the exception of Papua New Guinea, 14 PICs still do not have anti-corruption strategies or similar policies. Integration of anti-corruption measures in sector-specific policies is still lacking despite its critical importance in such areas as the police; customs; land and titles administration; mineral and petroleum extraction; forestry; fisheries; ports; health; education; retirement funds; public procurement; passports and immigration; Internet domains; offshore banking; and access to public office. Corruption and the lack of governance in some of these sectors are strongly related to the phenomenon of State capture, which has not only undermined the wealth and well-being of Pacific Islanders, but made a number of PICs attractive targets for transnational crime and money-laundering.⁵¹
8. The lack of policies is paired with the lack of adequate institutional frameworks. Even where anti-corruption policies exist, their implementation is hindered by the lack of institutions that can follow through with enforcement. With the exception of some countries (mainly in the Polynesian PICs and Fiji in Melanesia), most PICs have weak and politicized public services that suffer from a lack of funding and limited number of skilled staff. Policy development often does not take into account the actual costs of implementation or the cultural context. Throughout the region, institutions crucial for combatting corruption are often lacking, ineffective or formally established but not functional due to a lack of resources. These institutions include anti-corruption commissions, Ombudsman's Offices and other human rights institutions, audit offices, financial intelligence units, among others. Only one PIC currently has a functioning independent commission against corruption. The lack of

⁵⁰ McLeod, A. (Development Leadership Program), *Women's Leadership in the Pacific*, 2015, http://publications.dlprog.org/Womens_Leadership_Pacific.pdf.

⁵¹ Boister, N. "Transnational Crime in the Pacific" *Journal of the South Pacific Law*, vol. 9, issue 2, 2005, <https://www.usp.ac.fj/index.php?id=13303>.

functional institutions is a significant challenge, particularly in preventing and fighting high-level corruption.

9. The challenge of institutional capacities also needs to be viewed in a wider service delivery context. The lack of access to services is one of the key corruption risks in the Pacific. Some main reasons for inadequate service delivery include a lack of funding, lack of proper planning and service design, lack of skilled staff, physical remoteness of parts of the population and discrimination along gender, ethnic, age or other lines. Efficient and transparent services are one of the best corruption prevention instruments. The specific challenges to service delivery in PICs require an innovative approach to service design and partnerships with non-governmental organizations, churches, the private sector and academia.
10. As already noted, the involvement of civil society and other non-State actors in decision-making, service delivery and oversight is not a prominent aspect of governance in PICs. The traditions and governance patterns, combined with a lack of education, physical and ICT infrastructure and remoteness, have a great influence in this regard. Fortunately, strong and vibrant civil society organizations (CSOs) and individual champions with high levels of enthusiasm are not a rarity in these countries. There are even some specialized anti-corruption organizations, such as local chapters of Transparency International. Academic institutions, such as the University of the South Pacific, also can raise awareness, provide scientific support and mobilize the demand side of accountability. Outreach and partnerships with private sector entities is an underutilized aspect that needs further exploration. From UN-PRAC's experiences, there is a strong confidence that with continuous encouragement, guidance, capacity development and financial support, the demand for accountability can be further increased. National and regional networks and other fora are already in existence and have shown potential for contributing in the anti-corruption sphere, particularly through outreach to specific groups, such as the youth and private sector.
11. The above observations are mostly the product of direct empirical experience, gained through UN presence in the region, the UN-PRAC Project and the Pacific UNCAC reviews. The information is therefore quite accurate and certain. Other than this, there is a serious lack of corruption data in the Pacific. This is a serious challenge in terms of understanding the impact of corruption on development. Therefore, direct presence in the field and working with all the sectors of society is critical to address this information gap. SDG16 of the Development Agenda 2030 is to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". This includes, *inter alia*, the target to substantially reduce corruption and bribery in all its forms. The indicators to monitor SDG16 are yet to be decided on by Member States, but once agreed, they should be used as an entry point to improve the measurement of PICs' implementation of anti-corruption measures.

1.2 UNCAC and its Review Mechanism in the Pacific

12. UNCAC is the sole legally binding, global anti-corruption instrument. The Convention is holistic in its approach, adopting prevention and enforcement measures, including requirements for criminalizing corrupt behaviours. The Convention also reflects the transnational nature of corruption, providing a legal basis for enabling international cooperation and recovering proceeds of corruption (i.e. stolen assets). The important role of government, the private sector and civil society in fighting corruption is also emphasized.
13. UNCAC was adopted by the General Assembly in October 2003 and entered into force in December 2005. As of January 2016, 178 countries and the European Union have become States parties to UNCAC, representing a ground-breaking commitment to address corruption. Since the beginning of

the 2012-2016 phase of the UN-PRAC Project, UNODC and UNDP have led efforts to advance UNCAC ratification/accession and implementation in the region. A total of 11 PICs (79%, excluding Tokelau as a territory of New Zealand) had ratified or acceded to the Convention: Papua New Guinea in 2007, Fiji in 2008, Palau in 2009, Vanuatu, Cook Islands and Republic of the Marshall Islands in 2011, Solomon Islands, Federated States of Micronesia and Nauru in 2012, Kiribati in 2013 and Tuvalu in 2015.

14. In 2009, the Conference of the States Parties to UNCAC established the UNCAC Implementation Review Mechanism, a unique, inter-governmental peer review process. Pursuant to resolution 3/1, States parties undergo, as part of the Mechanism, a self-assessment that is followed by a peer review, resulting in a final report (and its executive summary) on the implementation by the country of the UNCAC provisions under review. There are two review cycles, with the first (2010-2015) coming to an end, which focused on Chapters III (Criminalization and law enforcement) and IV (International cooperation); the second cycle (2016-2020) will commence shortly on Chapters II (Preventive measures) and V (Asset recovery).
15. The Pacific is the only region in the world to have successfully completed all of its UNCAC reviews, which can be directly attributed to the support provided by UN-PRAC. Eight PICs were under review in the fourth year (2013-2014) of the current review cycle: the Cook Islands, Federated States of Micronesia, Kiribati, Nauru, Palau, Republic of the Marshall Islands, Solomon Islands and Vanuatu. Fiji and Papua New Guinea had previously been assessed in the first year (2009-2010), but were delayed to 2011. As UNODC is the guardian of the Convention and the UNCAC Review Mechanism, the UNODC adviser under UN-PRAC provided a substantive role in supporting PICs during the review process, including providing training to Focal Points and reviewing experts, the completion of the self-assessment checklists (including, upon request, in-country support), attendance during all country visits of PICs, and facilitation during the meetings of the Implementation Review Group, Conference of the States Parties and the Pacific UNCAC reviews (including the drafting of the UNCAC review reports and executive summaries).
16. The 2012-2016 phase of the UN-PRAC Project assisted seven PICs in completing their UNCAC self-assessments. Countries' self-assessments not only focused on their legislative frameworks in terms of implementing UNCAC Chapters III and IV, but also their institutional frameworks and how they operate in practice. This included an examination of laws and other measures, how institutions coordinate, and research on case law, statistics on the number of complaints received, investigations carried out, prosecutions taken forward and outcomes of cases. A comprehensive self-assessment is crucial to a successful UNCAC review, as it provides the basis upon which reviewers develop their findings and recommendations. In cases where self-assessments are weak, reviews are often delayed and the outcomes are less well grounded in evidence and the current context. The UNCAC reviews of the Pacific were held in a timely manner, which can be attributed to comprehensive self-assessments and the support provided by UN-PRAC. For example, to date, Vanuatu is the only country to have completed its UNCAC review within the prescribed six-month period. The UNODC adviser supported Vanuatu's Focal Point with the self-assessment, which included a preliminary analysis and supplementary information collected during in-country meetings held with a range of different stakeholders.
17. While the Convention is a solid anti-corruption framework and provides a benchmark for assisting countries with their reforms, it has been the UNCAC reviews that have acted as a driver for the provision of technical assistance. The review process allows governments to assess existing frameworks and consider how they might be further strengthened in line with the Convention. Being involved throughout the UNCAC review process, the UN-PRAC team has a solid appreciation for where reform priorities exist and is able to advocate and advise governments and other stakeholders

on how to prioritize and address review recommendations. In Vanuatu, Cabinet decided to address the recommendations of its UNCAC review through its national anti-corruption policy and implementation plan. In the Federated States of Micronesia, at the request of the Attorney-General, UN-PRAC funded and supported a Legal Specialist to address the UNCAC recommendations together with the Department of Justice. In Palau, UN-PRAC worked with the Pacific Ombudsman Alliance to support the Ombudsman to strengthen his mandate, in line with the review recommendations. It is to be noted that countries are at different stages of development and national anti-corruption priorities vary. The UNCAC review recommendations will therefore neither be implemented uniformly across the Pacific nor at the same pace. The UN-PRAC team is merely a facilitator of the process and can support Pacific States parties to address recommendations, upon request.

18. In the Pacific, emphasis is placed on Pacific-Pacific learning and sharing of experiences. Fiji, having participated in the first year of the UNCAC review process, was instrumental in sharing its good practices but also in acknowledging its challenges with other States under review. Papua New Guinea, also having completed its review in the first year, shared its experiences with other States on how it sought to include the UNCAC review recommendations in the implementation plan of its National Anti-Corruption Strategy. Pacific Islanders have appreciated the experiences of fellow Pacific Islanders as contexts may be unique, but are relatable.

1.3 2012–2016 Phase of the UN-PRAC Project

19. The 2012–2016 phase of the UN-PRAC Project aimed to help PICs fight corruption by: i) strengthening political will to endorse strong policy and legal frameworks aimed at implementing UNCAC; ii) strengthening the capacity of key national anti-corruption institutions and non-State actors to more effectively tackle corruption; and iii) promoting more informed anti-corruption policy and advocacy by conducting tailored research and sharing knowledge.
20. UN-PRAC was successful in fostering the ratification/accession of 11 PICs. The UNCAC review process allowed governments to assess their countries' existing frameworks and consider how they might be further strengthened in line with the Convention. Dialogue initiated through the review process further provided a solid basis for in-depth cooperation on implementation. Being involved in the self-assessment, review process and its follow-up, the UN-PRAC team has a solid appreciation for where reform priorities exist and how to advocate and advise governments and other stakeholders to address recommendations. These can be addressed by the government, other national stakeholders, through the UN-PRAC Project or by other technical assistance providers. In relation to strengthening key national anti-corruption institutions, UN-PRAC worked closely with the Cook Islands, Federated States of Micronesia, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, Tonga and Vanuatu (for details, see UN-PRAC's annual progress reports).
21. UN-PRAC conducted considerable advocacy activities, awareness-raising and strengthening of non-State actors of 15 PICs, varying from CSOs to youth groups, the media and private sector, to prevent and fight corruption. South-South exchanges have been key to the UN-PRAC Project. Pacific-Pacific capacity-building was also proven beneficial as States parties shared their expertise and sought assistance from their neighbors. For example, for three years, Fiji's Financial Intelligence Unit (FIU) hosted visiting Pacific FIU personnel at its Suva Headquarters. UN-PRAC and the Pacific Association of Supreme Audit Institutions (PASAI) commenced a pilot exchange programme for the Audit Offices of Kiribati in Fiji and vice versa. During UN-PRAC's intensive work in the Solomon Islands, anti-corruption officials from Papua New Guinea and Timor-Leste contributed to the discussions on the Solomon Islands Government's progress towards establishing its own anti-corruption body, including through a study tour to Malaysia and Timor-Leste. The UN-PRAC Project also focused on South-South learning in the Pacific and internationally, including through the Global Small Islands

Developing States Conference on Anti-Corruption, the 16th International Anti-Corruption Conference, the 6th International Global Organization of Parliamentarians against Corruption (GOPAC) Conference and the Conference of the States Parties to UNCAC.

22. In regard to knowledge products, the UN-PRAC team develops bi-annual newsletters and factsheets on relevant anti-corruption themes and practices. The Pacific Islands Anti-Corruption Directory of key governance and integrity institutions relevant to preventing and fighting corruption in PICs was published in 2015. The UNCAC review information of 10 PICs has been analyzed and in 2016 will be published as thematic publications on Chapter III (Criminalization and law enforcement) and Chapter IV (International cooperation). These publications draw on regional trends, challenges, good practices and areas of common interest.
23. The mid-term evaluation (MTE) of the Project's first phase was performed in the course of 2015. The MTE found the Project and the Project approach ambitious but relevant. The Project's objectives were attained or likely to be attained, where the approach of working with institutions and raising awareness were seen as highly effective. The evaluation concluded that the Project has had substantial success in its work through UNCAC and awareness building of corruption and the potential for anti-corruption approaches. According to the MTE, the Project has built a strong foundation for further anti-corruption programming in a number of PICs to ensure sustainability. Support to practical anti-corruption efforts was identified as an area to be developed in the future. Partnerships with relevant actors and institutions will also be further developed. According to the MTE, the UN-PRAC Project has developed a set of well-appreciated, efficient, effective workshops and trainings to set the stage for anti-corruption efforts within PICs using methods that resonate with key PIC stakeholders, such as through South-South cooperation and targeted technical assistance. The evaluation noted that the work under UN-PRAC provides a strong base to support anti-corruption legislation and institutions in the implementation of anti-corruption reforms. Regarding a second phase of UN-PRAC, the MTE noted that UNCAC provides an important reference point for anti-corruption programming in the region where there seems to be limited knowledge of corruption issues and limited development of anti-corruption institutions. In these circumstances, supporting links between institutions in countries, networking between PICs and engagement with international partners on anti-corruption through UNCAC can be valuable ways to engage counterparts in countering corruption. This includes joint workshops, meetings and South-South expertise. Another axis to be further supported is the development of effective national anti-corruption institutions that are widely recognized to be implementing policies and procedures that reduce corruption in practical ways in PICs.
24. Encouraged by these findings, the second phase of the Project will keep UNCAC as its main axis. Operationally, it will utilize and upgrade the tools and approaches that were developed during the first phase, including peer-to-peer exchange and South-South cooperation, powered by the presence and support of the Project advisers. Besides addressing reforms at the policy level, the Project will make a stronger effort to support more practical anti-corruption activities that will be recognized by local communities. This will be done directly by supporting initiatives in the sphere of service delivery and oversight, as well as by integrating anti-corruption elements into sectoral policies and development initiatives. In these efforts, the elements of networking, integration and knowledge exchange will play a substantive role in the design of Project activities.

2. Project Strategies

6.1 2.1 KEY IMPLEMENTATION PRINCIPLES

25. The implementation of the Project will be guided by the following key principles:

➤ *Responding flexibly, rapidly and effectively to Pacific needs*

In the Pacific, windows of opportunity for enabling effective reform can often be narrow and come about very quickly. This Project aims to be responsive to the needs of PICs as they arise, underpinned by strong partnerships and based upon impartiality, openness and mutual respect. Where demand is likely to exceed available resources, the UN-PRAC team will prioritize requests accordingly to what is in line with the Outcomes of the Project and as highlighted in the Results-based Framework. Within this ambit, the UN-PRAC team will respond not only flexibly but also effectively to different Pacific needs. This support extends beyond national anti-corruption policies and bodies to needs identified under the Outcomes of this Project Document and in line with UNCAC.

Indicative Criteria for Prioritizing Country Requests
1. Link to Project Outcomes
2. Potential for Sustainability and Impact as determined by the UN-PRAC Team
3. Link to national policies and budgets
4. Potential to co-fund activity/task with respective government

➤ *Responding sensitively to the Pacific context*

One-size-fits-all solutions rarely work in strengthening governance and fighting corruption, and can at times do more harm than good. This Project supports implementing locally identified solutions led by local reform leaders, which are designed to address the country-specific context. UNDP and UNODC have therefore designed this Project flexibly, to ensure that initiatives are demand-driven and, as such, respond appropriately to each PICs unique local circumstances. The Project will further seek to take into consideration the outcomes of relevant fora for the Pacific, including the SIDS Acceleration Modalities of Action (SAMOA) Pathways, the outcome of the Third International Conference on Small Island Developing States, hosted in Samoa, in September 2014,⁵² and the Framework for Pacific Regionalism, endorsed by the Pacific Islands Forum Leaders in July 2014.⁵³

➤ *Supporting holistic yet practical approaches and addressing short-term and long-term needs*

Sustainable anti-corruption reform requires changing attitudes and incentives over a long period of time, and this cannot be achieved through simplistic approaches or one-off activities. While this Project is not designed to support every anti-corruption activity across the Pacific, it is intended to support strategic and long-term approaches that leverage political will and existing resources,

⁵² UN Conference on Small Island Developing States, *SIDS Accelerated Modalities of Action (S.A.M.O.A.) Pathway*, 2014, <http://www.sids2014.org/index.php?menu=1537>.

⁵³ Pacific Islands Forum Secretariat, *The Framework for Pacific Regionalism*, 2014, [http://www.forumsec.org/resources/uploads/embeds/file/Framework%20for%20Pacific%20Regionalism booklet.pdf](http://www.forumsec.org/resources/uploads/embeds/file/Framework%20for%20Pacific%20Regionalism%20booklet.pdf).

building the momentum for reform and making practical in-roads in the fight against corruption. For there to be long-term change, long-term investment and commitment is required. Taking under consideration the need for long-term action and the structural challenges in the Pacific in terms of reforming legal and institutional frameworks, the Project will expand its focus on exploring the axis of anti-corruption and service delivery, as well as design practical tools and actions for the prevention of corruption.

