

## Attachment A

### PROJECT DOCUMENT

<b>Project Number</b>	
<b>Project Title</b>	Joint Action towards a Global Regime against Corruption
<b>Duration</b>	4 years (2011/12 to 2014/15) <sup>1</sup>
<b>Estimated Starting Date<sup>2</sup></b>	April 2012
<b>Location</b>	Global with a focus on South Asia, South East Asia, North Africa and the Middle East, East Africa and Southern Africa, and Small Island Developing States <sup>3</sup>
<b>Strategic Framework Sub programme and related Expected Accomplishment(s)<sup>4</sup></b>	Programme 13 - International drug control, crime and terrorism prevention and criminal justice; Subprogramme 2 –Countering Corruption; Expected accomplishments a) and c)
<b>Linkages to Country Programme</b>	N/A
<b>Regional Programme</b>	Regional Programmes for South Asia, South East Asia, North Africa and the Middle East, East Africa and Southern Africa
<b>Thematic Programme<sup>5</sup></b>	Action against Corruption and Economic Crime
<b>Executing Agency<sup>6</sup></b>	UNODC

<sup>1</sup> The project will receive 4 financial contributions from AusAID in the financial years 2011/12; 2012/13; 2013/14 and 2014/15. The detailed payment schedule will be regulated by the funding agreement and tentatively foresee:

- the 1<sup>st</sup> tranche to be paid upon signature of the funding agreement (April 2012);
- the 2<sup>nd</sup> tranche to be paid by end of February 2013;
- the 3<sup>rd</sup> tranche to be paid by end of February 2014 and;
- the 4<sup>th</sup> and last tranche to be paid by end of February 2015

<sup>2</sup> Actual starting date will be available in ProFi.

<sup>3</sup> The SIDS located in the Pacific will be covered under a joint UNDP-UNODC Pacific Regional Anti-Corruption Project aimed to address the specific challenges faced by the countries in this region in terms of ratifying or acceding to the United Nations Convention against Corruption, their active participation in the UNCAC review mechanism and their institutional, legal and operational capacities to effectively implement the UNCAC.

<sup>4</sup> The Strategic Framework for 2012-13 listing out the subprogrammes and expected accomplishments therein is available at [http://www.unodc.org/documents/commissions/WG-GOVandFiN/SF\\_2012-13\\_final\\_consolidated.pdf](http://www.unodc.org/documents/commissions/WG-GOVandFiN/SF_2012-13_final_consolidated.pdf) The Strategic Framework for 2014-15 will be finalised by the end of 2012.

<sup>5</sup> Please state the name of the country/ regional or thematic programme the project contributes to.

<sup>6</sup> The Agency with overall responsibility for the project/programme, and therefore with overall reporting responsibility to donors.

<b>Associated / Implementing Agency<sup>7</sup></b>	
<b>Overall Budget</b>	\$ 8,858,070
<b>In-Kind Contributions<sup>8</sup></b>	

Partner Organizations: UNDP, AusAID, the Alliance of Small Island States (AOSIS), the Indian Ocean Commission or Commission de l'Océan Indien (COI), and the Caribbean Community and Common Market (CARICOM), the Association of South East Asian Nations (ASEAN), the Asia-Pacific Economic Cooperation (APEC), the ADB/OECD Anti-Corruption Initiative for Asia and the Pacific, the South Asia Association for Regional cooperation (SAARC).

### **Brief Description**

The project seeks, in close consultation and coordination with UNDP and AusAID, to advance the ratification and follow-up to the implementation review of the United Nations Convention against Corruption (UNCAC) with a view to building an effective global regime against corruption with a specific focus on Small Island Developing States (SIDS)<sup>9</sup>, as well as countries in South and East Asia, North Africa and the Middle East, and in Eastern and Southern Africa. More specifically, the project seeks (1) to accelerate UNCAC ratification and effective participation in the implementation of the UNCAC Review Mechanism by SIDS, including support to the effective follow-up to the findings and recommendations emerging from the country reviews; (2) to support the effective implementation of UNCAC in South and East Asia, Northern Africa and the Middle East, and Eastern and Southern Africa; and (3) to strengthen coherence, consistency and effectiveness of technical assistance in support of States parties follow-up actions to the implementation review. The Project complements parallel activities undertaken by UNDP under its Programme on Anti-Corruption for Development Effectiveness (PACDE) with support from AusAID.

Signed on behalf of:

Party/Entity	Name/Title of Signatory	Date	Signature

<sup>7</sup> The Implementing agency is the unit, which has been given responsibility for managing all aspects of the work programme to be financed from a given trust fund (or project) i.e. it is the one responsible for providing the services as spelled out in agreements/ToR/MOU in accordance of the project plan, etc.

<sup>8</sup> Specify in-kind contributions by party and in US\$ equivalent.

<sup>9</sup> See footnote 2

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Date:

## **1. Situation Analysis**

### **1.1 The Problem**

Corruption poses significant threats to individual countries as well as to the international community. If corruption permeates the political, economic and social spheres of communities and countries, there can be few prospects for development and prosperity. Corruption often reaches into governments and parliaments, undermining the state and its institutions. Security cannot be guaranteed, development cannot be sustained, and justice cannot reign if there is a widespread public suspicion that institutions are corrupt, and that criminal acts committed by elites remain unpunished. Thus corruption undercuts government legitimacy and undermines the rule of law.

Expeditious ratification and even more importantly effective implementation of the United Nations Convention against Corruption (hereinafter UNCAC) has been recognized as a priority for the international community. Repeatedly the United Nations General Assembly and the Economic and Social Council, as well as the G8 and G20 have invited Member States and competent regional economic integration organizations, as appropriate, to ratify or accede to and fully implement UNCAC as soon as possible. Since the adoption of UNCAC by the General Assembly on 31 October 2003, 140 countries have signed and 160 countries have ratified or acceded to the Convention (Status as of April 2012).

Preventing and combating corruption requires a comprehensive and multidisciplinary approach. Based on this recognition, Member States negotiated UNCAC which rests firmly on four pillars: Preventive Measures, Criminalization and Enforcement, International Cooperation and Asset Recovery. Implementing UNCAC presents significant challenges for the international community as well as individual States parties, particularly in the innovative areas of the Convention. For this reason, countries will rely more on policy guidance and technical assistance for their effective implementation. What has started to emerge from the results of the first year of the mechanism for the review of implementation of UNCAC is that many developing countries identify technical assistance needs to ensure full and effective implementation of the Convention.

The common goal is to reach universal adherence to the Convention, which is an achievable aim, in view of the large number of ratifications or accessions received over a short period of time. Despite the massive progress towards universal ratification of the instruments, it has clearly emerged over the past two years that in particular least developed countries and Small Island Developing States (SIDS) have shown the slowest progress in ratifying or acceding to the Convention.<sup>10</sup> Many have evidenced significant

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<sup>10</sup> The United Nations identified 51 entities as Small Island Developing States: Atlantic Ocean and Caribbean Sea: Anguilla; Antigua and Barbuda; Aruba; the Bahamas; Barbados; Belize; British Virgin Islands; Cape Verde; Cuba; Dominica; the Dominican Republic; Grenada; Guinea-Bissau; Guyana; Haiti; Jamaica; Montserrat; Netherlands Antilles; Puerto Rico; Saint Kitts and Nevis; Saint Lucia; Saint Vincent and the Grenadines; São Tomé and Príncipe; Suriname; Trinidad and Tobago; and the U.S. Virgin Islands; Pacific Ocean: American Samoa; Commonwealth of Northern Marianas; Cook Islands; Federated States of Micronesia; Fiji; French Polynesia; Guam; Kiribati; Marshall Islands; Nauru; New Caledonia; Niue; Palau;

capacity gaps in terms of preparing for and participating in the UNCAC Review Mechanism. Challenges have further arisen in ensuring the effective follow-up to country reviews in terms of devising plans and strategies to address implementation challenges, or develop technical cooperation programmes with international development partners in order to implement the recommendations.

Many Small Island Developing States (SIDS) may still not be fully aware of the benefits of UNCAC to national integrity efforts. As of July 2011, a significant number of them are not States parties to the Convention, or are sub-territorial divisions of a State party to which UNCAC does not apply. Roughly a third of the SIDS located outside the Pacific have not yet ratified or acceded to the UNCAC. This is due to the fact that Small Island Developing States are often not fully integrated into international cooperation and support efforts, and often have small and overwhelmed government systems. Raising awareness among governments on the usefulness of UNCAC as a framework for addressing corruption at the national level and cooperating at the international level, including through accessing technical assistance is crucial to fostering universal adherence to the Convention. The benefits of UNCAC, as a guiding framework, can strengthen their national anti-corruption efforts, and as a global symbol of commitment can trigger access to a range of international technical assistance. The specific needs of SIDS, in terms of swift ratification of or accession to UNCAC, the active participation in the UNCAC review mechanism and their institutional, legal and operational capacity constraints will be addressed through this project as concerns the SIDS located outside the Pacific Region. The specific needs of the SIDS located in the Pacific Region will be addressed through a targeted joint UNDP-UNODC Pacific Regional Anti-Corruption Project.

Moreover, UNODC will support the swift follow-up to the implementation of recommendations emerging from the UNCAC review process in developing and least developed countries in South and East Asia, North Africa and the Middle East, and Eastern and Southern Africa. This will be achieved by adopting a two pronged approach of direct technical assistance provided by UNODC in particular through its network of Anti-Corruption Advisors strategically placed in regional hubs and by facilitating the access of countries, that have undergone the review, to targeted and high quality technical assistance services by other providers of such services, such as UNDP, the Australian Government and bilateral and multi-lateral development partners. Increasingly, knowledge created in countries that have participated in the review process will be used in other countries that are new to the process. This is particularly the case in remote areas.

More specifically, UNODC will enhance its capacity, in particular through its Anti-Corruption Advisors, in delivering policy, technical and legal advice in supporting countries in the region to ensure the effective follow-up in addressing any recommendations and findings emerging from the country reviews. At the same time UNODC, in partnership *inter alia* with the UK Department for International Development (DFID), UNDP and the United Nations Staff College, will work with

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Papua New Guinea; Samoa; Solomon Islands; Timor-Lesté; Tonga; Tuvalu; and Vanuatu. Indian Ocean: Bahrain; Comoros; the Maldives; Mauritius; and the Seychelles.

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technical assistance providers with a view to strengthening coherence, consistency and effectiveness of technical assistance. This will require an analysis of technical assistance needs, commonalities, good practices, tools and trends. Based on this analysis, the project will design proposals for the consideration of the Implementation Review Group and the Conference of States Parties to the Convention aimed to facilitate technical cooperation between those in need of technical assistance and the providers of technical assistance, as well as to develop and implement training programmes on UNCAC and the UNCAC Review Mechanism for bilateral and multi lateral providers of technical assistance.

### 1.2 Counterpart Capacity

Many of the governments and legislators of SIDS that have not yet ratified or acceded to the Convention face serious capacity restrictions as concerns the preparation of ratification instruments, related parliamentary decisions and legislations hindering them to accelerate the overall level of implementation of UNCAC. The project therefore seeks to provide them with the necessary policy, technical and legislative support to address these shortcomings.

Moreover, many of the specialized anti-corruption bodies in the target regions do not possess the required law enforcement and judicial capacities to ensure the effective investigation, prosecution and sanctioning of corruption offences and to trace, seize and confiscate the proceeds of corruption, as important aspects of the effective implementation of UNCAC. They often lack a clear enforcement strategy, as well as basic and specialized investigative skills, standard operating procedures and case management systems. As newly established institutions, many are not communicating well both their successes and limitations to their respective Governments, as well as the public at large, and they fail to establish cooperative relationships with other law enforcement bodies.

