



**United Nations Development Programme  
Region: Arab States  
Project Document (2011-2014)**

<b>Project Title:</b>	Anti-Corruption and Integrity in the Arab Countries (ACIAC)
<b>SP Outcome(s):</b>	Strengthened national-, regional- and local-level capacity to implement anti-corruption initiatives
<b>Expected RPD Outcome(s):</b> <i>(Those linked to the project and extracted from the RPD)</i>	Levels of transparency increased and incidence of corruption reduced in beneficiary countries
<b>Expected Output(s):</b> <i>(Those that will result from the project)</i>	Knowledge produced and inclusive policy reform supported for the implementation of the UNCAC
<b>Implementing Partner:</b>	UNOPS
<b>Responsible Parties:</b>	UNDP

**Brief Description**

In response to the increasing demand on anti-corruption assistance in the Arab region, UNDP developed ACIAC as a regional instrument to strengthen cooperation and promote collective action against corruption in the Arab countries, while adding value to related bilateral and multilateral efforts. It will draw on UNDP’s extensive governance portfolio and vast network of experts and partners, and will build on the achievements and lessons learned from the work of UNDP-POGAR, including the GfD Initiative.

ACIAC is inspired by the concrete progress that has been enabled through past regional anti-corruption activities, and is driven by the need to further reinforce the Arab countries’ commitment to anti-corruption, which has significantly improved over the past few years, but remains in need of concrete assistance in many areas. Accordingly, the project will work to generate a coherent body of specialised knowledge and to transfer key skills to policymakers and practitioners with a view to enabling the identification of priority challenges and possible responses at the country-level, while supporting the effective engagement of Arab countries in global anti-corruption efforts. Implementation will focus on four inter-related areas of work that have been identified based on the results of more than two years of region-wide consultations. These areas are (i) anti-corruption assessments; (ii) implementation of UNCAC thematic priorities; (iii) integrity in specific vulnerable sectors; and (iv) anti-corruption in crisis-affected countries. ACIAC will primarily focus on the first two areas, where demand is higher and national ownership is more advanced; it will also support targeted interventions under the other two areas to promote the integration of related concerns in the ongoing anti-corruption debate and inform the development of related country-level initiatives.

ACIAC will adopt a participatory approach driven by the principle of “national ownership”, and fostered by ACINET, which is the Region’s leading platform for knowledge networking, capacity development and policy dialogue in this field. This approach will ensure a more practical, and prospectively sustainable and scalable engagement of various state institutions and non-governmental actors including businesses, civil society, and independent media, academic and research institutions.

The project will also promote adherence to the principles of aid effectiveness, through a proactive and far-reaching partnership strategy that seeks to foster linkages with relevant initiatives at the country, regional and global levels. ACIAC will work to engage all Arab countries, with a particular focus on a number of selected countries, which exhibit stronger commitment to the project’s components. Country-specific support will be demand-driven and customized to address the requests of stakeholders, while seeking to maximize the potential for joint learning at the regional level, and possibly across regions.

Programme Period:	2011-2014	Total resources required	\$ 8,405,000
Key Result Area (SP)	Democratic Governance	Total allocated resources:	\$ 1,854,010
Atlas Award ID:	_____	• Regular	\$ 1,000,000
Start date:	1 January 2011	• Other:	
End Date:	31 December 2014	○ US State Department	\$ 854,010
PAC Meeting Date:	18 June 2010	○ Donor	_____
Management Arrangements:	UNOPS Implementation	○ Donor	_____
		○ Government	_____
		Unfunded budget:	\$ 6,550,990
		In-kind Contributions:	

Agreed by (Government) \_\_\_\_\_

Agreed by (Implementing Partner): \_\_\_\_\_

Agreed by (UNDP): \_\_\_\_\_




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**ACRONYMS AND ABBREVIATIONS**

ACIAC	Anti-Corruption and Integrity in the Arab Countries Project
ACINET	Arab Anti-Corruption and Integrity Network
AGEG	Arab Governmental Expert Group on UNCAC Self Assessment
AHDR	Arab Human Development Report
ArPAC	Arab Parliamentarians against Corruption
ANEGA	Arab Non-Governmental Expert Group on Anti-Corruption Assessments
BIG	Basel Institute on Governance
CoSP	Conference of States Parties
DFID	Department of Foreign International Development
EC	European Commission
ESCWA	Economic and Social Commission for Western Asia
FATF	Financial Action Task Force
GfD	Good Governance for Development in the Arab Countries Initiative
GTZ	German Agency for Technical Cooperation
KSA	Kingdom of Saudi Arabia
LoAS	League of Arab States
MENA	Middle East and North Africa
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
OECD	Organisation for Economic Cooperation and Development
PACDE	Programme on Anti-Corruption for Development Effectiveness
POGAR	Programme on Governance in the Arab Region
TI	Transparency International
UAE	United Arab Emirates
UNDP	United Nations Development Programme
UNCAC	United Nations Convention against Corruption
USA	United States of America
USAID	United States Agency for International Development

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## I. SITUATION ANALYSIS

1. The last five years have witnessed a critical transformation in the Arab region. **Anti-corruption is no longer treated as a taboo-issue, nearly banned from public debate. Instead, it is emerging as a major policy area and a governance reform priority**, articulated by governments and non-governmental actors, albeit in varying degrees and forms. The transformation is mainly attributed to the advent of the UNCAC, which is acting as a rallying factor for the vast majority of Arab countries.<sup>1</sup> It is also connected with the increasing awareness on the various linkages between corruption and human development and human security in a region where development is more of an arduous challenge than ever and where different forms of insecurity continue to threaten the lives and livelihoods of millions.<sup>2</sup>
2. **In 2010, the Arab countries' stake in having more effective anti-corruption systems has become even higher than before** as the fight against corruption becomes increasingly linked with a number of global processes that are expected to continue influencing public policy in the region in the coming years. First, the recent adoption of the global *Mechanism for the Review of the Implementation of the UNCAC*<sup>3</sup> will require all State Parties across the world, including Arab countries, to pursue anti-corruption efforts more vigorously; in the words of the UN Secretary General, "from now on, states will be judged by the actions they take to fight corruption, not just the promises they make".<sup>4</sup> Second, the global financial crisis, which has taken its toll on the region in more than one way, has provided important lessons on the need for enhanced integrity and transparency.<sup>5</sup> More importantly, it has created additional incentives for governments and businesses to pursue anti-corruption and broader governance reforms, with a view to attracting scarce foreign investment and invigorating sluggish local markets. Businesses have also come under greater pressures to develop and implement internal compliance systems and to proactively pursue adherence to anti-corruption standards and practices. Third, the increasing awareness on the nexus between corruption and the region's developmental challenges are likely to fuel additional demand for transparency, integrity and accountability. This is particularly true given the Arab countries' commitment to achieve the impending MDGs, which have been adopted by the UN General Assembly in 2000, and reaffirmed at the highest regional level under the auspices of the LoAS during the 2009 Arab Social and Economic Summit.<sup>6</sup>
3. Despite the recent transformation in attitudes and approaches to corruption, and the more recent global developments that will most probably reinforce this transformation, **related challenges, including UNCAC implementation, remain acute and not sufficiently addressed in the context of the region**. Serious deficiencies in credible data and information, lack of related institutional experiences, important regulatory gaps and ambiguities and major capacity challenges, as well as chronic structural issues and political tensions undermine the Arab countries' ability to deliver on related obligations. Many of these challenges are directly linked to the State's ability to effectively prevent and punish corruption, but also many others are the result of broader governance deficits related to the efficiency of the public administration, the role of the parliament, the independence of the judiciary, public participation in decision-making, and the quality of the business environment. Accordingly, fostering transparency, integrity and accountability efforts in the Arab countries, including supporting UNCAC implementation,

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<sup>1</sup> Arab countries are identified here as the 22 Members in the LoAS. As of 7 May 2010, the Arab countries that are States Parties to the UNCAC are Algeria, Bahrain, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Qatar, Tunisia, United Arab Emirates, and Yemen. Comoros, KSA, Sudan, and Syria have only signed the Convention and are yet to become States Parties, whereas Oman and Somalia are not signatories yet (<http://www.unodc.org/unodc/en/treaties/CAC/signatories.html>). The Palestinian National Authority has also committed to implement the UNCAC in a statement addressed to the UN Secretary General in 2005 (<http://www.aman-palestine.org/uncac/palestine.htm>).

