



Attachment A

United Nations Development Programme Project Document

Project Title: Anti-Corruption for Development Effectiveness: Strengthening Anti-Corruption Systems, Institutions and Mechanisms for MDG Acceleration and Human Development

Expected Outcome: Strengthened national capacities to integrate anti-corruption into development processes and service delivery.

Specific Objectives:

Objective 1: To Accelerate MDG achievement and reduce poverty through addressing corruption bottlenecks.

Objective 2: To mainstream UNCAC and anti-corruption into national development processes.

Objective 3: Strengthen the capacity of anti-corruption agencies (ACAs).

UNDP Strategic Plan Result: The project is expected to contribute to achieving UNDP Strategic Plan Key Result Outcome 2.9: Strengthened national, regional and local level capacity to implement anti-corruption activities.

Expected Output(s): See Results and Resources Framework (Annex 2)

Implementing Partner: UNDP

Brief Description

This four year project proposal will be an integral part of the UNDP Global Programme on Anti-Corruption for Development Effectiveness (PACDE). The overall objective of this proposed project is to strengthen national capacities to integrate anti-corruption measures into development processes and enhance service delivery.

It will specifically focus on minimizing corruption and governance bottlenecks in the implementation of ***MDG Acceleration Framework; mainstreaming anti-corruption in sector wide approaches, specifically in health, education and water sectors and strengthening citizens' monitoring and feedback mechanisms to enhance service delivery.*** These efforts to accelerate MDG achievement will be inclusive and participatory with special emphasis on addressing issues affecting women, girls and other marginalized groups.

The proposed project will also ***mainstream anti-corruption in the UN Development Assistance Framework (UNDAF); complement the UNCAC review mechanism through gap analysis by utilizing UNCAC self-assessment going beyond the minimum methodology; strengthen the capacity of anti-corruption institutions; and provide anti-corruption advisory support to post-conflict countries and countries in transition***

Project Period:	2012 - 2015
Key Result Area (Strategic Plan):	# 2.9
Atlas Award ID:	
Start date:	April 2012
End Date:	December 2015
Management Arrangements:	
2012- 2015 budget:	\$10,650,840

Agreed by AusAID:

Agreed by UNDP:

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1. PROJECT RATIONALE

1.1. *Situational Analysis*

Corruption is found in all countries, albeit in different forms and magnitude. Evidence shows that corruption hurts the poor disproportionately and hinders efforts to achieve the Millennium Development Goals (MDGs) and promote sustainable human development.¹ It reduces access to services and diverts resources away from investments in infrastructure, institutions and social services. Corruption leads to mismanagement of resources, and increases the marginalization of vulnerable groups including women. Furthermore, it is one of the root causes of conflict and instability in fragile states.²

The recent discourse on development effectiveness and development financing has shifted from the traditional emphasis on up-scaling resources (e.g., official development assistance or foreign direct investment) to preventing leakages of resources by strengthening anti-corruption and oversight mechanisms. For example, the outcome document of 2010 MDG Summit, '[Keeping the promise: united to achieve the Millennium Development Goals](#)' stresses that the fight against corruption at both the national and international levels is vital for poverty eradication, the fight against hunger and sustainable development. It calls for urgent and decisive steps to be taken by all member states to combat corruption in all its manifestation at all levels in order to achieve the MDGs. Similarly, [the Istanbul Programme of Action \(IPoA\) of the fourth Conference of the Least Developed Countries \(LDC-IV\)](#) also calls for addressing structural challenges related to strengthening institutional, legal and regulatory frameworks as well as reforming the public sector, including through the fight against corruption, to increase the efficiency and transparency of service delivery.

More recently, the fourth Conference of the States Parties (CoSP) to the United Nations Convention against Corruption (UNCAC) held in Morocco in October 2011 adopted the "[Marrakech Declaration on Prevention of Corruption](#)" which calls on states to do more to prevent corruption and acknowledges that corruption endangers the achievement of MDGs and thus, is a serious impediment to reducing poverty.

Success in meeting the development goals including the MDGs thus, will largely depend on the 'quality' of governance and the level of effectiveness, efficiency and equity in resource generation, allocation and management.

1.2. *UNDP's Niche and Comparative Advantages*

UNDP, as the UN's leading development agency with a presence in 166 countries and with Country Offices in 136 countries, plays a principal role in promoting sustainable human development. UNDP's Strategic Plan ['Accelerating Global Progress on Human Development' \(2008-2013\)](#) reaffirmed that the basis of UNDP is to support the achievement of the internationally agreed development goals such as MDGs. In this regard, UNDP focuses on eradication of poverty, support equitable and sustained economic growth, foster democratic governance, promote gender equality, and encourage capacity building for human development. It is on this basis that UNDP views corruption and poor governance as a major bottleneck to the achievement of development goals, including the MDGs.

The Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE) was developed in response to the growing demand (from partners and UNDP Country Offices) to align UNDP's work on poverty reduction and sustainable human development with the evolving international norms and standards on anti-corruption (particularly, UNCAC). PACDE builds on UNDP's experience from implementing programmes to promote accountability, transparency and integrity since the early nineties, including the UNDP's corporate policy paper, '[Fighting Corruption to Improve Governance' \(1998\)](#). To develop comprehensive strategies to tackle corruption, PACDE also draws on UNDP's experience of strengthening democratic institutions, promoting inclusive participation, fostering inclusive economic growth, and providing support for poverty reduction, women's empowerment and crisis prevention and

¹ Human development, a development paradigm pursued by UNDP, is defined as "a process of enlarging people's choices", which is achieved by expanding human capabilities.

² UNDP, *Mainstreaming Anti-corruption in Development*, Practice Note, 2008.

recovery. The programme is anchored in the operating principles for development effectiveness namely national ownership, capacity development, effective aid management and South–South cooperation.

UNDP supports national partners to integrate anti-corruption measures in national development frameworks and strategies such United Nations Development Assistance Framework (UNDAFs), Common Country Assessments (CCAs), development of MDG plans, Poverty Reduction Strategic Papers, etc. More specifically, UNDP provides support to develop the capacity of national anti-corruption institutions, strengthen oversight role of civil society and media, and mainstream anti-corruption in sectors (education, health and water) and other development processes such as MDG Acceleration Framework (MAF)³ and UNDAFs. UNDP also takes the lead in mitigating corruption risks in emerging issues such as climate change.

UNDP also encourages state parties to **go beyond the minimum** treaty requirement of UNCAC review. It encourages state parties to conduct UNCAC gap analysis and self-assessment through multi-stakeholder engagement (with civil society organizations and media, among others) and utilize the UNCAC self-assessment and review process as an entry point for broader policy reforms at the national level.

Further, UNDP has developed effective tools and knowledge products to support achievement of all aspects of sustainable human development. In addition, UNDP's strong country level presence bolstered by its regional centres and headquarters has enabled UNDP to facilitate knowledge-sharing within and between countries thereby promoting South-South cooperation.

1.3. UNDP's Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE)

PACDE is UNDP's major vehicle for responding to the growing demand from Member States for technical assistance to prevent and reduce the prevalence of corruption.⁴ PACDE was developed in line with the UNDP Strategic Plan (**2008-2013**) and its long-term goal is to reduce leakages of resources meant for development, poverty reduction and realization of the MDGs.

Working together with partners and coordinating and supporting UNDP's regional and country level efforts, PACDE aims to strengthen national, regional and local level capacities, systems, and institutions to improve governance by implementing anti-corruption initiatives with the following **five objectives**:

1. Increase state/institutional capacity through capacity development assistance and advisory support;
2. Increase utilization of governance/anti-corruption assessment tools to inform policies at national levels;
3. Strengthen the capacities of media and civil society to provide oversight against corruption;
4. Improve harmonization and coordination of anti-corruption initiatives at the country, regional and international levels through increased partnerships and joint programming; and
5. Improve awareness and knowledge on anti-corruption norms, standards, and methodologies and their application for policy reform.

PACDE has entered into the second phase (2011-2013) of its implementation. In its first phase (2008-2010), its focus was on clarifying UNDP's niche and policies, putting in place the global and regional management architectures, building UNDP and partner countries' capacities through regional training programmes and initiatives, establishing and strengthening regional networks and service delivery platforms, increasing knowledge and awareness, and enhancing coordination and cooperation with relevant internal and external partners. Moreover, in its first phase, PACDE was able to strengthen its partnership at the global and regional levels with other players like the World Bank Institute, UNODC, GIZ, U4, AusAID, UNESCO, WHO, bilateral partners, TIRI, Revenue Watch and Transparency International.

³ On MDG Acceleration Framework, please see page 6.

⁴ On 2 June 2009, UNDP Executive Board decided to extend the UNDP's Strategic Plan and relevant UNDP global and regional plans to 2013. PACDE therefore has been extended to 2013 in order for it to contribute to the objectives and achievements of the UNDP Strategic Plan.

The first phase of PACDE was instrumental in setting the foundation for the second phase. For instance, now that UNDP has clear policy guidelines to develop anti-corruption programmes that emphasize the linkages between anti-corruption and development; there has been a noticeable acknowledgement of UNDP's niche in the area of anti-corruption for sustainable development; and as the demand from UNDP Country Offices for programming support has been increased tremendously with more than 100 UNDP Country Offices having anti-corruption interventions in 2011.

Building on the achievements of the first phase, PACDE focuses on strengthening institutions, systems and processes at the country level and providing advisory services and technical assistance to at least 40 countries in its second phase (2011-2013). Moreover, UNDP also aims to scale-up its technical support for the country level activities such as mainstreaming anti-corruption in sectors (education, health and water) and other development processes including MAF and UNDAFs, supporting countries realign their institutional frameworks to UNCAC standards, mitigating corruption risks in climate change, building anti-corruption capacities in post-conflict and recovery contexts, and strengthening anti-corruption knowledge management, regional advisory capacities and networks. It will concentrate on building new and also strengthening these existing partnerships at the country level.

More importantly, in its second phase, PACDE is strengthening its **reporting for results** by:

- Synchronizing global programme priorities with regional programmes and country level initiatives. It requires better sequencing – starting the work plan exercise in November at the country office, followed by development and finalization of the regional and global programme's work plan in December every year).
- Introducing indicators for expected results and impact in PACDE annual work plans.
- Following up with and building synergies between PACDE-funded projects and DGTTF⁵ (Democratic Governance Trust Fund) funded projects, wherever possible.
- Mapping out the existing UNDP anti-corruption interventions to document lessons learned.

1.4. Collaboration Framework

UNDP works closely with UN Office on Drugs and Crime (UNODC) and other development partners to combat corruption. Within the UN system, recognizing the comparative advantages of the two UN agencies leading on anti-corruption, a Memorandum of Understanding (MoU) was signed between UNDP and UNODC on 15 December 2008. The MoU recognizes that the two organizations share common goals related to the delivery of technical assistance to countries in the areas of governance and anti-corruption. UNODC and UNDP have successfully collaborated and implemented joint efforts at the global, regional and country levels.

In addition, UNODC and UNDP's focus areas in anti-corruption are complementary. UNODC will continue to take the lead in various inter-governmental processes including the UNCAC self-assessment and UNCAC review mechanism. UNDP will advocate with state parties to go beyond the minimum treaty requirement of UNCAC review and encourage implementation of UNCAC gap-analysis and self-assessment through multi-stakeholder engagement. It will also promote UNCAC review process as an entry point to broader reform and development of national policies.

This project proposal notes the progress made in the area of anti-corruption through UNDP anti-corruption interventions to support policies, strengthen national institutions and foster dialogue; through UNODC efforts to ensure universal ratification and implementation of UNCAC; and through initiatives and technical assistance provided by other actors, including Australia.

This project will work within the MoU framework between UNDP and UNODC. The project further facilitates collaboration, on a non-exclusive basis, between the two organizations on governance and anti-corruption issues through effective sharing of information, experiences and lessons learned. The main purpose is to enhance consistency, coherence and quality in the delivery of technical assistance in support of UNCAC and to avoid duplication of efforts in the areas of governance and anti-corruption.

⁵ For more details see UNDP DGTTF webpage, http://www.beta.undp.org/content/undp/en/home/ourwork/democraticgovernance/democratic_governancethematictrustfund.html

UNDP and UNODC will jointly design and implement activities on a regular basis using the ‘Working Group’ established under the MoU to keep each other informed of developments. UNDP and UNODC also convene meetings, as appropriate, to review the progress of activities being carried out under this project.

This project proposal also takes into account the partnership framework that was signed between AusAID and UNDP in which both parties agreed on shared objectives and guiding principles for cooperation. Australia has played a key role in supporting UNDP to build international consensus on key development challenges and has contributed to the UNDP’s strategic plan 2008-2013⁶. Both AusAID and UNDP have similar objectives of working together to assist developing countries to achieve the MDGs, ensuring the effective delivery of aid programmes at the country level, supporting the reform of the UN system and within UNDP, and building awareness of the outcomes of the AusAID-UNDP partnership.⁷

This proposed project is aligned with AusAID’s broader priorities and newly articulated commitments, including the findings of the Australian Multilateral Assessment and its focus on achieving long-term sustainability through partnership with multi-lateral institutions and other partners. Australia’s 2011 Aid Policy recognizes that corruption undermines efforts to lift people out of poverty and commits Australia to working with its partners to support efforts to tackle corruption, improve transparency and increase accountability. The Aid Policy includes effective governance as one of five strategic goals. Australia has produced a thematic strategy for effective governance, which includes a focus on reducing corruption and, through this, enhancing legitimacy of public institutions and building more equitable growth.⁸ The thematic strategy includes a focus on increased implementation of the UNCAC.

Further, this project takes into account one of the key recommendations from the 2011 Australian Multilateral Assessment of UNDP’s work carried out by AusAID - which is that UNDP should focus on increasing the demand for transparency and accountability by its partners. Cooperation through this project aims to do exactly that and will target country level interventions, depending on national priorities, entry-points and existing partnerships, taking cognizance of on-going national and regional initiatives, to ensure maximum impact and minimize duplication.

Moreover, UNDP has also taken advantages of various global fora (e.g., International Anti-Corruption Conferences, LDC conferences, Rio+20 preparations, the Conference of State Parties to the UNCAC, OECD-DAC Anti-Corruption Task Team meeting) to build partnerships with key stakeholders.

Impact-Based Reporting:

UNDP considers efficiency, effectiveness, accountability and transparency as key for trusted development partnerships. Therefore, UNDP has made itself available to outside scrutiny. Assessments by donor organizations and other partners provide UNDP and its management with important opportunities for reflection and learning. They are instrumental in helping the organization to build on its strengths and to improve in areas where it is perceived to fall short of the expectations of its partners.

UNDP is continuously improving its monitoring and evaluation framework, as part of its efforts to enhance its efficiency and accountability. UNDPs current emphasis on results reporting is consistent with AusAID’s focus on results which “includes the development of a high-level results framework as part of the whole-of-ODA budget strategy” (An Effective Aid Program for Australia, [page 24](#)).

In the area of anti-corruption, UNDP is taking steps to address the need for better results reporting. After consultations with donor partners in 2010, UNDP moved from output-based reporting to **impact-based reporting**. This move is consistent with the recommendations of the mid-term review of the UNDP strategic plan (2008-2013) which called for more impact reporting. The 2011 work plan of PACDE included results indicators for each area. The work plan also focused on building synergies between global, regional and country level activities, where applicable.

⁶ UNDP and Australia has signed the “Partnership Framework between the Australian Agency for International Development (AusAID) and the United Nations Development Programme (UNDP) 2008-2015”. Australia recognizes the vital role of UN in the formulation of the MDGs and in placing those goals at the centre of the international development agenda. Through the UNDP Executive Board, Australia has contributed to the development of UNDP’s Strategic Plan 2008-2011, the Triennial Comprehensive Policy Review, country programs and approved development assistance budgets and policies

⁷ Partnership Framework Between AusAID and UNDP, 2008-2015.

⁸ Commonwealth of Australia, An Effective Aid Program for Australia, [Making a real difference—Delivering real results, 2011](#).

1.5. Lessons Learned from UNDP's Interventions on Anti-Corruption

Mainstreaming Anti-Corruption in MDG Acceleration:

UNDP's experience in anti-corruption programming has shown that for anti-corruption programmes and interventions to achieve sustainable and effective results, they should be anchored or mainstreamed into major development activities. Such mainstreaming will help to increase transparency, accountability and integrity of institutions, systems and processes that deliver services and safeguard basic rights of people.

However till 2010, development practitioners and anti-corruption experts worked in parallel. Development discourse, including on MDG achievement, tended to focus more on up-scaling of financial resources. Little attention was paid to address governance challenges, such as corruption bottlenecks and poor governance systems that contribute to the haemorrhage of resources from the public purse.

After the 2010 MDG summit, UNDP as the Chair of the United Nations Development Group (UNDG) at the global level and the coordinator of the UN's development work on the ground took the initiative to **integrate anti-corruption in implementation of the MDG Acceleration Framework** (MAF)⁹ in order to build national capacities to prevent corruption and leakages of resources meant for development.

In addition, UNDP is also responding to the growing demand for efficient service delivery by focusing on **fighting corruption through sectoral approach** to improve service delivery in education, health and water sector. A sectoral approach to fighting corruption helps to:

- First, reinforce and extend the effectiveness of general public administration reforms and good governance initiatives.
- Second, allow practitioners to draw on existing knowledge to understand corruption risks, pressures, and resistance to reforms.
- Third, public support, which has strong impact on the leadership and political will for governance reform, is commonly stronger for anti-corruption measures in sectors.

Further, UNDP experience in governance and poverty reduction programming has shown that **strengthening social accountability** (such as citizen feedbacks and community monitoring of services, budgets and infrastructures, i.e. citizens and civil society voice and capacity to demand accountability from duty bearers, particularly related to provision of basic public services) is crucial for promoting transparency, accountability and integrity of institutions and systems. For example, UNDP's social accountability pilots launched in India, Kenya, Nigeria, the Philippines, Uganda, and Zambia show that community empowerment and monitoring increases the responsiveness of public institutions and office-holders, improves and accelerates the provision of infrastructure and services and enhances opportunities for public oversight and participation of communities and disadvantaged groups in decision making. In all these pilots, local communities contributed to improvement in public service delivery by holding local government to account on construction of schools, construct water tanks, and renovate hospitals and health posts.

UNCAC Implementation and Going Beyond the Minimum:

UNCAC self-assessment and the review process provide an entry point for wider governance reform. A participatory self-assessment and review process expands the space for dialogue through multi-stakeholder engagement in addressing corruption and promoting governance reforms. The broader engagement also serves as vital means to gain governments' buy-in and encourage it to implement reforms.

During the first phase of PACDE, UNDP developed the corporate strategy on anti-corruption and provided guidance and training to its staff to focus on the prevention of corruption (Chapter 2 of UNCAC), as part of

⁹ The MAF provides national stakeholders with a systematic approach to identify and analyse bottlenecks that are causing MDGs to veer off-track or to advance too slowly. It then aims to generate shared diagnostics and to recommend comprehensive, collaborative and focused actions, based on prioritized 'acceleration' solutions. For more details, please see [MDG Acceleration Framework 2011](#). In its Annual Business Plan, UNDP has chosen 20 countries for the MDG acceleration in 2012 and PACDE will integrate anti-corruption in MAF in at least 6 countries.

the overall efforts to support UNCAC implementation. At present, more than 90 per cent of UNDP anti-corruption interventions fall under the preventive measures listed in Chapter 2 of UNCAC.