At the same time, the criminal justice systems in many of the countries aims to assist under this project, face challenges of their own in terms of effectiveness, integrity, transparency and accountability undermining their capacity to implement the provisions of UNCAC, effectively cooperate with specialized anti-corruption and related bodies, and ensure the overall functioning of the criminal justice chain in terms of high quality investigations, strategic and skilled prosecutions, timely disposal of cases by the courts and effective sanctions, including the recovery of the proceeds of crime.

Finally, the capacities of central authorities and relevant law enforcement agencies to effectively cooperate internationally with their counterparts in other States parties remain weak and prevent countries from effectively utilizing the innovative provisions of the chapters IV on international cooperation and V on asset recovery of the Convention respectively.

### 1.3 Justification for UNODC involvement

The Convention, as well as the resolutions adopted by the Conference of the States Parties, the General Assembly, the Economic and Social Council and the Crime

Commission, provide a clear technical assistance mandate for UNODC to support Member States in the ratification and implementation of the provisions of the Convention. Further, they request Member States and the Secretary General to provide UNODC with the resources necessary to enable it to promote in an effective manner the implementation of the Convention. In its resolution 2006/24 of 27 July 2006, entitled “International cooperation in the fight against corruption”, the Economic and Social Council further invited relevant entities of the United Nations system and international financial institutions, and regional and national funding agencies to increase their support to and interaction with UNODC in order to benefit from synergies and avoid duplication of efforts so as to ensure that, as appropriate, activities aimed at preventing and combating corruption are considered in their sustainable development agenda and that the expertise of the Office is fully utilized.

The Conference of the States Parties to UNCAC has held four sessions to date. It established several working groups, dealing with asset recovery, prevention and the review of implementation and technical assistance respectively. With the establishment of the Implementation Review Mechanism, the established working groups on review of implementation and technical assistance were merged into the Implementation Review Group. The Conference adopted a number of resolutions, tasking UNODC with a large number of mandates related to the effective follow-up actions to the UNCAC review process, the identification of technical assistance needs, as well as the provisions and coordination of technical assistance. The Conference and its working groups have provided clear and far-reaching guidance on activities required to support the implementation of UNCAC which UNODC has pursued within the availability of voluntary contributions.

UNODC possesses significant comparative advantages for addressing the above-mentioned challenges and technical assistance needs. It has also accumulated a wealth of experience in the development of technical assistance initiatives supporting countries in the prevention and control of corruption. With the entry into force of UNCAC and the rapidly growing number of ratifications or accessions, in particular by developing countries and countries with economies in transition, UNODC is the natural first point of reference for countries requiring technical expertise, policy guidance, as well as long-term support in designing and establishing laws, institutions, policies and procedures to effectively comply with the Convention. UNODC possesses the necessary technical multi-disciplinary competence required to design programmes, projects and as well as practical tools and instruments to respond to these needs. As the guardian of the Convention and the UNCAC review mechanism, UNODC is well placed among the providers of technical assistance, as it combines expertise on the requirements of the Convention with long-standing experience in the provision of technical assistance in the area of criminal justice and anti-corruption.

UNODC has built several successful partnerships with non-governmental actors active in the anti-corruption arena, including the private sector, academia and the media.

(i) UNODC supports the anti-corruption efforts of the private sector through (a) assisting in the development and improvement of national legal frameworks and systems relevant for the private sector (including public procurement), (b) enhancing the role of the

private sector to effectively engage in the prevention of corruption (in line with UNCAC and the Tenth Principle of the UN Global Compact), (c) leveraging resources from the private sector for advancing technical assistance efforts.

(ii) UNODC has forged a close partnership with civil society, the academia, parliamentarians, the media and the general public in the prevention of corruption. This includes notably: (a) the ongoing work on comprehensive academic and professional training curricula and materials on anti-corruption issues in partnership with universities (including law schools and business schools) and other academic institutions and research centres, (b) training of civil society on the content of the UNCAC and anti-corruption in general (including training of representatives of civil society organizations from countries reviewed during the first and second year of the review mechanism), (c) celebrating International Anti-Corruption Day (9 December) through numerous events around the globe, (d) education, awareness and knowledge on how to support and promote the implementation of UNCAC through activities targeting the youth, parliamentarians, media and the general public.

This proposal will also complement the support provided by UNODC to the UNCAC Coalition, a global network of over 310 civil society organisations in over 100 countries, committed to promoting the ratification, implementation and monitoring of the UN Convention against Corruption (UNCAC). Established in August 2006, it mobilises civil society action for UNCAC at international, regional and national levels<sup>11</sup>

#### 1.4 Strategic Context

The project aims to (i) accelerate UNCAC ratifications and accessions and the effective participation of SIDS in the UNCAC review mechanism and its implementation with the support of State and non-State actors, (ii) accelerate the effective implementation of UNCAC in South and East Asia, Northern Africa and the Middle East as well as Eastern and Southern Africa with the support of State and non-State actors, and to (iii) strengthen coherence, consistency and effectiveness of technical assistance in support of States parties follow-up actions to the implementation review. In pursuing these outcomes, the project will build on prior achievements and lessons learned. In particular, the project will be able to use the prior positive experiences in promoting ratification among signatories and non-signatories which have led to an unprecedented speed of ratifications and accessions to an international instrument. Moreover, UNODC has a long standing track record in developing tools, programmes and approaches and working with specialized anti-corruption bodies and the criminal justice systems as a whole in building enforcement capacities, including the capacity to detect, trace, seize and confiscate the proceeds of corruption. UNODC has also stepped up its co-operation with civil society organizations and the private sector to ensure a comprehensive implementation of the UNCAC.

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<sup>11</sup> The Coalition of the Civil Society Friends of UNCAC organized a special event on “Best Practices in Implementation and Monitoring of UNCAC”, in the margins of the fourth session of the Conference of State Parties of the UNCAC in October 2011.



This project will furthermore make an essential contribution towards establishing the UNCAC review process as well as the gap analysis and the identification of follow-up actions as cornerstones for the development of country-led, country owned and country-coordinated action:

- (i) Country-led as the UNCAC review is driven by the national authorities,
- (ii) Country-owned as the project will seek to facilitate the inclusion of State and non-State actors in the review process and the implementation of follow-up actions,
- (iii) Country-coordinated as support will be provided for the implementation of remedial actions by the national authorities and in coordination with international technical assistance providers as deemed appropriate.

More specifically, the project seeks under its first outcome to enhance the number of SIDS that have ratified or acceded to UNCAC and are participating actively and effectively in the Implementation Review Mechanism, both as States under review and reviewing States, including through the appointment and training of government experts to take part in the review process, the conduct such reviews and the effective follow-up to the review. This requires the identification of technical assistance needs, the development of technical assistance programmes in line with national priorities and the establishment of partnerships and cooperation with technical assistance providers to ensure synergies and avoid duplications. The specific needs of SIDS, in terms of swift ratification of or accession to UNCAC, the active participation in the UNCAC review mechanism and their institutional, legal and operational capacities will be addressed by adopting a two-pronged approach, and drawing on all relevant national State and non-State actors. The specific needs of the SIDS located in the Pacific Region will be met through a targeted joint UNDP-UNODC Pacific Regional Anti-Corruption Project, while under this project the SIDS located outside the Pacific Region will be covered.

Under its second outcome, the project also aims to accelerate the effective implementation of UNCAC in South and East Asia, Northern Africa and the Middle East as well as Eastern and Southern Africa, in particular through improved access to specialized anti-corruption expertise, including legislative, policy and technical advice, required to ensure effective follow-up to the findings of the reviews by all relevant State and non-State actors (civil society organizations, private sector, academia etc). The project will also strengthen investigative and prosecutorial capacities of selected anti-corruption bodies, including the capacity to conduct financial investigations, trace and freeze assets and recover the proceeds of corruption at national levels, and to cooperate internationally in the investigation and prosecution of corrupt practices. It also seeks to provide a platform for South-South cooperation among anti-corruption bodies and anti-corruption practitioners within and across the sub-regions with a view to promoting peer-learning and the generation of shared knowledge and skills relevant to preventing and combating corruption (including good practices to further an active participation of civil society in the prevention and fight against corruption). Moreover, the project seeks to support criminal justice institutions in adopting standards and tools to strengthen integrity, accountability and transparency.

Under its third outcome, the project focuses on strengthening coherence, consistency and effectiveness of technical assistance in support of States parties follow-up actions to the review process. Project action will include, in line with the mandates given to UNODC by the 4<sup>th</sup> session of the Conference of States Parties to UNCAC, to analyze technical assistance needs with a view to identifying commonalities and trends, as well as to conduct a mapping of technical assistance priorities, approaches, good practices and existing tools. Based on this analysis, the project will further advance the development of specialized technical assistance services, tools and knowledge products with the aim of responding to emerging technical assistance needs and respective commonalities and to design proposals for the consideration of the Implementation Review Group and the Conference of States Parties to the Convention. This analysis will also form the basis of proposals aimed to facilitate technical cooperation between those in need of technical assistance and the providers of such assistance. The project will also, in cooperation with multi-lateral and bilateral providers of technical assistance (e.g. UNDP, DFID, AusAID, the United Nations Staff College) develop and implement training programmes on UNCAC and the UNCAC Review Mechanism for their respective staff, with the aim of enhancing the effectiveness and focus of technical assistance in the follow-up to the country reviews carried out within the framework of the UNCAC review process. The organization of regional or national training sessions will also facilitate the identification of best practices in technical assistance and the sharing of knowledge tools and manuals already developed.

In pursuing the above objectives, the project aligns with the accomplishments envisaged under UNODC's Strategic Programme Framework (SPF) 2012/2013 – Sub-Programme 2: Countering Corruption as well as with the Thematic Programme on Action against Corruption and Economic Crime.

More specifically, in line with the SPF 2012/13 the project aims to prevent and combat corruption, in line with UNCAC, especially by providing policy advice at the global, regional and national levels, legal advisory, legislative and related institutional capacity-building support services and training, and facilitating transfer of related expertise (13.12.a). It also seeks to provide assistance to Member States, upon request, to enhance the capacity of national competent authorities through various forms of technical cooperation, including knowledge transfer, training and advisory services (13.12.b). The project will further, as appropriate support the development and dissemination of manuals, toolkits and training materials on corruption-related issues (13.12.d). Finally, it will make an important contribution towards enhancing coordination, collaboration and development of partnerships with other relevant providers of technical assistance in ensuring the coordinated and effective follow-up to the UNCAC review process (13.12.i).

The project further aligns with several of the key objectives of the Thematic Programme on Action against Corruption and Economic Crime. In particular, it will provide assistance to Member States for the ratification of or accession to UNCAC and supports the development and implementation of domestic legal frameworks in line with UNCAC. Moreover, the project aims to strengthen the capacities of relevant institutions, in particular anti-corruption bodies and criminal justice and security institutions to effectively prevent, raise awareness and control corruption domestically, and to cooperate

internationally in the investigation, prosecution, and adjudication of corruption and related offences. In this context, the project will also enhance integrity, accountability, oversight and transparency of criminal justice and security institutions with a view to reducing their vulnerability to corrupt practices. Finally, the project will advance the development and dissemination of good practices, and tools providing guidance and technical support to States parties in the implementation of the provisions of UNCAC.

As such, the project will work towards achieving the performance indicators as contained in the SPF 2012/13 and the Thematic Programme on Action against Corruption and Economic Crime related to the above mentioned strategic objectives (for further information on performance indicators, refer to the Logical Framework).

The project further contributes to the implementation of the regional programmes for East Asia and the Pacific (2009-2012), Northern Africa and the Middle East (2009-2012), Eastern Africa (2009-2012), South Asia (2012-2015) and Southern Africa (2012-2016 - under design).