➤ *Facilitating 'South-South' experience sharing*

Global experience demonstrates that sharing lessons from similar contexts is more likely to result in a better reform uptake in developing countries. In that context, this Project aims to promote and apply the lessons and experiences of in particular SIDS, drawing on the UN's extensive networks from across the Pacific and globally. UNDP's and UNODC's global and regional structures will be utilized to support this exchange, such as the global programmes and the regional presence offices (including the UNDP Bangkok Regional Hub for Asia and Pacific and UNODC Regional Office for Southeast Asia and the Pacific).

➤ *Promoting transparency for, and accountability to, citizens for achieving sustainable human development and Sustainable Development Goal 16*

The UN places priority on fighting corruption in order to achieve sustainable development outcomes for citizens, also in light of Development Agenda 2030, including the Sustainable Development Goal 16. As such, this Project will prioritize advocacy and support for increasing transparency and accountability of government decisions and activities, as well as ensuring citizen participation in the identification and implementation of anti-corruption reform.

➤ *Integrating gender and human rights throughout the Project*

Empirical evidence supports a strong correlation between countries that have more open societies and greater empowerment of women, tending to have less corruption. At the same time, while society as a whole suffers from the negative effects of corruption, corruption has well known differential impacts on social groups, including differing impacts on women and men. Both UNDP and UNODC are committed to mainstreaming gender equality in their programme work, and as such, this Project is also committed to gender equality. In addition, where appropriate, specific activities in support of gender equality in the anti-corruption context will also be considered. A specific focus of the Project will be to improve women's participation and, where possible, effective leadership throughout the Project activities, as well as improve the active participation of women and girls in discussions and decision-making fora. The Project will work on promoting and reinforcing regional gender-related norms and standards, such as the Pacific Leaders' Gender Equality Declaration. The Project reporting will be designed to be gender responsive and raise gender-related issues to the extent possible.

➤ *Strengthening partnerships to further the implementation of the Project*

Partnership is the foundation of the Project. While the collaboration of UNODC and UNDP is central to effectively implementing the Project together with partner countries, there is a further commitment to strengthen existing partnerships with relevant regional organizations, such as the Pacific Islands Forum Secretariat (PIFS), GOPAC, Pacific Youth Council, PASAI and the Pacific Ombudsman Alliance, and with national and regional non-governmental organizations, including Transparency International Chapters in the Pacific, Australia and New Zealand. New partnerships will be also explored and strengthened with the University of the South Pacific and other suitable,

interested partners from the private sector (e.g. the Pacific Islands Private Sector Organisation) and relevant groups (e.g. South Pacific Lawyers Association). The aim of strengthening partnerships is to draw on comparative advantages of different partners, as well as to leverage each other's resources and influence. This, in turn, can complement the work of others in the region. For example, the UNCAC reviews and follow-ups draw on and further the work of the Asia/Pacific Group on Money Laundering. In addition, the PIFS Good Governance Workshop Group is a forum in which to collaborate and work together with partners on common topics and where possible, to address the needs of PICs collectively.

6.2 2.2 UNODC AND UNDP COMPARATIVE ADVANTAGES

26. Corruption is a sensitive topic and is often difficult for donors and other partners to address in the Pacific region. This is the reason why the UN, through this Project, has the comparative advantage and a proven track record of working with PICs on how to prevent and fight corruption. UN-PRAC uses the internationally accepted anti-corruption framework of UNCAC as the basis for engagement and the UNCAC reviews as the entry point for the provision of technical assistance. Drawing on the 2012-2016 phase, the UN-PRAC team developed extensive networks and relationships across the Pacific, being viewed as a trusted and reliable partner, to support the anti-corruption work of PICs.
27. As the Secretariat to the Conference of the States Parties to UNCAC and its Review Mechanism, UNODC has a formal responsibility of supporting States to ratify and implement the Convention. UNODC has international expertise in reviewing and providing advice to States parties to strengthen their legislative frameworks, particularly in the areas of criminalization and law enforcement, international cooperation, and asset recovery. UNODC has worked with criminal justice systems around the world, including in the Asia-Pacific region.
28. As the UN's largest development agency, UNDP has extensive experience in working with national counterparts across the Pacific and globally, to advance sustainable development and good governance, including supporting anti-corruption reform. UNDP has an extensive in-country presence in the Pacific, through the Pacific Office, Fiji Multi-Country Office, Samoa Multi-Country Office, Papua New Guinea Country Office, UNDP Solomon Islands Sub-Office and local UN Joint Presence Offices in the Federated States of Micronesia, Nauru, Palau, Kiribati, Republic of the Marshall Islands, Tonga, Tuvalu and Vanuatu. As a result of its in-country presence and range of complementary in-country governance projects, the UN-PRAC Project was able to collaborate with colleagues in-country, leveraging existing relations and the practical 'know how' to deliver aid projects and results in PICs. UNDP has a proven track record in the Pacific of supporting locally-led reform efforts, aligned with national development priorities and building the capacity of Pacific Islanders to realize their development goals.

6.3 2.3 KEY OUTCOMES

29. This Project aims to support PICs to increase their national integrity systems in terms of preventing and fighting corruption, in order to promote clean governments and create an enabling environment for trade, business and investment to increase in the region. This, in turn, will enhance the quality of service delivery to the people of the Pacific, and will help promote sustainable development. This Project therefore seeks to balance the advisory, technical services provided to individual PICs with its networking, awareness-raising and advocacy work concerning corruption and its impacts, regionally and globally.

Goal: To promote and strengthen measures to prevent and fight corruption more efficiently and effectively in the Pacific region

30. The goal of the Project is to promote and strengthen measures to prevent and fight corruption more efficiently and effectively in the Pacific region, which aligns with the purpose of the Convention in article 1(a) and the spirit of SDG 16.

Article 1. Statement of purpose

The purposes of this Convention are:

- (a) To promote and strengthen measures to prevent and combat corruption more efficiently and effectively; ...*

31. For the reasons outlined above, the Convention is the guiding framework of this Project. In order to achieve the goal of this Project, three Outcomes are prioritized.

Outcome 1. Niue, Samoa and Tonga are given sufficient information and support to enable their accession to UNCAC and all Pacific States parties actively participate in the UNCAC review process

Output 1.1: Understanding and awareness of UNCAC accession increased

32. Broad international and regional experiences recognize that political will is vital to fighting corruption effectively. However, while political will in support of anti-corruption efforts in the Pacific has been gaining momentum, there is also an inconsistency with the large turn-over of Governments (e.g. Vanuatu had four motions of no confidence in Parliament in 2014). Outcome 1 therefore recognizes that the importance of enabling PICs to become States parties to the Convention is underpinned by political will.
33. The only remaining PICs to accede to the Convention include Niue, Samoa and Tonga. The reasons why these countries are not yet States parties are internal complexities that reflect a lack of political will. However, the tremendous leap of this region in regard to UNCAC accession within the lifetime of the UN-PRAC Project has confirmed that through systematic and persistent support, the remaining countries will eventually ratify or accede to UNCAC. It is also to be noted that Niue is not a UN Member State; it is a self-governing State in free association with New Zealand. However, UN organizations have accepted Niue's status as a freely-associated State as being equivalent to holding independence for the purposes of international law. In relation to UNCAC, the Cook Islands set the precedent; it has the same status as Niue but became a State party on 17 October 2011. This Project also covers Tokelau, which is a territory of New Zealand. While New Zealand became a State party to the Convention on 1 December 2015, it explicitly provided in its depositary notification that the accession "shall not extend to Tokelau unless and until a Declaration to this effect is lodged by the Government of New Zealand with the Depositary on the basis of appropriate consultation with that territory".

Activity Result 1.1.1: UNCAC accession workshops with MPs and senior Government Officials facilitated

34. This activity seeks to undertake specific UNCAC accession workshops with MPs and separately, with senior Government Officials. According to the MTE, the UN-PRAC team developed a set of well-appreciated, efficient, effective workshops and trainings to set the stage for anti-corruption efforts within PICs using methods that resonate with key PIC stakeholders. This will continue under this and other activities.
35. UNODC and UNDP, through the 2012-2016 phase of the UN-PRAC Project, gained extensive experience and strong networks in the Pacific region in working with Parliamentarians to promote awareness and in building capacity to address substantive development issues, such as in relation to Public Accounts Committees (PAC). For example, UN-PRAC's in-country national PAC adviser in Vanuatu provided technical advice to the Parliament's PAC and assisted Committee members to fulfill their roles and responsibilities. In Nauru, together with GOPAC, UN-PRAC facilitated a workshop on anti-corruption best practices with the Leadership Code Parliamentary Committee and continues to support the Committee in its development of a Leadership Code. UNCAC accession workshops for both MPs and senior Government Officials in Kiribati led to its accession on 27 September 2013. These workshops were also conducted in Tuvalu, which acceded to the Convention on 4 September 2015. In Tonga, these workshops were also held, but political will is still gaining momentum, noting that accession also requires the approval of the Privy Council and endorsement by the King. After the workshop with the UN-PRAC team and GOPAC in Tonga, Parliament approved the Pacific's first Standing Committee on Anti-Corruption. In July 2015, an Anti-Corruption Workshop for Pacific Parliamentarians was held, including MPs from Niue, Samoa, Tonga and Tuvalu, which further promoted accession and understanding of UNCAC. Moreover, it has been found that by strengthening Parliamentarians' understanding of the technicalities of a country's legislative compliance with the Convention, it provides a solid basis for future understanding when Members are called on to propose and support anti-corruption bills and enact relevant legislation (see output 2.2 below).
36. UNDP supports parliamentary development activities throughout the Pacific region. There are also stand-alone projects in Fiji, Kiribati and the Solomon Islands, as well as on-going assistance to the Federated States of Micronesia, Marshall Islands, Samoa, Tonga, Tuvalu and Vanuatu. UNDP will continue to utilize the Regional Parliament Project and its national parliamentary support projects to strengthen parliamentary commitment to anti-corruption. This will be achieved, for example, through post-election induction programmes and stand-alone workshops, such as on accountability and ethics.

Activity Result 1.1.2: Awareness-raising, involving non-State actors, performed

37. This activity recognizes the importance of State and non-State actors in the fight against corruption. CSOs, churches, the private sector, trade unions and other non-State actors often play a key role in advocating for effective reforms. Their role in holding governments accountable is also underlined in UNCAC article 13, which focuses on the participation of society. In a Small Island context, the intrinsic social network requires an inclusive approach to appreciating and understanding topics relevant to the country as a whole. This was one of the lessons learnt from the 2012-2016 phase of the UN-PRAC Project. This activity therefore provides for awareness-raising seminars with CSOs in PICs yet to accede to UNCAC and greater advocacy, where possible.

Output 1.2: UNCAC Pacific reviews supported

38. As noted above, UNCAC States parties are required to participate in the inter-governmental peer review process on their implementation of the Convention. From 2012 to 2015, the first cycle of the

UNCAC Review Mechanism addressed the legislative, institutional and practical frameworks in place to implement UNCAC Chapters III (Criminalization and law enforcement) and IV (International cooperation). This Project is aligned with the second cycle of the Mechanism that will commence in 2016, focusing on UNCAC Chapters II (Preventive measures) and V (Asset recovery).

39. As the first stage of the UNCAC Review Mechanism, a country under review is required to prepare a self-assessment of its implementation of the UNCAC Chapters under review. In order to facilitate this process, the UNODC Secretariat prepared a checklist (i.e. Omnibus software) that also provides guidance as to what information the country may wish to include in its assessment. This is to be coordinated by the 'Focal Point' of the country under review.
40. During the 2012-2016 phase of the UN-PRAC Project, the UNODC adviser worked closely with eight PICs to complete their self-assessments. An inclusive approach was adopted by the Focal Points, meaning that a wide range of stakeholders was consulted, including from civil society and the private sector. A lesson learnt was that a comprehensive self-assessment not only supports the review team, but also allows the country under review to appreciate its strengths and challenges in implementing the Convention. For the UN-PRAC team, this initial engagement helped develop country networks and acted as a solid entry point for the provision of technical assistance. At this early stage, challenges were identified and addressed prior to the end of the review process.
41. After the completion and submission of the self-assessment by the Focal Point, the next stage of the UNCAC review process is the active dialogue stage. This consists of either a country visit or a joint meeting in Vienna. During the first cycle of the Mechanism, all PICs under review agreed to hold country visits.
42. States parties are required to not only be reviewed, but also perform a minimum of one review of another country to a maximum of three reviews. During the first cycle of the Mechanism, PICs were selected and agreed to participate in 20 reviews.

Activity Result 1.2.1: Capacity of Focal Points enhanced to gather information to complete the self-assessments, as part of the UNCAC review process with a gender consideration and wide stakeholder involvement (including from the private sector)

43. This activity is sufficiently broad in scope to allow for the unique circumstances of each Pacific State under review to be taken into consideration. In order to enhance the capacity of Focal Points, the UNODC adviser may play an active or a passive role. An active role may include closely working together with the Focal Point to gather the information necessary, such as a desk-based review of existing laws, policies and practices and then in-country support to meet all the relevant stakeholders with the Focal Point to ask questions and supplement the information already collated. The UN-PRAC team encourages the inclusion of non-State actors during this stage, such as the private sector and CSO counterparts, including gender advocates, where possible. This is to ensure that a comprehensive range of views contribute to the self-assessment. On the other hand, a passive role may require the UNODC adviser to merely read through a draft self-assessment and provide comments, if requested.
44. In light of one of the key implementing principles of this Project that focuses on integrating gender throughout the Project, the UN-PRAC team will develop a gender toolkit that consists of questions that Focal Points could additionally ask during the self-assessment phase. This gender toolkit would not be used as part of the UNCAC review process, but by the UN-PRAC team and national

counterparts to understand the gender challenges to preventing and fighting corruption. This may in some cases guide future action and activities.

Activity Result 1.2.2: Country visits facilitated and the finalization of the UNCAC review reports and executive summaries of the Pacific reviews supported, as requested

45. Upon request, the UNODC adviser could engage in this activity as a substantive officer of the UNCAC Secretariat to support the facilitation of the Pacific reviews. This could vary from liaising with the country's Focal Point on the agenda of the country visit to supporting the substantive officer from UNODC Headquarters in working together with the review team to gather and collate all the information received during the visit. Moreover, this may include supporting the finalization of the UNCAC review reports and executive summaries. It is to be noted that the engagement of the UNODC adviser is to be discussed in advance and the costs associated with the adviser's engagement in this activity are to be borne by UNODC Headquarters.

Output 1.3: PICs contributed to the broader anti-corruption agenda

46. One of the lessons learnt from the 2012-2016 phase of the UN-PRAC Project was that the Pacific provided an important contribution to the broader anti-corruption agenda. At the last session of the Conference of the States Parties to UNCAC, 11 Pacific States parties were in attendance, delivered speeches and contributed to discussions. This ensured that the Pacific concerns and challenges in preventing and fighting corruption were being heard and acknowledged by the global community. For example, the Pacific delegation became an active and instrumental voice in the adoption of the SIDS resolution (resolution 6/9). The sharing of experiences has also been an invaluable learning tool for PICs in attending global forums, such as Papua New Guinea learning from Tanzania on anti-corruption bodies and Fiji from Brunei Darussalam on an ethics curriculum in schools. The networking has led to partnerships being established and the transfer of skill-sets, such as between Timor-Leste and the Solomon Islands on corruption prevention.

Activity Result 1.3.1: Pacific States parties participated at the sessions of the Implementation Review Group and of the Conference of the States Parties to UNCAC, as necessary

47. This activity allows for Pacific States parties to continue providing an invaluable voice not only for the region, but also for SIDS more generally at the sessions of the Implementation Review Group, as necessary, and the sessions of the Conference of the States Parties to UNCAC. There will be a degree of flexibility exercised by the Project team, such as by allowing a Pacific State that has just completed its UNCAC review to be given preference to attend the following session of the Implementation Review Group. UNODC Headquarters will fund Least Developed Countries, namely Kiribati, Solomon Islands, Tuvalu and Vanuatu, at the sessions of the Implementation Review Group and the Conference of the States Parties.

Outcome 2: Pacific States parties more effectively implement UNCAC and work towards the achievement of SDG 16

48. Outcome 2 underlines the importance of supporting PICs to develop effective anti-corruption frameworks. The activities will be prioritized by the UN-PRAC team based on the needs identified by PICs on demand and through specific requests and the existing anti-corruption network in the Pacific, as well as the findings and recommendations identified through the UNCAC review process

and the potential for sustainability and impact. These activities will be in line with the focus areas of UNDP, UNODC and the UN Resident Coordinator, and as provided for in the UNDP Regional Programme Document for Asia and the Pacific, UNODC Regional Sub-Programme (2014-2017) and the Pacific UNDAF (2013-2017), noting that these will be updated in 2017. The MTE further noted that the work under UN-PRAC provides a strong base to support anti-corruption legislation and institutions in particular PICs to start helping countries across the Pacific implement anti-corruption reforms. For this reason, it is also a focus of Outcome 2.