<sup>2</sup> UNDP, AHDR: Challenges to Human Security in the Arab Countries. 2009.

<sup>3</sup> The Mechanism was adopted at the third session of the CoSP, which was held in Doha (Qatar) on 9-13 November 2009 (<http://www.unodc.org/unodc/en/treaties/CAC/CAC-COSP-session3-resolutions.html>).

<sup>4</sup> The UN Secretary General, message on the occasion of the "International Anti-Corruption Day", 9 December 2009 (<http://www.un.org/en/events/anticorruptionday/sgmessages.shtml>).

<sup>5</sup> OECD, "The Financial Crisis: Reform and Exit Strategies", 2009, pp. 36-40.

<sup>6</sup> For more information about the summit, please see <http://www.kuwait-aes09.com/>.

will require the intensification of targeted anti-corruption interventions in the areas of prevention and law enforcement. However, in order to yield more sustainable results, the intensification of such interventions must be carried out in conjunction with broader governance efforts, and not in isolation of them.

4. Most of the existing anti-corruption challenges are shared by many Arab countries, or indeed are common to entire sub-regions, and many times to the Arab region as a whole. The shared nature of these challenges creates opportunities for countries to work together and learn from each other. **The case for close, effective international cooperation against corruption is compelling, as it must encompass closer cooperation regionally, within sub-regions and between different Arab countries.** In this regard, the region offers promising opportunities. Past cooperation generally shows that there is an inclination towards joint action among Arab stakeholders; and that existing tensions between some countries usually become more manageable in a broader regional context. Perceived commonalities and strong language and cultural ties provide an enabling environment that encourages Arab stakeholders to foster action on sensitive issues, which would have been otherwise avoided; and to find inspiration, and sometimes “reason”, in the work and achievements of their peers.
5. Indeed, joint regional-level efforts have been the driving force behind advancing the anti-corruption agenda in Arab countries, at a time when this issue was considered to be too sensitive for country-specific action. Today, **the region is witnessing an increase in anti-corruption efforts at the regional- and country-levels and a number of encouraging results**, which will be briefly discussed below. These are quite indicative and offer valuable guidance on the way forward. Although limited in proportions, compared to the magnitude of the problem, they have important implications for public policy and UNCAC implementation in the region, and must be used to advance inclusive anti-corruption efforts leading to broader governance reforms, and to support concrete linkages with national development efforts, including the achievement of the MDGs.
6. The joint UNDP-OECD Initiative on *Good Governance for Development in the Arab Countries*,<sup>7</sup> which was launched in 2005, and then extended for another three years at the end of 2007, played the chief role in focusing the Arab policymakers’ attention on anti-corruption. Within the fifth regional Working Group,<sup>8</sup> policymakers from twelve Arab countries identified corruption as a common challenge for good governance and agreed to step up anti-corruption efforts. Nineteen Arab countries issued a joint ministerial-level declaration in January 2008, at the Dead Sea, committing to work together to support the implementation of the UNCAC, breaking the traditional silence on the issue of corruption, and outlining the process for establishing a regional network that would support related efforts.<sup>9</sup> In July 2008, anti-corruption governmental authorities from sixteen Arab countries met, following extensive regional and national consultations, to declare the establishment of ACINET as an inclusive regional anti-corruption mechanism for knowledge networking, capacity development and policy dialogue.<sup>10</sup> In addition to UNDP’s regional efforts, other regional initiatives have made significant contributions to advance the anti-corruption agenda in Arab countries over the past five years. Examples include the OECD’s work in the context of the GfD Initiative, which supported policy dialogue on integrity in civil service, as well as joint learning studies on integrity in procurement;<sup>11</sup> the MENA-FATF, which supported countries in adopting anti-money laundering measures and improving concrete cooperation in this regard;<sup>12</sup> and ArPAC which focused on strengthening the capacity of parliamentarians to fight corruption and advocate key anti-corruption reforms, within the framework of the UNCAC and beyond.<sup>13</sup>

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<sup>7</sup> For more information about the GfD Initiative, please visit [www.arabgov-initiative.org](http://www.arabgov-initiative.org).

<sup>8</sup> The Working Group is chaired by Jordan and co-chaired by France and the USA, and is supported by UNDP-POGAR.

<sup>9</sup> This ministerial statement was issued during a regional conference organized at the Dead Sea (Jordan) on 21-23 January 2008, with the support of UNDP-POGAR. For more information on the event, including documentation, please visit <http://www.pogar.org/publications/agfd/GfDII/corruption/deadsea/declaration-en.pdf>.

<sup>10</sup> For more information about ACINET, please visit <http://www.pogar.org/resources/ac/> or contact the Regional Support Unit [info@arabacinet.org](mailto:info@arabacinet.org).

<sup>11</sup> Please see, [http://www.oecd.org/pages/0,3417,en\\_34645207\\_34645555\\_1\\_1\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/pages/0,3417,en_34645207_34645555_1_1_1_1_1_1,00.html).

<sup>12</sup> Please see, [www.menafatf.org](http://www.menafatf.org).

<sup>13</sup> Please see, [www.arpacnetwork.org](http://www.arpacnetwork.org).

7. Also at the regional level, another major achievement was **the increased utilization of the UNCAC Self Assessment Checklist in Arab countries**. In 2007, only two Arab countries were able to respond to the Checklist, although State Parties to the Convention are required to do so, and the number of Arab States Parties, at the time, was twelve countries. To address this situation, UNDP supported the establishment of the AGE<sup>14</sup> to increase awareness on the Checklist and improve the capacity of Arab governments to use it in cooperation with UNODC. In 2008, four additional Arab countries completed the Checklist; and in 2009, another four countries did so. In addition to enhancing reporting to the CoSP, the AGE<sup>14</sup> contributed to the development of the Checklist itself and helped produce positive results at the country level, such as the invigoration of national anti-corruption dialogue in the case of Yemen; the improvement of national coordination in the cases of Algeria and Morocco; and the development of national anti-corruption strategies in the cases of Iraq and Jordan.
8. At the country-level, more actors have been involved in supporting anti-corruption efforts, including DFID, GTZ, EC, OECD, TI, UNDP, UNODC, USAID, the World Bank, and other bilateral technical assistance providers. In terms of results, **some Arab governments – notably those who have been strongly involved at the regional-level – have been more active than others in undertaking concrete anti-corruption steps at the country-level**, mainly in the framework of the UNCAC, but also in relation to broader governance reforms. Important examples include establishing specialized anti-corruption bodies in Iraq, Jordan, Morocco, the occupied Palestinian territory and Yemen; and developing national anti-corruption strategies in Iraq, Jordan and Yemen. Other countries in the region are also preparing to develop or finalize their own strategies and plans, including Mauritania, Morocco, and the Palestinian National Authority. Other indicative examples include financial and tax reforms in Egypt; administrative simplification in Tunisia; criminal legal reforms in Bahrain, Iraq, Jordan and Yemen; and initiatives to enhance integrity in procurement in Jordan, Morocco, Qatar and Yemen.<sup>15</sup>
9. Also at the country-level, several efforts have been made to enhance the effective engagement of non-governmental actors in anti-corruption processes; however, the impact of such efforts remains, by and large, modest.<sup>16</sup> **While the involvement of businesses in anti-corruption initiatives has been limited so far, cooperation between governments and civil society organizations is witnessing cautious yet promising improvements**. Bahrain, Kuwait, Lebanon, Morocco, and the occupied Palestinian territory for example have demonstrated a strong potential for meaningful partnerships between anti-corruption authorities and civil society organizations. Also recently, Jordan and Yemen allowed the establishment of TI affiliated organizations and demonstrated commendable overtures towards more inclusion and public participation in UNCAC implementation efforts. The media on the other hand remains polarized along political lines with modest capacities on investigative journalism and a weak track-record on effective long-term public engagement on reform issues, including anti-corruption. Overall, non-governmental actors in the Arab region have not been able to engage governments in a productive dialogue despite the prevailing consensus on the importance of their participation. They have played a limited role, so far, in catalyzing serious public demand for anti-corruption reforms. This “effectiveness-gap” may be partially attributed to the political and legal environment that does not provide enough space for civil society to operate; but it may also be linked to civil society’s internal governance challenges, and limited institutional experiences and capacities.<sup>17</sup>
10. Evidently, there remains considerable room for progress at the regional- and country-levels alike, as political will is sharpened; capacities are enhanced; public demand is increased; and smaller reform steps breed the need for larger and bolder anti-corruption measures. However, efforts to advance the anti-corruption agenda must be carefully planned against the realities of the region and the lessons learned so far. A key reality, and a caveat for effective support in this area, is that the **Arab countries’**