More specifically, the project support the implementation of the Regional Programme for East Asia and the Pacific (2009-2012) in its sub-programmes on governance and on criminal justice, in as far as it seeks to advance the ratification of UNCAC by countries in the region and to assist them, as appropriate, to establish the necessary legal, regulatory and operational frameworks to advance the effective implementation of the Convention. The Regional Programme also aims: (1) to work with countries in the region in promoting Integrity-based and accountable criminal justice systems; (2) to enhance the capacity of specialized anti-corruption agencies in identifying and investigating corrupt practices; and (3) to effectively detect, trace, seize and confiscate illegally acquired assets and to cooperate internationally for their recovery.

The project will also provide assistance in the implementation of the Regional Programme on Drug Control, Crime Prevention and Criminal Justice in the Arab States, with a particular emphasis on supporting Sub-Programme II: Promoting Integrity and Building Justice. This section of the Regional Programme identifies combating corruption as one of its principal aims. Specifically, this project will support the Regional Programme in strengthening legal and institutional anti-corruption frameworks; supporting judicial integrity initiatives; assisting with the development of anti-corruption policies and tools; establishing anti-corruption bodies and strengthening their capacity; and enhancing cooperation and coordination between agencies concerned to maximize the benefit of joint assistance.

Similarly, this project will support the effective implementation of the UNODC Regional Programme: Promoting the Rule of Law and Human Security in Eastern Africa (2009-2012). Assistance will be provided in the implementation of Sub-programme II: Fighting Corruption and Promoting Justice and Integrity which has as its focus the provision of expertise and technical assistance by UNODC to Member States in line with the provisions of UNCAC and the relevant regional instruments against corruption. The objective is to improve governments' capacity to implement policies and laws, as well as develop institutions for enforcement/sanctions and the prevention of corruption. More specifically, assistance will focus on building the strategic, tactical and operational

capacity of specialized anti-corruption bodies; enhancing integrity, accountability and transparency in the private and public sectors, as well as in the judiciary.

This project will provide support to the commencement and implementation of the UNODC South Asia Regional Programme (2013-2016). This Regional Programme, which will be introduced later this year, will focus on countering corruption as its second sub-programme, will seek to build on UNODC's recent efforts to promote ratification of UNCAC by States in this region. Efforts will aim in particular on expanding the work with the corporate sector in strengthening integrity and introducing policies to encourage and protect whistle-blowers. In addition and in-line with India's anti-corruption bill currently under consideration in the parliament, UNODC will explore further opportunities to work with the Government to implement the new laws.

Moreover, the project will establish synergies with the forthcoming Southern African Development Community (SADC) -UNODC Regional Programme for Southern Africa (2012-2016) which, in line with the SADC Regional Indicative Strategic Development Plan (RISDP), emphasizes the importance of good governance as an essential prerequisite for sustainable socio-economic development. The project will, in particular, support the Sub-Programme: Criminal Justice and Integrity by supporting countries in the region in their implementation of domestic legislation in line with UNCAC and other UN standards and norms in the field of crime prevention and criminal justice. It is intended that the SADC-UNODC Regional Programme will provide technical assistance to countries to revise, update harmonize and enforce anti-corruption domestic legislation, organize specialized training programmes, at national and regional levels, on specific matters related to countering corruption for public officials, law enforcement agencies and judiciary bodies. It also intends to support the establishment of an Anti-Corruption Academy in the SADC region that functions as an independent centre of excellence in the field of anti-corruption.

The project aligns with the AusAID broader priorities and newly articulated commitments including the findings of the Australian Multilateral Assessment and its focus on achieving long-term sustainability through the partnership approach with multi-lateral institutions and other partners.

Australia's 2011 Aid Policy recognises 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. The thematic strategy includes a focus on increased implementation of the UNCAC (Pages 36-37).

### 1.5 Synergies with other programmes and projects

#### *Synergies with other UNODC projects*

The project will be implemented in coordination with projects *GLOT58-Towards an Effective Global Regime against Corruption* and *GLOS48-Anti-Corruption Mentor Programme*, as well as the joint *UNDP/UNODC Regional Anti-Corruption Project* which focuses specifically on accelerating UNCAC ratification and effective participation in the Implementation Review Mechanism in SIDS in the Pacific Region. Through these synergies efficiency in the management of project resources will be maximized. More specifically, already existing human resources under project GLOT58 will also contribute to the management of this project, in particular as relates to the administrative and financial oversight of the project. Moreover, Anti-Corruption Advisors already posted in the regional offices for East Asia and the Pacific and for Eastern Africa will ensure the implementation of project activities within these respective regions.

#### *Synergies with UNDP*

The project will be implemented in close cooperation and coordination with the UNDP Global Thematic Programme on Anti-Corruption for Development Effectiveness (PACDE). The two projects complement each other and have been developed in close consultations between UNODC and UNDP, with the understanding that UNODC would take the lead in terms of accelerating the ratification of and accession to UNCAC, promote the active and sustained participation of States parties in the UNCAC review mechanism, assist in ensuring that the findings and recommendations emerging from the review process, including related technical assistance needs, are adequately met, and to build institutional, legal and operational capacities for effective law enforcement action against corruption within States parties in the target regions. At the same time UNDP, under PACDE, would focus on providing targeted institution building support to anti-corruption bodies and advance the prevention of corruption in sectors of specific relevance to the achievement of the Millennium Development Goals. Finally, both agencies will jointly seek to mainstream the UNCAC as a programming tool into the United Nations Development Assistance Framework – the main programming tool through which all United Nations agencies, programmes and funds deliver their respective assistance at country level – as well as to provide training to the bilateral providers of technical assistance with a view to ensuring that the findings and recommendations emerging from the UNCAC review process and the related technical assistance needs are reliably met by the providers of technical assistance.

#### *Co-operation with programmes of other technical assistance providers and possible increased synergies*

##### *(i) Increased co-operations between international technical assistance providers at global, regional and national levels*

The UNCAC country reviews identify relevant technical assistance needs which are included in the executive summaries of country reports. UNODC will also conduct an in-depth mapping of technical assistance services available in the area of anti-corruption and devise a mechanism to facilitate the pooling of resources and increased synergies in addressing priority needs identified during the country reviews (for instance in terms of modalities of cooperation - south-south, existing bilateral or multilateral programmes or funding mechanisms-, tools and manuals available, best practices identified in technical assistance programmes). This project will place emphasis on ensuring good knowledge of

UNCAC by relevant specialists of technical assistance providers and facilitate the articulation of existing programmes at country, regional and global levels. Although UNCAC has significant potential as a framework to improve development assistance efforts on anti-corruption, it is not yet fully achieving this potential. There is a need for development assistance providers, in particular for their field staff, to become more familiar with UNCAC and its provisions as well as with the functioning of the review mechanism as the basis for the identification and validation of implementation gaps and technical assistance needs. Assistance providers also need to enhance their understanding of the potential of the outcomes of the implementation reviews as a programming tool. Thus the project will lead to increased coordination in the broader framework for aid coordination and donor funding models.

*(ii) Cooperation between UNODC anti-corruption projects and those of other international partners*

UNODC will seek synergies between its own field programmes and those of other technical assistance providers. This exercise will be facilitated by the network of UNODC field offices across the globe, with the support of UNODC regional mentors when applicable. UNODC will support donors' coordination in the area of anti-corruption under nationally established donors' coordination mechanisms whenever possible and in close cooperation with UNDP. The existing UNODC field offices structure, the in-house expertise available at national, regional and global levels and the results of the mapping exercise of technical assistance providers will be essential criteria in the development of new UNODC anti-corruption technical assistance programmes.

### 1.6 Target groups

Member States of the United Nations, and in particular States Parties and signatories to UNCAC, are the primary targets of this project with a view to strengthening their capacities to ratify and accede to UNCAC and to provide effective follow up under the UNCAC Review Mechanism. Specific institutions and target groups within Member States and, at a regional level, include (i) lawmakers and policy-makers, in particular parliamentarians, (ii) national anti-corruption bodies (prevention, investigation, prosecution), (iii) judicial institutions and law-enforcement, (iv) asset recovery practitioners, (v) regional anti-corruption/integrity networks, and (vi) technical assistance providers for anti-corruption and governance.

Even though they are not a direct target of the project action, other constituencies, such as (i) civil society, the media, youth and NGOs active in improving transparency and accountability, (ii) private sector entities and initiatives, and (iii) scholars, academia and think tanks, will benefit from the project, in particular as it relates to their active engagement with and access to the above government institutions. The project will seek in particular to encourage governments to involve these actors actively in the UNCAC review process with a view to enhancing the credibility and quality of its outcome and to improving their support in addressing the findings and recommendations emerging from the country reviews, as done since the first year of implementation of the Review Mechanism. Moreover, the project will, where appropriate, seek to support government

institutions in an open dialogue with non-state actors concerning all policies, laws and strategies aimed to prevent and combat corruption. Specific attention will also be given to legal, institutional and policy issues related to the safety and protection of reporting persons and witnesses. Targeted actions (training and advisory services) may be envisaged to build/strengthen local civil society alliances when identified as key follow-up issue during the UNCAC review process.

### 1.7 Gender and Human Rights

This project aims to advance gender equality and ensure the empowerment of women in line with the Platform for Action adopted at the Fourth United Nations World Conference on Women, held in Beijing, China in 1995 as well as the objectives established by the United Nations Economic and Social Council (ECOSOC). More specifically, ECOSOC held that: *"Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality"* (A/52/3, 18 September 1997). The Office of Internal Oversight Services (OIOS) in its 2010 report, "Thematic evaluation of gender mainstreaming in the United Nations Secretariat" (A/65/266) found that, while every Secretariat programme covered by its evaluation had responded to the gender mainstreaming mandates, further steps were needed before the General Assembly's vision of "an active and visible policy of mainstreaming a gender perspective" could be achieved. As an organization, UNODC has identified gender as an issue cutting across all aspects of its programmes and activities both at Headquarters and in the Field. In line with organisational priorities, the project will therefore seek to ensure that:

- (a) Women and men are equally benefitting from capacity building activities implemented within the context of this project;
- (b) Government institutions engage with civil society organisations and, in particular, women groups;
- (c) Tools and manuals developed under the project, will use gender mainstreaming strategies, such as gender analysis, the use of data disaggregated by sex and age, as well as gender-sensitive studies, guidelines and checklists for programming; and
- (d) Instruments and mechanisms for monitoring and evaluation, such as gender-impact analysis methodologies are established.

In the context of its national activities (in particular training sessions and support to follow-actions for the implementation of recommendations of the UNCAC review), UNODC will utilize local expertise on gender impact analyses and build local alliances in order to empower local women groups. Specific gender based pilot activities may be considered at the country level if identified as priorities.

Moreover, it has been recognized by the Human Rights Council in its Resolution 7/11 of 2008 that effective anti-corruption measures and the protection of human rights are mutually reinforcing. The present project will therefore contribute to promoting human rights in line with the guidance issued by Member States in the 2005 World Summit Outcome concerning the mainstreaming of human rights throughout the United Nations System. More specifically, by supporting the accelerated ratification of and accession to UNCAC, the active participation in the UNCAC Review Mechanism and the effective implementation of UNCAC in SIDS and selected regions, the project will contribute to improving integrity, accountability, transparency of and citizens' participation in government decision making processes. The resulting improvement in governance will directly advance the rights of individuals and groups in the exercise of economic, social and cultural rights without discrimination of any kind (International Covenant on Economic, Cultural and Social Rights, Art 2). Moreover, as the project aims to enhance integrity, accountability and transparency in the criminal justice system, including courts, prosecutions services and the police, as well as specialized law enforcement agencies it will also promote the right to a fair trial (International Covenant on Civil and Political Rights (ICCPR), Art. 14) as well as the right to liberty, security of person, and non-arbitrary arrest or detention (ICCPR, Art 9), the right not to be subjected to torture or to cruel, inhumane or degrading treatment or punishment (ICCPR, Art 7; and the Convention against Torture, Art 2), and the right for persons deprived of liberty to be treated with humanity (ICCPR, Art 10).