A key area in the UNCAC review mechanism where UNDP made significant contribution is in supporting engagement of non-state actors and media in the UNCAC review processes. UNDP together with UNODC introduced in 2010 a methodology on conducting participatory UNCAC Self-Assessment, '[Going beyond the Minimum](#)'.

Now the "Going beyond the Minimum" methodology has become a part and parcel of the UNCAC review mechanism. For example, in 2010, more than 32 countries, which were selected for UNCAC review in 2010, benefitted from UNDP-UNODC training on UNCAC self-assessments. The trainings helped countries to implement participatory UNCAC self-assessment, increase space for national dialogue on anti-corruption and expand opportunities for broader governance reform. The Going beyond the Minimum methodology was also used in 2011 to train national experts as well as civil society organizations to participate in national dialogue processes on UNCAC.

Strengthening Capacity of Anti-Corruption Agencies (ACAs):

Anti-Corruption Agencies play a vital role not only in investigating and prosecuting corrupt individuals but also have a monitoring and oversight role to ensure effective and efficient use of public resources.

Over the last two decades, the number of ACAs has increased significantly. In many countries, the establishment of specialized anti-corruption agencies, institutions and bodies has not only been seen as one of the most important national initiatives necessary to effectively tackle corruption but as an essential institution to strengthen governance. However, despite the increasing prevalence of national ACAs, these agencies have had varied and uneven impact on reducing overall corruption and have often been criticized for not living up to their promise of tackling corruption effectively.

However, the failure of anti-corruption agencies is not just an institutional failure but reflects larger governance failures. UNDP nonetheless considers that anti-corruption agencies can, and should, play an important role in a country's national accountability framework and thus, these agencies should be provided with appropriate assistance to strengthen ACAs' capacity to monitor delivery of services by government institutions, to investigate cases of corruption, and to increase coordination mechanism among government institutions, media and civil society in the fight against corruption.

UNDP's commitment to strengthen ACAs was reinforced by the endorsement of States Parties to the UNCAC that ACAs are a crucial element of any national anti-corruption framework. Articles 5, 6 and 36 all recognize the need for States Parties to ensure the existence of ACAs that have the mandate, independence, quality staff and resources to discharge their mandates effectively.

In response to the needs of ACAs and support ACAs to effectively discharge their mandates, UNDP developed [a Practitioners' Guide to Capacity Assessment of Anti-Corruption Agencies](#). The Guide is a practical resource to assist ACAs to develop and strengthen their capacity. The capacity assessment methodology proposed in the Guide is based on experiences in conducting capacity assessment of ACAs in seven countries including Bhutan, Moldova, Mongolia, Montenegro, Kosovo, and Turkey. The Guide was validated at a workshop in Bratislava, attended by representative of ACAs from Bhutan, FYR Macedonia, Malaysia, Malawi, Moldova, Montenegro, Morocco, Serbia, Singapore, South Africa, and Yemen. UNDP's investment in capacity development of anti-corruption institutions helped to shift the focus from the failures and limitations of anti-corruption institutions to a more constructive dialogue on steps and strategies to strengthen the role and capacity of anti-corruption agencies.

2. REGIONAL CONTEXT

UNDP's experiences from its regional programmes demonstrate that anti-corruption interventions should be tailored to regional and local context to achieve results and ensure sustainability.

2.1. Asia-Pacific Region

In Asia, despite tremendous economic growth over the past decades, inequality and exclusion remain high. Corruption in the provision of social services reinforces poverty by excluding the poor from accessing essential services and preventing them from bridging existing social and economic gaps. In addition, many Asian countries also transitioned to democracy. However, though the number of countries with democratic institutions and systems has increased in recent years, the democratic space for citizen participation, and capacity to voice and demand accountability has not increased. These governance challenges must be addressed through improved accountability and transparency systems and strengthening oversight and checks and balances within and outside government.

However, it should be noted that Asia is extremely diverse with great variations among countries in terms of political systems, economic development, cultures and population size. From China and India – the two most populous nations on earth, to Maldives and Bhutan, the governance and corruption challenges vary greatly. At the same time, some challenges are also common among several countries in the region. For example, countries such as Afghanistan, Indonesia, Malaysia, Mongolia, and Timor-Leste are heavily reliant on natural resources for national revenues. Transparency in the management of these resources and better corporate governance and integrity are essential to ensure that revenues from natural resources translate into equitable and sustainable development for the region. In both cases mentioned above, solutions must be tailored to the local context.

International corruption indices show a mixed picture in Asia. While many countries in the region are ranked low in international indexes,¹⁰ others, such as Bhutan and Malaysia, lead the region in combating corruption. Some other countries, such as Bangladesh, and Indonesia have also improved their position in international indicators significantly over the past few years. These countries should be supported to ensure that their progress continues and is sustainable in the long term. Lessons and good practices from these countries should also be shared within the region.

In the region, UNDP focuses its anti-corruption work to develop legal and regulatory frameworks, support the design of national anti-corruption strategies, build capacity of anti-corruption agencies and engage civil society in the fight against corruption. Furthermore, UNDP programmes in public administration reform, access to justice and electoral reform have complemented these anti-corruption efforts.

Over the last four years, UNDP has implemented more than a dozen national anti-corruption projects in Asia through its country offices and with support from the UNDP Asia-Pacific Regional Centre in Bangkok (APRC). This includes projects in: Afghanistan, Bangladesh, Bhutan, China, Lao PDR, Malaysia, Maldives, Mongolia, Philippines, Sri Lanka, Thailand, Timor-Leste, and Viet Nam. See Annex 5 for more details. In 2007, UNDP set up a regional anti-corruption community of practice: the Integrity in Action Community of Practice (aka INTACT). Its first meeting took place in Phnom Penh in preparation of the [Asia-Pacific Human Development Report: Tackling Corruption, Transforming Lives](#). In recent years, with support from PACDE, UNDP APRC in Bangkok has focused its anti-corruption work on supporting countries to implement the UNCAC. In October 2008, APRC organized a first [regional training for anti-corruption practitioners and experts on UNCAC](#). At a follow-up meeting in February 2010, a Regional UNCAC Consortium was set up by APRC in partnership with the UNODC Regional Centre in Bangkok. The Consortium contracted the expertise

¹⁰ See for example Transparency International, Corruption Perceptions Index, 2010; World Bank, Governance Indicators (Control of Corruption), 2010; Global Integrity, Global Integrity Report, 2010.

of the Basel Institute on Governance (Switzerland) and the Institute of Governance Studies (Bangladesh) to support countries to self-assess their implementation of the Convention. UNDP and UNODC, with technical inputs from the Consortium and GTZ (now GIZ), developed a [Guidance Note on UNCAC Self-Assessments](#), which provides policy guidance and practical advice for countries undertaking UNCAC self-assessments. The Guidance Note has been adopted globally and has been translated in Arabic, French and Spanish.

In 2010-2011, seven countries undertook UNCAC self-assessment with support from APRC and UNDP Country Offices, namely Bhutan, Lao PDR, Maldives, Mongolia, Sri Lanka, Timor-Leste and Vietnam. In 2010, APRC also piloted two ACA capacity assessments in Mongolia and Bhutan in partnership with UNODC. In cooperation with PACDE, the Bratislava Regional Centre, and the Pacific Centre, APRC developed a practical methodology, recently published as the [Practitioners' Guide on Capacity Assessments of Anti-Corruption Agencies](#).¹¹ UNDP APRC's anti-corruption work is also focusing on prevention of corruption through sector approaches in health, education and water sectors, as well as developing national capacities to measure corruption and monitor anti-corruption efforts. In October 2011, APRC organized a regional community of practice meeting on these themes in Kathmandu, Nepal, with anti-corruption practitioners and experts from 20 countries in Asia-Pacific attending. Three regional reports are currently under preparation: i) on good practices in diagnosing and combating corruption in the health, education and water sectors; ii) on measuring corruption and monitoring and evaluating anti-corruption efforts; and iii) on UNDP anti-corruption programming in Asia. APRC aims to deepen this work in the years ahead.

Moreover, in partnership with **UNDP Pacific Centre**, UNODC Regional Centre for East Asia and the Pacific, and the UNDP Global Anti-Corruption Team, APRC took the lead to develop a global anti-corruption portal to capture knowledge and experiences on anti-corruption in Asia-Pacific and beyond. The Global Anti-Corruption Portal was launched on 9 December 2011. The portal is a user-friendly website with information, including reports, news, events and other materials, on anti-corruption around the world. A key feature of the portal is the ability for any organisation and individual to upload resources and information to the site, thus creating a first online global anti-corruption community.

2.2. The Arab States Region

The political movement witnessed in the Arab States region was the reflection of the negative impact of wide-spread political exclusion, nepotism and corruption, which deprived access to basic services, increased inequality and vulnerability of people. The [2009 UNDP Arab Human Development report](#), which focused on challenges to human security in the region, forewarned these developments. In countries where public opinion surveys were undertaken, corruption was identified among the key threats to human security. The youth were particularly aware of the problem, as revealed in the findings from the Arab Youth Forums. Corruption was also one of the top factors for insecurity and conflict, in addition to poverty, poor governance, and inequality and widening gap between the "haves" and "have-nots".

In the Arab states, there are a number of areas that require urgent attention: Strengthening integrity in government, with a focus on particularly vulnerable sectors such as procurement, customs, health, water, social security and other basic public services; reinforcing integrity in the judiciary and the police; improving the capacity to investigate and prosecute corruption; strengthening the role of parliament and other oversight institutions, specifically administrative and financial inspection bodies; enhancing engagement of civil society and the media; enabling the pro-active involvement of the private sector; and mainstreaming anti-corruption issues into the education system.

The repercussion of poor performance in the education, health, and water sectors is borne primarily by the poor and vulnerable. In Egypt, for instance, out of every 1,000, 41 children die before they reach the age of 5, and the newborn mortality rate is 33 per 1,000 live births. At the same time, the maternal mortality rate is 67.6 per 100,000 live births.¹² The literacy rate is only 70.3 percent in the Arab region. Though the net enrollment ratio in the region is higher at 65.5 percent compared to the developing countries average of 64.1 percent, nevertheless it is below the international average of 67.8 percent.¹³ Only seven countries in the region—Algeria, Bahrain, Egypt, Kuwait, Saudi Arabia, Syria, and the United Arab Emirates have achieved, or are likely to reach the related MDG targets on education by 2015. While corruption is not the only cause of these poor development outcomes, it is as an important contributing factor.

Since 2002 and under the aegis of the Programme on Governance in the Arab Region (POGAR), UNDP has provided support in the fight against corruption to more than 20 Arab countries. UNDP has used incremental approach to raise awareness and build networks of anti-corruption practitioners across the region. More recently, anti-corruption technical assistance has been channelled through PACDE, the regional anti-corruption project titled “Anti-Corruption and Integrity in the Arab Countries (ACIAC)” and UNDP Country Office projects. The technical support includes joint activities with UNODC to provide training on UNCAC review and self-assessment, strengthening anti-corruption institutions in Egypt, Iraq, Jordan, Morocco, and Yemen, raising awareness on strengthening sectoral integrity, and supporting civil society’s engagement to fight corruption (e.g., training on investigative journalism in Yemen).

Since 2002, UNDP has served as the facilitator of regional dialogues on anti-corruption by bringing major stakeholders together, providing support for regional networks to open space for policy dialogue in between state and non-state actors, providing technical support for the ratification and implementation of UNCAC, and supporting the anti-corruption institutions in the region. UNDP also established the Arab Anti-Corruption and Integrity Network (ACINET) – an interactive and inclusive regional network for capacity development, knowledge networking and policy dialogue in the area of anti-corruption – has been instrumental in bringing state and non-state actors together.

More recently, in response to the unprecedented demand for democratic and anti-corruption reforms in the Arab States, UNDP has supported anti-corruption efforts in Egypt, Iraq, Jordan, Morocco and Tunisia. UNDP support has targeted to mitigate risks during the transitional period and develop a medium-term strategy to strengthen anti-corruption capacities.

2.3. Africa Region

In the **Africa region**, the history of fight against corruption goes back to the 1970s. For example, Tanzania’s Prevention of Corruption Act was adopted in 1971 and Zambia’s Anti-Corruption Commission was established in 1980. The wave of democratization in the 1990’s also shifted Africa’s development discourse from narrow focus on economic growth to notions of good governance. During the 1990s, many governments in Africa adopted anti-corruption laws and established specialized anti-corruption agencies (ACAs).¹⁴ Some of the regional and sub-regional norms and standards in Africa region even predate UNCAC. For example, the Southern African Development Community (SADC) Protocol against Corruption

¹² Assessing the Millennium Development Goals Process in the Arab Region, National Case Studies, The Arab NGO Network for Development, 2010, <http://www.annd.org/administrator/pubfile/MDG%20Case%20Studies%20Book%20english.pdf>

¹³ Assessing the Millennium Development Goals Process in the Arab Region, National Case Studies, The Arab NGO Network for Development, 2010, <http://www.annd.org/administrator/pubfile/MDG%20Case%20Studies%20Book%20english.pdf>

¹⁴ For examples, the Amendment of the Prevention of Corruption Act and first Kenya Anti-Corruption Authority in 1997; the Corruption and Economic Crime Act 13 of 1994 and establishment of Botswana’s Directorate on Corruption and Economic Crime; Malawi’s the Corrupt Practices Act 1995 and establishment of Anti-Corruption Bureau; and Uganda’s Director of Public Prosecution under the Prevention of Corruption Act, 1970).

and the African Convention on Preventing and Combating Corruption adopted on 2001 and 2003, respectively.

Majority of countries in Africa have ratified UNCAC and the African Union Convention on Preventing and Combating Corruption. Many of the countries have enacted some type of anti-corruption laws, have a dedicated anti-corruption body to deal with corruption and have national legislation to address corruption.

However, when one closely looks at the impact of anti-corruption policies, strategies and interventions, there seems to have limited impact on reducing corruption in the region. Corruption remains a major threat to human development and a major bottleneck to the achievement of the MDGs in the region. Corrupt practices ranges from petty corruption to large scale political corruption where considerable sums of money are paid in return for preferential treatment or access. In the extractive sector, for example, twenty-one resource-rich African countries have now joined the Extractive Industries Transparency Initiative (EITI) and the Central African Republic, Ghana, Liberia, Niger and Nigeria are already fully compliant. Still, Sub-Saharan Africa continues to rank low on the Revenue Watch Index, which measures governments' willingness to disclose information on their resource revenues. As 2015 approaches, this becomes a decisive time to augmenting anti-corruption efforts to MDG acceleration.¹⁵ While some countries are on track to attain the goals, overall progress in Sub-Saharan Africa is slow and improving transparency in service delivery will thus improve overall MDG attainment.

Some of these reasons for poor performance of Africa on anti-corruption are the general weakness of state institutions, limited political will, and lack of transparency in decision making as well as weak demand for anti-corruption by the populace.

To address the above-mentioned challenges, UNDP has recently scaled-up its anti-corruption intervention in Africa through PACDE and through regional advisors/specialist based in Dakar and Johannesburg Centres to develop country level programming capacity and strengthening civil society organization. UNDP will continue supporting UNCAC implementation and linking it with on-going governance initiatives, supporting national anti-corruption initiatives and sharing anti-corruption knowledge, and supporting sectoral anti-corruption efforts to achieve the MDGs including scaling up on going pilot initiatives in Kenya, Nigeria, Uganda and Zambia.

UNDP also aims to accelerate MDG achievement by strengthening citizens and civil society capacity to enforce accountability and demand for better public services through the use of ICT tools. As shown by the pilot initiatives mentioned above, simple web-based technology, and media based tools and channels have fostered citizens' voice and enabled them to express their concerns, complaints or suggestions and demand accountability from duty bearers (service providers).

For example, an innovative initiative called *Huduma* (www.huduma.com) was recently launched in Kenya and is currently being piloted in Nigeria to enable citizens to report on service delivery in their communities via SMS text messaging. While still in its initial phases, *Huduma* has successfully mobilized youth and local communities to inform authorities when services are not adequately or transparently delivered. This has made both local and national leadership more accountable to citizens, particularly on the achievement of MDGs. *Huduma* is both a technological tool as well as a strategy. Technology (mainly in the form of SMS, web and other media) is deployed as a tool for ordinary people to channel their concerns and observations to authorities for redress. The strategy involves building multiple partnerships with civil society groups and the government to promote civic education, to facilitate public and local media utilization of *Huduma* as a problem-solving tool and to engender government buy-in at the local and national levels.

¹⁵ UN (2010), The Millennium Development Goals Report 2010.

2.4. The Latin America and the Caribbean Region

Over the past decade local governments in Latin America have continued to assume new responsibilities on governance. Decentralized processes have continued to move forward at varied pace in different countries, with a few setbacks. At the same time, citizen participation in local decision-making processes was enhanced through several activities promoting local accountability and transparency.

However, the second [UNDP Report on Democracy in Latin America](#) published in 2011 noted that democratically elected governments in the region are still failing to fully meet the political, social and economic aspirations of a majority of their population, due to several reasons. First, the huge disparities in income in Latin America represent a direct threat to the consolidation of democracy and citizen participation, a situation that has not changed substantially over the decade.

Second, many governments have weak capacity to implement policies and enforce the law. Government effectiveness is low in most of these countries, and almost all countries show a low level of rule of law. A broad segment of the population, especially the poorest, is being restricted to access to justice. According to the World Bank Institute's latest Good Governance Index, Peru, Argentina, Guatemala, Honduras, Bolivia, Ecuador, Paraguay, Venezuela and Nicaragua, show an indicator of government effectiveness below 50 per cent (and some countries show an index as low as 14 per cent). The same can be said about the rule of law index with respect to Brazil, Colombia, Mexico, Peru, Argentina, El Salvador and Honduras that fall below 50 per cent, but the case of Paraguay, Guatemala, Bolivia, Ecuador and Venezuela show indexes below 20 per cent. Only four countries in Latin America show rule of law indexes of more than 50 per cent (Chile, Uruguay, Costa Rica and Panama).

Third, there is increased insecurity due to crime and violence. According to the World Health Organization (WHO), Latin America and the Caribbean is the second most violent region in the world with high rates of interpersonal violence and crime. According to the *Latinobarometro*, 35.9 percent of respondents have been, or have a family member that has been the victim of a crime in the last 12 months. The highest levels in this study were registered in Venezuela (52 per cent) and then Argentina, Brazil, Mexico, Honduras and Peru, with rates slightly above 40 per cent. The region also has a high murder rate average, though with large differences, where the highest rates in Latin America are in El Salvador, Colombia and Mexico. The Caribbean is perhaps the world's most violent region, where the number of murders per 100,000 inhabitants exceeds the number in regions with countries in conflict, with figures similar to those of Colombia and El Salvador.

Fourth, in Latin American and the Caribbean (LAC) region, there is a high concentration of wealth and also widespread poverty. Despite being a region with an annual GDP of six billion dollars, LAC's income inequality is one of the highest in the world. The richest 20 per cent of Colombia gets 62 per cent of income (2006),²⁰ similar to that of Bolivia (61 per cent, 2007), Honduras (60.8 per cent, 2007), Brazil (58 per cent, 2009), Guatemala (57.8 per cent, 2006), Panama (56.8 per cent, 2009), Paraguay (56.5 per cent, 2008), Mexico (56 per cent, 2008), the Dominican Republic (53 per cent, 2007), Peru (52 per cent 2009), El Salvador (51.9 per cent, 2007) and Argentina (50 per cent, 2009).