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<sup>14</sup> The AGE<sup>14</sup> is a group of governmental experts that was established in 2007 in the context of UNDP-POGAR’s work in cooperation with UNODC and is currently comprised of experts from 17 Arab countries. AGE<sup>14</sup> members have been trained and supported to improve their capacity on UNCAC self assessments and related methodologies and substantive aspects.

<sup>15</sup> ACINET, ACINET Monthly News Update (Issues 1-21). October 2008 until June 2010.

<sup>16</sup> UNDP-POGAR, “Supporting UNCAC Implementation in Arab States: Survey of Relevant Civil Society Stakeholders in Six Arab Countries”, 2007.

<sup>17</sup> *Ibid*, UNDP-POGAR, 2007.

**political commitment to the anti-corruption agenda, although significantly improved, remains fragile.** It has been mainly forged through regional processes; therefore, maintaining and advancing it requires particular focus on reinforcing these processes, and scaling them up with additional focus on country-level follow-up, with the aim of effectively contributing to the improvement of transparency levels and the reduction of corruption in Arab countries (Key RPD Outcome). This would require long-term technical assistance to support UNCAC implementation and mainstream anti-corruption safeguards in vulnerable sectors; but also, it would require concerted efforts at the political level to support countries in broader governance reforms and related social and economic development efforts, especially in the aftermath of the global financial crisis and the growing limitations on international development assistance.

11. Building on the above, major lessons learned that inform the way ahead include the following:
  - a. The **UNCAC has emerged as the main entry point for anti-corruption reforms in the Arab region.** It has mobilized the attention of Arab governments and created a new space for interaction with non-governmental actors and peer governments outside the region. It provided a solid basis, in a very short period of time, for a more frank and more focused dialogue on anti-corruption. Sustaining and deepening this dialogue is dependent on the progress of UNCAC review mechanism; however it will also benefit from the establishment of concrete linkages with the human development and human security agenda, as well as the global drive to support a stronger, cleaner, and fairer economy.
  - b. Supporting UNCAC implementation is demanding and challenging, even for advanced countries. This is due to the large scope of the Convention and the broad phrasing of some of its articles, especially those found in the chapter dealing with prevention measures. Accordingly, both normative- and capacity-related support is urgently needed to enable the proper implementation of the Convention in Arab countries. Consequently, **real progress on UNCAC implementation is almost impossible without the concerted cooperation of different regional and global actors** that have the requisite institutional knowledge and experience to help countries make the necessary changes.
  - c. Often, **the absence of proper assessments and the inadequacy of financial and technical support present themselves as the two most common deficits** in current anti-corruption reform processes in the Arab region. The speed and manner with which a number of UNCAC measures have been adopted in some cases warrants special attention. Aside from their actual effectiveness, which so far, no Arab country has actually assessed, these measures may prove problematic and may send mixed signals. They may be viewed as an expression of political commitment, but there is also a high risk that they be viewed as purely cosmetic or, simply unsuccessful, thus potentially eroding trust in governments and fuelling disappointment and frustration. Accordingly, the legitimacy of anti-corruption efforts would probably be reinforced by focusing support on incremental reforms that deliver small but concrete successes.
  - d. There is a need and a strong demand to increase complementarities between regional- and country-level activities through designing model approaches, conceptual frameworks and specialised products to be used in different Arab countries that have expressed an interest in enhancing their anti-corruption efforts. **The limited focus on reinforcing complementarities between regional- and country-level efforts did not enable Arab countries to establish concrete linkages between the progress achieved on the anti-corruption agenda at the regional-level, and the national-level development agenda.** Strengthening integrity in sectors such as energy, healthcare, education, water, telecommunication, construction, transportation and others is critical to the achievement of the MDGs. Reinforcing regional-country complementarities to support sectoral integrity initiatives for example, will help generate knowledge and transfer skills on mainstreaming integrity standards and practices in key vulnerable sectors in a more effective manner, and will also facilitate joint learning between the Arab countries that face similar challenges and express similar demands. Ultimately, such efforts will increase the incentive for serious long-term engagement in anti-corruption cooperation at the country-level, because successes achieved in this regards will have demonstrable impact on the quality of daily life and the efforts to achieve human development, including the MDGs.
  - e. The focus on the contextualized use of the UNCAC Self Assessment Checklist must be sustained and expanded to go beyond the minimum requirements of the UNCAC review mechanism, which sets out a number of obligatory steps that States Parties are required to undertake, but also opens the door

for willing countries to engage in more elaborate and inclusive assessments, should they wish to increase the usefulness and credibility of such exercises. **In addition to their ability to inform policy decisions and enable sound monitoring, anti-corruption assessments have the potential to establish a common language on anti-corruption issues among stakeholders.** This would contribute to improving interaction among different actors, especially between governments and non-governmental actors; focusing the anti-corruption dialogue on properly-identified issues; promoting avenues for collective action; and mitigating non-evidence-based and politically-motivated corruption claims, which often harm the dynamics of reform in the Arab region.