Output 2.1: Anti-corruption reforms prioritized by PICs as a result of the UNCAC Review Mechanism

49. After the completion of the UNCAC review process, Pacific States parties are encouraged to share the findings of the UNCAC review reports. The executive summaries of the reports are public documents. An inclusive approach with broad stakeholder involvement ensures greater ownership over the findings and a solution-orientated approach to addressing the prioritized anti-corruption challenges going forwards.

Activity Result 2.1.1: Follow-up on the UNCAC reviews ensured through national workshops

50. This activity focuses on supporting Focal Points to organize national workshops after the UNCAC review has been completed with a broad range of stakeholders. The Project will encourage civil society, the private sector and other non-State actors to also be included, in particular as the recommendations of the UNCAC review may also include them.

Activity Result 2.1.2: UNCAC review recommendations prioritized by Pacific States parties

51. Either as part of the activity above or separately, this activity aims for this Project to support Pacific States to prioritize the recommendations of their UNCAC reviews. The focus would be on the mandatory provisions of the Convention, but PICs may also prioritize optional provisions. This prioritization phase may also result in an anti-corruption implementation plan or a National Anti-Corruption Strategy (e.g. the Cook Islands and Solomon Islands) that takes into account the recommendations of the UNCAC reviews (see output 2.2 below). As highlighted above, countries are at different stages of development and national anti-corruption priorities vary. The UNCAC review recommendations will therefore neither be implemented uniformly across the Pacific nor at the same pace.

Output 2.2: National anti-corruption legislation and policies strengthened in line with UNCAC and the Development Agenda 2030

52. UNODC and UNDP provide technical assistance to PICs in implementing the Convention. As noted above, the interventions prioritized by the UN-PRAC team are based on the needs identified by PICs through specific requests, the requests of existing anti-corruption networks in the Pacific (e.g. UNDP governance projects), and on the findings and recommendations identified through the UNCAC review process. The MTE also noted the importance of supporting national anti-corruption policies. A range of different activities may therefore be provided under this output, noting that the UN-PRAC

team will focus on those activities most likely to be achievable and sustainable. For example, assistance may be sought in the form of drafting advice and support on legislation and policies, such as UNCAC article 5 that focuses on preventive anti-corruption policies and practices. This Project seeks to support the implementation of UNCAC article 5 through the facilitation of and technical inputs during the development and implementation of national anti-corruption policies and practices. This work will draw on various global guides, handbooks and tools, such as UNODC's Practical Guide for Development and Implementation of National Anti-Corruption Strategies (NACS)⁵⁴. In the context of the above, a range of indicative activities is proposed below. When supporting national policy processes, the Project will aim to raise awareness of the importance of linking policies and legislation to national budgets to ensure the sustainability of the processes.

53. In order to have an inclusive and comprehensive approach to addressing corruption, a NACS has been regarded as international good practice. Corruption, as a cross-cutting issue, should be addressed through a cross-cutting solution. As outlined on page 3 of the UNODC's Practical Guide for Development and Implementation of NACS, there are five key aspects of an effective NACS document:
 - i) The drafting process for the strategy should be overseen by a body that has sufficient autonomy, expertise and political backing, and should involve substantive input from key stakeholders from both inside and outside the Government;
 - ii) The strategy should contain a preliminary evaluation and diagnosis of the main corruption challenges that the country faces, including the obstacles to the implementation of an effective anti-corruption policy. The preliminary diagnosis should also identify gaps or limitations in current knowledge or understanding of those issues;
 - iii) Based on the preliminary evaluation and diagnosis, the strategy should contain an anti-corruption policy that lays out ambitious but realistic objectives, identifies top priorities in both the near term and longer term and establishes the appropriate sequencing of reforms;
 - iv) The strategy should include an implementation plan in which responsibility for overseeing its execution is assigned to a coordination unit and mechanisms to ensure the various agencies carrying out different aspects cooperate with one another are provided for;
 - v) The strategy should contain a plan for monitoring and evaluating the plan's implementation and impact to ensure that the elements of the policy plan are properly executed, that they are having the desired impact and that they can be revised as necessary.
54. In the Pacific, currently Papua New Guinea is the only country that has a NACS. During the 2012-2016 phase of the UN-PRAC Project, the team commenced work with the Solomon Islands and Vanuatu in developing their respective NACS, which is expected to continue under this Project.
55. UNODC and UNDP also provide legislative support to PICs to implement the provisions of UNCAC, leveraging existing partnerships in the region (e.g. PIFS, Pacific Islands Law Officers' Network, Pacific Ombudsman Alliance) and globally (e.g. UNODC and the World Bank's Stolen Asset Recovery Initiative).
56. This output also seeks to support countries in adjusting their agendas and policies towards the Development Agenda 2030 and the SDGs. This will be mainly achieved through addressing requests for technical support in mainstreaming, monitoring and measuring the anti-corruption targets of Goal 16. While it will be a challenge to initially achieve tangible results in this area, it is important to utilize the advisory capacity of the Project to raise awareness on the anti-corruption elements of

⁵⁴ UNODC, National Anti-Corruption Strategies - A Practical Guide for Development and Implementation, 2015, http://www.unodc.org/documents/corruption/Publications/2015/National_Anti-Corruption_Strategies_-_A_Practical_Guide_for_Development_and_Implementation_E.pdf.

Goal 16. This should in return benefit the Project, since any reference to anti-corruption measures in development policies of PICs, will mean a policy impact of the Project work.

Activity Result 2.2.1: Anti-corruption policies, strategies, budgets and legislation developed, established and strengthened, and their implementation monitored

57. This activity focuses on the development, establishment and strengthening, as well as the monitoring of anti-corruption policies, strategies and legislation, often drawing on the recommendations and technical assistance needs identified through the UNCAC reviews. This Project will also encourage NACS that provide a holistic anti-corruption approach to preventing and fighting corruption with broad stakeholder involvement, including a cost-benefit analysis to reform prior to commencement. An anti-corruption policy or NACS could then be used by PIC governments to manage a coordinated multi-donor approach to anti-corruption in-country. This allows for a reduction of transaction costs for PICs and avoids a piecemeal approach of donors and technical assistance providers. Ideally, a PIC would be the driver of this coordinated approach, allowing it to align donor interests with its own anti-corruption policy or NACS.
58. This activity may include national and regional anti-corruption trainings on specific legislation (e.g. Freedom of Information, whistleblower protection) and policies, as requested.

Activity Result 2.2.2: Implementation of the anti-corruption targets of SDG 16 supported

59. This activity ensures demand-based advisory support regarding the promotion of anti-corruption elements of SDG 16, particularly in terms of mainstreaming, implementing and measuring the anti-corruption targets of this development goal. With this activity, the Project looks at expanding the anti-corruption agenda to the wider development policy context. This activity will be mainly operationalized through the two Project advisers, providing guidance to programming and policy-making bodies in the design of national development documents, strategies and projects. Once the measures for monitoring Goal 16 are agreed on by Member States, the countries will need to operationalize certain targets in their national development policies. UN-PRAC will support the authorities to design the necessary anti-corruption measures to achieve those targets and report progress. In the same context, the two advisers will also engage in awareness-raising and the promotion of the anti-corruption aspects of SDG16, including with businesses, CSOs and other non-State actors. This activity is important for supporting PICs to be able to better understand and progress towards seeking to achieve SDG 16.

Output 2.3: National anti-corruption institutional frameworks and capacities strengthened in line with UNCAC and the Development Agenda 2030

60. As noted above, some of the major challenges in PICs include: a lack of transparency and accountability; resources and capabilities to deal with the complexity of corruption; law enforcement and often the trust required to collaborate on this sensitive topic; and harmonizing traditional and customary ruling structures with existing governance models. PICs are exploring 'multi-functioning' institutions; institutions with compatible functions and skill-sets with checks and balances in existence. There is an argument to be made for an affordable and cost-effective model to both prevent and fight corruption, based on available resources. This model is to be country-led and country-prioritized, taking into account regional and international obligations. UNDP and UNODC draw on existing tools, approaches and experiences in supporting the institutional development and capacity-building of anti-corruption related institutions. Capacity-building may include trainings for personnel, varying from general skills on how to investigate and prosecute

corruption cases to specific trainings, such as countering money-laundering in a cash economy. The scope of the technical assistance would be based on the findings of the UNCAC Review Mechanism, through requests received from PICs and through the existing anti-corruption network in the Pacific.

Activity Result 2.3.1: Institutional capacity on anti-corruption measures enhanced through technical assistance

61. This activity facilitates technical assistance, such as through national and regional anti-corruption trainings, in order to enhance the capacity of institutions. Depending on the scope of the assistance, technical advisors or consultants will be called on to deliver.

Activity Result 2.3.2: Establishment and strengthening of anti-corruption institutions enhanced

62. This activity focuses on supporting the establishment of anti-corruption institutions. This support will be tailored to the specific context, bearing in mind the key implementation principles of the Project. For example, during the 2012-2016 phase of UN-PRAC, the team supported the establishment of new institutions such as the framework of the Independent Commissions against Corruption in Papua New Guinea and the Solomon Islands, as well as the strengthening of existing institutions to focus on corruption-related issues, such as in the FIU of the Republic of the Marshall Islands.
63. During the 2012-2016 phase, in-country advisers played an important role in strengthening institutions, such as the Legal Specialist in the Federated States of Micronesia that supported legislative reform (e.g. Whistleblower Protection Bill that is pending before Parliament), as well as the Right to Information Officer (the policy has been adopted and the Right to Information Bill is pending before Parliament) and Public Accounts Committee Adviser in Vanuatu. Twinning programmes and peer-to-peer learning were also facilitated, such as between the Audit Offices of Kiribati and Fiji through the UN-PRAC team's partnership with the Pacific Association of Supreme Audit Institutions.

Output 2.4: South-South anti-corruption learning encouraged and effective knowledge sharing promoted

64. Output 2.4 recognizes the importance of 'South-South' (or 'Pacific-Pacific') collaboration and experience sharing as a means to enhance learning and the knowledge transfer based upon similar contexts. This was a key component of the 2012-2016 phase of the UN-PRAC Project (as detailed in paragraphs 18 and 21) and one of the key implementation principles of this Project. The MTE noted the benefit of the South-South exchange through UN-PRAC.
65. This Project is committed to promoting effective knowledge sharing, which includes the dissemination of relevant information to interested stakeholders, such as through UN-PRAC newsletters and updates on the Asia-Pacific Integrity in Action Network (AP-INTACT). Where possible, the Project will seek to develop knowledge products to support the sharing of lessons and expertise.

Activity Result 2.4.1: PICs benefitted from technical support and peer-to-peer exchange through South-South cooperation

66. This activity encompasses technical support through peer-to-peer exchange of knowledge and expertise among PICs, and where possible, beyond the region through South-South cooperation. For example, during 2012-2016 phase of the UN-PRAC Project, the Project supported the training and attachment of PIC FIUs to the Fiji FIU for three consecutive years. As the Fiji FIU is known to be one of the strongest FIUs in the region, this opportunity allowed other PIC FIUs to learn how to carry out the functions of a robust FIU and work with other government departments and private sector entities. The Solomon Islands also participated in a study tour of Independent Commissions against Corruption to Malaysia and Timor-Leste. This allowed the Solomon Islands to appreciate different anti-corruption models, including the good practices and challenges of each model. Timor-Leste was the more similar in context to the Solomon Islands, as it is also a SIDS. However, elements of both models are evident in the Anti-Corruption Bill of the Solomon Islands.

Activity Result 2.4.2: Knowledge products, reports and policy briefs on Pacific trends, challenges, good practices and related information developed, such as through the UNCAC reviews, anti-corruption policy support and applied research

67. The UNCAC reviews provide an in-depth appreciation for how States parties are implementing the Convention. During the 2012-2016 phase of the UN-PRAC Project, two publications were developed in 2016 on how the 10 Pacific States parties implemented UNCAC Chapters III and IV, including trends, challenges and good practices. This activity includes two similar publications after the UNCAC reviews have been completed or are near completion in relation to UNCAC Chapters II and V. Particularly interesting in relation to awareness-raising is UNCAC Chapter II, as it contains clear references to public participation and the private sector in corruption prevention. Particular attention will be put on the private sector by providing companies with information on how they can create healthy business environments and contribute towards leveling the playing field in the countries in which they operate. There are a number of existing resources of UNODC and UNDP that will be utilized in this context.⁵⁵ Under this activity, there is also scope to go beyond the UNCAC reviews to collate information and draft relevant publications. In the same context, the Project will make an attempt to tackle the anti-corruption data deficiency issue, produce guidance for relevant data providers and potentially create a multi-institutional informal mechanism for data collection. In the implementation of this activity, the Project will explore modalities to engage with other international organizations, the judiciary, academia and business associations for the design and dissemination of respective knowledge products.
68. This activity focuses on UNDP and UNODC, where possible, developing a body of applied research that reflects lessons learned from the implementation of UN-PRAC. Targeted research on gender aspects of anti-corruption policies may be conducted, as appropriate, based on information collected through the gender toolkit (see Output 1.2).

⁵⁵ UNODC, *Tools and Resources: UNODC helping companies engage in anti-corruption efforts*, 2015, [https://www.unodc.org/documents/corruption/Publications/Toolkit of Private Sector Outreach Materials/1. Fact sheet - Tools and Resources - UNODC helping companies engage in anti-corruption efforts.pdf](https://www.unodc.org/documents/corruption/Publications/Toolkit%20of%20Private%20Sector%20Outreach%20Materials/1.%20Fact%20sheet%20-%20Tools%20and%20Resources%20-%20UNODC%20helping%20companies%20engage%20in%20anti-corruption%20efforts.pdf).

69. The Project will draw on the knowledge products and platforms of UNDP and UNODC (especially the Asia-Pacific focused projects) to ensure consistency and the sharing of experiences and knowledge across the Indo-Pacific region. Products will be adapted to the Pacific region and, more specifically, UN-PRAC will provide advice and mentoring to specific countries that draw on these products. In addition, UN-PRAC will work with the Asia-Pacific projects on dissemination and promotion of the achievements in the Pacific region, as well as knowledge-exchange beyond the Pacific.

Outcome 3: Social accountability mechanisms and the anti-corruption role of non-State actors strengthened

70. The work of national institutions needs to be reinforced through increased accountability. Engaging citizens, media and businesses with policy-makers in an articulate and well-informed manner can only increase the chances of anti-corruption efforts being effective in the Pacific. Under this outcome, partnerships with regional and regionally-present global organizations will be actively pursued. The first phase of the Project established a foundation for social accountability, through initiating work with oversight bodies and establishing partnerships with a number of CSOs, such as the Transparency International local chapters. The experience of the Project showed that the voice and engagement of non-State actors, particularly civil society, is very important for mobilizing the wider circles of society for recognizing and addressing corruption. This is especially important in the Pacific region, where the overall awareness on corruption fairly low. UNCAC also refers to the participation of civil society in corruption prevention in article 13. On the other hand, the enthusiasm and interest of CSOs to engage on the topic are limited by a lack of resources and information. There is also the need for a 'convening authority' that will ensure an impartial and safe space for knowledge sharing and networking opportunities at the regional level.
71. This Project aims to take the partnerships promoted in the first phase to the next level. UN-PRAC will strive for the engagement of non-State actors to become an ongoing exercise rather than through ad-hoc initiatives. Partnerships will further be expanded to academic institutions (such as the University of the South Pacific) and private sector entities. Pilot projects on monitoring and demanding accountability will be supported, in order to demonstrate through concrete activities the tangible benefits of transparent and accountable governance, as well as to encourage the relevant actors to engage together through such partnerships. This will be a tool for the participation of non-State actors in strengthening accountability. In order to address the supply side of social accountability, the Project will continue working with oversight bodies and innovation in service delivery. Efficient, transparent and accountable service delivery is one of the pillars to preventing corruption. This approach directly reflects the recommendations of the MTE to aim for support of concrete and tangible results from activities. The supported initiatives will be selected based on Expressions of Interest (Eols). A set of specific criteria will be outlined for the respective Eols that will reflect relevance, partnerships, sustainability prospects, co-funding, innovation and focus areas. The Project will seek to promote interest in working on service areas that directly affect development prospects, such as economic growth and trade. Considering the specific anti-corruption angle that will be required, the Project team will ensure a proper induction to parties interested in applying, as well as technical assistance and guidance in the implementation phase.

Output 3.1: Engagement of non-State actors in the prevention of corruption increased

72. As noted above, UNCAC article 13 focuses on the participation of society and requires States, in paragraph 1, to "take appropriate measures...to promote the active participation of individuals and groups outside the public sector, such as civil society, non-governmental organizations and

community-based organizations, in the prevention of and fight against corruption and to raise public awareness regarding the existence, causes and gravity of and the threat imposed by corruption". This output facilitates continued engagement with MPs, CSOs, youth, the private sector and media for their participation in anti-corruption activities. UN-PRAC has already set the stage for this by engaging with a number of CSOs in the UNCAC review process, supporting the Pacific Youth Forum against Corruption and supporting parliaments in partnership with GOPAC, among other related activities. This phase of the Project will explore more strategic partnerships with CSOs working regionally on anti-corruption issues, such as Transparency International and its national chapters. Partnerships with sectoral transparency initiatives and related processes, such as the Extractive Industries Transparency Initiative, will also be developed. Outreach to CSOs focused on gender and women empowerment will be a specific target.