In addition to the four aspects mentioned, other more specific features, especially related to public corruption in countries of the region, have been noted. While corrupt practices occur in all societies and all levels, local governments in newly democratic countries (like most of the Latin American and Caribbean region), are particularly vulnerable. Decentralization and devolution of power including financial responsibility, increased discretionary powers and new service delivery responsibilities have also created greater opportunities for corruption and institutional vulnerabilities.

Further, civil service in transition, cumbersome legislation, overlapping responsibilities of different government agencies and legal confusion, bureaucratic procedures, complex and excessive regulations,

weak institutional control and oversight, ineffective legislatures, dysfunctional judicial systems that are not efficient nor independent, weak social controls, poor coordination, lack of citizens' voice, mixed attitudes towards corruption, and lack of political will to control corruption have also exacerbated the situation and created conditions conducive to corruption, diversion of incentives and abuse of power in the majority of countries in the region.

Under the democratic governance practice area, UNDP has been supporting initiatives of the governments in LAC for a long time. At present there are some 70 projects to the tune of \$216 million in the regions that are related, in one form or another, to the fight against corruption. Of these, 97 percent are national projects and 3 percent are regional level projects. To implement these projects, UNDP relies on working with national counterparts and collaborating with international partners and actors.

UNDP through PACDE and the regional programme titled "[**Transparency and Accountability in Local Governments \(TRAALOG\) Initiative**](#)" has recently supported transparency and accountability assessment of public services at the sub-national level, strengthening anti-corruption institutions, building capacity on social audits for local governments, and training national counterparts on UNCAC. UNDP's TRAALOG initiative, depending on the enabling environment and level of political will of the government counterpart, has country-specific initiatives in Mexico, Colombia, Dominican Republic, El Salvador, Brazil, Peru, and Chile.

In **Colombia**, UNDP launched a project to strengthen the capacity of Municipality of Cartagena to design and implement a Municipal Ethics Management System and assess the capacities of local civil society organizations to conduct oversight of the local government. In **Mexico**, UNDP working with one of the most prestigious research organizations in the region, CIDE, started an initiative to develop a methodology to analyze challenges and identify best practices in the implementation of access to information laws at the sub-national levels. In **El Salvador**, UNDP strengthened the capacity of the Central American Forum for Transparency, which was being co-sponsored by the Presidency of **El Salvador**, Transparency International, FUNDE (a prestigious local NGO), and the Central American Integration System (SICA). In **Dominican Republic**, UNDP supported an initiative to develop and implement a communication strategy on anti-corruption in the municipality of El Cercado, by involving youth.

3. PROJECT STRATEGY

This proposed project seeks to strengthen national capacities to integrate anti-corruption measures into development processes and enhance service delivery. This project expands the scope of UNDP's global programme on anti-corruption at the country level. It aims to minimize the negative impact of corruption on development by preventing leakage of resources from the public purse and thus, contributing to development processes to reduce poverty, accelerate achievement of the MDGs and promote sustainable development.

The project prioritizes support in the following areas: (a) achievement of the Millennium Development Goals; (b) strengthening national capacities to implement UNCAC and anti-corruption initiatives including technical assistance to post-conflict countries and countries in transition; (c) Strengthening the capacities of ACAs to improve coordination, implement national anti-corruption strategies and enhance ACAs role to provide oversight role to those institutions responsible for service delivery.

It will deliver technical assistance to requesting countries in Asia and the Pacific, as well as selected Latin American and the Caribbean, African and Arab countries, using UNCAC as a guiding framework for support and complementing existing programmes implemented by UNDP and UNODC.

The first year of the project (2012) will focus on assessing the level of interest, getting buy-in from programming countries, sensitizing and raising awareness of governments, CSOs, media and other stakeholders through advocacy, research and workshops, and putting in place the necessary architecture for full implementation of the project from 2013 onwards.

From 2013 onwards, the programme will focus on deepening the engagement at the national level to strengthen national capacities, systems and institutions to mainstream anti-corruption in national development processes and implement other proposed activities of this project. This will include providing policy advisory services and helping to link interested Country Offices to relevant experts and researchers in this area; training and awareness-raising of national stakeholders (e.g. government officials, CSOs etc.) through workshops, provision of educational materials, etc.; provide support to government institutions (sector level institutions, anti-corruption agencies) to support the sectoral reforms, support to CSOs and media to monitor implementation of the project and provision of services. The project will also promote South-South cooperation and exchange of knowledge and support national anti-corruption capacities by using UNDP's capacity development methodology.

Specifically, in the implementation of the project, following strategies will be adopted.

- a) **Gender:** UNDP [Gender Equality Strategy](#) stresses on the importance of women's empowerment for achieving objectives in all its areas of work (poverty reduction, democratic governance, crisis prevention and recovery and the environment and sustainable development). All policies, programmes and project developed and implemented by UNDP pay specific attention to promoting gender equality and women's empowerment. In the implementation of this project, measures will be taken to ensure gender balance in anti-corruption trainings as well as develop specific mechanisms to reduce the burden of corruption on women. As corruption disproportionately affects poor women and is a major hindrance to gender equality and women's empowerment, women's organizations will be supported to develop anti-corruption initiatives, including in post-conflict countries. The primer on gender and corruption, '[Corruption Accountability and Gender: Understanding the Connection](#)' produced by UNDP and UN Women in 2010 acknowledges that despite disproportionate impact of corruption on women, there are not enough tools, methodologies, experiences that can inform the development community on how to build synergies between anti-corruption programmes and women's empowerment programmes.

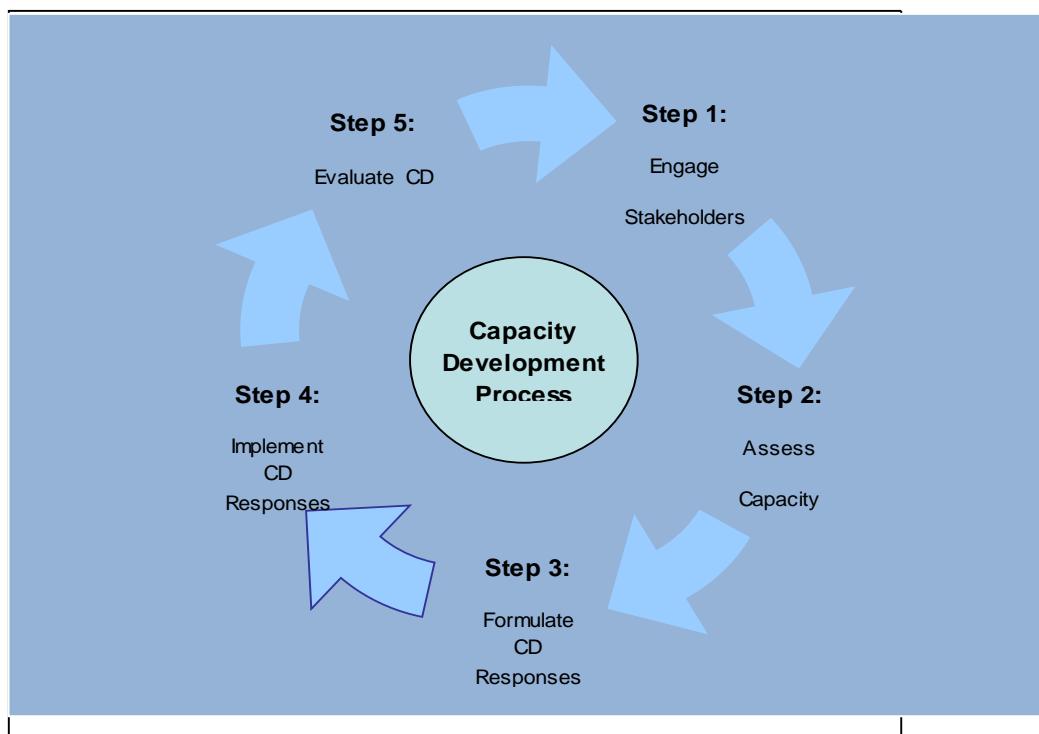
Therefore, as part of the larger strategy to tackle corruption in public service delivery and accelerate achievement of MDGs, in 2011, PACDE partnered with Huairou Commission to understand the impact of corruption on women and the strategies adopted by local women's groups to combat corruption and increase governments' accountability and transparency. UNDP and Huairou Commission – a global coalition that empowers grassroots women's organizations to enhance community development practice and exercise collective political power at the global level – worked with 11 grassroots organizations in eight countries in Africa, Asia and Latin America to map grassroots women's experience with corruption. The preliminary findings from the study were presented at a side event of the fifty-sixth session of the Commission on the Status of Women (CSW) in February 2012 in New York. These findings will also inform development of a training module on Gender and Corruption that will inform anti-corruption and gender practitioners about gendered nature of corruption, areas where opportunities for corruption (and harassment of women) exist, impact of corruption on women, and how to design gender sensitive anti-corruption programming and how to mainstream anti-corruption into women's empowerment programmes, etc.

- b) **South-South partnership:** In this project, UNDP intends to maximize learning experiences through South-South partnerships. It will build on PACDE current work in knowledge sharing between countries in the global south. For instance, UNDP, through PACDE, has facilitated study tours between anti-corruption commissions of Botswana, East Timor, Bhutan and Maldives and have also trained civil society organizations and journalism on monitoring and reporting corruption.
- c) **Selection of priorities countries:** UNDP will strengthen country-level focus in the area of anti-corruption through this proposed project. Countries will be selected through different process. A majority of them will be selected through competitive process based on the UNDP Country Offices' expressions of interest. In addition, others will be chosen based on direct request for technical assistance on anti-corruption by governments and based on on-going interventions at the country level that provide an entry point for anti-corruption interventions. These include UN/UNDP's on-going interventions (e.g., countries preparing a new UNDAF), countries going through UNCAC

review mechanism, countries implementing MDG acceleration framework and priority countries indicated in the 2012 UNDP Annual Business Plan, etc.

d) **Capacity Development:** UNDP defines capacity as “the ability of individuals, organizations and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner”. Its capacity development approach proposes a process through which capacities are obtained, strengthened, adapted and maintained over time. The capacity assessment is a five step process, (see below diagram where capacity response (CD) are formulated after capacity assessment) where existing key capacities and outstanding capacity needs for delivery of study is assessed. The capacity assessment focus on three inter-linked level: the enabling environment (border context), the organizational set-up (internal policies, arrangements, procedures and frameworks) and individual skills (skills, knowledge and experience).¹⁶ The findings from the capacity assessment can be used as a baseline to monitor and evaluate progress. The capacity assessment is critical for design and implementation of effective capacity development responses that address gaps at all three levels.

Graph 1: UNDP’s Capacity Development Approach



3.1. OVERALL OBJECTIVE

The overall objective of this proposal is **to assist in strengthening of national capacities to integrate anti-corruption measures into development processes to enhance service delivery and achieve the MDGs**. More specifically, this project has the following three objectives.

Objective 1: To Accelerate MDG achievement and reduce poverty through addressing corruption bottlenecks.

Objective 2: To mainstream UNCAC and anti-corruption into national development processes.

Objective 3: Strengthen the capacity of anti-corruption agencies (ACAs).

This project aims to support countries to mainstream and integrate anti-corruption measures into national development processes to minimize the negative effects of corruption bottlenecks. The project will mainstream anti-corruption measures in an inclusive and participatory manner, with specific attention

¹⁶ For more details, see the [UNDP Capacity Assessment Practice Note 2008](#).

to issues affecting women, girls and other marginalised groups. To achieve its aims, the project will assist to mainstream anti-corruption in national plans, MDG acceleration framework and UNDAF processes; foster dialogue at the national level to inform public policy and strengthen citizens' feedback mechanisms; and targeted support for post-conflict and transition countries in the area of anti-corruption.

Through the provision of technical assistance and building on UNDP's longstanding experience and expertise in capacity development, this project also aims at strengthening the capacity of relevant institutions (including, but not limited, to anti-corruption agencies) to prevent and control corruption and to enhance international cooperation in efforts against corruption. This includes assistance with capacity assessment, evaluation of national anti-corruption strategies, work plans, training on prevention, investigation and prosecution of corruption, technical expertise for conducting assessment and risk analysis of sectors (e.g., education, health and water) and implementing risk reduction/mitigation roadmaps.

Building on its broader governance programme, UNDP aims to continue encouraging multi-stakeholder participation in the fight against corruption and promoting the active engagement of civil society, the private sector, parliamentarians and the media as stakeholders demanding governance and anti-corruption reforms. This includes delivery of anti-corruption training and other awareness raising activities; public forums to promote active engagement in the UNCAC review and other national processes; and support citizen monitoring of government services, budget and infrastructures.

3.2. Specific Objectives

Objective 1: To Accelerate MDG Achievement and reduce poverty through addressing corruption bottlenecks.

Over the past decade notable progress has been made on certain MDGs. Yet progress is uneven between and within regions and within countries. This varied progress has implications for MDG achievement by the 2015 deadline. Some countries may not achieve all of the MDGs, without renewed commitment and concerted action to address the major bottlenecks such as leakages of resources. Evidence shows that it is crucial to address the issues of poor governance, low institutional capacity, and resource leakages to accelerate the progress on MDGs.

In 2010, among 34 MDG country reports drafted by UNDP country teams, none mentioned corruption and other governance related issues as major bottlenecks for MDG achievement. Lack of acknowledgement of the governance and MDG linkages, was exacerbated by disconnect between the anti-corruption community of practice and poverty group practice, which operated at the country level in a less complementary way. Moreover, as mentioned earlier in the Lessoned Learned section, until recently, the discourse on the MDG achievements tended to focus more on up-scaling financial resources into developing countries (e.g. through increase in ODA, development of innovative finance schemes, etc.) and less on preventing the leakages of resources.

The 2010 MDG Summit clearly identified corruption as a major bottleneck and member states stressed commitment for fighting corruption as a priority with the realization that 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.

To accelerate progress to achieve MDGs and reduce poverty, the MDG Acceleration Framework (MAF) was developed by UNDP to help countries identify and resolve barriers to eradicating extreme poverty, and achieving sustainable development. Working together with partners such as OECD, UNESCO, WHO, and UNICEF, UNDP is also focusing on sectoral approach to fight corruption in education, health and water sector and enhancing its engagement with civil society to monitor services, budget, and expenditures to increase access and quality of public service delivery. Further, UNDP is also mainstreaming governance and anti-corruption interventions in the implementation of the MAF.

The MAF pilots were rolled-out in 2010 and 2011 in Belize, Burkina Faso, Chad, Colombia, Ghana, Jordan, Lao PDR, Mali, Niger, Papua New Guinea, Tajikistan, Tanzania, Togo, and Uganda (please see Annex 6 for more details). These countries were selected based on the interest of several UN Country Teams and

national governments and also on the basis of country typologies (e.g., both the Least Developed Countries (LDCs) and Middle Income Countries (MICs), although majority of the countries selected were LDCs).

Objective 1 has the following three outputs:

Output 1.1: MDG Acceleration Framework (MAF) takes into account corruption bottlenecks in 10 countries.

Over the next four years, this proposed project will support at least 10 countries to integrate anti-corruption in the MAF action plans in order to remove governance and corruption bottlenecks and tackle off-track MDGs at national and/or sub-national levels. Output 1.1 is in line with the UNDP Medium-Term Strategic Priority to accelerate MDG achievement. UNDP has prioritized 40 countries to provide support to accelerate MDG achievement by implementing the MAF during the next 2-3 years. This project will thus choose 10 out of 40 countries based on the following criteria:

- 14 countries have already implemented MDG Acceleration pilots in 2010 and 2011. Of these 14 countries, those with strong focus on governance and anti-corruption reforms will be chosen for scaling-up their efforts.
- The rest of the countries will be chosen based on expressed demand by the UNDP Country Offices and ownership and buy-in from the governments. Country typology (LDC or MICs) will also be a factor in the selection process.

Key activities:

1. Identify, engage and reach agreement with potential countries that express interest and commitment to tackle off-track MDGs at national and/or sub-national levels by addressing governance/anti-corruption bottlenecks¹⁷ (please see above for selection of target countries).
2. Develop and integrate measures within the MAF to prevent leakages, promote transparency and access to information, and support public tracking of resources and monitoring of MDG achievement.
3. Provide advisory support and monitor the progress on MDG acceleration to ensure results achieved are consistent with the results framework.

Budget:

A total of US\$ 1.8 million is allocated to implement the above activities. More specifically, funds will be allocated to hire a full-time MDG coordinator to implement the activities under objective#1. 10 countries will be provided with US\$100,000 grant each to mainstream anti-corruption in MDG Acceleration Frameworks. Funds will be also allocated to cover costs related to travel, conduct relevant studies (including lessons learnt studies) and produce reports, and hire short-term experts to develop and integrate anti-corruption interventions in MDG Acceleration Frameworks. For more details see Annex 4B Detailed Budget Breakdown, page 38.

Output 1.2: Sectoral approach to fighting corruption developed and implemented in selected countries.

Anti-corruption interventions will be developed and implemented in the education, health and water sectors to improve access and quality of services in at least 15 countries. Potential countries will be chosen from Asia, Africa, Arab States and Latin America based on their expressions of interests, and paying special attention to the sustainability of the proposed intervention(s) and intended impact. The expression of interests has been received from more than 40 countries in early 2012 and consultation with UNDP Country Offices is underway to implement anti-corruption initiatives targeting a particular sector of a country.

¹⁷ Please see, UNDP, [MDG Acceleration Framework](#), November 2011.

From poverty reduction and MDG achievement angle, UNDP's main objective to address corruption in sectors (e.g., health, education and water) is to prevent leakages of resources, improve efficiency in service delivery and enhance access to the poor and vulnerable – who are the most affected by corruption in sectors. With this background, UNDP has developed and launched tools and methodologies to combat [corruption in education, water and health sectors](#) and has also trained its staff and national counterparts at regional levels (Africa, the Arab States and Asia-Pacific regions) on how to utilize these tools. UNDP has also supported several **anti-corruption projects in sectors** since 2010 to link its sector work and anti-corruption (broadly governance) streams. It should be noted here that UNDP's focus on addressing corruption in education, health and water sectors is based on three factors. First, in most countries these three sectors are among the largest public employer and recipients of public finance, and thus making these essential sectors more susceptible to corruption. Second, UNDP's Global Anti-Corruption Community of Practice meeting held in Athens in 2008 prioritized these three sectors as they are closely related to the MDGs¹⁸ and thus, important in terms of delivery services to the poor and marginalized population. Third, the 2010 MDG Summit called on member states to combat corruption in all manifestation at all levels in order to achieve the MDGs. Corruption in sectors has a high impact, particularly on poor and marginalized sections of the population, thereby hindering the efforts to achieve the MDGs.

UNDP's focus on sectoral approach to fighting corruption has provided some key lessons to making such interventions effective.

- Corruption tends to be hidden as mismanagement in the sectors and therefore, there is a need for training experts in the sector on anti-corruption.
- Anti-corruption interventions enhance efficiency, transparency and accountability in sectors and help address issues such as ghost teachers, absenteeism in health posts and leakages of public resource.
- Governments are keen on mapping and addressing corruption risks in the sectors rather than curbing corruption at the macro-level.
- For sectoral approaches to addressing corruption to be effective, they must be linked to overall anti-corruption interventions.
- The majority of anti-corruption interventions in sectors tend to focus on measuring and assessing corruption and not much on implementing a risk reduction plan. UNDP's focus is not on just developing diagnostic tools, but applying these tools to reduce corruption risks and support broader policy reforms.

UNDP's focus to implement sectoral approach to fighting corruption will thus identify corruption risks and facilitate public dialogue to implement measures to address or minimize corruption risks. This project will expand the ongoing country level pilots and support more countries to adapt and implement tools, methodologies and good practices in sector-specific anti-corruption interventions at the national and sub-national levels.