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

## **2. Project Description**

### **2.1 Location and duration**

The project will run over a four years period starting in April 2012, with a focus on SIDS as well as South and East Asia, Northern Africa and the Middle East, and Eastern and Southern Africa. The regional offices of UNODC covering the respective regions will be involved in the implementation of the project (Regional Office for Southern Africa, Regional Office for Eastern Africa, Regional Office for Northern Africa and the Middle East, Regional Office for South Asia and Regional Centre for East Asia and the Pacific).



2.2 UNODC Logical Framework			
Project Title:  Joint Action towards a Global Regime against Corruption	Sub programme in Strategic Framework:	Region/Country: Global  GLOBAL	Project Number / Code:
	Sub-programme 2 – Countering Corruption	Date:	Duration: April 2012 – March 2016
<b>Expected Accomplishment(s) in the Strategic Framework:</b>  (c) Improved capacity of Member States to implement UNCAC and to address economic fraud and identity-related crime			
<b>Relationship with Country/ Regional/ Thematic Programmes:</b>  The project aligns with several of the key outcomes of the <u>Thematic Programme on Action against Corruption and Economic Crime</u> , and supports the implementation of UNODC <u>Regional Programme for East Asia and the Pacific</u> (2009-2012) in its sub-programmes on governance and on criminal justice; of UNODC <u>Regional Programme on Drug Control, Crime Prevention and Criminal Justice in the Arab States</u> (2011-2015), with particular emphasis on supporting sub-programme II: Promoting Integrity and Building Justice; UNODC <u>Regional Programme: Promoting the Rule of Law and Human Security in Eastern Africa</u> (2009 – 2012), and in particular its Sub-programme II: Fighting corruption and promoting justice and integrity; UNODC <u>South Asia Regional Programme</u> (2012 – 2015), and SADC-UNODC <u>Regional Programme for Southern Africa</u> 2012 - 2016.			
	<b>Indicators</b>	<b>Means of Verification</b>	<b>Risks</b>
<b>Project Objective:</b>  To advance the ratification and follow-up to the implementation review of the United Nations Convention against Corruption (UNCAC) with a view to building an effective global regime against corruption.	<u>Baseline:</u>  Number of States parties to the UNCAC Baseline: 160 States parties Target: 170 States parties, including 5 new ratifications within the regions covered by the project  Number of country reviews completed in the regions covered by the project Baseline: 4 country reviews Target: 10 country reviews  Number of detailed action plans for implementation of the recommendations emerging from the IRM	  Official records on the ratification of UNCAC Official documents submitted to the IRG and COSP    Official documents submitted to the IRG and COSP    Action plan documents	  The speed of ratifications may slow down with growing universality  Delays already experienced in the completion of the 1 <sup>st</sup> year of the 1 <sup>st</sup> cycle may create a growing backlog of completed implementation reviews  TA providers may not be willing/able to share information on their anti-corruption related programmes and projects in an integrated and timely fashion

	<p>Baseline: 0 detailed action plans Target: 5 detailed action plans</p> <p>Number of comprehensive reviews of technical assistance by multi- and bilateral technical assistance providers Baseline: 0 comprehensive reviews Target: 1 comprehensive review</p> <p>Mechanism in place to ensure that technical assistance needs identified through the IRM are met Baseline: no mechanism</p>	<p>Comprehensive review document</p> <p>Reports to the IRG and the CoSP</p>	
<p><b>Outcome 1:</b> Small Island Developing States (outside the Pacific Region) accelerate UNCAC ratification and participate in the UNCAC Review Mechanism</p>	<ul style="list-style-type: none"> <li>- Number of requests received from SIDS for individual advisory services in preparation of ratification instruments</li> <li>- 5 SIDS outside the Pacific Region ratify the UNCAC</li> <li>- Increased number of SIDS outside the Pacific Region that participate actively in the work of the COSP and its subsidiary bodies;</li> <li>- Number of implementation reviews successfully completed</li> <li>- Number of reviews including a participation of non-State actors</li> </ul>	<p>Semi Annual Project progress reports (SAPPR) &amp; Annual Project progress reports (APPR),</p> <p>Official records on the ratification of UNCAC</p> <p>Official documents submitted to the IRG and COSP</p> <p>Official documents submitted to the IRG and COSP</p> <p>Official documents submitted to the IRG and COSP</p>	<p>Capacity constraints in SIDS may continue, despite efforts under the project, slow down their ratification of or accession to UNCAC;</p> <p>Capacity constraints in SIDS may hinder their active and regular participation in the work of the COSP and its subsidiary bodies;</p> <p>Increasing number of ratifications will also increase the pressure for support for implementation on TA providers, including UNODC</p>
<p><b>Output 1.1:</b> Pre-ratification seminar organized for SIDS resulting in increased momentum for ratification .</p>	<ul style="list-style-type: none"> <li>- Number of participants in the pre-ratification seminar from SIDS that have not yet ratified UNCAC;</li> <li>- Percentage of training participants with enhanced knowledge /competence in the post-training</li> </ul>	<p>List of participants</p> <p>Course attendance lists -Pre/post testing and/or evaluation of trainees</p>	<p>Capacity constraints in SIDS may continue, despite efforts under the project, slow down their ratification of or accession to UNCAC;</p>

	assessment questionnaire. - Percentage of training participants applying knowledge acquired in the course of their professional activities. - Number of participants from SIDS in the COSP and its subsidiary bodies	List of participants from the COSP and its subsidiary bodies	
	<u>Activities relating to output 1.1</u> 1.1.1 Conduct pre-ratification seminar(s) targeting SIDS that have not yet ratified the Convention 1.1.2 Provide funding and technical support to SIDS to facilitate their active and constructive participation in and contribution to the sessions of the COSP and its subsidiary bodies.		
<b>Output 1.2</b> Experts from SIDS effectively participated in the Implementation Review Mechanism.	- Number of SIDS nominated experts who have been trained in the functioning of the Implementation Review Mechanism, and their evaluation of the training - Percentage of training participants with enhanced knowledge /competence in the post-training assessment questionnaire. - Number of SIDS whose experts effectively use the skills acquired during the training and participate in the IRM, including the timely nomination of Government experts and focal points, the timely submission of the duly completed self assessment checklist, the conduct of the constructive dialogue and, where applicable, the participation in or conduct of	Course attendance lists - Pre/post testing and/or evaluation of trainees  Course attendance lists - Pre/post testing and/or evaluation of trainees  list of participants to the Implementation Review Meetings- Post training feedback	Capacity constraints in SIDS may hinder their active and regular participation in the work of the COSP and its subsidiary bodies;



	<p><u>Activities relating to Output 1.3</u></p> <p>1.3.1 Provisions of ad-hoc technical services, including policy and legislative advice, legislative drafting support, and other capacity building measures towards State and non-State actors in support of SIDS efforts to address the findings and recommendations emerging from the country review</p> <p>1.3.2 Support SIDS governments and relevant international development partners in the design of long-term technical cooperation projects aimed at addressing the findings and recommendations</p>		
<p><b>Outcome 2:</b></p> <p>Effective implementation of the UNCAC by countries in South and South East Asia, Northern Africa and the Middle East, Eastern and Southern Africa</p>	<ul style="list-style-type: none"> <li>- Number of implementation reviews successfully completed</li> <li>- Number of reviews including a participation of non-State actors</li> <li>- Number of recommendations emerging from the implementation reviews that have been implemented by the countries in the target regions;</li> <li>- Number of specialized anti-corruption bodies, criminal justice institutions and non-State actors which have strengthened in their knowledge, skills and capacities to effectively implement UNCAC;</li> </ul>	<p>Official documents submitted to the IRG and COSP (in particular on TA delivery as a follow-up to the needs identified through the IRM both by UNODC and by other TA providers)</p>	<p>Capacity constraints in countries in the target regions may hinder their active and regular participation in the work of the COSP and its subsidiary bodies;</p> <p>Increasing number of ratifications will also increase the pressure for support for implementation on TA providers, including UNODC</p>
<p><b>Output 2.1:</b></p> <p>Experts from countries in the target regions trained and supported for effective participation in the Implementation Review Mechanism.</p>	<ul style="list-style-type: none"> <li>- Number of experts from the different regions who have been trained in the functioning of the Implementation Review Mechanism, and their evaluation of the training</li> <li>- Percentage of training participants with enhanced knowledge /competence in the post-training assessment questionnaire.</li> <li>- Number of countries from the different regions whose experts</li> </ul>	<p>Course attendance lists re/post testing and/or evaluation of trainees</p> <p>Post training feedback</p> <p>List of participants to the Implementation</p>	<p>Capacity constraints in countries in the target regions may hinder their active and regular participation in the work of the COSP and its subsidiary bodies;</p>

	<p>effectively use the skills acquired during the training and participate in the IRM, including the timely nomination of Government experts and focal points, the timely submission of the duly completed self assessment checklist, the conduct of the constructive dialogue and, where applicable, the participation in or conduct of the country visit</p> <ul style="list-style-type: none"> <li>- Number of participants from countries in the different regions in the IRG meetings;</li> </ul>	<p>Review Meetings</p> <p>List of participants to the Implementation Review Meetings</p>	
	<p><u>Activities relating to Output 2.1</u></p> <p>2.1.1 Training workshops on the Implementation Review Mechanism provided to individual countries in the target regions, including on the use of the self-assessment checklist.</p> <p>2.1.2 Upon request, support to individual countries in the target regions in the completion of the self-assessment checklist and the preparation and conduct of the country visit.</p> <p>2.1.3 Support for individual countries in the target regions representatives to attend the sessions of COSP and its subsidiary bodies, in particular the IRM</p>		
<p><b>Output 2.2</b></p> <p>Improved access to specialised anti-corruption expertise, skills and knowledge products required to ensure effective follow-up to the findings and recommendations of the implementation review in the countries in the target regions.</p>	<ul style="list-style-type: none"> <li>- Regional anti-corruption advisors posted in all regional offices in the target regions;</li> <li>- Number of instances of advisory services provided by regional anti-corruption advisors to countries in the target regions (support to State and pilot projects for non State actors and with possible targeted focus such as gender).</li> <li>- Number of experts from the different regions participating in</li> </ul>	<p>SAPPR &amp; APPR of the mentors</p> <p>SAPPR &amp; APPR of the mentors</p> <p>Lists of participants to the different peer</p>	<p>The number and scope of requests for TA by countries in the target regions may exceed the capacity of the regional anti-corruption advisors;</p>