- f. Supporting ACINET as an inclusive Arab-owned regional anti-corruption mechanism is a major demand for Arab stakeholders who insist on involving as many countries as possible in this process. **Expanding participation in ACINET is critical to sustain and increase the current levels of ownership; nevertheless, the network's Charter provides for a more focused approach** by enabling the establishment of sub-groups that address particular situations and specific common challenges. This flexibility provides an excellent opportunity to support more contextualized approaches, without undermining the added value of having an inclusive regional process that fosters regional anti-corruption cooperation and informs country-level initiatives. In this regard, the need to address challenges that are particular to crisis-affected countries, emerge as a strong need articulated by different stakeholders in the Arab region.
  - g. The deeply-entrenched gap in confidence and communication between governments and non-governmental actors, especially civil society organizations, across the region makes a participatory approach to anti-corruption reforms a particularly challenging endeavour. Bridging this gap has proven to be very difficult, if related efforts are only limited to national processes. **Repositioning civil society organizations as legitimate and active anti-corruption partners requires an impartial regional platform that focuses on capacity development and enables direct and coordinated dialogue with governmental actors.** ACINET promises to provide such a platform, noting that its members have already exhibited readiness and interest to benefit from the regional dynamics to invigorate cooperation efforts at the country-level.
  - h. The aftermath of the global financial crisis and the increasingly competitive marketplace have propelled the challenge of “levelling the playing field” to the forefront of public policy. Integrity is at the heart of this ongoing debate that involves both governments and private actors across the world. **In the Arab region, governments and businesses have not found a common space to address related issues, despite the high stakes involved for both.** The emergence of ACINET as a mechanism that would potentially foster a dynamic interaction between the two actors offers a fresh opportunity for meaningful dialogue and collective action, but would require significant support to sustain the proactive and systematic engagement of both actors over a considerable period of time.
12. The close correlation that has been established between regional-level work and country-level progress in the Arab region makes the case for expanding and deepening regional anti-corruption activities, and reinforcing complementarities between regional-level and country-level initiatives. Opportunities, which had been created at the regional-level were indeed successfully pursued at the country-level by leading stakeholders in a number of Arab countries, most prominently in Iraq, Jordan, and Yemen, and more recently in Morocco. The demand for additional support by these stakeholders and their peers in other countries, however, is constantly on the rise. Strengthening regional cooperation and building on past achievements and lessons learned appears to be the most strategic response for the increasing demand on anti-corruption assistance, because it maximizes the utility of the knowledge that is produced and provides a dynamic forum for leading anti-corruption stakeholders to learn from each other and jointly explore new ideas and challenges in an area which is still considered, in most cases, to be too challenging and too sensitive to be limited to country-specific work alone.



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## II. STRATEGY

13. The Anti-Corruption and Integrity in the Arab Countries (ACIAC) Project is conceived as a **regional instrument that will strengthen cooperation and promote collective action against corruption in the Arab region, while adding value to related bilateral and multilateral efforts.** It will draw on UNDP's extensive governance portfolio, its vast global network of experts and partners, and its well-recognized comparative advantages.<sup>18</sup> It will particularly benefit from the achievements and lessons learned of UNDP-POGAR, including the GfD Initiative, and its strong and diverse partnerships in the region and beyond.<sup>19</sup>
14. ACIAC is **aligned with the priorities and entry points that have been identified in consultation with a wide array of key national stakeholders and UNDP Country Offices across the region.**<sup>20</sup> It is further justified by the increased interest on the side of Arab countries, as well as on the side of UNDP, to invigorate development efforts in the Arab region and accelerate the achievement of the MDGs, which are undermined by corruption and poor governance. The project has been premised on the *UNDP Anti-Corruption Practice Note* (2008), which identifies corruption as a "governance deficit" that significantly threatens human development and human security, and designates UNCAC as the framework for anti-corruption activities. It was also guided by the UNDP Regional Programme Document (2009-2013), and the development effectiveness principles, as set out in UNDP's Strategic Plan (2008-2011). These include the principle that South-South solutions and cooperation are to be implemented across all intervention areas, and that capacity development is the overarching contribution of UNDP.
15. ACIAC will **engage key stakeholders from all Arab countries with a primary emphasis on the project-signatories.** Beneficiaries will include anti-corruption agencies and other oversight bodies, key ministries, the judiciary, parliamentarians, in addition to non-governmental stakeholders including businesses, civil society organizations, and independent media, academic and research institutions across the region. The emphasis on project-signatories will be carried out by dedicating specific activities to them, as described in paragraphs 17(d); 19; 20 (d) and (e); 21(b), (e) and (h); and 22(B), amongst others.
16. The overall aim of ACIAC is to capitalize on the political commitment that has been forged in the area of anti-corruption over the past few years to promote the *de jure* and *de facto* implementation of the UNCAC and related international standards and good practices, with a view to contributing to good governance and development efforts in the Arab region. Accordingly, **the main output of this regional project will be knowledge produced and inclusive policy reform supported for the implementation of the UNCAC.** Naturally, a specific focus will be put on the UNCAC thematic priorities that are identified by the regional project's stakeholders. Once achieved, the output will directly contribute to the RPD Outcome (levels of transparency increased and incidence of corruption reduced in beneficiary countries) through (i) generating region-specific knowledge on the selected UNCAC themes, reinforced with knowledge on how to strengthen integrity in specific vulnerable sectors and how to take the particular situation of crisis-affected countries into consideration, when applicable; and (ii) improving the capacity of governmental and non-governmental stakeholders to contribute to policy reform processes that would increase transparency, integrity and accountability, and enable the effective prevention and punishment of corrupt practices.
17. To achieve the expected output, ACIAC **will rely on ACINET, including its non-governmental group, as the main framework for its activities, supported by a number of other specialized sub-groups,** as outlined in the sub-paragraphs below. This approach would add value to UNCAC implementation efforts;

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<sup>18</sup> UNDP, Anti-Corruption Practice Note, 2008, pp. 9-11.

<sup>19</sup> Please visit [www.undp-pogar.org](http://www.undp-pogar.org); UNDP, Mainstreaming Anti-Corruption Work in Development, Update on UNDP Work on Anti-Corruption, 2008; UNDP Anti-Corruption Newsletter, Vol. 2, October-December 2010, p.10.

<sup>20</sup> Consultations included regional and bilateral activities. Key source documents include (i) Declaration on Strengthening the Rule of Law and the Supporting UNCAC Implementation in the Arab Countries; (ii) ACINET Resolution N. 1/009; (iii) Conclusions of the Regional Workshop on Witness and Whistleblower Protection (Rabat, Morocco, 2-3 April 2009); (iv) Report of the Regional Seminar on Addressing the Challenges of Corruption (Amman, Jordan, 20-22 April 2009); and (v) the various Reports of the Anti-Corruption Community of Practice in the Arab States Region (Beirut, Lebanon, 27-30 June 2008; Gamart, Tunisia, 25-26 June 2009; Beirut, Lebanon, 28-30 June 2010).

mitigate some of the potential risks associated with project implementation (see “Annex 1: Risk Analysis Log”); and provide the means to sustain and scale-up anti-corruption cooperation in the Arab region (see paragraphs 26 and 27).