Key activities:

1. Provide advisory support to at least fifteen countries (at least five countries in one sector) to design and implement programs/projects to map out corruption risks in education, health and water sector and develop the corruption risks reduction plan. The priority countries will be selected through expressions of interest.
2. Provide both technical support and financial grants to implement corruption risk reduction plans.
3. Provide support for monitoring and evaluation of the programme/project.

Budget:

US\$ 1.6 million is allocated for implementing the activities under output 1.2. Of the \$1.6million, \$1.275 million will be used to support country level interventions to remove corruption bottlenecks and improve service delivery in 15 countries. The remaining \$325,000 will be used for conducting workshops on sectoral

¹⁸ MDG Acceleration is provided for as number one priority in UNDP's Annual Business Plan 2012.

approach to fighting corruption, one workshop on lessons learnt from implementing sectoral approach, travel costs, cover international experts who will develop training materials and sector plans, and costs related to publications and reports. For more details see Annex 4B Detailed Budget Breakdown, page 38.

Output 1.3: Multi-stakeholder networks and dialogue on social accountability supported in six countries

The initiatives on civil society monitoring of budget, infrastructure and services will be implemented in six countries and able to increase the access and the quality of services for the beneficiaries of the pilot interventions.

One of the priorities of PACDE is to strengthen the capacity of demand side (i.e. engaging with civil society and other relevant actors) to increase the space for engagement and sustains efforts for governance and anti-corruption reforms. Given the urgency to meet MDGs, citizens' monitoring of services, budgets, and infrastructure is vital for enhancing accountability and transparency in public service delivery and for accelerating the achievement of MDGs. UNDP has developed useful methodologies and tools for citizens monitoring of governance that are often known as the social accountability tools. The objective of these tools is to make governments more accountable to the public, particularly to the poor and vulnerable. PACDE is working with a number of CSOs to support civil society engagement in monitoring development activities in India, Kenya, Nigeria, the Philippines, Uganda and Zambia. Other partners in the project include GIZ, TI, TIRI and EITI and the Millennium Campaign.

PACDE has helped to establish citizens' feedback mechanisms using web-based platforms (e.g., Huduma in Kenya and Samadhan – Citizens' Action for Governance in India). These platforms allow citizens to file complaints related to corruption and poor services in the public service delivery through multiple means – SMS, toll-free number, internet and in writing or in person. Once the complaint is verified, it is forwarded to relevant government officials to take action. Initial results indicate that where authorities are taking the complaints seriously, there has been tangible reduction in resource leakages and marked improvement in the quality of services. UNDP hopes that these pilots will be replicated in other provinces in the country and will become part and parcel of government's grievance redress mechanisms in the provision of services.

UNDP, through this proposed project, will work in at least six more countries in 2012 and 2013. The second generation of activities to be supported by this project will take into account lessons learnt from the implementation of the above seven pilots. In addition, activities will also be tied to other political and governance initiatives – such as UNDP's work with parliamentarians, media and private sector to raise awareness and promote their active engagement in addressing corruption in sectors.

Key activities:

1. Produce knowledge products and share experiences from the ongoing seven pilots (both globally and locally) to encourage multi-stakeholder participation in monitoring services, budgets and expenditures.
2. Identify six additional countries and provide support to establishing civil society/community monitoring initiatives using ICTs and mobile technology to track government services, budget and infrastructures. The countries will be chosen based on expressed demand (through expressions of interest, direct request from the governments, and priorities of current partners - TI, Tiri and UN Millennium Campaign).
3. Raise awareness and develop capacity of parliamentarians, media and private sector to actively engage in the social accountability initiatives and use the information from these initiatives to influence national and local policy processes.

Budget:

US\$1.6 million is allocated for the activities under output 1.3. Specifically, US\$1.2 million will be used to provide grants to six countries to implement social accountability and citizens' monitoring initiatives. The remaining \$400,000 will be used to support south-south cooperation and knowledge exchange, and for

developing and managing key knowledge products (including web portals). For more details see Annex 4B Detailed Budget Breakdown, page 38.

Objective 2: UNCAC and anti-corruption mainstreamed into national development processes.

Globally, UNCAC is a major factor for increasing demand for technical assistance and advisory services to develop anti-corruption programming. 160 countries have ratified/acceded to the Convention as of 11 April 2011.

For UNCAC to gain credence as a development tool, it should be integrated into the national development process, such as poverty reduction strategic papers, and the UNDAFs. UNDAF is signed between the host government and the UN office in a given country as an entry point for UN's engagement in the national development processes. UNDAF describes collective strategies and actions that will be taken by the UN system to support national development within a specific time period (usually three or four year cycles). For examples, 30 countries have prepared their UNDAFs in 2011, and 17 countries are scheduled to roll out UNDAF in 2012, 11 in 2013 and 17 in 2014.¹⁹

Under Objective 2, there are three outputs:

Output 2.1: UNCAC mainstreamed in national development processes in 15 countries

UNDP' aims to integrate anti-corruption into development process by using UNDAF as an entry point. UNCAC provides a unique opportunity to integrate and mainstream anti-corruption in on going governance reforms and development processes, especially to those UNCAC ratified countries that going through the next cycle of UNDAFs. The UN system provides training for mainstreaming thematic areas into the UNDAFs. With this background, UNDP, UNODC and UN System Staff College are currently developing an anti-corruption course to integrate it into the training for UNDAF development. The training for integrating or mainstreaming anti-corruption in UNDAF will be provided both at regional and national levels together with UNODC and the Department of Coordination (DOCO). The training will be for the national level staff, who are primarily involved in developing UNDAFs. The training will lead to the incorporation of anti-corruption in development planning and processes at the national level and ensure that anti-corruption is part and parcel of the national development discourse and not just a silo mechanism. Further, the course will specifically highlight the importance of supporting participatory, inclusive and multi-stakeholder engagement in building an enabling environment for policy reform and sustain pressure on key political actors to engage meaningfully on anti-corruption reforms.

Key activities:

1. Finalize the anti-corruption course for UNDAF to promote UNCAC as a governance and development framework and support member states to mainstream/integrate anti-corruption into governance reform and national development processes.
2. Conduct training of trainers to integrate anti-corruption in regional UNDAF training events to be organized by DOCO.
3. Support regional and national UNDAF training events provided by the UN System Staff College, Turin.
4. Provide advisory services to those countries, which are developing UNDAF documents.

Budget:

A total of US\$ 700,000 will be used for implementing the proposed activities under output 2.1. Funds will be used to produce training materials, conduct training workshops at the regional and country level, and provide advisory support. For more details see Annex 4B Detailed Budget Breakdown, page 38.

¹⁹ The United Nations Development Assistance Framework (UNDAF) is a programme document between a government and the United Nations Country Team that describes the collective actions and strategies of the United Nations to the achievement of national development. UNDAF is prepared on a four year cycle basis. And it is prepared through participatory and consultative process with government and civil society actors. As part of UNDAF, Governments are expected to incorporate the UNDAF into national development framework. UNDAF's typically run for three years and include reviews at different points. Thus, the UNDAF roll-out countries are pre-determined by their UNDAF cycles.

Output 2.2: National dialogue on anti-corruption using ‘Going beyond the Minimum’ methodology supported in nine countries

UN country offices, relevant national authorities and civil society organizations will receive support in UNCAC gap analysis and self-assessment, using the going beyond the minimum approach.

As explained earlier, UNDP worked together with UNODC and GTZ, Basel Institute on Governance, Institute of Governance Studies of BRAC University in Bangladesh, to introduce a methodology on how to conduct a nationally owned multi-stakeholder UNCAC self-assessment, based on country experiences from **Bangladesh, Indonesia, and Kenya**. The participatory UNCAC Self-Assessment methodology '[Going beyond the Minimum](#)' was piloted in **Bhutan, Mongolia, Vietnam and Maldives**, contributing to legislative and institutional reform and mainstreaming anti-corruption in development initiatives. In addition, the Guidance Note on Going beyond the Minimum was seen as a good example of knowledge collaboration between UNDP, UNODC and other relevant partners. The Guidance Note offers useful information for countries to prepare for the UNCAC review and engage the public in both self-assessment and in broader reform processes informed by the findings of the self-assessment.

Key activities:

1. Jointly with UNODC, support training on UNCAC gap analysis for countries selected for UNCAC review.
2. Share UNDP’s experiences and lessons learnt on gap analysis for replication upon request.
3. Encourage the countries to go beyond the minimum requirement for UNCAC review. Based on the demand from the governments, UNDP will provide technical support for gap analysis and link the findings with the ongoing governance reforms (e.g., implementation of national anti-corruption strategy, public administrative reform, parliamentary strengthening, etc.).

Budget:

US\$ 510,000 is allocated for implementation of activities under output 2.2. Funds will be used to conduct participator gap analysis and self-assessments in nine countries (\$35,000 per country, total \$315,000), support training workshops and develop knowledge products. For more details see Annex 4B Detailed Budget Breakdown, page 38.

Output 2.3:- Technical assistance provided to mainstream anti-corruption and UNCAC in at least 9 post-conflict and transition countries.

The advisory and backstopping support is provided to develop and implement anti-corruption programmes and national anti-corruption strategies, strengthen the capacity of civil society and mainstreaming anti-corruption in different pillars of governance in post-conflict and recovery context (e.g., Afghanistan, Cote d’Ivoire, DRC, Kosovo, Sierra Leone, South Sudan, Timor-Leste) as well as in countries in transition (Egypt, Jordan, Morocco, Libya, Tunisia and Yemen).

UNDP continues strengthening anti-corruption capacities in post-conflict and recovery contexts. UNDP flagship publication titled '[Fighting Corruption in Post Conflict and Recovery Situations: Learning from the Past](#)' significantly contributed to anti-corruption programming in post-conflict countries, particularly in Afghanistan, the Democratic Republic of the Congo, Iraq, Nepal, Southern Sudan, and Timor-Leste as well as in countries in transition such as Egypt, Tunisia, and others. Building on its detailed study on anti-corruption in post-conflict and recovery settings, UNDP is also realigning its anti-corruption support by mainstreaming it into broader governance reform agenda. For example, in DRC, UNDP has successfully mainstreamed anti-corruption through different pillars of the governance reform programme. UNDP will continue providing support to develop and implement national anti-corruption strategies, increase national capacity of institutions to implement anti-corruption interventions by coordinating anti-corruption efforts and mainstreaming anti-corruption into the governance programme in nine countries in transition and recovery. It will also support capacity development of civil society to monitor corruption and provide oversight.

Key activities:

1. Strengthen anti-corruption capacities in post-conflict and recovery contexts through advisory support to integrate anti-corruption in various pillars of governance programmes and projects.
2. Establish and strengthen the capacity of newly established institutions, and help implement dedicated country level anti-corruption interventions.
3. Develop knowledge tools to support anti-corruption prevention in post conflict countries and use it to train a cadre of experts who can be part of a surge team to support countries in fragile situations.
4. Strengthen the capacity of civil society and media, including training journalists on investigative journalism to provide oversights to reconstruction and recovery initiatives.

Budget:

Of the US\$ 1,230,500 allocated for output 2.3, \$480,000 will be provided to six countries in transition to mainstream anti-corruption into national strategies. \$600,000 will be used to provide advisory support countries in transition and in recovery context and the remaining \$150,500 will be used for developing knowledge products and trainings.

Objective 3: Capacity of 12 anti-corruption agencies (ACAs) strengthened.

As explained in the Lessons Learned section, over the last two decades, a number of national specialized agencies to combat corruption or 'anti-corruption commissions' were established. Several factors contributed to the mushrooming of anti-corruption commissions, including democratic transition in some countries, EU access process in Eastern Europe, the popularization of Hong Kong and Singapore's anti-corruption agency models, donor pressure and support to establish these agencies. Moreover, UNCAC provides in Articles 6 and 36 for the establishment of anti-corruption body or bodies that have the mandate, independence, quality staff and resources to discharge their mandates effectively.

In many countries, the establishment of specialized anti-corruption agencies, institutions and bodies has not only been seen as one of the most important national initiatives necessary to effectively tackle corruption but as an essential institution to strengthen governance.

Despite the increasing prevalence of national ACAs, these agencies have often been criticized for not living up to their promise of tackling corruption effectively. While many ACAs have been supported by multilateral and bilateral donors over the years as part of the good governance agenda, empirical evidence appears to suggest that the performance of ACAs have been varied and uneven and in some cases have limited impact on reducing overall corruption due to several reasons, including lack of power to stand up against powerful officials, limited mandate and independence, low capacity of staff and lack of resource to discharge their function. It is therefore not surprising that members of the public as well as development partners have increasingly questioned the value of ACAs agencies to deliver on expectations.

In order to help manage the expectations of various stakeholders and help the ACAs to measure their own performance, UNDP in partnership with U4 Resource Centre and selected anti-corruption agencies, developed a methodology to assess the capacity of ACAs.

UNDP considers it appropriate for each country to review its work on anti-corruption in response to national needs. The '[Practitioner's Guide to Capacity Assessment of Anti-Corruption Agencies](#)' assists anti-corruption agencies to better understand their capacity gaps and develop appropriate plans to strengthen their capacities. The [Guide](#), which is based on UNDP's experiences on capacity development of anti-corruption agencies from Bhutan, Mongolia, Montenegro, Kosovo, Turkey, Moldova, and the FYR Macedonia, was recently launched at the meeting of the International Association of Anti-Corruption Agencies (IAACA), which was organized back to back with the Conference of State Parties to the United Nations Convention Against Corruption (UNCAC) in Marrakech, Morocco (24-28 October 2011). The [Guide](#) provides useful information on good practices as well as step-by-step guidance to practitioners for assessing the capacities of ACAs as an entry point for the long-term capacity development efforts.

Output 3.1: Technical assistance is provided to at least 12 anti-corruption agencies to strengthen their capacities to fulfil their mandates such as implement and coordinate national anti-corruption strategy,

strengthen preventive measures such as system audits or integrity assessments, develop capacity to investigate and prosecute corruption practices.

UNDP has over two decades of experience in supporting capacity building of public administration and anti-corruption institutions around the world. It has a large knowledge repository on capacity-building and can facilitate south-south exchange of knowledge and experiences, particularly on strengthening the capacity of ACAs. For example, in 2010, UNDP directly supported 16 anti-corruption institutions all over the world to develop their capacity to monitor services of government institutions, to conduct UNCAC gap analysis, to investigate the cases of corruption and to increase the coordination mechanism among government institutions, media and civil society on the fight against corruption. Using the methodology provided by the above mentioned guide, UNDP will assess and develop strategies for strengthening the capacity of ACAs from Asia, Africa, Arab States, Eastern Europe and the CIS region, and Latin America and the Caribbean to carry out their mandates more effectively. UNDP aims to conduct capacity assessment and implement capacity strengthening programmes in at least 10 countries per year. Moreover, UNDP will increase its support for South-South cooperation through the Anti-Corruption Commission of Bhutan, KPK of Indonesia and the Directorate of Economic Crime and Corruption of Botswana to provide support and facilitate knowledge exchange and experiences with other ACAs from Asia, Africa and the Arab States.

Key activities:

1. Using UNDP methodology for capacity assessment, conduct capacity assessment as a part of capacity strengthening programme.
2. Provide training to ACAs on investigation, prosecution, prevention and awareness-raising.
3. Provide support to the ACAs to develop, implement and evaluate anti-corruption national strategies.
4. Provide technical support to conduct system analysis or integrity assessment in sectors (e.g., health, education and water) and help to implement the risk reduction plan contributing to the change management system.
5. Facilitate South-South knowledge exchange and capacity development (Bhutan and Botswana).

Budget:

US\$2.038 million is budgeted for activities under output 3.1. \$540,000 is allocated for country-level capacity assessments (\$45,000 per country) and \$420,000 will be provided as grants to ACAs to conduct advocacy campaigns (as part of their prevention and awareness-raising mandate). The remaining funds will be used for supporting training workshops, facilitating south-south cooperation, producing knowledge products, hiring technical experts, and providing advisory support. For more details see Annex 4B Detailed Budget Breakdown, page 38.

4. PROJECT RISKS AND MITIGATION PLAN

The success of this project and thus of PACDE will depend on the extent to which UNDP will make the relevant policy commitments needed to give direction to the COs and national counterparts on how anti-corruption international standards help to reduce poverty and promote development. Anti-corruption is one of the fastest growing governance practices in the world, with an increasing number of actors. UNDP should thus clearly define its role and clarify its approach so that the organization risks are minimized.

This project acknowledges that political will of the government to implement anti-corruption initiatives will be a key risk factor for the implementation of this project. As reflected in the objectives above, this project has the following risk mitigation strategies to deal with the issue of political will:

1. First and foremost, the activities of this project will be implemented on the basis of the request received from the government. For example, UNDP's MDG Acceleration Framework (MAF) is implemented on the basis of a formal expression of interest from the Government (a clear sign of strong demand and political commitment) and a feasibility assessment of the value added of the MAF approach in a given country context.

2. UNDP will also utilize its existing tools and methodologies to assess the political economy of a country and tailor its activities accordingly as a way of minimizing this risk. UNDP's [Practitioners Guide to Assessing the Capacities of ACAs](#) provides a methodology for assessing the enabling environment for anti-corruption interventions.
3. UNDP's approach of linking corruption and development (such as impact of corruption to achieve MDGs, etc.) will help to demystify corruption and secure necessary political will and buy-in from wider stakeholders. For example, PACDE/UNDP efforts to promote sectoral approach to fighting corruption have gained real traction. As mentioned earlier, in early 2012, through its Country Offices, UNDP has received Expression of Interests (EOIs) from more than 40 countries to implement anti-corruption initiatives in water, education and health sectors.
4. For those countries which have ratified or acceded to UNCAC, this project will utilize UNCAC as an entry point for a multi-stakeholder consultation at the national level to secure political commitment to implement UNCAC. The government will be encouraged to make the UNCAC self-assessment and review process more participatory. Working together with UNODC, UNDP will engage with the governments to provide technical assistance for gap analysis and to follow up on the UNCAC review process and integrate its technical assistance under UNDP's governance programmes.

The major risks associated with the implementation of the global programme strategy are presented in the table below:

Risks Associated with the Project and Mitigation Measures

Risk	Risk Explanation	Risk Mitigation Measure
Politicization of corruption	The risk to the programme is that governments may use corruption to punish opposition and thus, anti-corruption efforts could lose credibility.	The mitigation factor is to depoliticize anti-corruption efforts by focusing on its impact on development over the long term.
Insufficient resources	There is a risk that the programme might not get adequate resources necessary for implementation.	PACDE is a multi-donor programme. AusAID is working on a multi-year grant for both UNDP and UNODC. PACDE also operates under two years grant agreement with Norway and is also seeking resources from Finland.
Cooperation with regional bureaux and centres and buy in from UNDP Country Offices	There might be lack of buy in from UNDP regional bureaux/centres and country offices	There are two ways to mitigate this risk: <ol style="list-style-type: none"> 1. The support will be provided based on expression of interest from the COs. 2. Many country offices have already been consulted and this project aims to build on the on-going efforts (e.g., linking with the UNCAC review process, UNDAF process, etc.)
Coordination with other partners including UNODC	UN agencies (particularly UNDP and UNODC) might be seen as competing against each other in implementing anti-corruption programmes.	This proposal has been prepared in collaboration with UNODC.
Support to MDG acceleration	Given the sensitivities, there is a risk that the Poverty Reduction Group of UNDP may not	The anti-corruption team is working together with Poverty Reduction Group of UNDP to

	appreciate the role of anti-corruption and governance in accelerating MDG achievement.	provide programming guidance to the country offices and is also developing a joint training programme on MAF
Mainstreaming UNCAC in development processes	UNDAF and UN's other development frameworks are prepared by the people, who may not necessarily have the knowledge of anti-corruption. This is one of the main reasons why anti-corruption end up not being a high priority in many development processes.	UNDP together with UNODC and UN System Staff College to train field staff on integrating anti-corruption in UNDAFs.
Support to anti-corruption agencies (ACAs)	The risk is that the increase in the prevalence and perception of corruption by the population could be blamed on the lack of effectiveness of the ACAs.	UNDP will engage all the key stakeholders at the national level while strengthening the capacity of ACAs by looking at all three levels of capacity (political environment, organizational and individual capacities).
Support to post-conflict and transition countries	Political stability is a major risk	UNDP has deliberately chosen countries that have a certain level of stability.