	<p>peer-learning events and other forms of South-South cooperation (including State and non-State actors);</p> <ul style="list-style-type: none"> <li>- Level of use of UNODC and StAR knowledge products, such as the TRACK Legal Library.</li> </ul>	<p>learning events</p> <p>Records of Internet connections to TRACK and registered users (by region / country)</p> <p>Records of Internet connexions to StAR website (where the documents are available and downloadable) and requests for publications</p>	
	<p><u>Activities relating to Output 2.2.</u></p> <p>2.2.1. Posting of anti-corruption advisors in the regional offices for South Asia, North Africa and the Middle East, and Southern Africa to serve a focal points, resources persons and advisors to governments, anti-corruption and related bodies and criminal justice institutions in the respective regions;</p> <p>2.2.2. Anti-corruption advisors provide, on request, advisory services including policy and legal advise, legislative drafting support, and other capacity building measures towards State and non-State actors in the target regions with a view to addressing the findings and recommendations emerging from the implementation reviews;</p> <p>2.2.3 Anti-corruption advisors design mechanisms and establish networks for the promotion and dissemination of UNODC and StAR anti-corruption knowledge products, tools and other resources, including TRACK.</p>		
<p><b>Output 2.3</b></p> <p>Strengthened the investigative, prosecutorial and coordination capacities of selected anti-corruption bodies in the target regions, including through South South cooperation.</p>	<ul style="list-style-type: none"> <li>- No. of anti-corruption investigators and prosecutors who have received training ;</li> <li>- Number of detailed plans of action (including realistic indicators and timeline) developed.</li> <li>- Percentage of training participants</li> </ul>	<p>Course attendance lists /Pre/post testing and/or evaluation of trainees</p> <p>Official documents submitted to the IRG and COSP (in particular on TA delivery as a follow-up to the needs identified through the IRM both by UNODC and by other TA providers)</p>	<p>The number and scope of requests for TA by countries in the target regions may exceed the capacity of the regional anti-corruption advisors/UNODC CEB;</p>

	<p>with enhanced knowledge /competence in the post-training assessment questionnaire.</p> <ul style="list-style-type: none"> <li>- Percentage of training participants applying knowledge acquired in the course of their professional activities.</li> <li>- Number anti-corruption bodies that received policy, strategic and tactical support in the development and further strengthening of their respective investigation and prosecution functions (e.g. development of Standard Operating Procedures, Codes of Conduct, case management systems, case selection and prioritisation criteria);</li> <li>- Number. of peer learning events bringing together anti-corruption bodies from various countries in the target regions, and other forms of South-South cooperation between the anti-corruption bodies in the region</li> </ul>	<p>Post training feedback</p> <p>Post training feedback</p> <p>Actual Standard Operating Procedures and Codes of Conduct available Reports/records of the different peer learning events</p> <p>Peer learning event participation lists</p>	
	<p><u>Activities relating to Output 2.3.</u></p> <p>2.3.1 Develop and deliver national and regional training programmes and events for anti-corruption investigators and prosecutors in the target regions, including supporting, where applicable, the establishment and operations of regional training mechanisms and facilities;</p> <p>2.3.2. Provide policy, strategic and tactical support services and mentoring to individual anti-corruption bodies aimed at strengthening of their respective investigation, prosecution and coordination functions and capacity;</p> <p>2.3.3. Create opportunities for peer-learning and knowledge exchange among anti-corruption bodies in the target regions through the organisation of joint workshops, training events, study visits and staff exchange;</p>		



<p><b>Output 2.4</b></p> <p>Criminal justice systems in the target regions adopted standards and tools to strengthen judicial integrity, accountability and transparency more widely and effectively</p>	<ul style="list-style-type: none"> <li>- Dissemination of Bangalore principles</li> <li>- Number of meetings organized</li> <li>- Number of knowledge products developed</li> </ul>	<p>Publications</p> <p>Participants lists</p> <p>Documentation of knowledge products</p>	
	<p><u>Activities relating to Output 2.4.</u></p> <p>2.4.1 Organize regional meetings in the target regions for the senior leadership in the judiciaries and the prosecution services in the region aimed to familiarize them with the existing standards and tools to promote integrity, accountability and transparency within their profession and institutions;</p> <p>2.4.2 Publish and disseminate the Commentary on the Bangalore Principles of Judicial Conduct, the Handbook on the Resource Guide on Strengthening Judicial Integrity and Capacity (including translations into Arab and French)</p> <p>2.4.3 Under the guidance of the Working Group on Prevention and the Judicial Integrity Group develop additional knowledge products, resource materials and tools on strengthening integrity, accountability and transparency in the judiciary and the prosecution service.</p>		
<p><b>Outcome 3:</b></p> <p>Strengthened coherence, consistency and effectiveness of technical assistance in support of States Parties follow-up actions to the implementation review in the target regions.</p>	<ul style="list-style-type: none"> <li>- Mechanism established under the IRM facilitating the access of developing countries and countries in transition to technical assistance services;</li> <li>- Number of technical assistance projects, programmes and activities specifically aimed to address the findings and recommendations of the implementation review;</li> </ul>	<p>Official documents submitted to the IRG and COSP (in particular on follow-up mechanism and on TA delivery as a follow-up to the needs identified through the IRM both by UNODC and by other TA providers)</p>	<p>TA providers may not be willing/able to share information on their anti-corruption related programmes and projects in an integrated and timely fashion</p>
<p><b>Output 3.1:</b></p> <p>Report developed and disseminated on commonalities and trends in technical assistance needs</p>	<ul style="list-style-type: none"> <li>- Number of executive summaries of the implementation reviews clearly outlining TA needs;</li> <li>- Background paper providing a detailed analysis of commonalities and trends in TA needs under the</li> </ul>	<p>Official documents submitted to the IRG and COSP (in particular country reports, and background document on analysis of commonalities and trends in TA needs under the first review cycle available)</p>	

	first review cycle available and published as part of the official documentation of the IRG and the COSP;		
	<u>Activities relating to Output 3.1</u> 3.1.1 Implementation reviews clearly identify the technical assistance needs and respective proposals and include the same in the Executive Summaries. 3.1.2 Conduct of a comprehensive analysis of commonalities and trends of technical assistance needs as identified by the implementation reviews 3.1.3 Secretariat to produce background papers for the IRG and the COSP outlining common technical assistance needs by region, including recommendations on how to meet these needs reliably.		
<b>Output 3.2:</b> Technical assistance providers mapping conducted, with a view to identifying focus of technical assistance, good practices and existing tools in preventing and combating corruption.	<ul style="list-style-type: none"> <li>- Study of technical assistance providers / programmes presently in operation, including the identification of good practices and tools conducted/prepared</li> <li>- Proposals for the development of a mechanism to facilitate the access of developing countries and countries in transition to technical assistance services to address TA needs identified by the implementation reviews;</li> </ul>	Official documents submitted to the IRG and COSP (in particular on TA delivery as a follow-up to the needs identified through the IRM both by UNODC and by other TA providers)	TA providers may not be willing/able to share information on their anti-corruption related programmes and projects in an integrated and timely fashion
	<u>Activities relating to Output 3.2</u> 3.2.1 Conduct an assessment of technical assistance currently being provided by multilateral and bilateral providers of TA in the area of anti-corruption, including an analysis of such TA addressing the findings and recommendations emerging from the implementation reviews. 3.2.2 Develop proposals for the consideration of the IRG and the COSP for the establishment of a mechanism to facilitate the access of developing countries to TA with a view to addressing effectively the findings and recommendations of the implementation reviews.		
<b>Output 3.3</b>	- Up to 3 knowledge products	- SAPPR and APPR	Risks for Output(s)

Specialised services, tools and knowledge products developed and aimed at responding to emerging technical assistance needs and commonalities.	developed by UNODC - Continued development of the TRACK anti-corruption legal library.	- Knowledge products actually available - Records of Internet connections to TRACK and registered users (by region / country)	- N/A
	<u>Activities relating to Output 3.3.</u> 3.3.1. Develop new knowledge products as per the mandates given by the COSP and its subsidiary bodies or to meet specific TA needs identified in the target regions; 3.3.2. Enhance the functionality, applications and content of the TRACK anti-corruption legal library;		
<b>Output 3.4:</b> Training programmes on UNCAC and the IRM as programming frameworks developed and implemented for the staff of relevant UN agencies (UNDAF training in partnership with UNDP and the UNSC), as well as bilateral providers of technical assistance.	- Number of trained trainers on UNCAC and the IRM as programming frameworks; - Number of staff of multi-lateral and bilateral TA providers trained on the UNCAC and IRM as programming and coordination tools at country and regional levels; - Percentage of training participants with enhanced knowledge /competence in the post-training assessment questionnaire. - Number of UNDAFs and bilateral TA projects and programmes including the implementation of UNCAC, and of the findings and recommendations of the implementation reviews in particular, among their objectives.	- Training materials - Pre/post testing and/or evaluation of trainees - Training materials - Pre/post testing and/or evaluation of trainees - Post training feedback - Official documents submitted to the IRG and COSP (in particular on TA delivery as a follow-up to the needs identified through the IRM both by UNODC and by other TA providers)	Requests for such trainings may exceed delivery capacities of UNODC under this project;
	<u>Activities relating to Output 3.4</u> 3.4.1 Develop in close cooperation with UNDP and the UN Staff College (UNSC) a training programme on mainstreaming		

	<p>anti-corruption into the United Nations Development Assistance Framework (UNDAF);</p> <p>3.4.2 Conduct jointly with UNSC and UNDP a training of trainers on mainstreaming anti-corruption into UNDAF;</p> <p>3.4.3. Deliver jointly with UNSC and UNDP training programmes mainstreaming anti-corruption into the United Nations Development Assistance Framework upon request, to UN country teams engaged in the development of new UNDAFs;</p> <p>3.4.4. Deliver, upon request, training programmes to bilateral development partners on UNCAC and IRM as programming and coordination frameworks for development cooperation at national and regional levels;</p>
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### **3. Project Management and Implementation**

#### **3.1 Inputs**

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

Specific contributions will be made by the Anti-Corruption Advisors currently posted in the Regional Office for Eastern Africa and the Regional Centre for East Asia and the Pacific as far as concerns the conduct of project activities within their respective regions.

AusAID will be the main donor financing this project. Other donors will be approached to contribute to this project on a needs basis.

#### **3.2 Staffing, Management and Coordination Arrangements**

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

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

The project foresees the hiring of **three Anti-Corruption Advisors for Southern Africa, North Africa and the Middle East and South Asia** who will be responsible for providing policy, technical and legal advisory services within their respective regions within the framework of this project. Moreover, the Anti-Corruption Advisors already posted in the Regional Centre for South East Asia and the Pacific and in the Regional Office for Eastern Africa under project GLOS48 will carry out project activities in the regions falling under their respective responsibilities (Project Outcome 2). The project will also employ an **Anti-Corruption Advisor** with the specific responsibility of providing policy, technical and legal advisory services to accelerate ratification of or accession to, and implementation of UNCAC in **SIDS** under this project (Project Outcome 1).

These regional anti-corruption advisors will work closely together with their respective regional UNDP counterparts operating out of the UNDP regional governance centres. They will coordinate the development of their respective programmes of work and deliver joint or complementary interventions. Where opportune, resources will be dedicated in the pursuit of shared outcomes and objectives. The advisors will complement each other, with the understanding that UNODC anti-corruption advisors would take the lead in terms of accelerating the ratification and accession to UNCAC, promote the active, productive and sustained participation of States parties in the UNCAC review mechanism, assist in ensuring that the finding and recommendations emerging from the

review process, including related technical assistance needs are adequately met, and to build institutional, legal and operational capacities for the effective law enforcement action against corruption within States parties in the target regions. At the same time the UNDP regional governance advisors would focus on providing targeted institution building to anti-corruption bodies and advance the prevention of corruption in sectors of specific relevance to the achievement of the Millennium Development Goals.

The project will further engage a **Crime Prevention and Criminal Justice Officer** tasked to provide support to the Project Management Officer in the Corruption and Economic Crime Branch in the overall management of the present project, including the financial management and reporting under the project. The incumbent would further enable UNODC to implement the mandate received from the Conference of the States Parties, in particular by its resolution 3/4, to analyze the technical assistance needs identified through the UNCAC Review Mechanism; contribute to defining and monitoring the implementation of strategies (together with relevant partners and donors) for the coordinated implementation of technical assistance activities, projects and programmes; participate in joint programming activities; forge partnerships with assistance providers, as well as the public and private sectors; and further develop its database of anti-corruption experts in charge of delivering technical assistance. The Crime Prevention and Criminal Justice Officer will also be tasked, in close cooperation with multi-lateral and bilateral providers of technical assistance (e.g. UNDP, DFID, AusAID, the United Nations Staff College) to develop and implement training programmes on UNCAC and the UNCAC Review Mechanism for their respective staff (Project Outcome 3).