- a. **ACINET:** The Network was officially established on the 30th of July 2008 following extensive regional and national consultations launched after the regional meeting that was held at the Dead Sea (Jordan) on 21-23 January 2008 and attended by ministers and senior governmental and non-governmental representatives from nineteen Arab countries. It comprises governmental anti-corruption institutions from Arab countries, in addition to a non-governmental group, which was established on the 27th of July 2010. The governmental members operate in the framework of ACINET’s Charter and Rules of Procedure, which were developed by senior officials representing anti-corruption institutions in fourteen Arab countries; and adopted, with the support of high-level representatives from sixteen countries. As the region’s most comprehensive and inclusive mechanism for knowledge networking, capacity development and policy dialogue in its field, ACINET will offer a unique platform to promote cooperation and collective action against corruption in the region. Furthermore, it will provide a process through which current levels of national ownership and political commitment may be maintained and advanced to higher levels. Finally, it would act as a valuable resource for bilateral anti-corruption cooperation carried out by other donors and technical assistance providers, including UNDP Country Offices, who would be able to reinforce and build on the results achieved at the regional-level.
- b. **ACINET’s non-governmental group:** The Group is an independent component of the Network. It brings together representatives from businesses, civil society organizations, and independent media, academic and research institutions. It provides the first and only mechanism through which non-governmental actors are able to engage governmental representatives in direct and periodic dialogue on transparency, integrity, accountability, and UNCAC implementation. The Group operates in the framework of ACINET’s Charter and has independently developed its own Rules of Procedure. Few efforts have been aimed at establishing and supporting groups of non-governmental actors in the area of anti-corruption, in the Arab region and elsewhere. The added value of ACINET’s non-governmental group is found in its inclusive composition, which extends beyond civil society organizations to include other non-governmental actors; its institutionalized periodic dialogue with governmental anti-corruption institutions; and finally, its free access to customized technical resources that will be developed by UNDP and its regional and global partners. The Group will also pay special attention to include representatives from specialized organizations that deal with youth and gender issues with a view to mainstreaming their concerns into the ongoing anti-corruption debate.
- c. **Governmental and non-governmental expert groups on anti-corruption assessments:** The AGE, which was established in December 2007, has proved to be a very successful mechanism for engaging governmental practitioners in the UNCAC self assessment process and recently in a broader process of capacity development on anti-corruption assessments.<sup>21</sup> The AGE’s globally recognized success offers a well-trusted environment by governments, and a sufficiently-tested mechanism, to implement this regional project’s proposed activities on anti-corruption assessments as they relate to governmental practitioners. However, since the project also envisages expanding those activities to include non-governmental practitioners, efforts will be made to support ANEGA, which is a similar group that was established on the 30th of March 2010 and includes practitioners from civil society organizations, economic associations, and media and academic institutions. This group will be supported building on the methodology and lessons learned from UNDP-POGAR’s previous work with the AGE. The added value of providing training to practitioners, organized in the form of a relatively stable regional group, be it governmental or non-governmental, is the ability to maximize resources, maintain momentum and provide long-term capacity development for participants, who in turn may transfer what they acquire to their peers in their own countries. Both groups will receive training and technical support separately to avoid potential conflicts that would divert attention and energy away from acquiring new knowledge and skills; however, members of both groups will be encouraged to

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<sup>21</sup> Please review paragraph 7 of this document. For more information on the AGE experience, please see [www.cmi.no/publications/publication/?3484=maximising-the-potential-of-uncac-implementation](http://www.cmi.no/publications/publication/?3484=maximising-the-potential-of-uncac-implementation).

share their assessment results and work progress in regional and sub-regional workshops; and to work together at the country-level to support the development of their countries' assessment reports with a view to contributing to the UNCAC review mechanism, and informing national anti-corruption policies and programmes, whenever possible.

- d. **Thematic sub-groups:** Subject to the availability of technical and financial resources, ACIAC envisages the possibility of establishing sub-groups that address one or more specific themes, whether such a theme is proposed in this document or identified afterwards by the project stakeholders. The sub-groups may be governmental, non-governmental, or mixed. Supporting such thematic sub-groups will help focus resources for a smaller group of participating stakeholders. It will also enable ACIAC to customize the assistance it is providing, and facilitate follow-up support whether it is provided at the regional- or country-levels. Whenever possible, the establishment of such sub-groups will be done under the umbrella of ACINET, which allows the formation of such mechanisms under its Charter. This would permit the sub-group in question to benefit from the positive dynamics and diversified technical resources that ACINET provides. Priority in terms of joining those sub-groups and benefiting from related activities will be given to stakeholders from project-signatories.
18. The **regional project's partnership strategy will build on the achievements and lessons learned from past cooperation.** While emphasizing the principle of "national ownership", the strategy will seek to maintain and expand UNDP's strong partnership with UNODC, building on the exemplary cooperation between UNDP-POGAR and UNODC, and in line with the newly concluded MoU between UNDP and UNODC at the global-level. The strategy will also seek to deepen existing cooperation with LoAS and OECD, and develop new cooperative relationships with the ESCWA, INTERPOL, the U4 Anti-Corruption Resource Centre, the World Bank, the UN Global Compact, and other concerned UN agencies, as well as regional and global actors who bring added value to the various activities designed and implemented under this regional project. The partnership strategy will also draw on the resources within UNDP (i) at the global-level through maintained coordination and cooperation with PACDE, which provides a unique platform for global-regional linkages and constitutes a valuable source of knowledge and expertise to regional anti-corruption work; (ii) at the cross-regional-level through enhanced technical exchange with different regional centres and programmes; (iii) and certainly at the level of the Arab region through benefiting from the regional Anti-Corruption Community of Practice<sup>22</sup> and seeking mutual reinforcement with the Regional Centre in Cairo, and the various UNDP Country Offices in the region. The partnership strategy will also seek to support synergies with UNDP governance initiatives at the country-, regional- and global-levels, including joint activities, whenever possible.
19. **ACIAC will support various regional activities that are classified under four inter-related areas of work that are developed to offer strategic coherence without losing the flexibility needed to respond to the different priorities and approaches required for different groupings of Arab countries.** The project will also pay particular attention to maximizing the potential of replicating and building on these activities at the country-level. The four main areas of work are "anti-corruption assessments"; "implementation of UNCAC thematic priorities"; "integrity in specific vulnerable sectors"; and "anti-corruption in crisis-affected countries". The primary focus will be on the first two areas, with a number of targeted catalytic activities supported under the other two. At the end, the results will converge to help achieve the expected output. The knowledge and skills acquired by prospective beneficiaries, under the four areas of work, will be transferred to the country-level. ACIAC will support those stakeholders to act collectively in advancing their countries' national anti-corruption agenda in line with the UNCAC and broader governance and developmental considerations. More specifically, ACIAC will provide beneficiaries in project-signatories with customized support to help them produce national action-oriented reports that would offer specific guidance in this regard. The reports will build on the UNCAC Self Assessment

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<sup>22</sup> The regional Anti-Corruption Community of Practice (CoP) is part of UNDP's global anti-corruption CoP, which is one of the organization's key learning processes in the area of anti-corruption. It contributes to advancing UNDP's mandate on poverty reduction, the realization of the MDGs and sustainable development. It also supports the development of the organization's internal knowledge on anti-corruption programming; and improving its services to Member States through Country Offices and regional and global initiatives. The first meeting of this region's CoP was held in Beirut (Lebanon) on 27-30 June 2008; the second in Gamart (Tunisia) on 25-26 June 2009; and the third in Beirut (Lebanon) on 28-30 June 2010.

Guidance Note,<sup>23</sup> and draw on the findings of the UNCAC review mechanism, whenever possible. Each beneficiary country will be supported to develop its own concept note and terms of reference, through an inclusive participatory process that corresponds to the situation of the concerned country. Each report will draw on the regional project activities, under the four areas of work to (i) take stock of the status of UNCAC implementation at the country-level; (ii) address compliance gaps *de jure* and *de facto* in relation to the UNCAC thematic priorities that are identified by project stakeholders; (iii) mainstream sectoral integrity concerns in the report; (iv) and integrate perspectives on anti-corruption in crisis-affected countries should this be the situation in one of the countries that wish to develop the report. The process of developing those reports will create an environment, which promotes action-oriented discussion on related international standards and good practices, and fosters an internal drive towards inclusive capacity development and evidence-based policy discussions. The final findings of those reports will inform, in concrete terms, the development, implementation and monitoring of national anti-corruption strategies, and will support the beneficiary countries' effective participation in the UNCAC implementation review mechanism.