5. REPORTING, MONITORING AND EVALUATION

This project, 'Strengthening Anti-Corruption Systems, Institutions and Mechanisms for MDG Acceleration, Poverty Reduction and Human Development' to be supported by AusAID is part and parcel of PACDE. **This project will be implemented in selected countries in Asia, Africa, Arab States and Latin America.**

This four year project proposal will be evaluated and monitored based on its results and resource framework (see Annex 2) and also on how effectively it has adhered to its project strategy in the delivery of its programme objectives. Adhering to its project strategy is essential for the long term sustainability of its programme objectives as well as for having a cumulative impact on combating corruption. It will also be evaluated in conjunction with PACDE to assess whether the project contributed to achieving PACDE's objective of strengthening national, regional and local level capacity to improve governance by implementing anti-corruption initiatives.

More specifically, there will be a mid-term evaluation and a final review of the project. The project will be audited at the end of the project cycle in compliance with UNDP requirements and regulations. Both mid-term and final evaluation will use qualitative and quantitative indicators to measure results. The evaluation will take into account whether the project has achieved its stated objectives by delivery the proposed outputs and whether the outputs were able to contribute to reforming anti-corruption policies, institutions and systems at the national level. The evaluation will look at whether the project outputs have contributed to improving service delivery, citizens and communities' participation in monitoring services, infrastructure and budget, and available tools and methodologies to monitor and report corruption at the national level. A list of qualitative and quantitative indicators has been provided in Annex 2.

During project implementation, one annual report on the activities implemented in the previous year will be submitted before the end of January to allow AusAID to release funds in February for implementation of activities for that year. In addition, one certified accounts (expenditure report) will be submitted to AusAID every June. AusAID will also receive updates on the project through UNDP's anti-corruption newsletters. The updates on the programme implementation will also be provided through various avenues, such as COSP to UNCAC, OECD DAC Task Team meeting on anti-corruption, UNCAC Intergovernmental Working Group meetings, International Anti-Corruption Conference and presentation in New York, etc.

This project will be monitored through the existing PACDE monitoring mechanisms, which include an oversight Executive Board, an Advisory Board and UNDP management structures, rules and regulations. **The PACDE Board**, which comprises of various stakeholders including donors and senior UNDP staff from UNDP regional bureaux and centres, provides guidance and overall oversight, including quality control, to the global programme. Currently, Norway and Australia are members and Finland is an observer in the PACDE Board.

The PACDE Board, at its annual meetings, reviews and approves the annual work-plan of PACDE for the current year and financial and activities reports from previous year. As agreed with the AusAID and UNODC and in order to provide inputs to the PACDE Board meeting, this project will have a “**Project Steering Committee**” composed of representatives of UNODC, UNDP and AusAID. The Project Steering Committee will review and discuss progress, and provide overall policy and strategic guidance on the annual project work-plan and project implementation. The committee will meet on an annual basis on the margins of the annual UNDP/UNODC Working Group or at another mutually agreed time.

To ensure effective delivery of technical assistance and advisory services to more than 103 countries, UNDP has also put together a structure to support the PACDE management team with inputs, oversight, guidance and quality control on knowledge products, corporate policy, and practice architecture. The Policy Advisor on Anti-Corruption and the PACDE Manager receive day-to-day advice from the “**Anti-Corruption Advisory Committee**”, which is an informal committee, representing all UNDP regional centres. Inputs received from the Advisory Committee contribute to building a strong UNDP anti-corruption community of practice of more than 220 members. PACDE also has an **Advisory Board** with the acknowledgement that strategic inputs from donors, programming countries and partners are important to make sure that the global programme is effective in addressing the real challenges on the ground. To ensure maximum participation by partners, UNDP enlarged the members of the **PACDE Advisory Board** in 2010 to include UNODC, GTZ, Norad, Finland, U4, Tiri, TI, UNDP Regional Bureau for Latin America, Arab states and Asia and the Pacific, and Institute of Governance of Studies, BRAC University (Bangladesh).

On the project’s operational modality, the project will utilize PACDE’s existing modality. PACDE has a global team based in New York, regional specialist/advisors based in each regional centres/programmes of UNDP (Bratislava, Bangkok, Cairo/Lebanon, Panama, Dakar, Johannesburg, and Suva), and a vibrant anti-corruption community of practice of more than 220 staff from Country Offices, regional centres/programmes and the headquarters. The regional anti-corruption communities meet usually once a year, while the global community of practice meets once in two years to discuss emerging trends, assess UNDP’s anti-corruption interventions and agree on the priority areas for programming.

PACDE works with and through UNDP’s regional centres and programmes to strengthen anti-corruption advisory services as a vehicle to provide effective services at the country level. In 2011, PACDE has increased its country level focus with many initiatives targeting 40 specific countries for technical assistance in various areas of anti-corruption. There are three specific windows of PACDE. The initiatives on knowledge and awareness raising, global advocacy, and tools and policy development are financed through the global window. The capacity development training, regional networks, advisory support to the countries, and support to country level innovative initiatives are done through the regional centres and programmes.

Most regional initiatives are done on cost-sharing basis – both regional centres/programmes and PACDE sharing the costs. Moreover, PACDE also synergizes its initiative with the programmes of partners (UNODC, TI, Tiri, NORAD, UN Millennium Campaign, World Bank Institute, etc.) and other UNDP global programmes such as governance assessment, human rights, access to justice and UNDP Democratic Governance Thematic Trust Funds-funded projects.

The PACDE planning process is based on the analysis of demand as well as tracking the emerging needs and also synchronizing with the regional and country level priorities identified by the regional and global community of practices. The planning process for the following year starts in November/December and the Advisory Board (representatives of UNDP Regional Bureaus and partners institutions) also provide strategic inputs, but the PACDE Board is responsible for approving the priorities and budget. To improve reporting, PACDE synchronizes global regional and country level anti-corruption workplans of UNDP, builds synergies with partners’ initiatives and projects wherever possible and collect information on the interventions at the country level to document lessons learned. More importantly, PACDE’s monitoring and evaluation

framework includes results/impact indicators build in both results framework of the project as well as in its annual work plan (see annex 2 and annex 4 for details).

6. PROPOSED BUDGET

The proposed total budget for four years will be covered from two funding windows: AusAID's support for "**Coordinated Technical Assistance to both UNDP and UNODC**" and AusAID's support for UNDP dedicated to "**Service Delivery and MDG Acceleration**".

The proposal provides the result framework of this project for four years and an annual work plan for 2012, respectively. Thereafter requests will be made on an annual basis with the submission of a proposed annual work plan and a budget request.

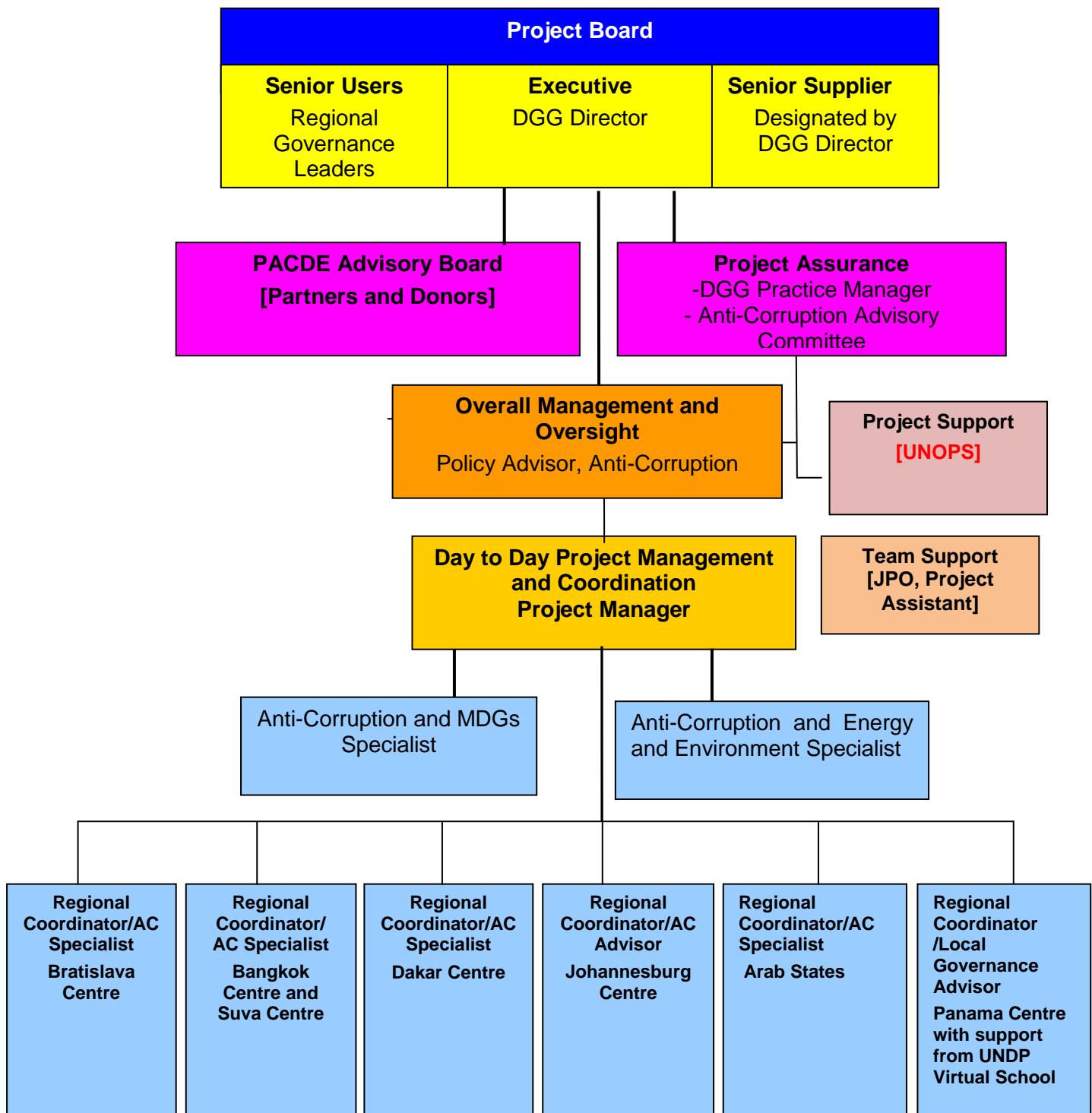
Tranche Breakdown by year

The donor will contribute for this proposal (UNDP Global project) USD 10,650,840.00²⁰ in the following tranche payments:

Indicative Date	Tranche Number	Amount in USD
Immediately following signature of this Agreement	1	1,900,500.00
Before January 31 2013	2	2,900,200.00
Before January 31 2014	3	2,950,000.00
Before January 31 2015	4	2,900,140.00
Total for UNDP global project		10,650,840.00

²⁰ Please note that the AusAID will contribute a total amount USD 13,096,840.00 to UNDP. Of which, USD 10,650,840.00 will be for UNDP global project (PACDE) and USD 2,446,000.00 for the UNDP Pacific Regional Centre project.

ANNEX 1: PACDE ORGANOGRAM



ANNEX 2: PROJECT RESULTS FRAMEWORK FOR 2012-2015

Overall Intended Impact: Strengthened national and local level capacity to integrate anti-corruption measures into development processes to enhance service delivery and achieve the MDGs.							
Objective #1: To Accelerate MDG achievement and reduce poverty through addressing corruption bottlenecks							
Outcome Indicator(s) for Objective #1: <ul style="list-style-type: none"> Accelerated solutions to achieving MDGs developed and implemented in targeted countries. MDG targets for poverty reduction and in sectors (e.g. education, health and water) achieved . 							
Intended Outputs #1 <p>Output #1.1: <i>MDG acceleration framework takes into account corruption bottlenecks in 10 countries</i></p> <p><u>Baseline:</u> The countries are off track to achieve specific MDGs by 2015.</p> <p><u>Output indicator:</u> MDG Action Plans with accelerated solutions to remove corruption bottlenecks implemented in targeted countries</p>	Key Activities <ul style="list-style-type: none"> 1.1.1 Identify, engage and reach agreement with potential countries that express interest and commitment to tackle off-track MDGs at national and/or sub-national levels by addressing governance bottlenecks. 1.1.2 Support implementation of MAF by integrating anti-corruption in programmes and projects of those countries which are currently implementing MAF. 1.1.3 Provide advisory support and monitor the progress on MDG acceleration in 10 MDG acceleration countries to make sure that the results are achieved as per the results-framework. 	Timeframe			Partners	Estimated budget	
		2012	2013	2014	2015		
<p>Output #1.2: <i>Sectoral approach to fighting corruption developed and implemented in selected countries (at least fifteen countries).</i></p> <p><u>Baseline:</u> Existence of very few good anti-corruption practices in sectors; Resource leakages in service delivery.</p> <p><u>Output indicator:</u> Number of countries implementing anti-corruption programmes in service delivery sectors Rate of improvement in service delivery</p>	<ul style="list-style-type: none"> 1.2.1 Provide advisory support to at least fifteen countries (at least three countries in one sector) to design and implement programs/projects to map out corruption risks in education, health and water sector and develop the corruption risks reduction plan. 1.2.2 Provide both technical support and grant to implement the corruption risk reduction plan. 1.2.3 Provide support for monitoring and evaluation of the programme/project 	X	X	X	X	<p>BDP Poverty Group, UN Millennium Campaign, Transparency International, Tiri, UNDP Regional and Country offices</p>	600,000
			X	X	X		600,500
			X	X	X		600,500
		X	X	X	X	<p>Transparency International, U4, Tiri, UNDP Regional and Country offices</p>	700,000
			X	X	X		700,000
		X	X	X	X		200,000

<p>Output #1.3: Multi-stakeholder networks and dialogue on social accountability in six countries held.</p> <p><u>Baseline:</u> Poor quality of service delivery Low citizens' satisfaction in services provided. Limited opportunity for citizens to provide feedback to service providers</p> <p><u>Output indicator:</u> Establishment of innovative mechanisms for collection of data and provision of feedback by citizens Rate at which complaints are resolved Level of citizens' satisfaction in service delivery Rate of increase in citizens' voice in public processes.</p>	1.3.1 Upscale the experience and knowledge from the ongoing six pilots and support civil society/community monitoring of government services, budget and infrastructures at least in 6 additional countries.	X	X	X	X	UN Millennium Campaign, Transparency International, UNDP Regional and Country offices	600,000	
	1.3.2 Produce and share knowledge products both globally and locally to encourage multi-stakeholder participation on monitoring services, budgets and expenditures.	X	X	X	X		500,000	
	1.3.3.Raise awareness and develop capacity of parliamentarians, media and private sector to promote active engagement in the social accountability initiatives and use the information from these initiatives to influence national and local policy processes.	X	X	X	X		500,000	
Total Budget							5,001,000	
Monitoring and Evaluation (5% of Total Budget)	Semi-annual financial reports and narrative reports						250,050	
Grand Total for objective # 1 (Total Budget + M &E)							5,251,050	

Overall Intended Impact: Strengthened national and local level capacity to improve governance by implementing AC-initiatives.							
Objective #2: UNCAC and anti-corruption mainstreamed into national development processes							
Outcome Indicators:							
<ul style="list-style-type: none"> • UNCAC gap analysis and self-assessment inform policy reform processes. • Anti-corruption is an integral part of all governance and development interventions in the targeted countries, including countries in transition and recovery context 							
Intended Outputs #2	Key Activities	Timeframe				Partners	Estimated budget
		2012	2013	2014	2015		
Output #2.1: UNCAC mainstreamed in national development processes in 15 countries <u>Baseline:</u> Limited knowledge of mainstreaming anti-corruption in development planning <u>Output indicator:</u> Number of country offices and practitioners trained on integrating anti-corruption in UNDAFs. Number of UNDAFs (of the total targeted countries) reflect strong focus on anti-corruption	2.1.1 Finalize the anti-corruption course for UNDAF.	X	X	X	X	UNODC, DOCO, UNSSC, Regional and Country Offices	50,000
	2.1.2 Conduct training of trainers to integrate anti-corruption in regional UNDAF training events to be organized by DOCO.	X	X	X	X		200,000
	2.1.3 Support regional UNDAF training events provided by the UN System Staff College, Turin.	X	X	X	X		200,000
	2.1.4 Provide advisory services to those countries which are developing UNDAF programme documents.	X	X	X	X		250,000
Output #2.2: National dialogue on anti-corruption using the going beyond the minimum approach is conducted in nine countries on demand driven basis. <u>Baseline:</u> Limited knowledge of UNCAC gap analysis and self-assessment methodology Limited engagement of civil society actors in UNCAC review <u>Output indicator:</u> Number of UNCAC gap analyses carried out using going beyond the minimum approach; number of UNCAC review trainings provided to countries.	2.2.1 Join UNODC to support the training for reviewers and the countries scheduled to be reviewed.	X	X	X	X	UNODC, Regional and Country Offices	200,000
	2.2.2 Share UNDP's experiences and lessons learned in the training for UNCAC review and at the Intergovernmental Working Group meeting on review mechanism and technical assistance.	X	X	X	X		200,000
	2.2.3 Encourage the countries to go beyond the minimum requirement for UNCAC review. Provide technical support for gap analysis and link the findings with the ongoing governance reforms (e.g., implementation of national anti-corruption strategy, public administrative reform, parliamentary strengthening, etc.).	X	X	X	X		110,000

<p>Output # 2.3: Technical assistance provided to mainstream anti-corruption and UNCAC in nine post-conflict and transition countries (For countries, please see the list in Objective section, page 22).</p> <p>Baseline indicator: In post-conflict countries, anti-corruption institutions are weak in terms of both awareness of laws and capacity to fulfil their function. In transition countries, dedicated UN/UNDP country level programmes are being developed.</p> <p>Output indicators:</p> <ul style="list-style-type: none"> Increased national capacity of institutions to implement anti-corruption interventions; extent of mainstreaming anti-corruption into the governance programme; Number of Anti-Corruption programmes designed and implemented in coordination with national partners. Dedicated anti-corruption country level programmes have been developed and implemented. Partnerships to implement and coordinate anti-corruption programmes consolidated and strengthened. 	<p>3.3.1 Strengthen anti-corruption capacities in post-conflict and recovery contexts through advisory support to integrate anti-corruption in various pillars of governance programmes and projects.</p> <p>2.3.2 Establish and strengthen the capacity of newly established institutions, and help implement dedicated country level anti-corruption interventions.</p> <p>2.3.3. 4. Strengthen the capacity of civil society and media, including training journalists on investigative journalism to provide oversights to reconstruction and recovery initiatives.</p>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	BCPR, Regional and Country Offices	1,230,500
Total Budget				2,440,500
Monitoring and Evaluation (5% of Total Budget)	Semi-annual financial reports and narrative reports			122,025
Grand Total for objective # 2 (Total Budget + M &E)				2,562,525