Activity Result 3.1.1: Capacity of civil society and the media to monitor and report on corruption increased

73. This activity provides guidance to non-State actors in how to better engage in anti-corruption programming. UN-PRAC's existing networks will be used for the dissemination of relevant practices. This Project will also continue to deliver trainings on topics relevant for CSOs and media, while facilitating the exchange of experiences and the expansion and strengthening of existing networks. Finally, the Project will continue to engage CSOs in the UNCAC review process and other UNCAC-related national activities. UN-PRAC has proven that this is one of the best ways to educate and connect State and non-State actors and maximize participation in the UNCAC review process.

Activity Result 3.1.2: PICs supported with pilot projects for engagement of non-State actors in social accountability processes/ social monitoring, including by use of innovation and social media

74. 'Learning-by-doing' has proven to be one of the best ways to cause a sustainable shift in behaviour. Through funding and technical support to pilot projects related to social accountability, the Project supports non-State actors to design and implement anti-corruption projects, and learn about resource mobilization and the value of partnering with State and non-State actors. The pilot projects will demonstrate new trends in tackling corruption in an innovative and collaborative manner. Targeted results of the pilot projects will include the development of concrete tools (such as social media applications, score cards, reporting tools, and education and awareness raising systems). The results of the pilot projects will be codified and disseminated as lessons and guidance for participants and others. These efforts will assist CSOs and other non-State actors to increase their anti-corruption portfolio and promote themselves and their anti-corruption principles, help them promote civic partnerships for accountability and promote innovation in tackling corruption. The design of the pilot projects will draw on the experiences of the previous phase of UN-PRAC and also on experiences across the Pacific and in other regions.

Output 3.2: Multi-stakeholder regional networks and fora for anti-corruption functional

75. Globally, and particularly in the Pacific context, experience has shown that building wide coalitions and cross-country networks is beneficial to countering corruption by breaking taboos, promoting learning, encouraging individuals and organizations to act and reminding governments that corruption should be taken seriously. The experience of supporting the Pacific Youth Forum against Corruption during the 2012-2016 phase of the Project strongly confirmed these claims.. However, experience has also shown that these structures are fragile and have outreach and sustainability challenges. It will be the task of the Project through this output to attempt to address these challenges. The effects of this support will be measured through the number of anti-corruption

activities initiated by these entities, the number of functional partnerships on corruption prevention, the quality of exchange between parliaments and their respective bodies, and other similar effects. Finally, this output will promote the principle of collaboration among stakeholders on anti-corruption issues, which should be strengthened in the Pacific. In this regard, the networking itself will already mark a positive impact of this investment.

Activity Result 3.2.1: Youth, women, business and other regional specific anti-corruption networks supported, and anti-corruption initiatives generated

76. With this activity, the Project provides technical support for the already established Pacific Youth Forum against Corruption, and also supports the creation of new networks. Initiatives with networks and organizations focused on women empowerment will be explored. Bearing in mind the experience of the 2012-2016 phase of UN-PRAC, the Project will pay special attention to the promotion of networks and the dissemination of information, by proposing specific and innovative tools and using its own networks and contacts with national and international bodies, donors and other actors. The UN-PRAC advisers will provide personal knowledge and experience to act as coaches for these networks. The coaching will involve ad-hoc support on issues of promotion, sustainability, outreach and resource mobilization.

Activity Result 3.2.2: Regional and country level partnerships on corruption prevention, including institutions, CSOs and businesses, supported

77. With this activity, the Project attempts to exercise its more 'political' nature, by promoting the establishment of partnerships between governmental bodies, civil society and businesses. While closely linked to the activities of other outputs, such as output 3.1, this activity focuses on building awareness among the various actors on the importance of such partnerships and the stakes and benefits for each of them. This is particularly important for the governmental role in the partnership. The Project supports such partnerships with technical inputs on defining the principles and scope, and also their promotion. In this context, the Project will pursue specific engagement strategies with the private sector, considering that the incentives and the interests of the private sector are often different than those for CSOs. In that regard, the Project will identify lessons from existing practices, such as the Transparency International NZ Chapter initiative for engagement with the private sector.

Output 3.3 Performance and service delivery of selected institutions improved as a result of enhanced accountability

78. This output focuses on improving the performance of institutions through the application of anti-corruption concepts and measures, particularly on accountability. While the other activities relating to institutions focus on the conceptual side of preventing and fighting corruption, this output focuses on using anti-corruption as an applied tool for targeting the weaknesses in the implementation of institutional mandates. This output directly targets the MTE recommendation to encompass more concrete anti-corruption measures. The activities under this output look both at the supply and demand sides of accountability. The first set will focus on increasing the accountability and oversight functions of legislative bodies through capacity development and advocacy, networking and promotion. The second set of activities has a more practical focus and presents a novel approach in this Project. The activities focus on the design of service delivery modalities that ensure accountability and oversight by the citizens. To support these activities, partnerships between institutions and civil society will be encouraged. This second set brings a new practical dimension and demonstrates the real value of investing in accountability, both for the delivering institutions and citizens as recipients of services.

Activity Result 3.3.1: Oversight and accountability functions of legislative bodies improved

79. This activity directly follows up on UN-PRAC's work with parliaments, and the exceptionally valuable partnership with GOPAC. This includes workshops, trainings and other awareness-raising and advocacy initiatives with parliaments. The aim is to increase parliament's role and influence in the overall national anti-corruption platforms and, subsequently, engage them as a vehicle to mobilizing the overall national system for anti-corruption reform. This approach also enables the Project to identify and mobilize leaders among the elected officials who can act as advocates for the Project and its aims. It is to be noted that this activity relies on UNDP's Regional Parliament Project for support.

Activity Result 3.3.2: Anti-corruption measures integrated into service delivery through support of specific pilot projects and partnerships with other development initiatives

80. This activity directly follows up on the MTE findings and focuses on working with interested national parties and institutions on the design and implementation of initiatives for addressing corruption risks in select service delivery areas, the development of risk mitigation plans and practical accountability tools. For this endeavor, partnerships between institutions and CSOs will be sought. As already noted, for transparency and quality assurance purposes, the main platform for the selection of projects will be through EoIs and a set of comprehensive criteria. Service areas that are directly linked to economic development and trade will be of special interest to the Project. To increase outreach and impact, the Project will work with other sectoral projects in UNDP and UNODC to identify entry points for integrating such measures in those specific sectors, such as economic development and trade, environment, agriculture, justice, health and education.

3. Results Based Framework (2016-2020)

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Target PICs	Timing (Yr) & Indicator				Agency	INPUTS ⁵⁶	
				1	2	3	4			
Outcome 1: Niue, Samoa and Tonga are given sufficient information and support to enable their accession to UNCAC and all Pacific States parties actively participate in the UNCAC review process										
Output 1.1: Understanding and awareness of UNCAC accession increased										
Baseline: <ul style="list-style-type: none">- 11 PICs have ratified/acceded to UNCAC	2016 <ul style="list-style-type: none">- UNCAC awareness-raising workshops⁵⁷ (for MPs, senior Government Officials and CSOs) held in 1 PIC 2017 <ul style="list-style-type: none">- UNCAC awareness-raising workshops held in 1 PIC- 1 PIC accedes to UNCAC 2018: <ul style="list-style-type: none">- UNCAC awareness-raising workshops held in 1 PIC- 1 PIC accedes to UNCAC	Activity Result 1.1.1: UNCAC accession workshops with MPs and senior Government Officials facilitated Actions: <ul style="list-style-type: none">- UNCAC awareness-raising workshops with MPs on UNCAC and anti-corruption reform- UNCAC awareness-raising workshops with Senior Government Officials on UNCAC and anti-corruption reform- Technical assistance provided to advance accession/ deposit instruments	Niue, Samoa, Tonga	X	X	X		UNDP	USD 18,000 (AUD 25,967)	
Output Indicators: <ul style="list-style-type: none">- 13 PICs ratify/accede UNCAC								UNODC	USD 19,440 (AUD 28,044)	
		Activity Result 1.1.2: Awareness-raising, involving non-State actors, performed Actions: <ul style="list-style-type: none">- UNCAC awareness-raising workshops with CSOs- Advocacy and outreach of CSOs enhanced to raise awareness on corruption/ anti-	Niue, Samoa, Tonga	X	X	X		UNDP	USD 18,000 (AUD 25,967) NIL	

⁵⁶ The exchange rate of USD1: AUD 1.4426 was used (date: 4 January 2016).

⁵⁷ In relation to workshops and trainings, the practice of the first phase (2012-2016) of the UN-PRAC Project was to report on also the gender disaggregation. This Project will continue this practice and will further include a disability disaggregation indicator.

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	<ul style="list-style-type: none"> - At least 1 country review finalized 2020 - At least 1 country visit facilitated - At least 1 country review finalized 	<ul style="list-style-type: none"> - Facilitate country visits of PIC reviews, as requested and funded by UNODC Headquarters - Support in the finalization of the UNCAC review reports and executive summaries, as requested 	Guinea, Solomon Islands, Tuvalu, Vanuatu (and additional PICs that become UNCAC States parties), as requested						
Sub-total (UNDP, including 8% GMS)									NIL
Sub-total (UNODC, including 13% PSC)									USD 42,714 (AUD 61,619)
SUB-TOTAL									42,714 (AUD 61,619)

Output 1.3: PICs contributed to the broader anti-corruption agenda

Baseline: 10 PICs have participated in the Implementation Review Group (IRG) and Conference of the States Parties (CoSP) Outcome Indicators: <ul style="list-style-type: none">- At least 10 PICs participate in the IRG and CoSP (not necessarily all at the same time)	2016 <ul style="list-style-type: none">- At least 2 PICs participate in the IRG, including at least 1 LDC 2017 <ul style="list-style-type: none">- At least 6 PICs participate in the CoSP, including at least 3 LDCs- At least 3 PICs participate in the IRG, including at least 2 LDCs 2018 <ul style="list-style-type: none">- At least 3 PICs participate in the IRG, including at least 1 LDC 2019 <ul style="list-style-type: none">- At least 6 PICs participate in the CoSP, including at least 3 LDCs- At least 3 PICs participate in the IRG, including at least 1 LDC 2020 <ul style="list-style-type: none">- At least 1 PIC participates in the IRG	Activity Result 1.3.1: Pacific States parties participated at the sessions of the IRG and of the CoSP, as necessary Actions: <ul style="list-style-type: none">- Support the participation of Pacific States parties to attend the CoSP, as well as the IRG, as necessary	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, Tuvalu, Vanuatu (and additional PICs that become UNCAC States parties)	X	X	X	X	UNDP UNODC	NIL USD 108,000 (AUD 155,801) 000
Sub-total (UNDP, including 8% GMS)									NIL
Sub-total (UNODC, including 13% PSC)									183,060
SUB-TOTAL									USD 122,040 (AUD 176,055)

Advisers/ Advisory Services⁵⁸		UNDP	USD 357,560 (AUD 515,816)
		UNODC	USD 385,701 (AUD 556,413)
TOTAL OF OUTCOME 1		USD 968,863 (AUD 1,397,681)	

Outcome 2: Pacific States parties more effectively implement UNCAC and work towards the achievement of SDG 16

Output 2.1: Anti-corruption reforms prioritized by PICs as a result of the UNCAC Review Mechanism

Baseline:	2016 - At least 2 UNCAC review follow-up workshops held (from first review cycle)	Activity Result 2.1.1: Follow-up on the UNCAC reviews ensured through national workshops Actions: - In-country UNCAC review follow-up workshops facilitated and wide stakeholder involvement promoted	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, Tuvalu, Vanuatu (and additional PICs that become UNCAC States parties)	X	X	X	X	UNDP	USD 60,000 (AUD 86,556)
- 6 UNCAC review follow-up workshops held (from first review cycle)									
- No implementation plans developed	2017 - At least 1 implementation plan developed							UNODC	USD 91,800 (AUD 132,431)
Outcome Indicators	2018 - At least 8 UNCAC review follow-up workshops (both first and second review cycles) held								
- At least 4 implementation plans to the UNCAC review follow-ups developed	2019 - At least 3 UNCAC	Activity Result 2.1.2: UNCAC review recommendations prioritized by Pacific States parties	Cook Islands, Federated States of Micronesia, Fiji,	X	X	X	X	UNDP	USD 15,000

⁵⁸ This includes support to UNDP and UNODC staff members to participate in global and regional meetings (e.g. CoSP, IRG, IACC, COP), as deemed relevant.

	<p>review follow-up workshops held (from second review cycle)</p> <ul style="list-style-type: none"> - At least 1 implementation plan developed <p>2020</p> <ul style="list-style-type: none"> - At least 2 UNCAC review follow-up workshops held (from second review cycle) - At least 1 implementation plan developed 	<p>Actions:</p> <ul style="list-style-type: none"> - Prioritization of UNCAC recommendations facilitated, focusing on mandatory UNCAC provisions - Implementation plans developed to support PIC implementation prioritized recommendations 	Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, Tuvalu, Vanuatu (and additional PICs that become UNCAC States parties)					UNODC	(AUD 21,639) 16,200 (AUD 23,370)
Sub-total (UNDP, including 8% GMS)									USD 81,000 (AUD 116,851)
Sub-total (UNODC, including 13% PSC)									USD 122,040 (AUD 176,055)
SUB-TOTAL									USD 203,040 (AUD 292,906)
Output 2.2: National anti-corruption legislation and policies strengthened in line with UNCAC and the Development Agenda 2030									
<p>Baseline:</p> <ul style="list-style-type: none"> - 1 PIC National Anti-Corruption Strategy (NACS) <p>Output Indicators</p> <ul style="list-style-type: none"> - At least 4 PICs supported to develop NACS to strengthen/prioritize anti- 	<p>2016</p> <ul style="list-style-type: none"> - At least 1 PIC supported to develop a NACS - At least 1 PICs supported to establish/strengthen anti-corruption policies/legislation <p>2017</p> <ul style="list-style-type: none"> - At least 1 PIC supported 	<p>Activity Result 2.2.1: Anti-corruption policies, strategies, budgets and legislation developed, established or strengthened and their implementation monitored</p> <p>Actions:</p> <ul style="list-style-type: none"> - Support the development of NACS in PICs - Support the establishment and strengthening of anti-corruption policies and legislation in PICs in line with UNCAC 	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga,	X	X	X	X	UNDP	USD 70,000 (AUD 100,982) USD 108,000 (AUD 155,801)

	<ul style="list-style-type: none"> - At least 1 specialized anti-corruption training held - Technical advice provided to at least 1 PIC on institutional strengthening 2020 <ul style="list-style-type: none"> - At least 1 specialized anti-corruption training held - Technical advice provided to at least 1 PIC on institutional strengthening 	<ul style="list-style-type: none"> - related bodies, such as Independent Commissions against Corruption - Provide technical advice to strengthening of anti-corruption related institutions 	Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu (and the territory of Tokelau)						77,900)
Sub-total (UNDP, including 8% GMS)									
Sub-total (UNODC, including 13% PSC)									USD 140,400 (AUD 202,541)
SUB-TOTAL									USD 134,244 (AUD 193,660)
SUB-TOTAL									USD 274,644 (AUD 396,201)
Output 2.4: South-South anti-corruption learning encouraged and effective knowledge sharing promoted									
Baseline: <ul style="list-style-type: none"> - PICs are acquainted with the South-South principle - State parties are about to undergo the second cycle of the UNCAC review process - No comprehensive knowledge base exists in the region on anti- 	2016 <ul style="list-style-type: none"> - Interested countries to participate in South-South/ peer-to-peer support identified 2017 <ul style="list-style-type: none"> - Provision of technical assistance based on the South-South principle to at least 1 PIC and 1 	Activity Result 2.4.1: PICs benefitted from technical support and peer-to-peer exchange through South-South cooperation Actions: <ul style="list-style-type: none"> - Provide technical assistance for identifying and engaging in potential partnerships - Support provision of expertise and holding 	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu,	X	X	X	X	X	USD 35,000 (AUD 50,491)
									USD 35,640 (AUD 51,414)

corruption	peer-to-peer exchange supported	of meetings on peer-to-peer exchange	Vanuatu						
Output Indicators <ul style="list-style-type: none"> - At least 1 publication on the implementation of UNCAC Chapters II and/or V produced, stakeholders acquainted with the content and feedback obtained - At least 4 Project newsletters produced and disseminated - At least 3 PICs performed peer-to-peer anti-corruption policy development - At least 3 PICs utilized South-South cooperation - At least 1 a specific development theme covered by an anti-corruption study 	<ul style="list-style-type: none"> - Project newsletter issued 2018 <ul style="list-style-type: none"> - Provision of technical assistance based on the South-South principle to at least one PIC and 1 peer-to-peer exchange supported - Project newsletter issued 2019 <ul style="list-style-type: none"> - Provision of technical assistance based on the South-South principle to at least 1 PIC and one peer-to-peer exchange supported - Project newsletter issued 2020 <ul style="list-style-type: none"> - Develop a lessons learned policy brief - Issuing of Project newsletter - At least 1 publication on the implementation of UNCAC Chapters II and/or V produced 	<p><i>Activity Result 2.4.2: Knowledge products, reports and policy briefs on Pacific trends, challenges, good practices and related information developed, such as through the UNCAC reviews, anti-corruption policy support and applied research</i></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> - Production and dissemination of Project newsletters - Updates on the Asia-Pacific Integrity in Action Network - Development of a publication on the implementation of UNCAC Chapters II and/or V, as well as policy briefs, where relevant 	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu	X	X	X	X		
Sub-total (UNDP, including 8% GMS)									USD 54,000 (AUD 77,900)
Sub-total (UNODC, including 13% PSC)									USD 58,579