20. Under the first area of work – “anti-corruption assessments” – ACIAC will **improve the capacity of governmental and non-governmental practitioners to design, implement and use anti-corruption assessments, in a detailed and contextualized manner**, with a focus on the new and improved UNCAC Self Assessment Checklist, and taking into consideration the good practices outlined in the UNCAC Self Assessment Guidance Note. Beneficiaries of these activities include governmental and non-governmental practitioners organized into two coherent groups, as explained in sub-paragraphs 17(c), with a view to sustaining the training benefits and enabling an effective training-of-trainers approach to anti-corruption assessments in Arab countries. Under this area of work, ACIAC will work (i) to enhance the participating Arab countries' capacity to report to the CoSP in a more effective and efficient manner; (ii) to contribute to the eventual participation of Arab countries in the UNCAC implementation review mechanism; (iii) to provide tools and expertise for Arab countries to adopt an evidence-based approach to anti-corruption reforms and UNCAC implementation; and (iv) to help create a common language, and foster productive cooperation between governments and non-governmental actors in the area of anti-corruption. Key activities will include:
- a. Developing training methodologies and products that would be used to implement regional training-of-trainers activities for AGEG and ANEGA members that would also enable them to transfer the acquired skills to their peers at the country-level.
  - b. Providing governmental practitioners with advanced regional training on anti-corruption assessments including the new UNCAC Self Assessment Checklist, in the framework of the AGEG.
  - c. Providing non-governmental practitioners with advanced regional training on anti-corruption assessments including the new UNCAC Self Assessment Checklist, in the framework of the ANEGA.
  - d. Supporting the trained governmental and non-governmental practitioners to conduct at least one country pilot training session, in each project-signatory country.
  - e. Developing and disseminating a national concept paper and terms of reference, per project-signatory country, to support the development of the national action-oriented anti-corruption reports, building on the UNCAC Self Assessment Guidance Note, and drawing on the findings of the UNCAC review mechanism, whenever possible.
  - f. In coordination with key national stakeholders and UNDP Country Offices, establishing inclusive national platforms in project-signatory countries, and supporting them in designing and implementing national programmes that would culminate in the development of their countries' national action-oriented anti-corruption reports (see paragraph 19). The development of each national programme's content will be guided by the national concept paper and terms of reference; and its implementation will draw on the expertise available at the regional-level.
  - g. Translating and disseminating knowledge products on anti-corruption assessments to bridge the existing gaps in related knowledge.

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<sup>23</sup> The Note has been developed by UNDP in cooperation with various partners including UNODC, GTZ, BIG and the Institute of Governance Studies in Bangladesh. UNDP-POGAR has made significant contributions to the development of this Note.

21. Under the second area of work – “implementation of UNCAC thematic priorities” – ACIAC will **support ACINET as a regional inclusive mechanism for knowledge networking, capacity development and policy dialogue, aimed at enhancing institutional capacities to respond to UNCAC implementation challenges with regards to specific prevention and law enforcement themes that are prioritized by the project’s stakeholders.** So far, the following six themes have been identified as common UNCAC thematic priorities (i) *specialized anti-corruption bodies*, based on the recognition of the need to support the leading role that they are expected to play under UNCAC, and the importance of strengthening and coordinating their interaction and cooperation with other anti-corruption institutions as well as the private sector and society at large; (ii) *integrity in the justice system*, based on the recognition that the judiciary, the prosecution system and the police, are supposed to be the key players responsible for ensuring the proper enforcement of UNCAC provisions, and therefore corruption in the justice system would be largely detrimental to the effectiveness of anti-corruption efforts as a whole; (iii) *criminal procedures* based on the recognition that the credibility of an anti-corruption system hinges on the effective investigation and prosecution of corruption crimes and related financial crimes, and that this requires an enabling legal environment, which remains to be deficient in many Arab countries; (iv) *asset declaration systems*, based on the recognition that these systems play a key preventive role by enhancing transparency and promoting public trust in officials, and act as an important element in a criminal prosecution of corruption, especially in cases of illicit enrichment; (v) *whistleblower protection measures*, based on the recognition that such measures are critical to the successful implementation of the UNCAC, because they enable effective enforcement against corruption crimes, and act as a deterrent that contributes to preventing corruption as well; and finally (vi) *integrity in the business sector*, based on the recognition that governments have an important role in promoting an adequate regulatory environment and encouraging financial transparency, and that businesses have a key role to play in developing, and adhering to, internal integrity systems, and engaging in collective action against corruption. Beneficiaries will include governmental and non-governmental institutions, with the priority given to members of ACINET, including its non-governmental group. Under this area of work, ACIAC will work (i) to generate knowledge on concepts, standards, practices and lessons learned on each identified thematic priority; (ii) to provide stakeholders with an interactive space for inclusive policy dialogue on those priorities; and (iii) to develop the capacity of beneficiaries to better address the thematic challenges, *de jure* and *de facto*, in their own countries’ context. Key activities will include:
- a. Organizing inclusive regional workshops for governmental and non-governmental stakeholders to build knowledge and share experiences on the identified UNCAC thematic priorities, including related international standards and good practices.
  - b. Organizing sub-regional technical sessions, as a follow-up to the broader regional workshops, to help the project-signatory countries identify country specific challenges and adequate responses under the identified UNCAC thematic priorities, in order to support the *de jure* and *de facto* compliance with the Convention. Among other things, the sub-regional technical sessions will be used to validate and declare “policy recommendations” on the UNCAC thematic priorities to guide and advance related implementation efforts in the region.
  - c. Organizing preparatory focus group meetings for non-governmental stakeholders to prepare them for effective participation at the inclusive regional workshops and sub-regional technical sessions, as needed. Among other things, the focus-group meetings will be used to validate and declare “position papers” on the UNCAC thematic priorities as a basis to engage governments in dialogue on transparency, integrity, accountability, and UNCAC implementation.
  - d. Supporting closed annual organizational meetings for ACINET’s governmental members; and similar annual meetings for ACINET’s non-governmental group. These meetings will help maintain and advance ownership and internal cohesion, and allow members to undertake needed preparatory functions to contribute to project activities in a more efficient and effective manner.
  - e. Establishing and operating a virtual technical assistance service for members of ACINET, including its non-governmental group, with a view to supporting their participation in project activities or related reform activities at the country-level. The service will prioritize project-signatories and the national platforms that will be established by this regional project. It will be managed by ACINET’s Regional support Unit, which is coordinated by UNDP-POGAR and hosted at its offices in Beirut (Lebanon).