Overall Intended Impact: Strengthened national and local level capacity to improve governance by implementing AC-initiatives.								
Objective #3: Capacity of anti-corruption agencies (ACAs) strengthened.								
Outcome Indicators:								
<ul style="list-style-type: none"> Increased capacities of Anti-Corruption Agencies to respond to challenges posed by corruption and promote governance and sustainable development. ACAs in targeted countries have initiated and implemented anti-corruption measures such as system analysis, assessments, investigations and coordinated national anti-corruption strategies ACA official's awareness on existing anti-corruption laws and mechanisms is increased. (Measured using a simple survey). ACAs have increased capacity to fulfill their mandate (measured through UNDP's ACA capacity assessment methodology) 								
Intended Outputs #3	Key Activities	Timeframe	2012	2013	2014	2015	Partners	Estimated budget
<i>Output #3.1: <i>Technical assistance provided to strengthen capacity of at least 12 ACAs.</i></i>	3.1.1 Using UNDP methodology for capacity assessment, conduct capacity assessment as a part of capacity strengthening programme.	X	X	X	X	UNDP Regional and Country Offices	600,000	
	3.1.2 Provide training to ACAs on investigation, prosecution, prevention and awareness-raising.	X	X	X	X			
	3.1.3 Provide support to the ACAs to develop, implement and evaluate anti-corruption national strategies., which are often given mandates for coordinating such strategies.	X	X	X	X			
	3.1.4 Provide technical support to conduct system analysis or integrity assessment in sectors (e.g., health, education and water) and help to implement the risk reduction plan contributing to the change management system.	X	X	X	X			
	3.1.5 Facilitate South-South knowledge exchange and capacity development, advisory support (Utilizing the expertise of ACAs from Bhutan, Botswana and other institutions).	X	X	X	X			
Total Budget						2,038,553		
Monitoring and Evaluation (5% of Total Budget)	Semi-annual financial reports and narrative reports					101,928		
Grand Total for objective # 3 (Total Budget + M &E)						2,140,481		

ANNEX 3: EXPECTED IMPACT OF THE PROJECT

Priority areas	Sub-areas	Expected impact/results	Indicators
1 Support to MDG Acceleration and poverty reduction	1.1 Mainstreaming anti-corruption into MDG Acceleration Framework (MAF) in 20 countries 1.2 Sectoral approach to fighting corruption 1.3 Multi-stakeholder networks and dialogue on social accountability supported in six countries	<p>The corruption bottlenecks are identified and projects are implemented to remove the bottlenecks identified in the MAF.</p> <p>The access and quality of services in education, water and health sectors is increased in pilot countries where anti-corruption interventions particularly targeted in these sectors are implemented.</p> <p>Civil society monitoring of budget, infrastructure and services is able to increase the access and the quality of services for the beneficiaries of the pilot interventions.</p>	<ul style="list-style-type: none"> Number of newly implemented and completed MDG Action Plans. Number of countries implementing anti-corruption programmes in service delivery sectors (education, water and health sectors) Rate of improvement in service delivery (measured through household survey). Establishment of innovative mechanisms for collection of data and provision of feedback by citizens Rate at which complaints are resolved Level of citizens' satisfaction in service delivery Rate of increase in citizens' voice in public processes
2 Support mainstreaming of UNCAC into national development processes in 15 countries	2.1. UNCAC mainstreamed into national development processes in 15 countries 2.2 National dialogue on anti-corruption using going beyond the minimum methodology supported in nine countries	<p>In order to ensure sustainability, an anti-corruption course becomes part and parcel of UNDAF training provided at the regional level.</p> <p>(Currently, only a few staff involved on UNDAF process have the knowledge and awareness on anti-corruption (unlike other cross-cutting areas such as gender, human rights-based approach to development, and environmental sustainability). The training will enable the UN staff to guide programming countries to integrate anti-corruption in UNDAF processes and implement the agreed framework.</p> <p>The impact of resources is maximized through joint training activities and the production of high quality anti-corruption tools and methodologies; and the demand AC reform increases because of broad national stakeholder consultations for UNCAC review or UNCAC gap analyses.</p>	<ul style="list-style-type: none"> Number of country offices and practitioners trained on integrating anti-corruption in UNDAFs Number of UNDAFs (of the total targeted countries) reflect strong focus on anti-corruption Number of UNCAC review trainings provided to countries Number of UNCAC gap analyses carried out using going beyond the minimum approach Increased national capacity of institutions to implement anti-corruption interventions; extent of mainstreaming anti-corruption into the governance programme;
	2.3 Strengthening anti-corruption	The advisory and backstopping support results into developing	

		capacities in post-conflict and recovery context as well as in countries undergoing transition	and implementing anti-corruption programmes and national anti-corruption strategies, strengthening the capacity of civil society and mainstreaming anti-corruption in different pillars of governance and providing backstopping and advisory support. (Countries: Afghanistan, Cote d'Ivoire, DRC, Egypt, South Sudan, Tunisia and Yemen among others)	<ul style="list-style-type: none"> Number of Anti-Corruption programmes designed and implemented in coordination with national partners. Dedicated anti-corruption country level programmes have been developed and implemented. Partnerships to implement and coordinate anti-corruption programmes consolidated and strengthened.
3	Strengthening the capacity of twenty national anti-corruption agencies (ACAs)	<p>1.1 Technical assistance to anti-corruption agencies to coordinate and implement anti-corruption strategies, strengthen preventive measures (such as systems audits or integrity assessments) and develop capacity to investigate and prosecute corruption practices.</p> <p>(System audits, which are also known as integrity assessments, are within the preventative mandates of ACAs. For examples, the anti-corruption agencies from Botswana, South Korean and Bhutan periodically conducts such assessments and help line ministries to implement measures to reduce the corruption risks.</p>	<p>The capacity gaps are identified and recommendations from capacity assessment are integrated in the support programmes designed to strengthen the capacity of ACAs.</p> <p>The capacity of ACAs to carry out their mandates increased.</p> <p>The capacity of ACAs to map out corruption risks assessment in sectors (such as education, health and water) is increased and the access and quality of services in the sector where ACAs work together with line ministry to implement the risk reduction plans.</p> <p>Knowledge and skill transfer is increased the effectiveness of ACAs is enhanced through the South-South cooperation.</p>	<ul style="list-style-type: none"> Number of UNDP Country Offices having dedicated projects to support the ACAs; Number of participants from ACAs trained in preventive measures (systems audits), and investigation Number of anti-corruption initiatives (including system audits) implemented by the targeted ACAs/ Number of anti-corruption institutions and experts engaged in capacity building initiatives, including through south-south exchange.

ANNEX 4A: TOTAL PROJECT BUDGET FOR 2012-2015, SUBMITTED TO THE GOVERNMENT OF AUSTRALIA

Budget by Objectives	Budget in US Dollars
Objective 1:	5,251,050.00
Objective 2:	2,562,525.00
Objective 3	2,140,481.00
Total: Three Objectives	9,954,056.00
General Management Services (7% of Total)	696,784.00
GRAND TOTAL FOR THE PROGRAMME PERIOD (2012-2015)	10,650,840.00

ANNEX 4B: DETAILED BUDGET BREAKDOWN (SUBJECT TO REVISION DURING IMPLEMENTATION)

Outputs	UNDP accounting code	Budget line description	2012	2013	2014	2015	Total Budget
			In \$	In \$	In \$	In \$	In \$
<i>Output #1.1: MDG acceleration framework takes into account corruption bottlenecks in 10 countries</i>	61300	MDG coordinator (full-time position x 4 years)	75,000	150,000	150,000	150,000	525,000
	72600	Grant to national MDG Acceleration Frameworks (100,000 per country x 10) 1st year - 2 countries; 2nd year and 3rd year - 3 countries each and 4th year 2 countries	200,000	300,000	300,000	200,000	1,000,000
	71200	Short term International Experts (develop AC framework for MAF)	30,000	25,000	20000	32000	107,000
	71600	Travel costs for advisory and programming support missions	10,000	20,000	20,000	20,000	70,000
	74200	Audio visual, lesson learnt studies, printing and production costs.	37,700	20,000	20,000	21,300	99,000
Total for Output # 1.1			352,700	515,000	510000	423,300	1,801,000
<i>Output #1.2: Sectoral approach to fighting corruption developed and implemented in selected countries (at least fifteen countries).</i>	71200	International Experts to develop training materials and help develop sector plans	25,000	25,000	25000	45000	120,000
	72600	Support to country level interventions in Education, Health and Water Sectors (Corruption risk assessments, risk reduction plan and implementation) \$85,000 per country per year- 2nd year 7 countries; 3rd year- 8 countries)	-	595,000	680,000	-	1,275,000
	75700	workshops (training on sectors- one for inception; and one on lesson learnt)	40,000			40,000	80,000
	74200	Printing and dissemination costs	5,000	5,000	5,000	25,000	40,000
	71600	Travel costs for advisory and programming support for sectoral projects	20,000	20,000	18,000	27,000	85,000
Total for Output # 1.2			90,000	645,000	728,000	137,000	1,600,000

Outputs	UNDP accounting code	Budget line description	2012	2013	2014	2015	Total Budget
			In \$	In \$	In \$	In \$	In \$
Output #1.3: <i>Multi-stakeholder networks and dialogue on social accountability in six countries held.</i>	61300	Knowledge management and coordination including web portals	60,000	60,000	60,000	60,000	240,000
	72600	Grant to 6 countries \$50,000 per year per country for 4 years	300,000	300,000	300,000	300,000	1,200,000
	75700	South-south cooperation and workshops	25,000	45,000	44,000	46,000	160,000
Total for Output # 1.3			385,000	405,000	404,000	406,000	1,600,000
<i>M and E for Output 1.1, 1.2, and 1.3</i>	72100		41,385	78,250	82,100	48,315	250,050
Total for Objective 1			869,085	1,643,250	1,724,100	1,014,615	5,251,050
Output #2.1: UNCAC and anti-corruption mainstreamed in national development processes.	74200	Training materials (including web-based)	45,000	15,000		30,000	90,000
	75700	Training workshops (regional and country level)	70,000	50,000	30,000	70,000	220,000
	61300	Advisory support and coordination	74,600	105,000	105,000	105,400	390,000
Total for Output 2.1			189,600	170,000	135,000	205,400	700,000

Outputs	UNDP accounting code	Budget line description	2012	2013	2014	2015	Total Budget
			In \$				
<i>Output #2.2: National dialogue on anti-corruption using the going beyond the minimum approach is conducted in nine countries</i>	75700	Training workshops in nine countries for CSOs, media anti-corruption agencies and government officials on UNCAC (training at \$15,000 per country)	60,000	30,000	15,000	30,000	135,000
	72600	Participatory gap-analysis and self-assessments (\$35,000 per country, 3 countries per year from year 2 onwards		105,000	105,000	105,000	315,000
	74200	Knowledge products, reports	15,000	15,000	15,000	15,000	60,000
Total for Output 2.2			75,000	150,000	135,000	150,000	510,000
<i>Output # 2.3: Technical assistance provided to nine post-conflict and transition countries</i>	72600	Developing transitional strategies in 6 transitional countries (\$60,000 per country) 2 countries per year; last year additional support provided to at least 2 countries showing marked progress	120,000	120,000	120,000	120,000	480,000
	61300	Advisory support to countries in transition and recovery (coordination and technical inputs)	150,000	140,000	90,000	220,000	600,000
	74200	Knowledge products and support to advocacy campaigns	51,000	25,000	15,000	59,500	150,500
Total for Output 2.3			321,000	285,000	225,000	399,500	1,230,500
M and E for Output 2.1, 2.2, 2.3	72100		29,280	30,250	24,750	37,745	122,025
Total for Objective 2			614,880	635,250	519,750	792,645	2,562,525

Outputs	UNDP accounting code	Budget line description	2012	2013	2014	2015	Total Budget
			In \$				
Output #3.1: Technical assistance provided to strengthen capacity of at least 12 ACAs.	71600	Capacity assessments missions (includes consultative meetings, reports) \$45,000 per country (1st year - 1 country; and 2nd year- 2 countries; 3 year - 3 countries and 4th year - 6 countries)	45,000	90,000	135,000	270,000	540,000
	61300	International expert and advisory support (more than 6 countries will be supported in the 4 th year)	75,000	75,000	75,000	296,550	521,550
	75700	Training workshops (one regional / sub-regional workshop per year	60,000	58,000	55,000	67,000	240,000
	72600	Grants to ACAs (\$10,000 per year to conduct advocacy campaigns) 1st year - 6 countries	60,000	120,000	120,000	120,000	420,000
	75700	South-south cooperation	13,000	13,500	35,000	36,500	98,000
	74200	Audio visual, lesson learnt studies, printing and production costs.	25,000	55,000	69,003	70,000	219,003
Total for Output 3.1			278,000	411,500	489,003	860,050	2,038,553
M and E for Output 3.1	72100		13,900	20,575	24,450	43,003	101,928
Total for Objective 3			291,900	432,075	513,453	903,053	2,140,481
Total for all Outputs			1,775,865	2,710,575	2,757,303	2,710,313	9,954,056
GMS 7% of Total for all Outputs			124,310	189,740	193,011	189,722	696,784
Grand Total			1,900,176	2,900,315	2,950,314	2,900,034	10,650,840

ANNEX 5: ANNUAL WORK PLAN FOR 2012

Expected outputs	Planned Activities	Timeframe				Partners	Estimated budget
		Q1	Q2	Q3	Q4		
Output #1.1: The action plans lead to designing and implementation of projects to improve service delivery and remove the bottlenecks. Indicators: Number of newly implemented and completed MDG Action Plans.	1.1.1 Identify, engage and reach agreement with potential countries that express interest and commitment to tackle off-track MDGs at national and/or sub-national levels by addressing governance bottlenecks.	X				BDP Poverty Group, UN Millennium Campaign, Transparency International, Tiri, UNDP Regional and Country offices	150,000
	1.1.2 Support the implementation of MAF by integrating anti-corruption in programmes and projects of those countries which are currently implanting MAF.	X	X	X	X		150,000
	1.1.3 Provide advisory support and monitor the progress on MDG acceleration to make sure that the results are achieved as per the results-framework.	X	X	X	X		150,000
Output #1.2 Sectoral approach to fighting corruption developed and implemented in selected countries in at least fifteen countries). Indicators: Number of countries with implemented programmes in sectors. Rate of reduction in corruption in service delivery sectors.	1.2.1 Provide advisory support to at least fifteen countries (at least three countries in one sector) to design and implement programs/projects to map out corruption risks in education, health and water sector and develop the corruption risks reduction plan.	X	X	X	X	Transparency International, U4, Tiri, UNDP Regional and Country offices	50,000
	1.2.2 Provide both technical support and grant to implement the corruption risk reduction plan.	X	X	X	X		50,000
	1.2.3 Provide support for monitoring and evaluation of the programme/project.	X	X	X	X		20,000
Output #1.3: Multi-stakeholder networks and dialogues held in at least three countries Indicators: Increased quality of public service delivery through monitoring of citizens' feedback.	1.3.1 Upscale the experience and knowledge from the ongoing seven pilots and support civil society/community monitoring of government services, budget and infrastructures at least in 10 countries.	X	X	X	X	UN Millennium Campaign, Transparency International, UNDP Regional and Country offices	90,000
	1.3.2 Produce and share knowledge products both globally and locally to encourage multi-stakeholder participation on monitoring services, budgets and expenditures.	X	X	X	X		92,000

	1.3.3 Raise awareness and develop capacity of parliamentarians, media and private sector to promote active engagement in the social accountability initiatives and use the information from these initiatives to influence national and local policy processes.	X	X	X	X			75,700
Total Budget								827,700
Monitoring and Evaluation (5% of Total Budget)	Semi-annual financial reports and narrative reports							41,385
Grand Total for objective # 1 (Total Budget + M &E)								869,085

Expected outputs	Key Activities	Timeframe				Partners	Estimated budget
		Q1	Q2	Q3	Q4		
<i>Output#2.1:</i> In order to ensure sustainability, an anti-corruption course becomes a part and parcel of UNDAF training provided at the regional level.	2.1.1 Finalize the anti-corruption course for UNDAF.	X				UNODC, DOCO, UNSSC, Regional and Country Offices	75,000
	2.1.2 Conduct training of trainers to integrate anti-corruption in regional UNDAF training events to be organized by DOCO.		X	X			75,000
	2.1.3 Support regional UNDAF training events provided by the UN System Staff College, Turin.		X	X	X		75,000
	2.1.4 Provide advisory services to those countries which are developing UNDAF programme documents.						

<p>Output #2.2: The technical assistance for UNCAC implementation and anti-corruption interventions becomes more coherent and harmonized.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Number of UNCAC gap analyses carried out using going beyond the minimum approach; 2. Number of UNCAC review trainings provided to countries. 	2.2.1 Join UNODC to support the training for reviewers and the countries scheduled to be reviewed.	X	X	X	X	UNODC, Regional and Country Offices	60,000
	2.2.2 Share UNDP's experiences and lessons learned in the training for UNCAC review and at the Intergovernmental Working Group meeting on review mechanism and technical assistance.	X	X	X	X		60,000
	2.2.3 Encourage the countries to go beyond the minimum requirement for UNCAC review. Provide technical support for gap analysis and link the findings with the ongoing governance reforms (e.g., implementation of national anti-corruption strategy, public administrative reform, parliamentary strengthening, etc.).	X	X	X	X		85600
<p>Output # 2.3: Anti-corruption capacities in post-conflict and transitional contexts are established and strengthened.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Increased national capacity of institutions to implement anti-corruption interventions; extent of mainstreaming anti-corruption into the governance programme; 2. Number of Anti-Corruption programmes designed and implemented in coordination with national partners. 	Strengthen anti-corruption capacities in post-conflict countries and countries in transition through advisory support to integrate anti-corruption in various pillars of governance programmes and projects, establish and strengthen the capacity of newly established institutions, and help implement dedicated country level anti-corruption interventions.	X	X	X	X	BCPR, Regional and Country Offices	155,000
Total Budget							585,600
Monitoring and Evaluation (5% of Total Budget)	Semi-annual financial reports and narrative reports						29,280
Grand Total for objective # 2 (Total Budget + M &E)							614,880

Expected outputs	Key Activities	Timeframe				Partners	Estimated budget		
		Q1	Q2	Q3	Q4				
<p>Output #3.1: Capacity of ACAs to prevent, monitor, investigate and prosecute corruption cases is strengthened.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Number of UNDP Country Offices having dedicated projects to support the ACAs; 2. Number of anti-corruption institutions and experts engaged in capacity building initiatives. 3. Number of participants from ACAs trained. 	3.1.1 Using UNDP methodology for capacity assessment, conduct capacity assessment as a part of capacity strengthening programme.		X	X	X	UNDP Regional and Country Offices	45,000		
	3.1.2 Provide training to ACAs on investigation, prosecution, prevention and awareness-raising.		X	X	X		60,000		
	3.1.3 Provide support to the ACAs to develop, implement and evaluate anti-corruption national strategies.		X	X	X		60,000		
	3.1.4 Provide technical support to conduct system analysis or integrity assessment in sectors (e.g., health, education and water) and help to implement the risk reduction plan contributing to the change management system.		X	X	X		50,000		
	3.1.5 Facilitate South-south knowledge exchange and capacity development (Bhutan and Botswana).		X	X	X		13,309		
	3.1.6. Develop training module for policy level training as well as training on prevention, investigation and prosecution						50,000		
Total Budget							278,309		
Monitoring and Evaluation (5% of Total Budget)	Semi-annual financial reports and narrative reports							13,915	
Grand Total for objective # 3 (Total Budget + M &E)							292,224		
Total for Objective 1 and 2 and 3							1,776,189		
The GMS 7% of Total for Objective 1, 2 and 3							124,333		
GRAND TOTAL FOR YEAR 2012							1,900,500		

ANNEX 6: EXAMPLES OF UNDP ANTI-CORRUPTION PROJECTS FROM THE ASIA-PACIFIC REGION

Afghanistan

Enhancing Accountability and Transparency (ACT)

Dates: January 2007 – March 2012

Target Budget: USD 22,310,625 (UNDP: 1,066,500)

UNDP launched the Enhancing Accountability and Transparency (ACT) project in Afghanistan in January 2007. The first phase of the project had three components: improve the institutional, legal and policy environment to support the implementation of anti-corruption policies and programmes; enhance integrity and accountability in pilot ministries and aid management; and increase awareness and understanding of corruption in Afghanistan. In April 2009 the project was extended for another three years and the second phase consists of four main components:

- Improve the institutional and policy environment to support the implementation of the national anti-corruption strategy.
- Enhance accountability, transparency and integrity in key government institutions.
- Enhance capacity of civil society and media to effectively contribute to the fight against corruption.
- Increase awareness and understanding amongst civil servants and the public in Afghanistan of their role in the fight against corruption.