<div><div><div>- At least 2 pilot projects with non-State actors produced results, lessons learned noted and disseminated with support of UNPRAC</div><div>- At least 4 PICs have participated in training activities and had follow-up with</div><div>- Media engaged in AC discussions as a result of at least 1 UNPRAC supported regional media initiative</div></div></div>	<div><div><div>2018</div><div><div>- At least 1 regional media support initiative defined and supported</div><div>- At least 2 pilot projects supported</div><div>- At least 2 CSO awareness trainings held</div></div></div><div><div>2019</div><div><div>- Lessons learned from the pilot projects documented</div></div></div><div><div>2020</div><div><div>- Experiences from working with media and CSOs documented</div></div></div></div>	<div><div><div><i>actors in social accountability processes/social monitoring, including by use of innovation and social media</i></div><div><div>Actions:</div><div><div>- Identification of focus areas for the anti-corruption related pilot projects</div><div>- Identification of potential partners and collaborate with at least 4 partners</div><div>- Provision of monitoring and technical support for implementation of the pilot projects</div><div>- Codification of the lessons learned from the pilot projects</div></div></div></div></div>	<div>of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu</div>					<div>UNODC</div>	<div>100,982)</div> <div>NIL</div>
<div>Sub-total (UNDP, including 8% GMS)</div>									<div>USD 151,200</div> <div>(AUD 218,121)</div>
<div>Sub-total (UNODC, including 13% PSC)</div>									<div>USD 14,645</div> <div>(AUD 21,127)</div>
<div>SUB-TOTAL</div>									<div>USD 165,845</div> <div>(AUD 239,248)</div>
<div>Output 3.2 Multi-stakeholder regional networks and fora for anti-corruption functional</div>									
<div><div><div>Baseline:</div><div><div>- Pacific Anti-Corruption Youth Forum is the only regional anti-corruption event launched regionally for youth</div><div>- No formal partnerships on anti-corruption</div></div></div></div>	<div><div><div>2016</div><div><div>- At least 1 anti-corruption initiative held/ generated</div></div></div><div><div>2017</div><div><div>- Launching of at least 1 anti-corruption partnership</div></div></div></div>	<div><div><div><i>Activity Result 3.2.1: Youth, women, business and other regional specific anti-corruption networks supported to be active, and anti-corruption initiatives generated</i></div><div><div>Actions:</div><div><div>- Provision of technical support for establishment, capacity development and</div></div></div></div></div>	<div>Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon</div>	<div>X</div>	<div>X</div>	<div>X</div>	<div>X</div>	<div>UNDP</div>	<div>USD 60,000</div> <div>(AUD 86,556)</div> <div>12,960</div> <div>(AUD 18,696)</div>

between institutions, CSOs and/or businesses exist	<ul style="list-style-type: none"> - At least 1 anti-corruption initiative held/ generated 	operability of the networks <ul style="list-style-type: none"> - Support the networks in promotion and dissemination of information 	Islands, Tonga, Tuvalu, Vanuatu						
Output Indicators: <ul style="list-style-type: none"> - At least 2 anti-corruption initiatives generated - At least 2 partnerships on anti-corruption initiated - At least 1 more regional forum/network functional 	2018 <ul style="list-style-type: none"> - Launching of at least 1 anti-corruption partnership - Support for 1 more anti-corruption focused regional forum/network 2019 <ul style="list-style-type: none"> - Operational support continued to the established network(s) 2020 <ul style="list-style-type: none"> - Upon request, provide sustainability guidance for the supported networks and other initiatives 	Activity Result 3.2.2: Regional and country level partnerships on corruption prevention, including institutions, CSOs and businesses, supported Actions: <ul style="list-style-type: none"> - Broker dialogue and partnerships among the various actors - Provide technical support in designing partnership arrangements 	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu					UNDP	USD 55,000 (AUD 79,343)
								UNODC	NIL
Sub-total (UNDP, including 8% GMS)									USD 124,200 (AUD 179,171)
Sub-total (UNODC, including 13% PSC)									USD 14,645 (AUD 21,127)
SUB-TOTAL									USD 138,845 (AUD 200,298)
Output 3.3 Performance and service delivery of selected institutions improved as a result of enhanced accountability									
Baseline: <ul style="list-style-type: none"> - Only 1 Parliament in the PICs has an Anti-Corruption Standing 	2016 <ul style="list-style-type: none"> - Define the demand by Parliaments in the region 	Activity Result 3.3.1: Oversight and accountability functions of legislative bodies improved (note link to UNDP Regional Parliamentary Project)	Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru,	X	X	X	X	X	UNDP
									USD 20,000 (AUD 28,852)

Committee	Perform induction activities on oversight and accountability, 2017	Actions: - Provide awareness raising and oversight trainings to legislative and oversight bodies upon request - Support to establishment of specific AC related oversight bodies in Parliaments	Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu					UNODC	NIL
Output Indicators	2017 - Provide guidance for AC and roles of specific oversight committees - Engage with at least 2 Parliaments on capacity building - Define the scope of the service delivery partnerships to be supported and establish initial contacts with institutions and their partners	Activity Result 3.3.2: <u>Anti-corruption measures integrated into service delivery through support of specific pilot projects and partnerships with other development initiatives</u> Actions: - Identification and technical and financial support for activities for integration of corruption risks in service delivery - Technical and financial support provided to pilot partnership initiatives between institutions and CSOs for more accountable service delivery - Advocacy and technical support to other sectoral UN programmes in integrating AC risk mitigation elements						UNDP	USD 60,000 (AUD 86,556)
2018 - Engage with at least 2 Parliaments on capacity-building - Launch the service delivery partnership support programme	2019 - Finalize the partnership support programme							UNODC	NIL
2020 - Draw lessons learned and sustainability guidance for the established structures and partnerships									
Sub-total (UNDP, including 8% GMS)								USD 86,400 (AUD 124,641)	

Sub-total (UNODC, including 13% PSC)		NIL
SUB-TOTAL		USD 86,400 (AUD 124,641)
Advisers/ Advisory Services	UNDP	USD 303,560 (AUD 437,916)
	UNODC	324,681 (AUD 468,385)
TOTAL OF OUTCOME 3		USD 1,019,331 (AUD 1,470,487)

Support Staff Services and Operational Costs (4 yrs)		
Anti-Corruption Governance Associate	UNDP	USD 82,866 (AUD 119,542)
	UNODC	USD 101,129 (AUD 145,889)
Anti-Corruption Governance Assistant	UNDP	USD 58,195 (AUD 83,952)
	UNODC	USD 71,021 (AUD 102,456)
Operational Costs	UNDP	48,019 (AUD 69,207)
	UNODC	USD 43,205 (AUD 62,263)
Monitoring and Evaluation	UNDP	USD 40,000 (AUD 57,704)
	UNODC	USD 40,000 (AUD 57,704)

	UNDP	UNODC	TOTAL Over 4 years
Outcome 1	USD 396,440 (AUD 571,904)	USD 572,423 (AUD 825,777)	USD 968,863 (AUD 1,397,681)
Outcome 2	USD 670,760 (AUD 967,638)	USD 779,891 (AUD 1,125,070)	USD 1,450,651 (AUD 2,092,708)
Outcome 3	USD 665,360 (AUD 959,848)	USD 353,971 (AUD 510,639)	USD 1,019,331 (AUD 1,470,487)
Monitoring and Evaluation	USD 40,000 (AUD 57,704)	USD 40,000 (AUD 57,704)	USD 80,000 (AUD 115,408)
Support Staff Services and Operational Costs	USD 189,080 (AUD 272,701)	USD 215,356 (AUD 310,608)	USD 404,436 (AUD 583,309)
TOTAL (4 yrs)	USD 1,961,640 (AUD 2,829,796)	USD 1,961,640 (AUD 2,829,797)	USD 3,923,280 (AUD 5,659,593)

Year	UNDP	UNODC	TOTAL (USD)
Total (Yr 1 – 2016/17)	USD 559,354 (AUD 806,906)	USD 559,354 (AUD 806,906)	USD 1,118,708 (AUD 1,613,812)
Total (Yr 2 – 2017/18)	USD 472,264	USD 472,264	USD 944,528

	(AUD 681,272)	(AUD 681,272)	(AUD 1,362,544)
Total (Yr 3 – 2018/19)	USD 449,601 (AUD 648,580)	USD 449,601 (AUD 648,580)	USD 899,202 (AUD 1,297,160)
Total (Yr 4 – 2019/20)	USD 480,421 (AUD 693,038)	USD 480,421 (AUD 693,039)	USD 960,842 (AUD 1,386,077)
TOTAL	USD 1,961,640 (AUD 2,829,796)	USD 1,961,640 (AUD 2,829,797)	USD 3,923,280 (AUD 5,659,593)

4. Management Arrangements

Implementation Modality and Project Management

81. The Project will be implemented as a joint UNODC-UNDP programme with parallel funding and in accordance with the applicable UN guidelines on joint programming. In addition to the joint Project Document, UNDP and UNODC will develop joint annual workplans, to ensure maximum coordination of efforts. This Project takes note of the fact that UNODC and UNDP Headquarters will both be receiving funding from DFAT for primarily the Indo-Pacific region. The UN-PRAC team will work with both Headquarters to align the submission of their reporting to DFAT. In the same context, for coherence with the global, regional and country level activities, the Project will ensure that there is regular interaction with the respective UNDP (the UNDP Global Anti-corruption Initiative (GAIN)) and UNODC projects, for synchronization and quality assurance purposes. This will be ensured through the Steering Committee structures and regular coordination and exchange of information at operational level. The UNDP Anti-Corruption Specialist based in Fiji will also act as a focal point to the UNDP Global Anti-corruption Initiative and report to GAIN on substantive matters in order to strengthen global and regional linkages. The UNODC Regional Anti-Corruption Adviser based in Fiji will further act as a focal point to the UNODC Anti-Corruption Programme; s/he will manage the UNODC component of the Project in coordination with the Regional Office for Southeast Asia and the Pacific under the overall supervision of the UNODC Regional Representative, and the substantive guidance of the UNODC Corruption and Economic Crime Branch in Vienna.
82. Under this Project, UNDP and UNODC will prepare one joint substantive annual narrative report. As the two organizations will sign separate funding agreements with DFAT the primary donor for this Project, they will provide separate financial reports in line with their respective applicable financial rules and regulation.
83. For UNDP, the Project will be implemented as part of the overall Effective Governance Outcome in the Pacific Regional Programme, as a sub-project, and will be aligned with the UNDP Global Anti-Corruption Programme. For UNODC, the Project will be implemented as part of its Thematic Programme against Corruption and Economic Crime and its Regional Programme for Southeast Asia and the Pacific. Both organizations will receive funding in accordance with their separate respective funding agreements and the approved joint annual workplan.
84. The day-to-day implementation of the Project will be managed by the UN-PRAC Project team, comprised of a UNDP Regional Anti-Corruption Specialist, UNODC Regional Anti-Corruption Adviser, Programme Associate and Programme Assistant. The team will sit under the 'Effective Governance' team, led by a Team Leader, in the UNDP Pacific Office.

Project Oversight

85. The Project will be guided by two joint Steering Committees composed of representatives of UNODC, UNDP and DFAT. The first Steering Committee is at the global level with representatives from the DFAT-funded anti-corruption projects of UNODC and UNDP, UN-PRAC (UNDP Specialist and UNODC Adviser), DFAT and other stakeholders (such as the UNDP Bangkok Regional Hub and the UNODC Regional Office for Southeast Asia and the Pacific), as appropriate and agreed by all the members of the Committee; this will be referred to as the 'Global Steering Committee'. The second Steering Committee is at the Pacific level and will only consist of the UN-PRAC Project team, DFAT and other stakeholders, as appropriate and agreed by all the members of the Committee; this will be referred to as the 'Pacific Steering Committee'. The Terms of Reference of the Steering Committees are detailed in Annex 2.

86. The Steering Committees will review and assess progress, approve the annual workplan and provide overall policy guidance on Project implementation. UNDP-UNODC functions as the Secretariat to the Steering Committees. The Steering Committees will meet annually, either in person or by video-conference.

Project Support

87. The UNDP Anti-Corruption Specialist and UNODC Regional Anti-Corruption Adviser will be supported by a Programme Associate and Programme Assistant, which are positions that will be cost-shared by both organizations.
88. In accordance with the Executive Board Decision and as per its Cost Recovery Policy, UNDP, charges 8% as a General Management Services fee (GMS).
89. For UNODC, the Budget set out in section 3 of the Results Based Framework includes: (a) 13% of the Contribution amount, to cover indirect administrative costs of the Recipient incurred in relation to the implementation of the Project, referred to as Project Support Cost (PSC); and (b) costs associated with Full Cost Recovery, including administrative, field management and security costs.

5. Monitoring Framework And Evaluation

Annual Work Plan and Budget

90. The Project will be monitored based on the outline in the results and resource framework, translated into annual plans. The annual costed workplans will serve as the primary reference documents for the purpose of monitoring the achievement of results. A single joint UNDP-UNODC annual workplan, setting out the detail of the activities to be implemented under this Project annually, will be developed by the project management team and approved by the project steering committee. The Project management team is tasked with the responsibility of ensuring implementation of the Project in accordance with these documents.
91. Within two months of the start-up of the Project, the Project team will organize a communication exercise with the relevant UN offices and relevant government entities, in order to build ownership and supply information for outlining the initial annual plan that would follow the calendar year in the first two months. The same exercise will be repeated annually, in order to maintain strong ties with stakeholders and ensure project relevance throughout the years.

Communication

92. Under the 2012-2016 phase of the UN-PRAC Project, weekly updates on corruption-related news of the Pacific were shared with AP-INTACT that were disseminated to its subscribers across predominately the Indo-Pacific region. UN-PRAC also produced bi-annual newsletters that were shared with a wider range of stakeholders. These updates will continue during this Project, but will further include more explicit reference to other UN platforms (e.g. courses and materials), such as www.anti-corruption.org that are useful to preventing and fighting corruption. In the course of the inception period, the Project will develop its communication strategy, taking under consideration the elements above and aiming at communicating Project objectives, mobilizing stakeholders and promoting results. In this, the Project will benefit from the UNDP Communication Officer, sitting in the UNDP Pacific Office.
93. UN-PRAC will engage in regular and consistent communication with DFAT during the implementation of this Project. In particular, UN-PRAC will send to DFAT a short monthly email update. This is to provide information on: a) major activities or events undertaken; b) any upcoming events; c) suggestions for tweets or other social media that DFAT could post; and d) any key issues that DFAT should be made aware of.

Project Steering Committees

94. The two Project Steering Committees will be the final instances to validate the collected inputs and provide more strategic guidance and be the critical instance in the monitoring platform, as part of their oversight functions. The two UN-PRAC advisors will participate in the Global Programme Steering Committee, for ensuring coherence and best results at the two levels.

Activities within the Annual Project Cycle

95. The Project Team will on a quarterly basis record the progress towards the completion of the results, track the potential problems and seek for solutions. In the same context, the initial risks will be updated. These exercises are also required by the involved agencies corporate rules and procedures and involve specific corporate platforms, such as specific modules in UNDP's electronic corporate platform-Atlas and UNODC's UMOJA and ProFI. Those modules incorporate the Quality Management Module, an Issue and Risk Logs, Project Lesson-learned log and Monitoring Schedule Plan. All these modules oblige the Project team to be diligent in maintaining and updating the relevant issues and obtain timely information that will feed into the Annual Project Report.

Annual Project Review

96. In line with paragraph 29 above, an Annual Review Report shall be prepared by UNODC's Regional Anti-Corruption Adviser and the UNDP Regional Anti-Corruption Specialist. The Report shall be submitted to the Pacific Steering Committee Review Meeting (to be conducted in accordance with paragraph 32). As a minimum requirement, the Annual Review Report shall consist of a narrative report, reporting against each of the Outputs in the Results Based Framework and a financial report in compliance with UNDP's and UNODC's reporting requirements. The review of the Report shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate Outcomes. Any changes to the budget will be considered at this meeting. The progress will be considered against the outputs and contributions made towards the outcomes of the Project. Main reference points for reporting will be the targets and indicators set in the Results Matrix. Qualitative and quantitative information will be used. Additionally, the narrative reports will include updates on relevant country developments and regional trends relating to the issue of corruption.