- f. Developing, translating and disseminating region-specific knowledge products to bridge the deficiency in existing data and information on the identified UNCAC thematic priorities. Those products will provide analysis on related concepts and lessons learned, international standards and good practices, and will present specific information on relevant experiences in the Arab countries.
  - g. Developing, translating and disseminating periodic information products on major anti-corruption news and developments in the region as well as at the global level. This includes the monthly ACINET News Update and an analytical periodic newsletter.
  - h. Pursuant to a brief needs-assessment and terms of reference, supporting the participation of members from ACINET including its non-governmental group, from project-signatory countries, in (i) external regional activities that address issues related to the identified UNCAC thematic priorities, with a view to establishing appropriate linkages and complementarities that further the objectives of the Network; and (ii) major global activities that enhance ACINET's visibility and support its engagement, as a regional anti-corruption network, in the global anti-corruption movement.
  - i. Pursuant to a brief needs-assessment and terms of reference, organizing thematic joint study missions, with a focus on involving governmental and non-governmental stakeholders whenever possible, to facilitate peer-learning, partnership-building and south-south cooperation.
  - j. Enabling virtual knowledge networking between members of ACINET, including its non-governmental group, mainly through a dedicated portal, with a view to maintaining and enhancing coordination and cooperation among its members.
  - k. Organizing two multi-stakeholder regional fora under the title of "Arab Anti-Corruption and Integrity Forum". Both fora will examine good practices and lessons on UNCAC implementation in the region; assimilate and analyze project findings; identify new priority UNCAC themes for ACINET's action; and explore ideas and experiences of mainstreaming anti-corruption in development, and sector-specific concerns in national anti-corruption agendas. The first Forum would be organized in 2011 on the side of the fourth session of CoSP, which will be hosted in Morocco. The second would be organized in 2014 to close the project and examine ways forward, including the sustainability plan of ACINET and its non-governmental group.
22. Under the third area of work – "integrity in specific vulnerable sectors" – ACIAC will **support linkages between national anti-corruption strategies, and the national development agendas, particularly the achievement of the MDGs, through focusing on specific vulnerable sectors that are identified by project stakeholders.** Such sectors may include energy, healthcare, water, education and others. Beneficiaries will include sector-related governmental and non-governmental actors such as responsible ministries, concerned private sector entities, specialized civil society organizations, as well as organizations that deal with youth and gender issues given those groups' particular vulnerability to corruption in service delivery in general. Under this area of work, ACIAC will work (i) to generate knowledge on integrity frameworks, corruption vulnerabilities, and good preventive practices in selected sectors, with an emphasis on operational aspects, such as procurement, administration, and human resources; and (ii) to provide a regional platform to help stakeholders better understand and address integrity challenges in the selected sectors, with a view to integrating related findings in the ongoing anti-corruption debate, and informing the development of related country-level initiatives. Key activities will include:
- a. Mapping good practices and developing background knowledge on priority sectors, with a view to promoting dialogue on mainstreaming anti-corruption in development efforts; and inversely, on mainstreaming sector-specific developmental concerns in national anti-corruption policies and programmes. Knowledge targets include an updated overview on the state of selected sectors in different Arab countries; the relationship between UNCAC provisions and sectoral integrity standards; the relationship between corruption and the achievement of the MDGs; sector-specific corruption vulnerabilities based on country examples; and conclusions on linkages between strengthening integrity and enhancing service delivery in each sector.
  - b. Subject to consultations with the concerned stakeholders, developing up to two case studies per sector, per project signatory country. The case studies will examine integrity standards and practices in each sector; identify and analyze good practices and lessons learned from previous sector-related

- activities; and make recommendations on mainstreaming integrity standards and practices in the particular sector under examination.
- c. Organizing regional conferences, bringing together policymakers and representatives from concerned non-governmental sectors, to foster policy dialogue on the nexus between the anti-corruption agenda and the development in agenda in the Arab region, including the achievement of the MDGs, with a view to promoting action that would enhance integrity and reinforce preventive practices for improved service delivery and better utilization of the available human and natural resources in the selected sectors.
  - d. Translating and disseminating knowledge products on mainstreaming anti-corruption in development efforts, and inversely, sector-specific developmental considerations in national anti-corruption policies and programmes.
23. Under the fourth area of work – “anti-corruption in crisis-affected countries” – ACIAC will **identify and raise awareness on anti-corruption challenges and potential responses on Arab countries that are affected by crises**. Beneficiaries will include governmental and non-governmental stakeholders in the Arab countries that have an unstable security situation caused by internal and/or external pressures, and where the Government’s ability to exercise its authority is significantly affected by political and/or military tensions. Under this area of work, ACIAC will work (i) to generate knowledge on anti-corruption environment in crisis-affected countries, including correlations between corruption and human security, and comparisons between pre-conflict and post-conflict corruption patterns; (ii) to promote dialogue on the content, sequencing, and timing of anti-corruption interventions including UNCAC implementation and sector-specific interventions; and (iii) foster innovative pilot responses to anti-corruption challenges in crisis-affected countries. This project document outlines preparatory activities that are expected to be carried out in 2012-2013. Should the project attract further interest and funding, it would be expanded, in cooperation with UNDP’s Bureau for Conflict Prevention and Recovery (BCPR) and UNDP’s Bureau for Development Policy (BDP) to include a specific sub-regional component focusing on crisis-affected countries. Specific activities would be integrated in the project’s AWP, and a more elaborate concept note attached as an annex. Specific indicators, targets and baselines will also be developed at that time to ensure proper monitoring and benchmarking of progress under the sub-regional component. Key preparatory will include:
- a. Establishing a sub-regional thematic group under ACINET bringing together stakeholders from the crisis-affected countries in the region. The group will foster country ownership; validate research; inform specific interventions; and prepare a multi-stakeholder conference on the topic.
  - b. Developing a regional knowledge product on the state of pre-conflict and post-conflict anti-corruption institutional arrangements from a broader governance perspective. The product will also include an analysis of pre-conflict and post-conflict corruption patterns.
  - c. Conducting surveys in pilot countries on correlations between corruption and human security.
  - d. Organizing a regional conference on governance and anti-corruption in crisis-affected countries to analyze findings and inform the way forward under this regional project and beyond.
24. Finally, ACIAC will support a cross-cutting activity that would contribute to providing the means to sustain and scale-up the expected project results; furthering the principles of development and aid effectiveness; promoting coherence of UNDP anti-corruption interventions; and maximizing learning from, and the provision of inputs to, this project activities. ACIAC will **continue to convene an annual regional Anti-Corruption Community of Practice meeting in the Arab states** that will present training and knowledge networking opportunities for UNDP practitioners and their national counterparts, as well as representatives of other donors and technical assistance providers. This cross-cutting activity will be implemented in cooperation with PACDE, and in coordination with the Regional Centre in Cairo. After having been very successful in raising awareness, the Community of Practice will focus more in the future on transferring new skills to its members and elaborating a record of good practices that could contribute to systematizing and disseminating lessons learned to a wider audience.
25. **ACIAC will work to promote and abide by the principles of development and aid effectiveness** through actively seeking cooperation with other anti-corruption efforts at the country-, regional- and global-levels. In this context, it recognizes the critical importance of fostering country-level cooperation and envisages a series of bilateral meetings, on the side of regional and sub-regional workshops, between

national stakeholders and donors with a view to encouraging the alignment of country-specific efforts with ACINET's regional work, and supporting related linkages and complementarities for future action. Moreover, ACIAC will dedicate adequate resources to enable the region's anti-corruption stakeholders to reach out to other technical assistance providers and donors with a view to maximizing the use of available resources and avoiding the duplication of related efforts. Finally, it will continue to work closely with PACDE to maximize the potentials for south-south cooperation and cross-regional learning.

26. **Several factors associated with ACIAC provide favourable grounds for sustainability considerations, which will also be the object of further discussions with key project stakeholders, with a view to fostering final agreement on emerging options.**
- a. In terms of the knowledge produced by ACIAC, UNDP commits to provide interested actors with continued access beyond the completion of the project in 2014 via its website. It also plans to avail this knowledge to national counterparts through its Community of Practice and its vast global, regional and national networks of experts and partners with a view to informing follow-up initiatives, whenever possible. This commitment will sustain the benefits accrued through research and analysis, for the usage of Arab governments and non-governmental actors long after ACIAC is closed. It will also allow donors and technical assistance providers, including UNDP Country Offices, to build on the project's findings for future anti-corruption bilateral cooperation.
  - b. Options for sustaining ACINET as an institutionalized process are diverse. They include, but are not limited to, (i) formal endorsement by the LoAS, and thus its continuation as an affiliated pan-Arab process; (ii) its continuation through a second phase/project supported by UNDP and/or other partners; or (iii) its transformation into an independent process with internal resource-mobilization capacity. Various project activities will be used as an opportunity to advance related discussions through side meetings and bilateral and multilateral consultations culminating in a sustainability plan to be produced and endorsed by ACINET members before the end of 2012. Notwithstanding the formal sustainment of ACINET, the intensive nature of ACIAC's activities is expected to help stakeholders develop new skills and stronger relationships, which would enable future cooperation independently of whether a network formally exists or not. Furthermore, since ACIAC is focusing on developing the capacity of ACINET members to identify UNCAC compliance gaps and technical assistance needs, it is expected that these members will have improved access to the funding provided by the CoSP to its States Parties. Accordingly, this will help successful ACINET members to sustain and expand the knowledge and skills that they have acquired under this regional project, through the funding they will receive through the CoSP's technical assistance processes.
  - c. After ACIAC is closed, the virtual technical assistance service is expected to experience a transformation at three levels. First, it will begin to offer fee-based services instead of free services. Second, it will be open to clients beyond the project's stakeholders. Third, it will have partnerships with a number of technical assistance providers, who would commit to directly provide the service with expertise, instead of doing it through UNDP, as expected during the implementation of ACIAC. As such, and given the low operational cost of maintaining the service, and assuming that the service is successful in product delivery, the possibility of sustaining it beyond the project duration is very strong, and will most probably be carried forward by transferring it to a regional civil society organization or a prominent independent institution.
  - d. Finally, members of AGEG and ANEGA are expected to be assets for UNCAC implementation processes and the UNCAC review mechanism in their own countries. The knowledge and the skills that they will acquire during the project duration will position them as experts and trainers in their respective institutions. In the least, they will be able to transfer the acquired knowledge and skills to their peers in their countries. However, expectations for members of both groups are higher. They would potentially become proactive members in the national platforms that will be established by ACIAC and would also make significant contributions to the UNCAC review mechanism. They would also be able to provide constructive critique and add value to related reform processes, if they are not directly involved in it.
27. **Similar to sustainability considerations, several factors associated with ACIAC provide favourable grounds for scalability considerations, which will also be the object of further discussions with key project stakeholders, with a view to fostering final agreement on emerging options.**