It is important to note that the project will also benefit from the support from staff hired under other UNODC global, regional and national projects in the area of anti-corruption (GLOT58-Towards an Effective Global Regime against Corruption and GLOS48-Anti-Corruption Mentor in particular) which will also contribute to the achievements of the outcomes pursued by this project.

Short-term consultancies may be issued for specific activities to be undertaken under the leadership of the UNODC mentors.

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

The project will be carried out in close cooperation and coordination with the joint UNODC/UNDP regional project for the Pacific with a view to enhancing synergies between regional and global action.

The project will be guided by a joint project steering committee composed of representatives of UNODC, UNDP and AusAID. The Project Steering Committee will review and assess progress, approve the annual workplan and provide overall policy guidance on project implementation. The committee will meet on an annual basis on the margins of the annual UNDP/UNODC Working Group.

### 3.3 Monitoring, Reporting and Project Completion

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

For this purpose and in line with its policies on project reporting, UNODC will provide annual project progress reports (APPR) against the costed project work plan contained in Annex I of this document with a view to guiding and adjusting project implementation, identifying good practices, as well as challenges and risks, and updating AusAID and project partners accordingly. Project progress reports will also provide a regular update of progress made in achieving outcome indicators. Systematic monitoring and reporting is an essential project management function.

A baseline will be compiled by the Crime Prevention and Criminal Justice Officer hired under this project using the indicators contained in the Logical Framework, providing the basis for effective and continuous project monitoring. The baseline will be included as an attachment to the first SAPPR and subsequently updated on an annual basis. A final assessment of project performance against the original baseline will be conducted during the last six months of project implementation and included into the project completion report.

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

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

The project will also strengthen national capacities to monitor anti-corruption efforts when deemed appropriate. This assistance will be channelled through support to the national Corruption body or national authority responsible for translation of the results of the UNCAC reviews and gap analysis into a comprehensive cross-sectoral plan of action including realistic indicators of achievement and timelines. The strategy would thus feed into broader national governance or development plans and draw on concrete data which can be retrieved from the national statistics systems (such as criminal justice statistics).

### 3.4 Evaluation

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

The evaluation process will be managed by the project manager of this project, in close coordination with UNODC Independent Evaluation Unit (IEU). An independent evaluator will be recruited to conduct the evaluations. Funds to cover evaluation costs have been set aside on Budget Line 5700 (USD120,000).

Major stakeholders for the evaluation (Core Learning Partners) will include UNODC project team in the Corruption and Economic Crime Branch, UNDP, AusAID, Member States of the UN (through their Permanent representations), partner institutions and other relevant stakeholders involved in implementing the different outcomes.

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

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

The draft report will be circulated to the Core Learning Partners and relevant comments will be integrated by the evaluator.

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

### 3.5 Risk Management

Risk			Mitigation
Identification	Likelihood	Impact	Risk Mitigation Strategy
Risk 1: The speed of ratifications may slow down with growing universality	Medium	High	Strategy for Risk 1: Through promoting ratification proactively and providing direct support to individual countries under this project, risk is mitigated
Risk 2: Delays already experienced in the completion of the 1 <sup>st</sup> year of the 1 <sup>st</sup> cycle may create a growing backlog of completed implementation reviews	High	Medium	Strategy for Risk 2: Several steps have been taken by the Secretariat to enhance the efficiency of IRM. Additional resources provided under this project will help to manage the backlog
Risk 3: TA providers may not be willing/able to share information on their anti-corruption related programmes and projects in an integrated and timely fashion	High	Medium	Strategy for Risk 3: Secretariat will work through the IRM with the providers of TA to encourage the release of such information
Risk 4: Capacity constraints in SIDS may continue, despite efforts under the project, to slow down their ratification of or accession to the UNCAC	Medium	Medium	Strategy for Risk 4: Capacity building measures under this project will help to mitigate this risk
Risk 5: Capacity constraints in SIDS may hinder their active and regular participation in the work of the COSP and its subsidiary bodies;	Medium	Medium	See Strategy for Risk 4:



Risk 6: Increasing number of ratifications will also increase the pressure for support for implementation on TA providers, including UNODC	High	Medium	Strategy for Risk 6: Additional resources under this project, in particular the 4 new anti-corruption advisors will help to mitigate this risk
Risk 7: Difficult to predict the exact amount of follow-up action that is going to be required following completion of review processes	High	Low	See Strategy for Risk 6

### 3.6 Sustainability

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

These impacts guarantee the sustainability of the project's objective to strengthen Member States' capacity to implement the UNCAC and to cooperate internationally by ensuring continuity in the prevention and control of corruption and of the international community's involvement in the same endeavour. Through policy guidance and technical assistance delivery, UNODC provides the link between further developments in the COSP and its working groups and activities on the ground.

Reducing the vulnerability of countries to corrupt practices through the effective implementation of UNCAC will help them individually and collectively to improve the impact and sustainability of their efforts to advance political, economic and social development and enhance international stability and security. Corruption has been identified as among the main obstacles to the achievement of the Millennium Development Goals (MDGs), it undermines democracy, the rule of law and human rights, distorts markets, erodes quality of life and allows organized crime, terrorism and other security threats flourish. Enhancing the global regime against corruption will thus enable countries to join forces in effectively addressing these threats. UNODC as the guardian of the Convention, in concert with Members States and other international and regional organisations is in a privileged position to promote UNCAC and thereby strengthen their governance and accountability regimes that are vital for sustainable development outcomes, lasting poverty reduction and the achievement of MDGs."

### 3.7 Legal Context

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

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

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

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

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

## Annex I: Indicative Costed<sup>12</sup> Workplan<sup>13</sup>

	KEY ACTIVITIES/ MILESTONES <sup>14</sup>	MONITORING MILESTONES BY QUARTER/YEAR												Costs associated per activity	RESPON- SIBILITY	ACHIEVEMENT/ <sup>15</sup> REASON/S FOR VARIANCE/ CORRECTIVE ACTION TAKEN IF NEEDED
		20XX <sup>16</sup>				20XX				20XX						
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Outcome 1:																
1.1 Output.	1.1.1 Activity															
	1.1.2 Activity															
1.2 Output.	1.2.1 ...															
1.3 ...	1.3.1															
1.4 ...	1.4.1															
Personnel Costs																
Travel																
Equipment																
Premises																
Operating Expenses																
Evaluation																
NET PROJECT TOTAL																
Programme Support Cost <sup>17</sup>																
GRAND TOTAL																

<sup>12</sup> Ensure that the timeframe is aligned to overall project duration, and costs correspond to entire budget.

<sup>13</sup> Please indicate in bold outputs for which funds are currently available.

<sup>14</sup> You may add rows as necessary.

<sup>15</sup> This column will be filled in at the time of reporting (keep it empty when designing the project).

<sup>16</sup> Specify the year.

<sup>17</sup> Please indicate proportion of PSC (e.g. 13%).

## Annex II: Budget in \$ US dollars

Budget line	Description	2011-2012	2012-2013	2013-2014	2014-2015	Total approved budget (modular budget)	Additional funding needed	Overall bud
		a	b	c	d	(1)=sum (a thru e)	(2)	(3)= (1) + (2)
1500	Travel in projects	80,000	160,000	160,000	160,000	560,000		560,000
	<b>15-99 Total Travel</b>	<b>80,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>560,000</b>	-	<b>560,000</b>
1100	International Experts	446,500	912,500	932,500	952,500	3,244,000		3,244,000
1150	Short-term Intern. Consultants		80,000	80,000	80,000	240,000		240,000
1300	Admin. Support Personnel					-		-
1400	UN Volunteers					-		-
1600	Other Personnel Costs		60,000	60,000	60,000	180,000		180,000
1700	National proj. staff and cons.					-		-
	<b>19-99 Total Personnel</b>	<b>446,500</b>	<b>1,052,500</b>	<b>1,072,500</b>	<b>1,092,500</b>	<b>3,664,000</b>	-	<b>3,664,000</b>
2100	Sub-Contracts					-		-
2200	Grants to institutions					-		-
	<b>29-99 Total Subcontracts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	-	<b>-</b>
3100	Individual fellowships/Training	180,000	520,000	520,000	520,000	1,740,000		1,740,000
3200	Study Tours					-		-
3300	In-service training					-		-
3400	Group Training					-		-
3500	Meetings	200,000	200,000	200,000	200,000	800,000		800,000
	<b>39-99 Total Training</b>	<b>380,000</b>	<b>720,000</b>	<b>720,000</b>	<b>720,000</b>	<b>2,540,000</b>	-	<b>2,540,000</b>
4100	Expendable equipment	40,000	40,000	20,000		100,000		100,000

4200	Non-expendable equipment	80,000	40,000	20,000		140,000		140,000
4300	Premises	15,000	30,000	30,000	30,000	105,000		105,000
	<b>49-99 Total Equipments</b>	<b>135,000</b>	<b>110,000</b>	<b>70,000</b>	<b>30,000</b>	<b>345,000</b>	<b>-</b>	<b>345,000</b>
5100	Operation and maint. of equip.	20,000	40,000	40,000	40,000	140,000		140,000
5200	Reporting costs		20,000	20,000	20,000	60,000		60,000
5300	Sundries	20,000	40,000	40,000	40,000	140,000		140,000
5400	General Operating Expenses	30,000	80,000	80,000	80,000	270,000		270,000
5700	Evaluation costs		60,000		60,000	120,000		120,000
	<b>59-99 Total Miscellaneous</b>	<b>70,000</b>	<b>240,000</b>	<b>180,000</b>	<b>240,000</b>	<b>730,000</b>	<b>-</b>	<b>730,000</b>
	<b>90-99 Project Subtotal</b>	<b>1,111,500</b>	<b>2,282,500</b>	<b>2,202,500</b>	<b>2,242,500</b>	<b>7,839,000</b>	<b>-</b>	<b>7,839,000</b>
5601	PSC to Reporting Agency					-		-
5602	PSC to UNODC - UNODC impl.proj	144,495	296,725	286,325	291,525	1,019,070		1,019,070
5603	PSC to UNODC on shared proj.					-		-
	<b>56-99 Project Support Costs</b>	<b>144,495</b>	<b>296,725</b>	<b>286,325</b>	<b>291,525</b>	<b>1,019,070</b>	<b>-</b>	<b>1,019,070</b>
	<b>99-99 Project Total</b>	<b>1,255,995</b>	<b>2,579,225</b>	<b>2,488,825</b>	<b>2,534,025</b>	<b>8,858,070</b>	<b>-</b>	<b>8,858,070</b>



Project Budget  
Template June 2011

## Annex III: Staffing Table

### BL: 11-00 International Experts

			2011-2012		2012-2013		2013-2014		2014-2015		Comments
Level	Title	Duty station	w/m	Amount (USD)	w/m	Amount (USD)	w/m	Amount (USD)	w/m	Amount (USD)	
P4	Anti-Corruption Advisor for South Asia	UNODC ROSA	6	104,000	12	210,000	12	212,500	12	215,000	
P4	Anti-Corruption Advisor for North Africa and the Middle East	UNODC ROMENA	6	90,000	12	185,000	12	190,000	12	195,000	
P4	Anti-Corruption Advisor for Southern Africa	UNODC ROSAF	6	90,000	12	185,000	12	190,000	12	195,000	
P4	Anti-Corruption Advisor for SIDS	UNODC HQ	7	90,000	12	185,000	12	190,000	12	195,000	
P3	Crime and Criminal Justice Officer	UNODC HQ	6	72,500	12	147,500	12	150,000	12	152,500	
<b>TOTAL</b>			<b>446,500</b>		<b>912,500</b>		<b>932,500</b>		<b>952,500</b>		