Mid-term and Final Independent End of Project Evaluation

97. A mid-term Independent Project Evaluation will be undertaken after 24 months in (2018) and a final Independent Project Evaluation before completion at the end of the project in (2020) to determine the relevance, efficiency, effectiveness, impact and sustainability of the Project and to derive identify lessons to be learned and recommendations to inform future programming, policy making and organizational learning in accordance with the relevant policies and guidelines on evaluation for UNDP and UNODC. The final evaluation will further assess the implementation of the recommendation of the mid-term evaluation. The final Evaluation will be commissioned in Quarter 3 of the final year of the Project, to allow time for a proper response to the recommendations of the Evaluation, prior to the end of the Project. More details on the purpose, scope and duration of the evaluations as well as a detailed list of major stakeholders to be consulted will be provided in the Terms of Reference for the evaluation to be drafted by UNODC and UNDP, and cleared by UNODC Independent Evaluation Unit (IEU). DFAT will be consulted in the course of preparation of both envisioned evaluations and will be asked to provide clearance on the evaluation reports. The evaluations will be conducted by the independent and external evaluators, selection as cleared by the Project team, with tasks e.g. desk review and evaluation methodology first hand research in the form of an inception report, draft report, final report (also to be cleared by IEU), with substantive and logistical support from the Project team, and with methodological support and quality assurance from UNODC IEU. Funds to cover evaluation costs have been set aside for both UNDP and UNODC in the Project budget (USD 80,000).

Learning and Knowledge Sharing

98. Results from the Project will be disseminated within and beyond the Project intervention zone through existing information sharing networks and forums. The Project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to Project implementation though lessons learned. The Project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. In the same context, the Project will pay special attention to communication and visibility activities.

6. Legal Context

99. This Project is directly executed by the UNDP Pacific Office, located in Fiji, and UNODC. As Fiji, the host country, has signed the Standard Basic Assistance Agreement (SBAA), this Project Document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Fiji and UNDP. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the Implementing Partner. The executing agency shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

100. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP and UNODC funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP and UNODC hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex 1: Initial Risk Log

Project Title:	Award ID:	Date:
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P = Possible likelihood (where 1 = very likely and 3 = not very likely)

I = Impact (where 1 = very serious and 5 = not serious)

The Risk Log presented in the table below is a summary overview of the potential risks that have been identified based on the experience of the first phase of UN-PRAC, comparative experiences of UNDP and UNODC, as well as experiences of other governance programmes in the region. It is important to note that the outlined initial set of risks is not elaborating into detail every single potential threat, but summarizes the risks that could have a substantive effect on the Project life and dynamics. Thanks to the valuable experience gained with the first phase of UN-PRAC, most of the risks have been met before, lessons have been learned and mitigation strategies developed. Therefore, the current Project design and its activities have already incorporated a comprehensive set of counter-measures, through the way the Project activities have been selected and designed. Also, the serious investment in a permanent Project team will assist that the risks are thoroughly and regularly monitored and mitigated, based on knowledge, experience and good networking and trust with partners and stakeholders. The strong component of technical assistance through the two advisers will be the anchor of the element of trust with the partners. This has proven sometimes to be the key (and only) way of mitigating some of the risks (particularly the ones of political and policy nature). The regional nature of the Project is itself a “measure” of addressing a number of the risks, particularly the ones linked to the limitation of financial and human resources throughout the PICs. The comprehensive management and oversight structure, including two Steering Committees (involving the donor), will be of substantive importance for recognizing and mitigating the recorded, but also newly occurred risks. The mid-term evaluation is also a concrete tool that will alert on any omitted and newly occurred risks and propose mitigation measures. In the meantime, the regular corporate UNDP and UNODC tools described under the ‘Monitoring and Evaluation’ section will ensure corporate accountability for the risk mitigation aspect.

#	Description	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted/ Updated by	Last Updated	Status
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1	Lack of political will	Programmatic & Political	<p>*High level reforms harder to achieve</p> <p>*Operationalization of agreements a challenge</p> <p>*Accurate annual planning of activities and expenditures difficult</p> <p>*High turn-over of Parliaments (e.g. votes of no confidence) and Parliamentary staff</p> <p>P =2, I = 2</p>	<p>* Utilizing the UNCAC processes as entry point in AC reforms</p> <p>*Specific work with MPs across parties to build political commitment</p> <p>* Rely on requests for assistance to ensure sufficient political will prior to engagement</p> <p>* Approach of linking corruption and development will help to demystify corruption and secure necessary political will and buy-in from wider stakeholders</p> <p>* Utilize existing tools and methodologies to assess the political economy of a country and tailor activities accordingly</p> <p>* Strengthening outreach to non-State actors to enhance social pressure for transparency and accountability</p>	UNDP/ UNODC			
2	Political instability stalls legislative and high-level reforms	Operational & Programmatic & Political	<p>*Challenge for smooth dynamics of the activities</p> <p>*Change in demand and priorities expressed by countries on specific support needs</p> <p>P =2, I = 2</p>	<p>* wide stakeholder consultations to get cross-party support</p> <p>* Close liaison with key political actors</p> <p>* work in multiple countries, to allow for flexibility</p> <p>* Strengthen outreach to non-state actors through project activities</p> <p>*promote UN's impartiality principle of work</p> <p>*maintain good reporting lines with the donor and adjust project</p>	UNDP / UNODC			

3	Changing Government Staff in partner countries	Operational & Programmatic	<p>*Will slow progress in pursuing reforms – will need to constantly rebuild commitment to Project work</p> <p>* UNCAC Focal Points are often the coordinators of UNCAC related work of the Project in a country and with their departure, coordination is a challenge</p> <p>P =2, I = 3</p>	activities accordingly	UNDP / UNODC				
4	Affordability- Lack of human and financial resources on the side of the governments	Fiscal/Programmatic	<p>*Lack of enthusiasm of Governments to pursue needed AC reforms</p> <p>* Lack of sustainable results</p> <p>P=2, I=3</p>	<p>*The regional nature of the Project enables selection of the best prepared partners to become the champions and also proposing of REGIONAL solutions</p> <p>*The Project will focus on promoting the value (financial and democratic) of prevention versus repression</p> <p>*The nature of the Project is such that it is based on providing of technical and sometimes financial assistance for start-up of reforms</p> <p>*The Project will work on proposing rational and cost-effective institutional solutions, as well as support partnerships with the non-State actors for better cost-efficiency;</p>	UNDP/ UNODC				

				partnerships with organizations around the region *Strong linkage with the UNDP and UNODC global anti-corruption initiatives				
11	Strong dependence on the staff from UN presence in the countries, particularly due to the limited funds of the Project for travel and direct interaction with counterparts	Operational/ Programmatic	Challenges in communication with partners and stakeholders P=3; I=4	<p>*The network of offices and staff is also an opportunity besides a risk, to cover this complex region with limited resources</p> <p>*There is a strong legacy from the first phase of the UN-PRAC Project in terms of partnerships and outreach</p> <p>* The Project design, particularly through the support of the national and regional networks and participation of PICs to regional and global events already mitigates the risk</p> <p>*The on-going re-design of UNDP presence in the Pacific, through a single Pacific Office will significantly contribute to further reduction of this and the previous risk.</p>	UNDP/ UNODC			
12	Institutional and operational differences between the two implementing partners at corporate levels	Operational	Increased burden on Project staff to synchronize and handle discrepancies in the rules and regulations of the two organizations P=1; I=3	<p>*Staff with experience from the first phase will be able to predict and mitigate at least some of the challenges</p> <p>* Good understanding and trust at programmatic level between the respective teams of the two organizations</p>	UNODC/ UNDP			

13	Delay in recruitments	Operational / Programmatic	Delay in implementing the activities in accordance with timeframe indicated in annual work plan P =2, I = 2	<ul style="list-style-type: none"> * Advertising immediately upon resource mobilization * Burden on staff to implement the entire Project while recruitment is on-going 	UNDP/ UNODC			
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Annex 2: Global Steering Committee - Terms of Reference

1. Overall Objective of the Global Steering Committee

The overall objective of the Global Steering Committee is to provide guidance and support to the Project management team in order to reach the Project's overall objective, as well as be aligned to the DFAT-funded anti-corruption projects of UNDP and UNODC.

2. Specific Objectives of the Global Steering Committee

The specific objectives of the Global Steering Committee are as follows:

- To discuss and find solutions to challenges to the timely and high-quality implementation of the Project;
- To ensure that synergies are maintained and enhanced between the DFAT-funded anti-corruption projects of UNDP and UNODC and this Project;
- To ensure that global and regional resources are used in an optimal and mutually reinforcing manner
- To ensure that the Project is progressing in a manner which is satisfactory to all the stakeholders;
- To ensure that the Project continuously adopts an integrated approach with other similar support being provided by other multi-lateral or bilateral development partners at the global level;
- To improve coordination and information sharing among the Project stakeholders and ensure that any internal or external risks to the successful implementation of the Project are brought to light in a timely manner and ensure that potential solutions are forthcoming;
- To ensure that any potential change of approach, strategy or mechanism for the implementation of any part of the Project's components is shared and approved by the stakeholders;
- To ensure that there is a sufficient information flow between the various stakeholders at the global level.

3. Composition of the Global Steering Committee

The Global Steering Committee will consist of relevant representatives of UNODC, UNDP and DFAT. Moreover, representatives from beneficiary countries and international organizations, civil society, the private sector and the academia relevant to the implementation of the Project may also be invited on an ad hoc basis by the Global Steering Committee.

The level of the participants will be at a senior technical level. The names of the representatives of each organization will be submitted to DFAT two weeks before the first Global Steering Committee meeting. Any subsequent changes of a representative should be sent in writing to UNDP-UNODC that functions as the Secretariat to the Global Steering Committee and chairs the meetings.

This arrangement will be for an initial one-year phase covering at least one Global Steering Committee sitting. Thereafter, a review will be undertaken by the Committee members after the second meeting to discuss whether any modifications to the Global Steering Committee structure are required or whether to maintain the Committee in the present structure.

4. Organization of Global Steering Committee Meetings

The meetings will be organized annually, either in person or by video-conferencing. Where possible, the timing of Global Steering Committee meetings shall be aligned with Project activities, other relevant workshops or meetings (e.g. the Conference of the States Parties to UNCAC) and/or as arranged by the Global Steering Committee members. The venue for the Global Steering Committee will be determined by the Steering Committee members.

All Global Steering Committee members are required to submit the following documentation to DFAT two weeks prior to the Global Steering Committee meeting:

- Summary progress reports, highlighting the main activities undertaken since the last Global Steering Committee meeting;
- A brief work plan of activities to be undertaken in the next calendar year; and
- Other documentation deemed relevant.

DFAT will compile the necessary information for the Global Steering Committee meeting one week in advance of the meeting to other Global Steering Committee members. This will allow time for initial comments, feedback and suggestions to be provided on the documents. The information to be distributed is to include:

- The documentation received from the Global Steering Committee members, as outlined above;
- A draft agenda including action items and recommendations from previous Global Steering Committee meetings;
- A copy of the minutes of the last Global Steering Committee meeting; and
- Other documentation deemed relevant.

For urgent matters, such as unforeseen difficulties in any of the components of the Project, an ad hoc Global Steering Committee meeting may be convened, upon the request, of any of its members.

5. Outputs of the Global Steering Committee

The minutes of each Global Steering Committee meeting will be produced by the Project management team and a draft circulated to Global Steering Committee members within one week after the meeting, requesting for comments. Any comments should be sent back to DFAT within the following week. Thereafter, the final minutes will be produced within five days of receipt of comments and re-circulated.

Aside from these minutes, it is anticipated that the Global Steering Committee will have a positive effect on the dissemination of information among the stakeholders to the Project and reinforce cooperation and coordination.

Pacific Steering Committee - Terms of Reference

1. Overall Objective of the Pacific Steering Committee

The overall objective of the Pacific Steering Committee is to provide guidance and direction to the Project management team in order to reach the Project's overall objective, as well as be aligned to UNDP and UNODC regional programmes and initiatives.

2. Specific Objectives of the Pacific Steering Committee

The specific objectives of the Pacific Steering Committee are as follows:

- To discuss and find solutions to challenges to the timely and high-quality implementation of the Project;
- To ensure that the Project is progressing in a manner which is satisfactory to all the stakeholders;
- To ensure that the Project continuously adopts an integrated approach with other similar support being provided by other multi-lateral or bilateral development partners at the regional level;
- To ensure that synergies are maintained and enhanced between the DFAT-funded anti-corruption projects of UNDP and UNODC and this Project;
- To ensure that synergies are maintained and enhanced between the Project and other relevant governance projects in the Pacific region;
- To improve coordination and information sharing among the Project stakeholders and ensure that any internal or external risks to the successful implementation of the Project are brought to light in a timely manner and ensure that potential solutions are forthcoming;
- To ensure that any potential change of approach, strategy or mechanism for the implementation of any part of the Project's components is shared and approved by the stakeholders;
- To ensure that there is a sufficient information flow between the various stakeholders at the regional level.

3. Composition of the Pacific Steering Committee

The Pacific Steering Committee will consist of representatives of the UN-PRAC Project team, DFAT and other stakeholders (such as the UNDP Bangkok Regional Hub and the UNODC Regional Office for Southeast Asia and the Pacific), as appropriate and agreed by all the members of the Committee. Moreover, representatives from other organizations relevant to the implementation of the Project may also be invited as observers on an ad hoc basis, such as PIFS and selected Pacific countries, through their embassies in Suva.

The Resident Coordinator of the Pacific Office will chair the Pacific Steering Committee. The level of the participants will be at a senior technical level. The names of the representatives of each organization will

be submitted to the Project management team two weeks before the first Pacific Steering Committee meeting. Any subsequent changes of a representative should be sent in writing to Project management team that functions as the Secretariat to the Pacific Steering Committee and chairs the meetings.

This arrangement will be for an initial one-year phase covering at least one Pacific Steering Committee sitting. Thereafter, a review will be undertaken by the Committee members after the second meeting to discuss whether any modifications to the Pacific Steering Committee structure are required or whether to maintain the Committee in the present structure.

4. Organization of Pacific Steering Committee Meetings

The meetings will be organized annually, either in person or by video-conferencing. Where possible, the timing of Pacific Steering Committee meetings shall be aligned with Project activities, other relevant workshops or meetings and/or as arranged by the Pacific Steering Committee members. In principle, the venue for the Pacific Steering Committee will be determined by Project implementation team.

All Pacific Steering Committee members are required to submit the following documentation to the Project management team two weeks prior to the Committee meeting:

- Summary progress reports, highlighting the main activities undertaken since the last Pacific Steering Committee meeting;
- A brief work plan of activities to be undertaken in the next calendar year; and
- Other documentation deemed relevant.

The Project management team will compile the necessary information for the Pacific Steering Committee meeting one week in advance of the meeting to other Pacific Steering Committee members. This will allow time for initial comments, feedback and suggestions to be provided on the documents.

The information to be distributed is to include:

- The documentation received from the Pacific Steering Committee members, as outlined above;
- A draft agenda including action items and recommendations from previous Pacific Steering Committee meetings;
- A copy of the minutes of the last Pacific Steering Committee meeting; and
- Other documentation deemed relevant.

For urgent matters, such as unforeseen difficulties in any of the components of the Project, an ad hoc Pacific Steering Committee meeting may be convened, upon the request, of any of its members.

5. Outputs of the Pacific Steering Committee

The minutes of each Pacific Steering Committee meeting will be produced by the Project management team and a draft circulated to Pacific Steering Committee members within one week after the meeting, requesting for comments. Any comments should be sent back to the Project management team within the following week. Thereafter, the final minutes will be produced within five days of receipt of comments and re-circulated.

Aside from these minutes, it is anticipated that the Pacific Steering Committee will have a positive effect on the dissemination of information among the regional stakeholders to the Project and reinforce cooperation and coordination.

Annex 3: Ratification of the UNCAC by Pacific States and participation in the review mechanism

Pacific States under Review (Cycle I)

<i>State Party under Review</i>	<i>Reviewing States</i>
Papua New Guinea (16 Jul 2007)	Tajikistan, Malawi
Fiji (accession: 14 May 2008)	Bangladesh, United States of America
Palau (accession: 24 March 2009)	Cambodia, Malaysia
Vanuatu (accession: 12 July 2011)	Solomon Islands, India
Cook Islands (accession: 17 Oct 2011)	Belarus, Qatar
Republic of the Marshall Islands (accession: 17 Nov 2011)	Papua New Guinea, Central African Republic
Solomon Islands (accession: 6 Jan 2012)	Iraq, Slovak Republic
Federated States of Micronesia (accession: 21 March 2012)	Republic of Korea, Mongolia
Nauru (accession: 12 July 2012)	Timor-Leste, Jamaica
Kiribati (accession: 27 Sep 2013)	Vanuatu, Côte d'Ivoire

Note: Tuvalu (accession: 4 Sep 2015) did not fall under the first review cycle, but will be included in the second that is set to commence at the sixth session of the Conference of the States Parties to UNCAC.