Bangladesh

Champion Integrity Today

Dates: February 2006 – January 2008

Budget: USD 420,420

In addition to ongoing initiatives to support public administration reform, UNDP launched this project to support anti-corruption campaigns in various sectors of society, in particular the public service. The Champion Integrity Today initiative targeted mainly civil servants and politicians to make space for concerned civil servants to voice their opinions and put forward anti-corruption solutions. The project also included public awareness raising campaigns and was conducted in close collaboration with Bangladesh's Anti Corruption Commission.

Bhutan

Institutional and Human Capacity Building of the ACC and RAA

Date: August 2008 – August 2009

Budget: USD 489,500

UNDP has been supporting integrity and accountability initiatives in Bhutan for a number of years, mainly through its support to the Royal Audit Authority (RAA). Since March 2006 UNDP has been supporting both the RAA and the Anti-Corruption Commission (ACC) with institutional and human capacity building to help establish an effective, transparent, accountable and efficient public administration system. In this context, this project supported the capacity development of the ACC and the RAA to:

- develop and implement a National Anti-Corruption Strategy
- build the prevention and investigative capacity of the officers of the Anti-Corruption Commission
- formulate and support the endorsement of the Comprehensive Continuing Professional Development Policy (CPDP) for the RAA, and
- build the capacity of internal auditors and other relevant functionaries for improved delivery of services.

In addition, UNDP assisted the ACC conduct an UNCAC Self-Assessment to analyse its compliance with the Convention in 2010. This Self-Assessment used a multi-stakeholder approach to identify the key reform priorities for Bhutan in implementing the UNCAC and resulted in a comprehensive UNCAC Implementation Action Plan.

China

Innovation in China's Public Sector for Good Governance

Dates: July 2007 – December 2011

Budget: USD 1,740,000 (UNDP – 1,000,000)

UNDP China is working with key Chinese government ministries at central and local levels to improve the capacity, efficiency and responsiveness of governance institutions and improve transparency and anti-corruption mechanisms at all levels.

This project supports China's State Commission Office for Public Sector Reform (SCOPSR), in developing comprehensive strategies for public sector reform in line with the concepts of good governance. Over the next five years, this project will assist SCOPSR in providing policy recommendations to the Chinese leadership on the role of the state and other actors in the delivery and regulation of public services, accountability mechanisms for service provision, improved responsiveness, accountability and citizen involvement in local government, and operational plans for PSU reform.

Lao PDR

Governance and Public Administration Reforms - Support to Better Service Delivery

Dates: 2007-2011

Budget: USD 10,343,083

UNDP has a long-standing involvement in governance reforms in Laos, mainly through the Governance and Public Administration Reform (GPAR) programme that has projects at the central level as well as in 5 provinces. Through the GPAR project, UNDP has supported initiatives to tackle corruption in Laos which include the distribution of the UNCAC, translation and distribution of the new Anti-Corruption Law, raising public awareness on corruption, preparation of a base line study and recommendations for the development of a national integrity strategy and for the development of additional legislation and regulations. UNDP also supported participation of government officials in regional and global capacity building events in the area of anti-corruption.

International Law Project

Dates: ...

Budget: ...

This project is currently supporting the government of Lao PDR to undertake a comprehensive and participatory UNCAC Self-Assessment. An initial awareness raising workshop took place in May 2010, and another training for national experts took place in December 2010.

Malaysia

Capacity Development of the Integrity Institute of Malaysia for the Implementation of the National Integrity Plan

Dates: September 2005 – December 2007

Budget: 106,000

UNDP signed a Memorandum of Understanding with the Malaysian Government in 2005 to develop the capacity of Integrity Institute of Malaysia (IIM) to implement a National Integrity Plan. Through this partnership UNDP and the IIM developed an Implementation Action Plan, carried out gender-focused and faith-based participatory workshops and held a National Integrity Month Campaign. In addition UNDP assisted with capacity building and staff development programmes and improved information and knowledge dissemination

Strengthening the Institutional Capacity of Anti-Corruption Agencies from the Organization of Islamic Conference countries to ensure an efficient public delivery system

Dates: 2010-2011

Budget: 349,879

The project aims to strengthen the institutional capacity of selected Anti-Corruption Agencies (ACA) based in the 57 member states of the OIC in their understanding and appreciation of relevant international anti-corruption instruments and conventions. It also aims to strengthen these countries' technical know-how and skills in corruption prevention, detection, investigation, and prosecution. Emphasis will also be placed on deepening and broadening the understanding of the participating ACAs' on the causes and effects of corruption and its negative consequences on national human development.

Maldives

Integrity in Action in the Maldives (INTACT Maldives)

Dates: January 2008 – December 2010

Budget: USD 445,000 (UNDP 445,000)

The project contributes to ensuring increased transparency and accountability of public institutions by enhancing the capacity of the Anti-Corruption Commission (ACC), the Ombudsman and the Ministry of Legal Reform, Information and Arts. The project supports the measures taken by the government to strengthen integrity, accountability and transparency in the management of public affairs.

In addition to the INTACT Maldives project, UNDP is assisting the ACC to conduct a UNCAC Self-Assessment to identify priority areas for reform in terms of UNCAC implementation through a multi-stakeholder approach.

Mongolia

Support to Integrity and Transparency Efforts in Mongolia

Dates: December 2008 – December 2011

Funds: USD 750,000

This project targets tangible integrity, accountability and transparency initiatives at sectoral and local levels, while at the same time supporting institution building of the Independent Authority Against Corruption (IAAC) and the Civil Service Council (CSC) through a mixture of policy research, legislative review, functional capacities, and monitoring and reporting support. The project builds on previous experience and ongoing initiatives for strengthening national integrity systems.

In addition to the above, UNDP is assisting the IAAC to conduct an UNCAC Self-Assessment to analyse its compliance with the UNCAC. This Self-Assessment uses a multi-stakeholder approach to identify the key reform priorities for Mongolia in implementing the UNCAC and also included a capacity assessment of the IAAC.

UNDP has also recently completed the following projects related to transparency and accountability:

- *Nation Integrity System Enhancement* project, implemented to support further development and implementation of policies aimed at building national integrity in government and in society.
- *Strengthening Ethics and Integrity for Good Governance* project supported the Ministry of Health in designing, piloting and implementing a system of ethics and integrity for good governance in the health sector.
- *Strengthening Integrity and Public Service Delivery at State Specialised Inspection Agency (SSIA)* project enhanced ethics and integrity, strengthened capacities for regulatory inspection services, and improved engagement for multi-stakeholder dialogue for strengthening national integrity frameworks.

Philippines

CALL 2015 (Citizens Actions and Local Leadership)

Dates: 2005 – 2009

UNDP recently completed this four year project that helped promote transparent and accountable governance in meeting the MDGs through the engagement of citizens, especially women, for localized anti-corruption initiatives. CALL 2015 influenced local plans, budgets, systems and policies by localizing the UNCAC and mainstreaming anti-corruption perspectives in meeting the MDGs.

Sri Lanka

Support Efforts and Action against Corruption (SEAC)

January 2009 – December 2011

Budget: USD 858,500

After the tsunami, weaknesses in accountability structures at the national and local level were highlighted in Sri Lanka. This project works with the Commission to Investigate Allegations of Bribery or Corruption (CIABOC) to strengthen the national system to prevent and combat corruption. It has the following objectives:

- Create a favourable regulatory environment to support the prevention and combating of corruption

- Strengthen operational capacity of the CIABOC, in particular to lead investigations and prosecutions
- Prevent of corruption through awareness raising and training for government officers
- Establish effective mechanisms to monitor the implementation of the UNCAC and a National Anti-Corruption Action Plan
- Introduce innovative integrity initiatives in selected organizations

Thailand

Enhancing Democratic Governance and Accountability through Gender Sensitive Engagement of Local Communities (ENGAGE)

Dates: 2007-2011

Budget: USD 300,000

The ENGAGE Project supports the Thai government in establishing anti-corruption measures and standards of practice for sub-national governments to increase accountability and encourage a participatory approach with local communities. The project helps strengthen the capacity of government to implement anticorruption initiatives by involving the public in monitoring the government. This includes promoting rights to information and rights to participation in local governance among marginalized groups, including women, the poor and the vulnerable.

Timor-Leste

Support to Civil Service Reform in Timor-Leste

Dates:

Budget: 14,985,000 (UNDP: 938,000)

UNDP has been working with donors and national partners in Timor-Leste to strengthen institutions related with accountability and transparency. One of the five strategic areas of UNDP's project on Strengthening Parliamentary Democracy is oversight capacity development to support the systems surrounding the national budget process and provide continuous oversight of Government activities and expenditures. While the Support to Civil Service Reform project is helping to enhance transparency in personnel recruitment and foster a culture of integrity among civil servants.

Viet Nam

UNDP contributes to the prevention of corruption in Viet Nam through its public administration reform (PAR) programme and programmes to improve access to justice and the rule of law. The overall objective of UNDP's involvement the PAR process in Viet Nam is to support the development of more accountable, transparent and participatory government systems and processes that contribute to the achievement of the national socio-economic development targets. This is achieved through:

- Strengthening PAR planning, steering and overall management capacities, focusing on financial policy analysis, formulation and review from a human development perspective
- Further developing and improving alternative mechanisms for public service delivery and orienting such mechanisms towards meeting local level needs
- Effectively applying strategic performance management systems and quality standards in selected ministries and provinces

ANNEX 7: MDG ACCELERATION FRAMEWORK ROLL-OUT

UNDP has adopted and will enforce a **standard corporate procedure** to ensure integrity of the MDG Acceleration Framework²¹ in its roll-out to further countries. This will also facilitate the **selection of countries for further roll-out** based on:

- 1) a formal expression of interest from the Government (manifestation of strong demand and political commitment); and
- 2) a feasibility assessment of the value added of the MAF approach in the specific country context.

Over the period from 2010 to 2011, 14 countries have applied the MDG Acceleration Framework, including 4 countries in the Sahel region focusing on the reduction of hunger (see table below). From 2012 onwards, about 20 countries across the regions are expected to apply the framework, focusing on different off-track MDGs.

COUNTRY	THEMATIC AREA(S)
Belize	Support the elaboration of an Action Plan to Accelerate the Achievement of MDGs on Water and Sanitation (MDG-7) .
Burkina Faso	Support the development of an acceleration plan focusing on reduction of hunger (MDG-1) - MAF Sahel Initiative .
Chad*	Support the development of an acceleration plan focusing on reduction of hunger (MDG-1) - MAF Sahel Initiative .
Colombia	Support to the poorest 5 provinces in Colombia to elaborate MDG action plans. The action plans will focus on MDG-1 on rural income poverty (generation of rural jobs, green jobs) , MDG-7 on human settlements , and MDG-3 on gender empowerment .
Ghana	Support the development of an acceleration plan for maternal health (MDG-5) focusing on the interventions of high impact for Ghana.
Jordan	Focus on MDG-1 on food security .
Lao PDR	Development of the MDG Acceleration Plan, which will inform the 7 th National Development Plan. Focus on MDG-1, MDG-2, MDG-4 and 5, MDG-7 (water and sanitation) and infrastructure.
Mali*	Support the development of an acceleration plan focusing on reduction of hunger (MDG-1) - MAF Sahel Initiative .
Niger	Support the development of an acceleration plan focusing on reduction of hunger (MDG-1) - MAF Sahel Initiative .

²¹ The MAF was endorsed by the UN Development Group in December 2010. In all roll-out countries, the UN Country Team works together to support the government to develop an MDG acceleration Action Plan.

Papua New Guinea*	Support the preparations of inputs to inform the next generation of the PRSP, including focus on MDG related interventions on health (MDG-4, 5, 6), water and sanitation (MDG-7), and education (MDG-2) .
Tajikistan	Focus on the achievement of poverty reduction (MDG-1) as it relates to the access of energy by the poor.
Tanzania	Support the development on an acceleration plan to address the issue of access to food (food security) in Tanzania , focusing on the strategic interventions required to achieve MDG1 by 2015. This will be informed mainly by the analytical studies undertaken under the MKUKUTA II.
Togo	Support the development of an acceleration plan focusing on MDG-1 on food security – boosting productivity and nutrition .
Uganda	Development of a MDG Country Report focusing on maternal health (MDG-5) and elaboration of an Action Plan to strengthen the existing Road Map for Maternal Health.

*work is still on going in Mali, Chad, and PNG for the preparation of MDG Action Plans.

Lessons from all the pilots were included in a **consolidated report**, ‘Unlocking Progress: MDG Acceleration on the Road to 2015’²².

Results obtained so far demonstrate the **potential of the MAF to make a concrete difference** and that many countries could benefit from the MAF:

- **Focusing the fragmented efforts** and resources of government ministries, development partners and other stakeholders on concrete and targeted measures designed to address off-track MDGs;
- **Determining priorities** within existing strategies and plans (thus ensuring country ownership) – through a consideration of evidence (making use of and in some cases supplementing existing studies, statistics, evaluations and lessons learned); and
- **Breaking down the silos between sectors** and MDGs in favour of a pragmatic, cross-sectoral, problem-solving approach that exploits synergies and leads to new types of collaboration and partnership.

²² The report is available at <http://www.beta.undp.org/content/undp/en/home/librarypage/mdg/unlocking-progress-maf-lessons-from-pilot-countries.html>

ANNEX 8: TERMS OF REFERENCES

1. Terms of Reference: Programme Manager, UNDP's Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE)

Vacancy Code : VA/2011/NAO/PACDE/ PM-PACDE/P4/04-02
Post Title : Programme Manager, UNDP Global Programme on Anti-corruption for Development effectiveness (PACDE)
Post Level : P4 (Fixed Term Appointment)
Position status : Non-rotational
Org Unit : NAO/DG/PACDE
Duty Station : New York, USA
Duration : One year renewable
Closing Date : 25 February 2011

Background:

UNDP's Democratic Governance Practice focuses on fostering inclusive participation, strengthening responsive governing institutions, and promoting democratic principles. Inclusive participation expands equal opportunities for engagement by the poor, women, youth, indigenous people, and other marginalized groups who are excluded from power. Efforts in this area aim to strengthen opportunities for civic engagement in the core channels linking people and the state, at the national, regional and local levels.

Work on governing institutions has traditionally emphasized the design and functions of the core pillars of the state, including the legislative, executive and judicial branches, at national, regional and local levels. Strengthening responsive governing institutions entails promoting the core channels of representation and accountability in the state at the national, regional and local levels. Responsive institutions mean that the state reflects and serves the needs, priorities, and interests of all people, including women, the poor, youth, and minorities.

Supporting national partners to strengthen democratic practices grounded in human rights, anti-corruption and gender equality require UNDP leadership in promoting integration, coordination and information-sharing of policies, practices, and strategies strengthening democratic governance within and outside of the UN family.

In order to provide timely and quality policy advisory services and knowledge products in democratic governance, the Democratic Governance Group (DGG) has organized its work and its staff along these three key result areas mentioned above.

A core group of policy advisers representing capacity along these three key result areas are based in Headquarters, with a specific mandate of providing policy advisory services, knowledge management as well as partnership building and advocacy. As part of the practice architecture, a number of policy advisers are based in six regional service centres.

UNDP has been a leading provider of technical assistance aimed at eliminating corruption and a pioneer in the area of anti-corruption programming from the nineties when it developed ATI (Accountability, Transparency and Integrity) programmes and produced its flagship manual entitled *Fighting Corruption to Improve Governance*. It helps countries develop national anti-corruption law, enforce international conventions and establish and aid national integrity bodies. In addition, UNDP supports civil service reform to promote efficient, effective and

responsive pro-poor policies, and it helps civil society to foster increased participation in decision-making processes and monitoring of government activities and officials.

More recently, the advent of UNCAC and other new norms and standards made it necessary for UNDP to refocus its energies and priorities in anti-corruption within UNDP's mandate of reducing poverty, meeting the MDGs, and promoting sustainable economic development. With this recognition, anti-corruption has recently become one of the major service areas of Democratic Governance Group. In order to respond the growing needs for programming and advisory services in this area as well as the DGG Anti-Corruption Service Area has developed the Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE) (2008-2013). The programme will support key result area 2.3 of Strategic Plan that aims at supporting national partners to implement democratic governance practices grounded in human rights, gender equality and anti-corruption. The main objective of the global programme is to assist Member States to strengthen national oversight institutions to achieve the millennium goals, reduce poverty and achieve sustainable development through increased availability of national resources due to decrease in corruption and increase in the efficiency of public institutions. With this objective, PACDE will help align and streamline UNDP's anti-corruption approach across its mandated areas and provide UNDP country offices and partners access to ideas, knowledge, partnerships and resources.

The PACDE is a five year, \$10 million programme, which provides support to strengthen state/institutional capacities at the national level through advisory support, knowledge and awareness, capacity development, coordination and partnership. UNDP requires the services of a Programme Manager to manage and oversee the PACDE. Based in New York, the Programme Manager will be part of the Democratic Governance Group of the Bureau for Development Policy and part of the PACDE team.

Duties and Responsibilities:

Under the overall supervision of the Policy-Advisor, Anti-Corruption, the Programme Manager of PACDE will be responsible for coordinating planning, monitoring and implementation of the global programme. More specifically, the manager will perform the following tasks:

Project management

- a) **Developing workplans:** In consultation with the Policy Advisor: Anti-Corruption, develop project workplans (annual and bi-annual) and ensure that work plans adhere to the business case of global programme. Revise workplan and the programme budget according to the decision of the Board (if necessary).
- b) **Day to Day management:** Responsible for day-to-day management of PACDE in consultation with the Policy Advisor; Anti-Corruption, including drafting TORs, identifying consultants, arranging their recruitment, backstopping their work, tracking project expenditures including ensuring that all financial transactions are properly recorded. Ensure that all relevant contracts are signed and adhered to by the consultants and the quality of deliverables checked. Review the quality of products/deliverables. Ensure project deliverables are completed on time. Provide formal and informal regular briefs on progress to the advisor and DGG broadly. Monitor staff and subcontractor performance to ensure that the technical quality of consultants/subcontractors output meets the requirements of the PACDE.
- c) **Reporting:** Responsible for compiling and reviewing quarterly, mid-term and annual project reports, coordinating evaluating, maintaining detailed database on global programme, and preparing reports to the donors and project board for approval by the Policy Advisor: Anti-Corruption. Act as the Secretariat to the Project Board meetings. Be responsible for providing inputs and updating UNDP's corporate reporting tools

including Enhanced Results-Based Management Platform.

d) **Coordination:** Review the quality of regional workplan. Coordinate with Regional Management Teams and monitor and ensure that regional workplans are being implemented according to the business case of global programme.