### BL: 16-00 Other personnel costs

			2011-2012		2012-2013		2013-2014		2014-2015		Comments
Level	Title	Duty	w/m	Amount	w/m	Amount	w/m	Amount	w/m	Amount	

		station		(USD)		(USD)		(USD)		(USD)	
	Local support staff	UNODC ROSA				20,000		20,000		20,000	Lump sum per year
	Local support staff	UNODC ROMENA				20,000		20,000		20,000	Lump sum per year
	Local support staff	UNODC ROSAF				20,000		20,000		20,000	Lump sum per year
		<b>TOTAL</b>				<b>60,000</b>		<b>60,000</b>		<b>60,000</b>	

## **Annex IV: Job Profiles/Terms of Reference for Project Personnel**

### **Anti-Corruption Advisor for South Asia**

<u>Functional Title of Post:</u>	Anti-Corruption Advisor for South Asia
<u>Classified Level of Post:</u>	P-4
<u>Organizational Location:</u>	Corruption and Economic Crime Section Treaty and Legal Assistance Branch Division of Treaty Affairs United Nations Office on Drugs and Crime
<u>Duty Station:</u>	Regional Office for South Asia
<u>Duration:</u>	1 year (Extension for a second year subject to availability of funds)

### **Organisational Setting and Reporting Relationships:**

Within the duration of the assignment, the incumbent might be posted for shorter periods in national anti-corruption agencies of countries of the respective region. In particular, the incumbent may, upon request, support States parties under review during the first two years of the first cycle of the implementation review mechanism of the United Nations Convention against Corruption and States Parties in the region that perform reviews in the first two years. A more detailed list of the countries and institutions to be assisted in the region will be further determined during the preparation of the assignment or the assignment itself.

The selected candidate will report to the Representative, UNODC Regional Office for South Asia. The incumbent will receive substantive and policy guidance from UNODC Headquarters Vienna (DTA/CEB), which manages the UNODC anti-corruption Advisor programme.

The Anti-Corruption Advisor will work in coordination with Government agencies and other international technical assistance providers.

### **Responsibilities:**

The Anti-Corruption Advisor programme is a technical assistance programme being offered by UNODC to provide capacity building assistance to Member States to effectively implement UNCAC.

Within delegated authority, under the framework of the Advisor Programme, the Anti-Corruption Advisor is primarily responsible for the implementation of anti-corruption technical assistance activities (including policy advice, technical expertise and practical



day-to-day support to anti-corruption bodies) as agreed upon with the host government(s) counterpart(s), and in line with the provisions of UNCAC.

The successful candidate will provide support as requested by the beneficiary countries, including:

- Conduct and/or follow up on anti-corruption technical assistance needs assessments;
- Support States parties selected to be reviewed during the first two years of the first cycle of the implementation review mechanism of UNCAC, and States Parties in the region that perform reviews in the first two years;
- Assist, where necessary and required, in enhancing and upgrading the relevant legislation and other legal instruments in conformity with UNCAC;
- Work with government counterparts to strengthen capacity to deal with proceeds of crime, mutual legal assistance and asset recovery, in particular with relevant government agencies, but also with legislatures, the private sector and the public at large, as appropriate;
- Develop targeted anti-corruption training courses in the area of prevention, criminalisation, enforcement and asset recovery based on needs assessment undertaken in collaboration with the host government counterparts;
- Provide advice if requested in the conduct of ongoing investigations relating to the proceeds of crime and/or asset recovery (including where appropriate the predicate offences); as well as on preparation of cases for prosecution and the presentation of evidence in Court;
- Plan and coordinate technical assistance on investigation and case-preparation techniques, evidence- gathering and assisting in the interpretation of evidence, if requested;
- Provide advice and guidance on the development of requests for, or the implementation of GoCASE and StAR training if requested for the conduct of ongoing investigations relating to corruption and proceeds of crime cases;
- Provide technical guidance and expertise, if requested, to national counterparts and the UNODC field offices on anti-corruption related issues;
- Provide advisory services and technical expertise to specialised anti-corruption bodies and units, including ICACs if they exist, on legislation, structure, operational practices and preventing, detecting, investigating and prosecuting cases of corruption and related offences, if requested;
- Foster contacts and, where appropriate, co-operation and partnerships with bodies and institutions at national, regional and international levels tasked with the prevention and control of corruption;
- Prepare regular progress reports on the development of his/her work, as may be requested by the host institutions or UNODC;

- Identify opportunities for resource mobilization in order to ensure sustainability of the anti-corruption initiatives after the end of the project;
- Coordinate closely all activities carried out under the Project on Joint Action towards a Global Regime against Corruption with the regional governance advisors of UNDP, and where opportune implement such activities jointly.
- Liaise and share information regularly with other partners on program activities.

## **Competencies and Skills**

**Communication** – Very good communication skills to liaise, negotiate and advocate with key stakeholders and other implementing agencies. Proven ability to write technical reports and reviews and conduct presentations by clearly formulating positions on issues and defending recommendations.

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

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

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

**Technological Awareness:** Full proficiency in computer skills and use of relevant software and other applications.

## **Qualifications**

**Education:** university degree in law, criminal justice, international relations, economics, political and social sciences or the equivalent combination of experience in related area.

### **Experience:**

- Minimum seven years of professional experience working within or providing advisory services to anti-corruption bodies or investigating and prosecuting cases of corruption in law enforcement, prosecution services or the judiciary.

- Knowledge of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of the United Nations Convention against Corruption;
- Working experience with mutual legal assistance, proceeds of crime and/or asset recovery legislation and casework;
- Experience with case management, prosecution of corruption or financial investigations is considered an asset.
- Experience in designing national anti-corruption policies, strategies, and public campaigns, is considered an asset.
- Strong knowledge of relevant development issues and commitment to the principles of the United Nations.

**Language:** Fluency in written and spoken English.

### **Anti-Corruption Advisor for Northern Africa and the Middle East**

<b><u>Functional Title of Post:</u></b>	Anti-Corruption Advisor for Northern Africa and the Middle East
<b><u>Classified Level of Post:</u></b>	P-4
<b><u>Organizational Location:</u></b>	Corruption and Economic Crime Section Treaty and Legal Assistance Branch Division of Treaty Affairs United Nations Office on Drugs and Crime
<b><u>Duty Station:</u></b>	Regional Office for Northern Africa and the Middle East
<b><u>Duration:</u></b>	1 year (Extension for a second year subject to availability of funds)

### **Organisational Setting and Reporting Relationships:**

Within the duration of the assignment, the incumbent might be posted for shorter periods in national anti-corruption agencies of countries of the respective region. In particular, the incumbent may, upon request, support States parties under review during the first two years of the first cycle of the implementation review mechanism of the United Nations Convention against Corruption and States Parties in the region that perform reviews in the first two years. A more detailed list of the countries and institutions to be assisted in the region will be further determined during the preparation of the assignment or the assignment itself.

The selected candidate will report to the Representative, UNODC Regional Office for Northern Africa and the Middle East. The incumbent will receive substantive and policy guidance from UNODC Headquarters Vienna (DTA/CEB), which manages the UNODC anti-corruption Advisor programme.

The Anti-Corruption Advisor will work in coordination with Government agencies and other international technical assistance providers.

### **Responsibilities:**

The Anti-Corruption Advisor programme is a technical assistance programme being offered by UNODC to provide capacity building assistance to Member States to effectively implement UNCAC.

Within delegated authority, under the framework of the Advisor Programme, the Anti-Corruption Advisor is primarily responsible for the implementation of anti-corruption technical assistance activities (including policy advice, technical expertise and practical day-to-day support to anti-corruption bodies) as agreed upon with the host government(s) counterpart(s), and in line with the provisions of UNCAC.

The successful candidate will provide support as requested by the beneficiary countries, including:

- Conduct and/or follow up on anti-corruption technical assistance needs assessments;
- Support States parties selected to be reviewed during the first two years of the first cycle of the implementation review mechanism of UNCAC, and States Parties in the region that perform reviews in the first two years;
- Assist, where necessary and required, in enhancing and upgrading the relevant legislation and other legal instruments in conformity with UNCAC;
- Work with government counterparts to strengthen capacity to deal with proceeds of crime, mutual legal assistance and asset recovery, in particular with relevant government agencies, but also with legislatures, the private sector and the public at large, as appropriate;
- Develop targeted anti-corruption training courses in the area of prevention, criminalisation, enforcement and asset recovery based on needs assessment undertaken in collaboration with the host government counterparts;
- Provide advice if requested in the conduct of ongoing investigations relating to the proceeds of crime and/or asset recovery (including where appropriate the predicate offences); as well as on preparation of cases for prosecution and the presentation of evidence in Court;
- Plan and coordinate technical assistance on investigation and case-preparation techniques, evidence- gathering and assisting in the interpretation of evidence, if requested;

- Provide advice and guidance on the development of requests for, or the implementation of GoCASE and StAR training if requested for the conduct of ongoing investigations relating to corruption and proceeds of crime cases;
- Provide technical guidance and expertise, if requested, to national counterparts and the UNODC field offices on anti-corruption related issues;
- Provide advisory services and technical expertise to specialised anti-corruption bodies and units, including ICACs if they exist, on legislation, structure, operational practices and preventing, detecting, investigating and prosecuting cases of corruption and related offences, if requested;
- Foster contacts and, where appropriate, co-operation and partnerships with bodies and institutions at national, regional and international levels tasked with the prevention and control of corruption;
- Prepare regular progress reports on the development of his/her work, as may be requested by the host institutions or UNODC;
- Identify opportunities for resource mobilization in order to ensure sustainability of the anti-corruption initiatives after the end of the project;
- Coordinate closely all activities carried out under the Project on Joint Action towards a Global Regime against Corruption with the regional governance advisors of UNDP, and where opportune implement such activities jointly.
- Liaise and share information regularly with other partners on program activities.

### **Competencies and Skills**

**Communication** – Very good communication skills to liaise, negotiate and advocate with key stakeholders and other implementing agencies. Proven ability to write technical reports and reviews and conduct presentations by clearly formulating positions on issues and defending recommendations.

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

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

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

**Technological Awareness:** Full proficiency in computer skills and use of relevant software and other applications.

## **Qualifications**

**Education:** university degree in law, criminal justice, international relations, economics, political and social sciences or the equivalent combination of experience in related area.

## **Experience:**

- Minimum seven years of professional experience working within or providing advisory services to anti-corruption bodies or investigating and prosecuting cases of corruption in law enforcement, prosecution services or the judiciary.
- Knowledge of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of the United Nations Convention against Corruption;
- Working experience with mutual legal assistance, proceeds of crime and/or asset recovery legislation and casework;
- Experience with case management, prosecution of corruption or financial investigations is considered an asset.
- Experience in designing national anti-corruption policies, strategies, and public campaigns, is considered an asset.
- Strong knowledge of relevant development issues and commitment to the principles of the United Nations.

**Language:** Fluency in written and spoken English.

## **Anti-Corruption Advisor for Southern Africa**

**Functional Title of Post:** Anti-Corruption Advisor for Southern Africa

**Classified Level of Post:** P-4

**Organizational Location:** Corruption and Economic Crime Section  
Treaty and Legal Assistance Branch  
Division of Treaty Affairs  
United Nations Office on Drugs and Crime

**Duty Station:** Regional Office for Southern Africa

**Duration:** 1 year (Extension for a second year subject to availability of funds)

## **Organisational Setting and Reporting Relationships:**

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

incumbent may, upon request, support States parties under review during the first two years of the first cycle of the implementation review mechanism of the United Nations Convention against Corruption and States Parties in the region that perform reviews in the first two years. A more detailed list of the countries and institutions to be assisted in the region will be further determined during the preparation of the assignment or the assignment itself.