Pacific States that are not yet parties to the UNCAC

Niue

Samoa

Tonga

Annex 4: Terms of Reference – UNDP Regional Anti-Corruption Specialist

I. POSITION INFORMATION	
Job Code Title: Regional Anti-Corruption Specialist	Current Grade: P4
Position Number: 00072424	Approved Grade: P4
Department:	Position Classified by: ODU, UNDP.
Reports to: Team Leader Governance (P5)	Classification Approved by: ODU, UNDP.
Position Status: <i>(Non-Rotational)</i>	

II. Organizational Context
<p>Corruption is a global phenomenon that has existed for a long time in many parts of the world. Evidence from across the world continues to confirm that corruption negatively impacts development. In the Pacific, it is clearly evident that corruption hurts the poor disproportionately, hinders economic development, undermines State accountability and capacity to provide equitable and responsive public services, and diverts investments from infrastructure, institutions and social services. Furthermore, corruption fosters an anti-democratic environment characterized by uncertainty, unpredictability and declining moral values and disrespect for constitutional institutions and the rule of law. Corruption, therefore, reflects a democracy, human rights and governance deficit that negatively impacts on poverty and human security and undermines the ability of countries in the region to achieve the MDGs⁵⁹.</p> <p>Although Pacific island countries now have various accountability institutions, recent research has found that they have struggled to be effective in combating corruption. At the heart of their limited impact has been a problematic lack of genuine political will. At a more operational level, limited skilled staff, small budget allocations and problems of coordination amongst existing institutions continue to be serious problems. In small islands states, capacity issues and lack of resources are particularly challenging problems, compounded by often un-costed proposals to set up multiple separate institutions (e.g. Ombudsman, leadership tribunals, national human rights institutions, anti-corruption commission).</p> <p>In this context, UNDP has been working for the last ten years with Pacific partners to raise awareness and build capacity on tackling corruption regionally and nationally. UNDP has worked closely with partner countries, in particular within the framework of promoting ratification and implementation of the UN Convention against Corruption (UNCAC) together</p>

⁵⁹ UNDP Practice Note 2004, p. 1.

with the UN Office on Drugs and Crime (UNODC). To date, 10 PICs have now ratified UNCAC – Papua New Guinea (2007), Fiji (2008), Palau (2009), Vanuatu (2011), Cook Islands (2011), Marshall Islands (2011), Solomon Islands (2012), Federated States of Micronesia (2012), Nauru (2012), Kiribati (2013) and Tuvalu (2015). The remaining non-ratifying PICs are all actively considering ratification, with technical support to that end being provided by the UNDP Pacific Office and UNODC.

Building on the work that UNDP Pacific Centre had done, in 2012, the UNDP Pacific Centre entered into a tripartite Pacific Regional Anti-Corruption (PRAC) Project. This joint UNDP-UNODC Project aims to help Pacific Island Countries (PICs) fight corruption by supporting: i) ratification of the United Nations Convention against Corruption (UNCAC); ii) UNCAC implementation through the strengthening of policies, laws, measures and institutional frameworks; and iii) engagement in the UNCAC processes, including the Implementation Review Mechanism.

The project draws on the strong global partnership between UNDP and UNODC and the comparative advantages of both organizations in the fight against corruption. More generally, through the project UNDP and UNODC will provide responsive, demand-driven technical assistance to support individual countries to develop policies, laws and institutional frameworks to advance the effective implementation of UNCAC, as well as provide capacity development support to existing national accountability institutions, being sensitive to the particular operating contexts of small islands states. The Project will also strengthen the capacity of non-state actors with a view to improving their ability to prevent, detect, investigate, prosecute and sanction cases of corruption more effectively. Finally, the Project will seek to advance research, knowledge sharing, peer-learning and the identification and dissemination of good practices within and beyond the region with a view to advance the regional and in-country policy dialogue and create a platform for innovative, suitable and sustainable measures to prevent and combat corruption at regional level and within the individual countries in the region.

III. Functions / Key Results Expected

Summary of key functions:

- Regional (and National) Policy Advocacy and Advisory Services
- Policy Development
- Partnership Building
- Quality Control and Assurance
- Knowledge Management.

The **Pacific Regional Anti-Corruption Specialist** in the Pacific Office will provide substantive

and technical advice and advocacy on anti-corruption initiatives at the regional, and national levels. The Specialist will provide specific support for UNDP's policy and programming, both in general governance-related work, and specifically in: (i) implementing the UN-PRAC Project together with UNODC; ii) strengthening the quality of UNDP's policy advice and technical support to Pacific governments and UNDP country offices to promote transparency and accountability, in particular to address the effects of corruption on the poor and disadvantaged groups; and (ii) mainstreaming and applying accountability and anti-corruption norms and principles in UN/UNDP programming.

1. Regional Policy Advocacy and Advisory Services:

- Engage in effective advocacy with UNDP Country Offices towards Pacific Governments, CROP agencies, regional and international organizations and CSO counterparts on the value and means of promoting accountability and addressing corruption in the Pacific;
- Provide technical advice to UN/UNDP Country offices and government counterparts on how to promote accountability and tackle corruption in the Pacific, including by providing technical advice and support to implement UNCAC, with a special focus on UNCAC Chapters II (Preventive Measures) and III (Criminalization and Law Enforcement);
- Advocate with UNDP Country Office/UN Country Teams Senior Managers to support the inclusion of accountability and anti-corruption norms and principles in country-level programming frameworks at various stages in the UN/UNDP's programme planning cycle, and to support the design of national/sub-regional anti-corruption projects as appropriate;
- Work with UNDP Country Offices to:
 - Engage with government and other stakeholders (including civil society) on developing and implementing policies and programmes to progress development efforts and governance interventions in the area of anti-corruption, including specific anti-corruption programmes and sector-specific anti-corruption interventions, with a focus on anti-corruption and MDGs achievement;
 - Support the establishment and strengthening of effective national accountability institutions, in locally-appropriate ways for small island states, including through the establishment of multi-function accountability institutions;
 - Provide technical support to governments and CSOs to develop and implement national freedom of information (FOI) policies and laws;
 - Manage a CSO small grant mechanism and other interventions designed to specifically strengthen Pacific CSO capacity to support anti-corruption initiatives;
 - Work with UN country teams and UNDP country offices to leverage technical and other resources for governance and anti-corruption programming, including through regional partnerships.

2. Policy Development

- Facilitate regional and global policy developments on accountability, anti-corruption and FOI that are grounded in cutting edge policy developments and practices from the region, fed into HQ policy processes, and replicated in countries throughout the Pacific;
- Strengthen UNDP's policies and programmes in the areas of governance, accountability, anti-corruption and FOI, as well as UNDP potential for influence within the international community by effectively channelling the views and

<p>perspectives from partners in the region to the global level;</p> <ul style="list-style-type: none"> • Promote UNDP policy on democratic governance, accountability, anti-corruption and FOI, grounded in international norms and standards and best practices at the country level through expert advice to country teams and by facilitating engagement between HQ and country teams in priority areas.
<p>3. Partnership Building</p> <ul style="list-style-type: none"> • Effectively collaborate with UNODC in implementing the UN-PRAC project, as well as with the various UNDP and UNODC global anti-corruption projects, with a view for a second phase of UN-PRAC (2016-2020). • Effectively position the regional governance programmes and initiatives to ensure that the Pacific Office's approach to accountability, anti-corruption and FOI policy and programming is understood and supported by UN agencies, CROPs, regional and international organizations and other external partners; • Effectively position UNDP's contribution to the democratic governance practice area: <ul style="list-style-type: none"> ○ Within the UN System, to foster consistency in approach; ○ Within the global and regional level by continually scanning and assessing activities of non-UNDP players in the local context; ○ In support of UNCTs and UNDP Country Office programming arrangements with government counterparts; • Under the leadership of UNDP Country Offices / UNCTs, engage national, regional and global partners in programme responses (including but not limited to UNODC, Pacific Islands Forum Secretariat, Pacific Islands Legal Officers Network, Pacific Association of Supreme Audit Institutions and other relevant donors and/or development partners); • Lead partnership building with regional / local institutions and consultancies which are conversant in UNDP's position and approaches and well placed to formulate and support the implementation of the practice area in response to local, national and global strategies; • Mobilize resources in support of the Pacific Office's regional governance programme and national level programming by UNDP country offices.
<p>4. Quality control and assurance</p> <ul style="list-style-type: none"> • Provide quality assurance to ensure alignment of democratic governance, human rights and justice policies and programming, with UNDP's global development policies and international norms and standards • Coordinate the delivery of demand-driven technical advisory services to UNDP country offices, government counterparts and/or regional and international organizations ensuring professionalism in support (e.g. timeliness / responsiveness, quality in deliverables, with global coordination etc.); • Apply an integrated and holistic approach to UNDP's work on democratic governance and ensure cross-practice and cross-regional collaboration linking to global experiences and international best practices, norms and principles.
<p>5. Knowledge Management</p> <ul style="list-style-type: none"> • Collaborate with UNDP Country offices, the Asia-Pacific regional Governance team in APRC in Bangkok, and UNDP's regional and global anti-corruption programmes to support Pacific governments and other national and regional stakeholders in using knowledge to strengthen democratic governance, and the application of international accountability, anti-corruption and FOI norms and standards; • Prepare practical, action-oriented and relevant knowledge products pertaining to

<p>democratic governance, accountability, anti-corruption and FOI in the Pacific region;</p> <ul style="list-style-type: none"> • Broker and promote local, regional and global knowledge exchange, through learning networks, partnerships and programme implementation, codification of lessons learned • Work with UNDP Country Offices and other stakeholders, the democratic governance team in the Asia-Pacific Regional Centre in Bangkok and in other UNDP regional centres, the Asia Pacific Anti-Corruption Community of Practice, and the Pacific Accountability Network, to support Pacific countries in developing and disseminating evidence and lessons; • Contribute to, and participant in, relevant country level, regional and global knowledge sharing events.

IV. Impact of Results
<p>The key results have an impact on the overall performance of development projects and success in implementation of global operational practice area strategies. They also help to strengthen UNDP's image and position as a trusted capacity development partner for both governments and development partners.</p>
V. Competencies
<p>Corporate:</p> <ul style="list-style-type: none"> • Demonstrates integrity and fairness, by modelling the UN/UNDP's values and ethical standards; • Promotes the vision, mission and strategic goals of UNDP; • Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability. <p>Functional:</p> <ul style="list-style-type: none"> • Strong ability to apply various governance related development theories to the specific context, including translating democratic governance principles into effective anti-corruption policy and programme interventions in the field. • Ability to identify opportunities for integrating accountability, transparency and integrity into UNDP democratic governance programmes and its linkages to poverty/MDGs. • Capacity to interact with senior government officials and credibly influence senior decision makers in UNDP programme countries and other international development organizations • Strong analytical, negotiation and communication skills, including ability to produce high quality practical advisory reports and knowledge products • Demonstrated practical professional experience in designing, implementing and monitoring anti-corruption and/or FOI initiatives in developing country settings • Knowledge of accountability, transparency and anti-corruption assessments and other methodologies for evaluating vulnerabilities in governance systems, institutions and processes and risks in policies, programs and projects. <p>Leadership:</p> <ul style="list-style-type: none"> • Strong managerial/leadership experience and decision-making skills;

- Ability to conceptualize and convey strategic vision from the spectrum of global development experience;
- Knowledge and expertise in UN/UNDP's programming processes;
- Proven ability to lead a thematic area of work and drive for results with a strong knowledge of results-based management and budgeting.

Managing Relationships:

- Well-developed people management and organizational skills;
- Strong ability to work in teams; creating an enabling environment, mentoring and developing partners and colleagues;
- Excellent negotiating and networking skills;
- Strong resource mobilization and partnering skills.

Managing Complexity:

- Ability to address global development issues;
- Substantive knowledge and understanding of development cooperation with the ability to support the practice architecture of UNDP and inter-disciplinary issues;
- Demonstrated substantive leadership and ability to integrate global knowledge with broader strategic, policy and operational objectives;
- A sound global network of institutional and individual contacts.

Knowledge Management and Learning:

- Ability to strongly promote and build knowledge products;
- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example;
- Seeks and applies knowledge, information and best practices from within and outside of UN/UNDP.
- Provides constructive coaching and feedback.

Judgment/Decision-Making:

- Mature judgment and initiative;
- Proven ability to provide strategic direction in practice area;
- Independent judgment and discretion in advising on handling major policy issues and challenges.

VI. RECRUITMENT QUALIFICATIONS

Education:	Post-graduate (Master's) degree in development studies, economics, law, international relations, political science or related area.
Experience:	At least 7 years of progressively responsible relevant work experience in international development in the area of anti-corruption, accountability and/or FOI, as well as general

	<p>governance-related work</p> <p>Proven professional record in the areas in the area of anti-corruption, accountability, and/or FOI</p> <p>Demonstrated ability to handle discrete/sensitive political issues with tact and diplomacy</p> <p>Demonstrated team building and project management skills in a multi-disciplinary and multi-cultural environment.</p> <p>Good knowledge and understanding of UN/UNDP</p> <p>Familiarity with Pacific development issues at regional and national levels, and working experience in the Pacific would be an advantage.</p> <p>Passion and commitment to knowledge management and innovation</p>
Language Requirements:	<p>Excellent command of written and spoken English essential. Knowledge of other UN languages, or languages of the region would be an asset.</p>

Terms of Reference – UNODC Regional Anti-Corruption Adviser - Pacific

<u>Functional Title of Post:</u>	Regional Anti-Corruption Adviser - Pacific
<u>Classified Level of Post:</u>	P-4
<u>Organizational Location:</u>	Regional Office for Southeast Asia and the Pacific (ROSEAP) and under Implementation Support Section (ISS), Corruption and Economic Crime Branch (CEB), Division for Treaty Affairs (DTA)
<u>Duty Station:</u>	Suva, Fiji
<u>Duration:</u>	1 year (Extension for a second year subject to availability of funds)

Organizational Setting and Reporting Relationships:

This position falls under the Regional Office for Southeast Asia and the Pacific (ROSEAP), but is located in the UNDP Pacific Office in Suva, Fiji. The incumbent will report to the Representative of ROSEAP and, to the Chief of the Implementation Support Section (ISS) in the Corruption and Economic Crime Branch (CEB). S/he will receive substantive and policy guidance from UNODC Headquarters, Vienna, in particular the Chief (ISS/CEB) and other senior staff of the Branch. S/he will work as part of the UNDP Pacific Office's Effective Governance Team and in close consultation with the UNDP Anti-Corruption Specialist. Within the duration of the assignment, the incumbent might be posted for shorter periods in national anti-corruption agencies of the respective region.

Responsibilities:

The Anti-Corruption Programme is a technical assistance programme being offered by UNODC to provide capacity-building assistance to Member States to effectively implement the UN Convention against Corruption (UNCAC). Within assigned authority and under substantive guidance of ISS/CEB/DTA, UNODC Headquarters Vienna, the Adviser (Anti-Corruption) is primarily responsible for the implementation of anti-corruption technical assistance activities (including policy advice, technical expertise and practical day-to-day support to anti-corruption bodies).

The incumbent will be responsible for the following duties:

- Together with the UNDP Anti-Corruption Specialist, implement the UN Pacific Regional Anti-Corruption (UN-PRAC) Project, a joint initiative of UNODC and UNDP, in 15 of the Pacific Island countries and territory (Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tokelau (Territory of), Tuvalu and Vanuatu);
- Assist in the design and development of further technical assistance programmes and programme sub-components in anti-corruption at the regional and/or national levels in the Pacific, in accordance with the UNODC's overall strategy and as an integral element of the UNODC Regional Programmes;
- Contribute to resource mobilization for the anti-corruption programme by establishing and maintaining close liaison with donor countries and other partners in

coordination with DTA/CEB, ROSEAP, the UNDP Pacific Office and other relevant field offices.

- Support States parties selected to be reviewed during the second cycle of the implementation review mechanism of UNCAC, and States parties in the region that perform reviews in second cycle. Conduct and/or follow-up on anti-corruption technical assistance needs assessments. Provide technical guidance and expertise to national counterparts and the UNODC field offices on anti-corruption.
- Assist, where necessary and required, in enhancing and upgrading the relevant legislation and other legal instruments in conformity with UNCAC. Support the establishment and capacity-building of independent national anti-corruption bodies including development of their mandate, structure and operational practices. Provide advisory services and technical expertise to specialised anti-corruption bodies and units on preventing, detecting, investigating and prosecuting cases of corruption and related offences.
- Assist in designing and further upgrading and developing anti-corruption strategies and anti-corruption campaigns in collaboration with civil society, media, business sector, non-governmental organisations (NGOs) and community-based organisations (CBOs). Develop targeted anti-corruption training courses based on needs analysis, especially for key personnel in the area of prevention, criminalisation, enforcement and asset recovery.
- Foster contacts and, where appropriate, co-operation and partnerships with bodies and institutions at national, regional and international levels tasked with the prevention and control of corruption. Work with government counterparts to strengthen capacity to deal with proceeds of crime, mutual legal assistance and asset recovery, in particular with relevant government agencies, but also with legislatures, the private sector and the public at large, as appropriate;
- Coordinate closely all activities carried out under the Project on Joint Action towards a Global Regime against Corruption with the regional governance advisors of UNDP, and where opportune implement such activities jointly. Liaise and share information regularly with other partners on programme activities. Prepare regular progress reports on the development of his/her work, as may be requested by the host institutions or UNODC;
- Working as part of the UNDP Pacific Office's Governance team and in close consultation with the UNDP Anti-Corruption Specialist on all UN-PRAC-related activities.