Programme and policy support:

- Provide inputs to the overall status of the global programme, bottlenecks, success stories, and new opportunities within the framework of the programme. This includes:
- Assist Policy Advisor in clarifying UNDP corporate policies, approaches and priorities to the regional teams and UNDP country offices.
- Organizing and coordinate conferences, events, and workshops in consultation with the Policy Advisor.
- Coordinate the collection, production and dissemination of materials and other resources to support UNDP's anti-corruption projects.
- Carry out other duties as assigned by the Policy Advisor: Anti-Corruption and the DGG Practice Director.
- Liaise and coordinate with other UNDP global programmes and DGG service areas to make sure that anti-corruption strategies, policies and programs of PACDE are mainstreamed in other areas and practices.

Knowledge management:

- Coordinate and manage drafting, professional design, production, and dissemination of reports, training manuals, case studies, practice notes, conference papers, primers, discussion notes, project documents, project reports, minutes of meetings, terms of reference, and UNDP's publicity and communication materials
- Responsible for developing and updating databases of UNDP projects and initiatives on anti-corruption;
- Develop and revise the contents of the shared online workspace and the UNDP website for anti-corruption service area, including both external website and teamworks space.

Practice Advocacy:

- Serve as a focal point for PACDE.
- Develop and/or maintain the roster of experts, institutional partners, and consultants in anti-corruption, including monitoring client feedback from projects to strengthen the core areas of expertise available to the cluster.
- Enhance partnership-building, communications, and outreach to other relevant organizations, particularly with UNODC, UNECA, TI, Tiri, U4, GTZ, World Bank, and other donors, relevant research institutes and civil society organization from both South and North.
- Coordinate activities and monitor global, regional and country level initiatives.
- Represent DG externally at appropriate professional meetings and outreach events where the Advisor and DGG need the representation and presentation of UNDP approach and strategies as well as knowledge products.

Required Selection Criteria

Competencies

Professionalism

- Demonstrates professional competence and mastery of Project Management methodologies, standards and tools including Prince-2, ATLAS and Enhanced Results-Based Management Platform.

- Knowledge of IT implementations such as teamworks in UNDP.
- Thinks logically and analytically in a problem-solving environment.
- Ability to produce reports and papers on technical issues, particularly the emerging issues on anti-corruption and to review and edit draft knowledge products.
- Ability to apply UN rules, regulations, policies and guidelines in work situations.
- Strong motivation and track record of experiences on anti-corruption including both project management and development of knowledge products; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.
- Self-reliant and able to work independently as well as in a team.
- Work experience in multi-cultural environment.
- Knowledge of UNDP human resources and procurement functions.
- A proven track record of working with relevant partners in the area of anti-corruption will be preferred.

Planning and Organizing – Ability to organize, plan and implement work assignments, manage competing demands and work under pressure of frequent and tight deadlines. Strong interpersonal skills and ability to establish and maintain effective partnerships and working relations in a multi-cultural environment.

Communication - Excellent communication (spoken and written) skills, including the ability to convey complex concepts both orally and in writing, in a clear concise style. Demonstrated ability to communicate effectively at all levels, especially in technical support functions, training activities and seminars/demonstrations to executive and senior staff.

Client Orientation – Ability to identify and analyze needs for the advisory support and other type of assistance to UNDP regional centres/Country Offices and programming countries and propose appropriate solution to meet business requirements.

Education/Experience/Language

Education: Advanced university degree in political science, economics, or public administration with specialization in development studies, or relevant discipline.

Experience: Minimum of 7 years of professional experience, including at least 3 years project based and policy work on anti-corruption; strong writing and drafting skill; demonstrated capacity to perform outstanding research and analysis on anti-corruption.

Language Requirements: Outstanding communication skills, verbal and written, in English.

The [incumbent/personnel] is responsible to abide by security policies, administrative instructions, plans and procedures of the UN Security Management System and that of UNOPS

Submission of Applications

Qualified candidates may submit their application, including a letter of interest, complete Curriculum Vitae and an updated United Nations Personal History Form (P.11) (available on our website), via e-mail to **dgvas@unops.org**. Kindly indicate the vacancy number and the post title in the subject line when applying by email.

Additional Considerations

- Applications received after the closing date will not be considered.
- Only those candidates that are short-listed for interviews will be notified.
- Qualified female candidates are strongly encouraged to apply.
- UNOPS reserves the right to appoint a candidate at a level below the advertised level of the post.

2. Terms of Reference: Anti-Corruption and MDG Specialist

Post Title	Anti-Corruption Specialist
Post Level	P3
Position status	Non-rotational
Org Unit	DGG/BDP
Duty Station	New York (non-family)
Duration	2 years
Closing Date	

Background:

UNDP's mandates include poverty reduction, the realization of MDGs and promoting sustainable development. UNDP therefore views corruption as a development challenge and a governance deficit, a result of malfunctioning state institutions and democratic governance as the process of creating and sustaining an environment for inclusive, responsive and accountable political processes that efficiently and effectively deliver social services to the intended target groups. Over the past decade, notable progress has been made on each individual MDG including in poor countries. Such success shows that the MDGs can be achieved. Yet progress is uneven between and within regions and countries and often too slow to meet the 2015 deadline. Some countries may not reach all of the MDGs, without renewed commitment and concerted action to address the major bottlenecks such as leakages of resources. Evidence shows that it is crucial to address the issues of resource leakages to accelerate the progress on MDGs.

In this regard, UNDP's Democratic Governance Practice focuses on fostering inclusive participation, strengthening responsive governing institutions, and promoting democratic principles. Inclusive participation expands equal opportunities for engagement by the poor, women, youth, indigenous people, and other marginalized groups who are excluded from power. Efforts in this area aim to strengthen opportunities for civic engagement in the core channels linking people and the state, at the national, regional and local levels.

Supporting national partners to strengthen democratic practices grounded in human rights, anti-corruption and gender equality require UNDP leadership in promoting integration, coordination and information-sharing of policies, practices, and strategies strengthening democratic governance within and outside of the UN family.

UNDP has been a leading provider of technical assistance aimed at eliminating corruption and a pioneer in the area of anti-corruption programming from the nineties when it developed ATI (Accountability, Transparency and Integrity) programmes and produced its flagship manual entitled ***Fighting Corruption to Improve Governance***. It helps countries develop national anti-corruption law, enforce international conventions and establish and aid national integrity bodies. In addition, UNDP supports civil service reform to promote efficient, effective and responsive pro-poor policies, and it helps civil society to foster increased participation in decision-making processes and monitoring of government activities and officials.

More recently, the advent of UNCAC and other new norms and standards made it necessary for UNDP to refocus its energies and priorities in anti-corruption within UNDP's mandate of reducing poverty, meeting the MDGs, and promoting sustainable economic development. With this recognition, anti-corruption has recently become one of the major service areas of Democratic Governance Group. In order to respond the growing needs for programming and advisory services in this area as well as the DGG Anti-Corruption Service Area has developed the Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE) (2008-2013).

UNDP is currently focusing on strengthening anticorruption capacities for MDG acceleration, taking into

account the action agenda outlined in the outcome document adopted by the High-level Plenary Meeting of the UN General Assembly (20–22 September 2010). The document, '**Keeping the promise: United to achieve the Millennium Development Goals**', clearly identifies corruption as a major bottleneck to the achievement of the MDGs and notes that 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.

Duties and Responsibilities

1. Under the supervision of Policy Advisor: Anti-Corruption, serve as a focal point on anti-corruption and MDGs.
2. Liaise with the MDG team in the Poverty Group to support the UNDP country team, which to identify governance/anti-corruption factors as major bottlenecks and implement the actions plans.
3. Work with anti-corruption and Poverty Group teams to collect cases of good practices in three sectors (health, education and water), where the poor are disproportionately affected by corruption
4. Support activities on social accountability and citizen monitoring of services and budget and infrastructure which are vital for accelerating the progress on the MDGs through enhanced accountability and transparency in government service delivery.
5. Support the Anti-Corruption team and liaise with Poverty Group focal point on illicit financial flows to strengthen domestic accountability, particularly the capacity to track the resource leakages.
6. Support Policy Advisor and PACDE team, to develop workplans, provision of advisory and technical support on MDGs and anti-corruption at the regional and country levels including training of country offices and documenting good practices using tools and methodologies for strengthening anti-corruption in sectors
7. Prepare technical reports and policy papers on democratic governance issues for the MDGs and related topics.
8. Support research and data analysis as required to support the roll-out of the anti-corruption and MDGs activities.
9. Assist the Policy Advisor: Anti-Corruption and PACDE manager to implement the work plan approved by the Board on anti-corruption and MDGs.
10. Carry out other duties assigned by the supervisor and PACDE management team.

Required Selection Criteria

Competencies

- Deep knowledge of governance issues in developing countries and strategies for addressing them.
- Practical experience in supporting the formulation and implementation of policies and institutions that can support the large scale implementation of MDGs.
- Demonstrated initiative and ability to work independently
- Strong quantitative and statistical skills
- Detail-oriented with outstanding organizational skills.
- Demonstrated ability to excel in a multi-cultural team environment.
- Flexibility in responding to changing priorities in a fast-paced environment.

Education/Experience/Language

	<ul style="list-style-type: none">• Master's degree in political science, economics, or public administration with specialization in development studies, or
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Education:	relevant discipline.
Experience:	<ul style="list-style-type: none"> • Minimum of 5 years of professional experience, including project based and policy work. • Strong writing and drafting skills. • Demonstrated capacity to perform outstanding research.
Language Requirements:	<ul style="list-style-type: none"> • Outstanding communication skills, verbal and written, in English. • Fluency in French preferred.

Submission of Applications

Qualified candidates may submit their application, including a letter of interest, complete Curriculum Vitae and an updated United Nations Personal History Form (P.11) (available on our website), to **Ms. Michele Page, Chief, Human Resources Management**, via e-mail to **vacancies@unops.org**. Kindly indicate the vacancy number and the post title in the subject line when applying by email.

Additional Considerations

Applications received after the closing date will not be considered.
 Only those candidates that are short-listed for interviews will be notified.
 Qualified female candidates are strongly encouraged to apply.
 UNOPS reserves the right to appoint a candidate at a level below the advertised level of the post.

For more information on UNOPS, please visit the UNOPS website at www.unops.org.

3. TOR: Anti-Corruption Specialist for Asia-pacific Region, UNDP Bangkok Regional Centre

Post Title: Anti-Corruption Specialist Post Number: xxxx Organizational Unit: UNDP Asia-Pacific Regional Centre in Bangkok Post Status: Non-Rotational Source of Funding: Global Programme on Anti-Corruption for Development Effectiveness, UNDP Bureau for Development Policy Start Date: 1 July 2011	Proposed Grade: P3 Post Classified by: Classification Approved by:
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II. Organizational Context

UNDP's support for anti-corruption programmes is a key element of the organization's broader agenda on democratic governance. UNDP seeks to foster inclusive participation, strengthen accountable and responsive governing institutions, and ground governance in international principles, notably gender, human rights and anti-corruption. This approach to democratic governance and the role of anti-corruption therein, is included in the approved UNDP strategic plan for 2008-2013. To support implementation of the strategic plan, UNDP Bureau for Development Policy (BDP) developed the Global Programme on Anti-Corruption for Development Effectiveness (PACDE) coordinated by its Democratic Governance Group (DGG).

Through PACDE, UNDP seeks to assist programme countries to prevent and reduce the prevalence of corruption. During its first phase (2008-2010), the focus of PACDE was on clarifying UNDP's niche and policies, putting necessary global and regional management architectures in place, building UNDP and partner countries' capacities through regional training, establishing and strengthening regional networks and service delivery platforms, increasing knowledge and awareness, and enhancing coordination and cooperation with relevant internal and external partners. The main focus of the second phase (2011-2013) is to increase interventions at the country level using the capacity and practice architecture of UNDP Regional Centres, anti-corruption community of practices and expert teams.

UNDP Asia-Pacific Regional Centre (APRC) is leading the work on anti-corruption in the Asia-Pacific Region through its Asia Regional Governance Programme (ARGP) and with support from PACDE. Over the past two years, the programme established a vibrant Anti-Corruption Community of Practice: *Asia-Pacific Integrity-in-Action or AP-INTACT*. APRC organized several regional meetings with government officials, civil society organisations (CSOs) and UN staff working on anti-corruption. In addition, APRC launched an online network in November 2009, the *Asia-Pacific Integrity in Action (AP-INTACT) Network*, which has around 300 members and helps members share information and knowledge on relevant anti-corruption issues. Finally APRC, in partnership with the UNDP Pacific Centre and UNODC Regional Centre for East Asia and the Pacific, developed a regional anti-corruption portal to capture knowledge and experiences on anti-corruption in the region.

Furthermore, APRC focused its anti-corruption work on supporting countries to implement the United Nations Convention against Corruption (UNCAC). In 2010, a Regional UNCAC Self-Assessment Consortium was set up by APRC in partnership with UNODC Regional Centres (Bangkok & Delhi). The Consortium strengthened the collaboration with key partners, such as, Basel Institute on Governance of Switzerland and the Institute of Governance Studies of Bangladesh to support countries to self-assess their implementation of the Convention.

In partnership with these organizations and GTZ, APRC led the development of a Guidance Note on UNCAC Self-Assessments, which provides policy guidance and practical advice for countries undertaking UNCAC Self-Assessments and has since been adopted globally.

APRC's anti-corruption programme is also focusing on corruption prevention through sector approaches in the health, education and water sectors, as well as developing national capacity to measure corruption and monitor implementation of national anti-corruption strategies. From 2010 through 2011 the Centre will develop a regional report on good practices in diagnosing and combating corruption in the health, education and water sectors. This will be complemented by a regional community of practice meeting focused on measuring corruption and monitoring anti-corruption, specifically in these sectors.

In addition to initiatives led from the Regional Centre, APRC supports national anti-corruption initiatives in 12 countries, including in Afghanistan, Bhutan, China, Lao PDR, Malaysia, Maldives, Mongolia, Philippines, Sri Lanka, Thailand, Timor-Leste, and Viet Nam.

III. Functions / Key Results Expected

The Programme Specialist will be tasked to lead the regional anti corruption initiatives for Asia, under the Asia Regional Governance Programme and Global Programme on Anti-Corruption for Development Effectiveness. Under the supervision of the Democratic Governance Practice Team Leader at the UNDP Asia Pacific Regional Centre and the Global Anti-Corruption Policy Advisor in UNDP DGG/BDP, the incumbent will assume responsibility for the following functions and expected key results:

- Contribute to the development and implementation of a multi-year **Regional Anti-Corruption Programme** to (i) support effective UNCAC implementation at the national level; (ii) promote national measurements of corruption and national implementation of anti-corruption strategies; (iii) promote corruption-free service delivery for the achievement of the MDGs; (iv) limit the adverse effects of corruption on climate change adaptation and mitigation strategies; (v) support knowledge exchange on anti-corruption in Asia-Pacific; (vi) develop capacity of anti-corruption agencies (incl. twinning arrangements with anti-corruption training institutes, IT support and institutional development planning).
- Provide policy advice and programme **support to UNDP Country Offices, UN Country Teams and other national partners** in Asia to strengthen anti-corruption initiatives at the national level through south-south knowledge exchange on best practices, use of evidence gathering with external communication, integration of social media, focus on MDG and climate change priorities, inter-agency partnerships and enhanced political economy analysis. This includes providing support to existing and future country anti-corruption projects, as well as support for REDD + participatory governance analysis and MDG Acceleration Frameworks.
- Lead regional **knowledge codification, analysis, dissemination** and application of lessons learned and good practices on effective anti-corruption approaches, including keeping track of emerging and newly produced knowledge materials from global, regional and national organizations working on anti-corruption and assess how these materials can best be used, developed or adapted especially for Asian countries. Specifically, this knowledge management component comprises also: (i) facilitating the Asia-Pacific Integrity in Action Network by sharing information and knowledge on relevant anti-corruption issues through quarterly newsletters, e-discussions, online queries and ad hoc information messages; (ii) integrating the Asia-Pacific Integrity in Action Network with corporate platforms such as Teamworks; (iii) developing and monitoring content in the Global Anti-Corruption Portal, including experiences, research, news, events and other materials for anti-corruption practitioners, researchers, experts and the general public.

public.

- Contribute to enhanced **partnership development and resource mobilization** for anti-corruption initiatives in the Asia-Pacific region by (i) strengthening existing partnerships, (ii) enhancing communication on anti-corruption initiatives, (iii) supporting delivering as one modalities with other UN agencies, notably UNODC, (iv) seeking opportunities to foster South-South, Sub-Regional, Cross-Regional and Regional cooperation, and (v) exploring and maintaining partnerships with relevant global, regional and national think tanks, donors and research institutes working on anti-corruption. This also includes the development/maintenance of a regional roster of experts on anti-corruption.

Serve as a focal point for the Global Programme on Anti-Corruption for Development Effectiveness in the Asia-Pacific region. Participate in the workplanning meeting of PACDE, contribute to synchronizing the regional and global activities, and be responsible for implementing and reporting on the PACDE activities planned for the Asia-Pacific region.

- Contribute to **global policy development on anti-corruption**, including through regional knowledge codification, identifying national best practices for wider replication, and providing regional inputs into knowledge products. This also includes sharing knowledge and good practices from the region to other regions and contributing to global anti-corruption events such as the International Anti-Corruption Conferences, the UNCAC Conferences of States Parties, and other global events.

V. Competencies

Corporate Competencies:

- Good working knowledge of UNDP/UN rules, policies and practices
- Good understanding of UNDP programming modalities
- Promotes the vision, mission and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Technical Competencies:

Substantive and technical expertise in one or more of the following areas:

- UNCAC Implementation, UNCAC Review and UNCAC Self-Assessment processes;
- Mainstreaming anti-corruption into health, education and water sectors;
- Capacity development of Anti-Corruption Agencies;
- Facilitating UN knowledge networks of technical experts and practitioners;
- Formulating and evaluating anti-corruption initiatives at the country level;
- Political Economy Analysis of corruption at the country level;
- Experience of providing policy advice (including report writing) at international level;
- Experience of inter-agency and partnership processes;

Managerial competencies:

- Ability to establish effective working relations in multi-cultural team environments
- Excellent supervisory, team-working, team-building, diplomatic and international skills
- Resourcefulness, initiative and mature judgment

Behavioural competencies:

- Strong verbal and written communication and advocacy skills
- Ability to work in a complex environment requiring liaison and collaboration with multiple actors
- Ability to demonstrate sensitivity, tact and diplomacy

- Excellent analytical, organizational and negotiation skills, especially resource management systems
- Excellent networking skills

VI. Recruitment Qualifications

Education:	Advanced university degree in law, economics, political science, sociology or another international development related area.
Experience:	Minimum of 5 years of progressively responsible, substantive knowledge in democratic governance and development programming experience with a focus on anti-corruption.
Language Requirements:	Fluency in spoken and written English. Knowledge of another UN language is an advantage.