The selected candidate will report to the Representative, UNODC Regional Office for Southern Africa. The incumbent will receive substantive and policy guidance from UNODC Headquarters Vienna (DTA/CEB), which manages the UNODC anti-corruption Advisor programme.

The Anti-Corruption Advisor will work in coordination with Government agencies and other international technical assistance providers.

### **Responsibilities:**

The Anti-Corruption Advisor programme is a technical assistance programme being offered by UNODC to provide capacity building assistance to Member States to effectively implement UNCAC.

Within delegated authority, under the framework of the Advisor Programme, the Anti-Corruption Advisor is primarily responsible for the implementation of anti-corruption technical assistance activities (including policy advice, technical expertise and practical day-to-day support to anti-corruption bodies) as agreed upon with the host government(s) counterpart(s), and in line with the provisions of UNCAC.

The successful candidate will provide support as requested by the beneficiary countries, including:

- Conduct and/or follow up on anti-corruption technical assistance needs assessments;
- Support States parties selected to be reviewed during the first two years of the first cycle of the implementation review mechanism of UNCAC, and States Parties in the region that perform reviews in the first two years;
- Assist, where necessary and required, in enhancing and upgrading the relevant legislation and other legal instruments in conformity with UNCAC;
- Work with government counterparts to strengthen capacity to deal with proceeds of crime, mutual legal assistance and asset recovery, in particular with relevant government agencies, but also with legislatures, the private sector and the public at large, as appropriate;
- Develop targeted anti-corruption training courses in the area of prevention, criminalisation, enforcement and asset recovery based on needs assessment undertaken in collaboration with the host government counterparts, and support, the design, establishment of regional training mechanisms and facilities, including through the development of training curricula and materials, training of trainers, and other operational support;

- Provide advice if requested in the conduct of ongoing investigations relating to the proceeds of crime and/or asset recovery (including where appropriate the predicate offences); as well as on preparation of cases for prosecution and the presentation of evidence in Court;
- Plan and coordinate technical assistance on investigation and case-preparation techniques, evidence- gathering and assisting in the interpretation of evidence, if requested;
- Provide advice and guidance on the development of requests for, or the implementation of GoCASE and StAR training if requested for the conduct of ongoing investigations relating to corruption and proceeds of crime cases;
- Provide technical guidance and expertise, if requested, to national counterparts and the UNODC field offices on anti-corruption related issues;
- Provide advisory services and technical expertise to specialised anti-corruption bodies and units, including ICACs if they exist, on legislation, structure, operational practices and preventing, detecting, investigating and prosecuting cases of corruption and related offences, if requested;
- Foster contacts and, where appropriate, co-operation and partnerships with bodies and institutions at national, regional and international levels tasked with the prevention and control of corruption;
- Prepare regular progress reports on the development of his/her work, as may be requested by the host institutions or UNODC;
- Identify opportunities for resource mobilization in order to ensure sustainability of the anti-corruption initiatives after the end of the project;
- Coordinate closely all activities carried out under the Project on Joint Action towards a Global Regime against Corruption with the regional governance advisors of UNDP, and where opportune implement such activities jointly.
- Liaise and share information regularly with other partners on program activities.

### **Competencies and Skills**

**Communication** – Very good communication skills to liaise, negotiate and advocate with key stakeholders and other implementing agencies. Proven ability to write technical reports and reviews and conduct presentations by clearly formulating positions on issues and defending recommendations.

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

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

**Accountability:** Takes ownership of all responsibilities and honours commitments;



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

**Technological Awareness:** Full proficiency in computer skills and use of relevant software and other applications.

### **Qualifications**

**Education:** university degree in law, criminal justice, international relations, economics, political and social sciences or the equivalent combination of experience in related area.

### **Experience:**

- Minimum seven years of professional experience working within or providing advisory services to anti-corruption bodies or investigating and prosecuting cases of corruption in law enforcement, prosecution services or the judiciary.
- Knowledge of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of the United Nations Convention against Corruption;
- Working experience with mutual legal assistance, proceeds of crime and/or asset recovery legislation and casework;
- Experience with case management, prosecution of corruption or financial investigations is considered an asset.
- Experience in designing national anti-corruption policies, strategies, and public campaigns, is considered an asset.
- Strong knowledge of relevant development issues and commitment to the principles of the United Nations.

**Language:** Fluency in written and spoken English, fluency in French and/or Portuguese are strong asset.

### **Anti-Corruption Advisor for Small Island Developing States**

**Functional Title of Post:** Anti-Corruption Advisor for SIDS

**Classified Level of Post:** P-4

**Organizational Location:** Corruption and Economic Crime Section  
Treaty and Legal Assistance Branch  
Division of Treaty Affairs  
United Nations Office on Drugs and Crime

<u>Duty Station:</u>	UNODC, Vienna
<u>Duration:</u>	1 year (Extension for a second year subject to availability of funds)

### **Organisational Setting and Reporting Relationships:**

Within the duration of the assignment, the incumbent might be posted for shorter periods in national anti-corruption agencies of countries of the respective region. In particular, the incumbent may, upon request, support States parties under review during the first two years of the first cycle of the implementation review mechanism of the United Nations Convention against Corruption and States Parties in the region that perform reviews in the first two years. A more detailed list of the countries and institutions to be assisted in the region will be further determined during the preparation of the assignment or the assignment itself.

The selected candidate will report to the Chief of the Implementation Support Section, Corruption and Economic Crime Branch, Division of Treaty Affairs, which manages the UNODC anti-corruption Advisor programme.

The Anti-Corruption Advisor will work in coordination with Government agencies and other international technical assistance providers.

### **Responsibilities:**

The Anti-Corruption Advisor programme is a technical assistance programme being offered by UNODC to provide capacity building assistance to Member States to effectively implement UNCAC.

Within delegated authority, under the framework of the Advisor Programme, the Anti-Corruption Advisor is primarily responsible for the implementation of anti-corruption technical assistance activities (including policy advice, technical expertise and practical day-to-day support to anti-corruption bodies) in line with the provisions of UNCAC.

The successful candidate will provide support as requested by the beneficiary countries, including:

- Conduct and/or follow up on anti-corruption technical assistance needs assessments;
- Support States parties selected to be reviewed during the first two years of the first cycle of the implementation review mechanism of UNCAC, and States Parties in the region that perform reviews in the first two years;
- Assist, where necessary and required, in enhancing and upgrading the relevant legislation and other legal instruments in conformity with UNCAC;
- Work with government counterparts to strengthen capacity to deal with proceeds of crime, mutual legal assistance and asset recovery, in particular with relevant government agencies, but also with legislatures, the private sector and the public at large, as appropriate;

- Develop targeted anti-corruption training courses in the area of prevention, criminalisation, enforcement and asset recovery based on needs assessment undertaken in collaboration with the host government counterparts;
- Provide advice if requested in the conduct of ongoing investigations relating to the proceeds of crime and/or asset recovery (including where appropriate the predicate offences); as well as on preparation of cases for prosecution and the presentation of evidence in Court;
- Plan and coordinate technical assistance on investigation and case-preparation techniques, evidence- gathering and assisting in the interpretation of evidence, if requested;
- Provide advice and guidance on the development of requests for, or the implementation of GoCASE and StAR training if requested for the conduct of ongoing investigations relating to corruption and proceeds of crime cases;
- Provide technical guidance and expertise, if requested, to national counterparts and the UNODC field offices on anti-corruption related issues;
- Provide advisory services and technical expertise to specialised anti-corruption bodies and units, including ICACs if they exist, on legislation, structure, operational practices and preventing, detecting, investigating and prosecuting cases of corruption and related offences, if requested;
- Foster contacts and, where appropriate, co-operation and partnerships with bodies and institutions at national, regional and international levels tasked with the prevention and control of corruption;
- Prepare regular progress reports on the development of his/her work, as may be requested by the host institutions or UNODC;
- Identify opportunities for resource mobilization in order to ensure sustainability of the anti-corruption initiatives after the end of the project;
- Coordinate closely all activities carried out under the Project on Joint Action towards a Global Regime against Corruption with the regional governance advisors of UNDP, and where opportune implement such activities jointly.
- Liaise and share information regularly with other partners on program activities.

### **Competencies and Skills**

**Communication** – Very good communication skills to liaise, negotiate and advocate with key stakeholders and other implementing agencies. Proven ability to write technical reports and reviews and conduct presentations by clearly formulating positions on issues and defending recommendations.

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

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

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

**Technological Awareness:** Full proficiency in computer skills and use of relevant software and other applications.

### **Qualifications**

**Education:** university degree in law, criminal justice, international relations, economics, political and social sciences or the equivalent combination of experience in related area.

**Experience:**

- Minimum seven years of professional experience working within or providing advisory services to anti-corruption bodies or investigating and prosecuting cases of corruption in law enforcement, prosecution services or the judiciary.
- Knowledge of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of the United Nations Convention against Corruption;
- Working experience with mutual legal assistance, proceeds of crime and/or asset recovery legislation and casework;
- Experience with case management, prosecution of corruption or financial investigations is considered an asset.
- Experience in designing national anti-corruption policies, strategies, and public campaigns, is considered an asset.
- Strong knowledge of relevant development issues and commitment to the principles of the United Nations.

**Language:** Fluency in written and spoken English.

### **Crime Prevention and Criminal Justice Officer**

**Functional Title of Post:** Crime Prevention and Criminal Justice Officer

<u>Classified Level of Post:</u>	P-3
<u>Organizational Location:</u>	Implementation Support Section Corruption and Economic Crime Section Treaty and Legal Assistance Branch Division of Treaty Affairs United Nations Office on Drugs and Crime
<u>Duty Station:</u>	Vienna
<u>Duration:</u>	1 year (Extension for a second year subject to availability of funds)

### **Org. Setting And Reporting**

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

### **Responsibilities**

Within assigned authority, the incumbent will be responsible for the following duties:

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

- Participate in large, complex field missions, including provision of guidance to external consultants, government officials and other parties and drafting mission summaries;
- Monitor and review best practices, methodologies and programmes in the area of anti-corruption;
- Perform other duties as required.

### **Competencies**

- **Professionalism:** Has knowledge of the work of the United Nations in crime prevention and criminal justice, in particular substantive knowledge of the United Nations Convention against Corruption. Has knowledge and understanding of theories, concepts and approaches relevant to the area of economic crime and corruption. Has good knowledge of the legislative aspects of preventing and combating corruption, including their international dimensions; has ability to identify issues, analyze and participate in the resolution of issues/problems; has ability to conduct data collection using various methods, demonstrates conceptual analytical and evaluative skills to conduct independent research and analysis, including familiarity with and experience in the use of various research sources, including electronic sources on the internet, intranet and other databases. Ability to apply judgment in the context of assignments given, plan own work and manage conflicting priorities. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.
- **Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- **Planning & Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

### **Education**

Advanced university degree (Master's degree or equivalent) in law, social sciences or a related field. A first-level university degree in similar fields in combination with qualifying experience may be accepted in lieu of the advanced university degree.

### **Work Experience**

A minimum of five years of progressively responsible experience in an area related to crime prevention and criminal justice, preferably with a focus on corruption or closely related issues is required. Experience at the international level including within the United Nations system is highly desirable. Several years servicing intergovernmental bodies and in preparing policy and programmatic reports, as well as in project or programme management is highly desirable.

**Languages**

English and French are the working language of the United Nations Secretariat. For the position advertised, fluency in English, i.e. oral and written proficiency is required. Knowledge of any other official United Nations language is an advantage.