Work implies frequent interaction with the following:

Counterparts, officers and technical staff of UNODC units and field offices, UNDP Pacific Office, Resident Coordinators' Offices, UN Joint Presences in the Pacific, other relevant UN Secretariat departments and offices, specialized agencies, funds and programmes, representatives and officials of national governments, international organizations, inter-governmental and non-governmental organizations, experts, consultants.

Results Expected:

Accession of UNCAC; enhanced effective capacity of the national anti-corruption agencies; effective planning, development, organization, coordination and implementation of the UN-PRAC Project; timely and efficient delivery of assigned tasks and responsibilities;

development of well-reasoned and innovative approaches; provision of well-researched and sound analysis and expert advice on related developments in countries and regions; effective dissemination of best practices and methodologies; organization and delivery of specialized training; effective liaison and interaction with concerned parties internally and externally.

Competencies:

Professionalism: Has knowledge and understanding of theories, concepts and approaches relevant to the particular sector and functional area with a focus on economic crime and corruption related issues. Has good knowledge of legislative aspects of preventing and combating corruption, including their international dimensions. Has ability to identify issues, analyze and contribute to the resolution of problems/issues. Has conceptual analytical and evaluative skills to conduct independent research and analysis. Has knowledge of the mandates of UNODC, as well as of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of UNCAC. Has ability to apply good judgment in the context of assignments given and ability to provide effective specialized advice. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

Planning & Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Teamwork: Good interpersonal skills and ability to establish and maintain effective partnership and working relationships in a multicultural environment.

Client Orientation: Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients’ needs and matches them to appropriate solutions; monitors on-going developments inside and outside the clients’ environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.

Qualifications:

Education: Advanced university degree (Master’s degree or equivalent) in law, criminal justice, international relations, economics, political and social sciences or a related discipline. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: A minimum of seven years of professional experience working within or providing advisory services to anti-corruption bodies or investigating and prosecuting corruption cases in anti-corruption agency, law enforcement, prosecution services or the

judiciary, or as technical adviser on anti-corruption in international organizations or a non-governmental organization is required. Experience with mutual legal assistance, proceeds of crime and/or asset recovery legislation and casework and in designing national anti-corruption policies, strategies, and public campaigns, is desirable. Experience in the Pacific region or in a Small Island Developing State is a strong asset.

Language: Fluency in written and spoken English.

Terms of Reference – UN Pacific Regional Anti-Corruption Programme Associate

I. Position Information	
Job Code Title: UN Pacific Regional Anti-Corruption Programme Associate	
Pre-classified Grade:	ICS7 Salary Scale
Supervisors:	UNDP Regional Anti-Corruption Specialist – UN-PRAC Project and UNODC Regional Anti-corruption Advisor – UN-PRAC Project

II. Organizational Context
<p>The UNDP Pacific Office was officially opened in July 2006 and acts as a pillar of support to the three main UNDP Offices in the Pacific in Fiji, Papua New Guinea and Samoa. The Office delivers an incorporated approach to development as well as policy and technical advice through the UNDP Country Offices.</p> <p>The four main projects undertaken by the Office are known as practice areas and include:</p> <ul style="list-style-type: none"> • the fostering of democratic governance within the Pacific (Democratic Governance Programme), • reducing poverty and the achievement of the Millennium Development Goals, • peace-building and crisis recovery for the Pacific region, and • enhancing and implementing capacity development, knowledge management and ICT for development. <p>The Democratic Governance Programme has begun implementation of the United Nations Pacific Regional Anti-Corruption (UN-PRAC) Project, a joint UNDP/UNODC four-year programme (2012– 2016). The Project focuses on assisting Pacific Island Countries to tackle corruption through ratifying and implementing the United Nations Convention against Corruption (UNCAC), as well as assisting those Pacific Island Countries that have ratified UNCAC to undergo the peer review process.</p>

Under the guidance and direct supervision of both the UNDP and UNODC Regional Anti-corruption Advisors, the Programme Associate provides a substantive support role in the UN-PRAC team in the design, planning and management, evaluation and monitoring and reporting of initiatives on anti-corruption, specifically working with national legislatures and representative institutions, civil society and local governance, as well as other governance service lines that may be assigned in future. The Associate shall promote a results-oriented approach in UNDP/UNODC initiatives, consistent with UNDP/UNODC mandates.

The Programme Associate works in close collaboration with the democratic governance team and the operations and other teams in the UNDP Pacific Office and UNODC Regional Office for Southeast Asia and the Pacific staff for resolving programme - related issues and information delivery.

I. Functions / Key Results Expected

Summary of Key Functions:

- ☐ Analytical support to the UN-PRAC Team in the conceptualization and formulation of UN-PRAC initiatives.
- ☐ Support in the creation of strategic partnerships and implementation of the resource mobilization strategy for UN-PRAC initiatives.
- ☐ Provide support and assistance to the UN-PRAC Team in the implementation and management of the team initiatives, with as specific focus on civil society and local governance as well as other governance service lines that may be assigned in future.
- ☐ Administration and implementation of programme delivery through ATLAS and UMOJA, adapt processes and procedure, and support results-based management.
- ☐ Support to knowledge building and knowledge sharing based on anti-corruption.

1. Provide analytical support to the UN-PRAC Team in the conceptualization, formulation, monitoring & evaluation and reporting of UN-PRAC initiatives

- ☐ Conduct analytical research and collect relevant information as inputs in the conceptualization of UN-PRAC initiatives.
- ☐ Assist in the drafting of and as required, delivering conferences/ workshops/ other, lessons learned reports, project accomplishment reports and other knowledge products.
- ☐ Provide comments to Consultants Reports, Concept Notes, Project Documents and other documents.

2. Support in creation of strategic partnerships and implementation of the resource mobilization strategy for UN-PRAC initiatives

- ☐ Assist in the analysis of information on donors and partners, preparation of donor's and partners profile and database, drafting of project proposals / concept notes, and the establishment of contacts with donor and partner counterparts.
- ☐ Assist in monitoring and reporting on mobilized resources.
- ☐ Provide support to donor reporting.

3. Provide support and assistance to the UN-PRAC Team in the implementation and management of the team initiatives, with as specific focus on civil society and local governance as well as other governance service lines that may be assigned in future

<ul style="list-style-type: none"> ❑ Provide support in the delivery of capacity development and training activities to governments, regional organizations, civil society organizations and other development partners. ❑ Assist in the collection, and presentation of information for project, work plans, budgets, proposals on implementation arrangements, MOUs, and submission to the Contracts, Assets and Procurement (CAP) Committee, etc. ❑ Assist in the initiation of a project, entry of projects into Atlas; generation of monthly financial delivery reports, updating of issue and risk logs, and other Atlas-based requirements ❑ Assist in the follow up on performance indicators/ success criteria, targets and milestones, preparation/review/comments of/on reports. ❑ Assist in the preparation of Unit workplan, preparation of periodic project reports and results reporting
<p>4. Assist in the administration and implementation of programme delivery through ATLAS and UMOJA, adapt processes and procedure, and support results-based management. Support to results-based management focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ❑ Logistical arrangements for conferences/workshops/Forums/meetings undertaken by the UN-PRAC Team. ❑ Creating information packages, letters of invitation relevant to upcoming events, liaison with Foreign Affairs for conference-related activities. ❑ Assist in logistical arrangements for visiting missions and in obtaining visas for staff and consultants traveling to the field. ❑ Presentation of information on the status of financial resources as required. ❑ Presentation of information/ reports for identification of areas for support and interventions.
<p>5. Support to knowledge building and knowledge sharing</p> <ul style="list-style-type: none"> ❑ Dissemination of information on UN-PRAC activities to UN agencies, donors, & development partners. ❑ Support in the drafting of knowledge products. ❑ Provide support to the organization of regional and national conferences & workshops, knowledge fairs, training and capacity development activities. ❑ Maintaining knowledge management database for UN-PRAC, including the continuous updating of AP-INTACT in relation to relevant anti-corruption news/ updates from the Pacific, as well as UNODC's Smartsheet for reporting purposes. ❑ Sound contributions to knowledge networks and communities of practice.

IV. Impact of Results

The key results have an impact on the overall UN-PRAC efficiency in programme and success in implementation of programme strategies on anti-corruption. Accurate analysis and presentation of information enhances UNDP/UNODC position as a strong development partner. The information provided facilitates decision making of the management.

V. Competencies

Corporate Competencies:

- ☐ Demonstrates commitment to UNDP/UNODC's mission, vision and values.
- ☐ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:**Knowledge Management and Learning**

- ☐ Shares knowledge and experience
- ☐ Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- ☐ Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of programme, managing data, reporting.
- ☐ Ability to provide input to business processes re-engineering, implementation of new system, including new IT based systems

Leadership and Self-Management

- ☐ Focuses on result for the client and responds positively to feedback
- ☐ Consistently approaches work with energy and a positive, constructive attitude
- ☐ Remains calm, in control and good humoured even under pressure
- ☐ Demonstrates openness to change and ability to manage complexities

VI. Recruitment Qualifications	
Education:	Completion of Secondary Education. University Degree in Business or Public Administration, Economics, Political or Social Sciences is desirable.
Experience:	7 years of progressively responsible relevant programme experience is required at the national or international level. Experience in the usage of computers and office software packages.
Language Requirements:	Fluency in the English language.

I. Position Information

Job Code Title: UN Pacific Regional Anti-Corruption Programme Assistant

Pre-classified Grade: GS-5 Salary Scale

Supervisors: UNDP Regional Anti-Corruption Specialist – UN-PRAC Project and
UNODC Regional Anti-corruption Advisor – UN-PRAC Project

II. Organizational Context

The UNDP Pacific Office was officially opened in July 2006 and acts as a pillar of support to the three main UNDP Offices in the Pacific in Fiji, Papua New Guinea and Samoa. The Office delivers an incorporated approach to development as well as policy and technical advice through the UNDP Country Offices.

The four main projects undertaken by the Office are known as practice areas and include:

- the fostering of democratic governance within the Pacific (Democratic Governance Programme),
- reducing poverty and the achievement of the Millennium Development Goals,
- peace-building and crisis recovery for the Pacific region, and
- enhancing and implementing capacity development, knowledge management and ICT for development.

The Democratic Governance Programme has begun implementation of the ***United Nations Pacific Regional Anti-Corruption (UN-PRAC) Project***, a joint UNDP/UNODC four-year programme (2012– 2016). The Project focuses on assisting Pacific Island Countries to tackle corruption through ratifying and implementing the United Nations Convention against Corruption (UNCAC), as well as assisting those Pacific Island Countries that have ratified UNCAC to undergo the peer review process.

Under the guidance and direct supervision of both the UNDP and UNODC Regional Anti-corruption Advisors, the Programme Assistant will provide an administrative support role to the UN-PRAC team in the design, planning and management, evaluation and monitoring and reporting of initiatives/ activities on anti-corruption under the Project. The Programme Assistant will promote a results-oriented approach to UNDP/UNODC initiatives, consistent with UNDP/UNODC mandates.

The Programme Assistant will work in close collaboration with the UN-PRAC team, the

broader Democratic Governance Programme team, the finance team in the UNDP Pacific Office and the financial and administrative teams in the UNODC Regional Office for Southeast Asia and the Pacific for resolving UN-PRAC Project-related issues and information delivery.

III. Functions / Key Results Expected

Summary of Key Functions:

- Assist in the administration and implementation of UN-PRAC Project delivery through ATLAS (for UNODC, UMOJA), adapt processes and procedures, and support results-based management.
- Provide support and assistance to the UN-PRAC team in the management of Project initiatives/ activities.
- Support in the creation of strategic partnerships and implementation of the resource mobilization strategy for UN-PRAC Project initiatives/ activities.
- Participation in knowledge building and knowledge sharing.
- Enhanced learning and professional development.
- Other functions, as required.

1. Assist in the administration and implementation of UN-PRAC Project delivery through ATLAS (for UNODC, UMOJA), adapt processes and procedures, and support results-based management, by focusing on the achievement of the following results:

- Logistical arrangements for conferences/workshops/Forums/meetings/other undertaken by the UN-PRAC team.
- Creating information packages, letters of invitation and other relevant documentation for upcoming events, as well as liaising with Foreign Affairs in relation to the above-related activities.
- Assist in processing of Staff/ Participants Travel Claims in line with financial procedures.
- Assist in the logistical arrangements for visiting missions and in obtaining visas for Staff/ others travelling to the field.
- Presentation of information on the status of financial resources, as required.
- Assisting in timely disbursement of payments.
- Preparing bank documents, e.g. T/T and assist in banking runs for events.
- Presenting information/ reports for identification of areas for support and interventions.

2. Provide support and assistance to the UN-PRAC team in the management of Project initiatives/ activities:

- Assist in the collection and presentation of researched information for Project concepts, and draft Project documents, work plans, budgets, proposals on implementation arrangements, MOUs, contracts and other relevant documentation.
- Assist in the initiation of a project, entering such a project into Atlas/ProFi.

<ul style="list-style-type: none"> • Assist in the follow-up on performance indicators/ success criteria, targets and milestones, preparation/review/comments of/on reports. • Assist in the preparation of Project work-plan and results-based reporting.
<p>3. Support in the creation of strategic partnerships and implementation of the resource mobilization strategy for UN-PRAC Project initiatives/ activities.</p> <ul style="list-style-type: none"> • Assist in the analysis of information on donors, preparation of donors' profiles and database such information, establishment of contacts with donor counterparts. • Assist in tracking and reporting on mobilized resources. • Provide support to donor reporting.
<p>4. Participate in knowledge building and knowledge sharing.</p> <ul style="list-style-type: none"> • Dissemination of information on the UN-PRAC Project, such as on its initiatives/ activities, to partner Governments/ stakeholders, UN agencies, donors and development partners. • Coordination /liaison on editing and lay-out work of UN-PRAC Project reports before publishing. • Coordinate post-production work for publications. • Maintaining a knowledge management database for the UN-PRAC Project. • Liaising with other partner Governments/ stakeholders, Regional Centres, UNDP and UNODC Offices, development partners and other relevant actors.
<p>5. Enhanced learning and professional development.</p> <ul style="list-style-type: none"> • Enrolling and completing online learning courses. • Participate in UN-PRAC Project workshops, trainings and capacity development initiatives/ activities.

IV. Impact of Results

The key results have an impact on the overall efficiency of the UN-PRAC Project and success in the implementation of Project's initiatives/ activities. Accurate analysis and presentation of information enhances UNDP/UNODC's position as a strong development partner, particularly in the fight against corruption in the region. The information provided facilitates the decision-making of management.

V. Competencies

Corporate Competencies:

- ☐ Demonstrates commitment to UNDP's mission, vision and values.
- ☐ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:**Knowledge Management and Learning**

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- ☐ Remains calm, in control and good humoured even under pressure
- ☐ Demonstrates openness to change and ability to manage complexities

VI. Recruitment Qualifications	
Education:	Completion of Secondary School. University Degree in Governance, Business or Public Administration, Economics, Political or Social Sciences is desirable
Experience:	5 Years of progressively responsible relevant programme experience is required at the national or international level. Experience in the usage of computers and office software packages. Excellent writing, communication and organization skills; Excellent team working skills; Good interpersonal skills; High level of accuracy and reliability

	Familiarity with UN ATLAS-based processes, and UNDP procurement guidelines would be an advantage
Language Requirements:	Fluency in the English language.

Annex 3: Schedule of Payments

1. DFAT will disburse funding tranche payments as set out below:

Support to 'Asia-Pacific Joint Action towards a Global Regime against Corruption'

Tranche #	Indicative date of disbursement	Amount (AUD)
Tranche 1	Immediately following signature of this Arrangement	3,728,314
Tranche 2	10 June 2017	61,686
Tranche 3	10 June 2018	1,840,000
Tranche 4	10 June 2019	1,840,000

Support to 'UN Pacific Regional Anti-Corruption (UN-PRAC) Project'

Tranche #	Indicative date of disbursement	Amount (AUD)
Tranche 1	Immediately following signature of this Arrangement	806,906
Tranche 2	10 June 2017	681,272
Tranche 3	10 June 2018	648,580
Tranche 4	10 June 2019	693,039

2. DFAT will disburse funding to the following bank account:

Title of account:	United Nations Office on Drugs and Crime
Bank name:	JP Morgan Chase Bank
Account number:	485 00 1594
Bank address:	International Agencies Banking 270 Park Avenue, 43 rd floor New York, NY 10017-2014, USA
ABA number:	021 000 021
SWIFT	CHASUS33

3. UNODC will opportunistically notify DFAT of any modification to the information regarding bank details set out in paragraph 2.