- a. ACIAC's focus on project-signatory countries may be replicated to include additional countries. Through securing political buy-in regarding the types of activities that will be implemented under this project, and through enabling the intensive sharing of emerging achievements and lessons learned, ACINET would facilitate this replication. Accordingly, it would be feasible to expand the project to include additional countries, with little cost in terms of securing buy-in and establishing the necessary linkages.
- b. ACIAC may also be expanded under the second and third areas of work. Under the second area (implementation of UNCAC thematic priorities), it may be expanded to include additional UNCAC themes. Under the third (integrity in specific vulnerable sectors), it could be expanded to include additional sectors. Both would have to be identified in close consultations with the stakeholders. Finally, the expansion can be done at the regional-level, but may also be pursued at the country-level by directing support to the national platforms that will be established by the project.
- c. Finally, members of AGEG and ANEGA may be trained further to support country-led assessments that would support an in-depth analysis of *de jure* and *de facto* gaps in UNCAC implementation and monitor progress of related reforms through indicators that are developed for the specific country in question.

### III. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Regional Programme Document and Resource Framework:**

*Levels of transparency increased and incidence of corruption reduced in beneficiary countries.*

**Outcome indicators as stated in the Regional Cooperation Framework and Resources Framework, including baseline and targets:**

*Indicator: Number of countries where the perception of corruption has decreased as measured by the corruption perception index (CPI).*

*Baseline: Established by country by the CPI.*

*Target: Perception of corruption has decreased in 5 countries.*

**Applicable Key Result Area (from 2008-2011 Strategic Plan):**

*Support national partners to implement democratic governance practices grounded in human rights, gender equality and anti-corruption.*

**Partnership Strategy:**

*The regional project's partnership strategy will build on the achievements and lessons learned from past cooperation. While emphasizing the principle of "national ownership", the strategy will seek to maintain and expand UNDP's strong partnership with UNODC, building on the exemplary cooperation between UNDP-POGAR and UNODC, and in line with the newly concluded MoU between UNDP and UNODC at the global-level. The strategy will also seek to deepen existing cooperation with LoAS and OECD, and develop new cooperative relationships with the ESCWA, INTERPOL, the U4 Anti-Corruption Resource Centre, the World Bank, the UN Global Compact, and other concerned UN agencies, as well as regional and global actors who bring added value to the various activities designed and implemented under this regional project. The partnership strategy will also on the resources within UNDP (i) at the global-level through maintained coordination and cooperation with PACDE, which provides a unique platform for global-regional linkages and constitutes a valuable source of knowledge and expertise to regional anti-corruption work; (ii) at the cross-regional-level through enhanced technical exchange with different regional centres and programmes; (iii) and certainly at the level of the Arab region through benefiting from the regional Anti-Corruption Community of Practice and seeking mutual reinforcement with the Regional Centre in Cairo, and the various UNDP Country Offices in the region. The partnership strategy will also seek to support complementarities with UNDP governance initiatives at the country, regional and global levels, including joint activities, whenever possible.*

**Project title and ID (ATLAS Award ID):**

*Anti-Corruption and Integrity in the Arab Countries (ACIAC) Project*

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<b>Output:</b> Knowledge produced and inclusive policy reform supported for the implementation of the UNCAC	Targets (year 1) - Five countries actively participate in all key activities.	1 Improving the capacity of governments and non-governmental practitioners to design, implement and use anti-corruption assessments, in a detailed and contextualized manner, with a focus on the new and improved UNCAC Self Assessment Checklist.	1. UNDP, UNOPS, UNODC.	1. Staff: 1,420,000 2. Expertise: 1,740,000 3. Travel: 1,950,000 4. Contracts: 2,220,000

<p><b>Output Indicator:</b> Number of countries having developed action-oriented reports identifying UNCAC compliance and capacity gaps, technical assistance needs and related priorities.</p> <p><b>Output Baseline:</b> No report identifying UNCAC compliance and capacity gaps, technical assistance needs and related priorities has been developed so far.</p>	<p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- Five countries begin using the methodology to develop their national action-oriented anti-corruption reports.</li> </ul> <p>Targets (year 3)</p> <ul style="list-style-type: none"> <li>- Five countries finalize the development of their national action-oriented anti-corruption reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop <b>training methodologies and products</b>.</li> <li>• Organize three <b>regional AGEG training-of-trainers</b> sessions.</li> <li>• Organize three <b>regional ANEGA training-of-trainers</b> sessions.</li> <li>• Support conducting at least <b>one pilot country training session in each project-signatory</b>.</li> <li>• Prepare and disseminate the <b>national concept paper and terms of reference</b> for developing national action-oriented anti-corruption reports.</li> <li>• Establish <b>inclusive national platforms</b> in project-signatories to develop and implement the country's national action-oriented anti-corruption reports.</li> <li>• Support the established national platforms in designing and implementing <b>national programmes</b> to develop their countries' national action-oriented anti-corruption reports.</li> <li>• Translate and disseminate <b>knowledge products on anti-corruption assessments</b>.</li> </ul> <p><b>2 Supporting ACINET as a regional inclusive mechanism for knowledge networking, capacity development and policy dialogue aimed at enhancing institutional capacities to respond to UNCAC implementation challenges related to UNCAC thematic priorities.</b></p> <ul style="list-style-type: none"> <li>• Organize <b>eight inclusive regional workshops</b> on the identified UNCAC thematic priorities.</li> <li>• Organize <b>sub-regional technical sessions for concerned stakeholders</b>, as a follow-up to the broader regional workshops.</li> <li>• Organize <b>preparatory focus group meetings for non-governmental stakeholders</b>.</li> <li>• Support three closed annual organizational meetings for <b>ACINET members</b>.</li> <li>• Support three closed annual organizational meetings for <b>ACINET's non-governmental group</b>.</li> </ul>	<p>5. Run cost: 210,000</p> <p>6. M&amp;E: 200,000</p> <p>7. Audit: 20,000</p> <p>8. Misc.: 182,000</p> <p>Total: 7,922,000</p> <p>GMS 7%: 479,009</p> <p><b>GRAND TOTAL: 8,401,009</b></p>
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		<ul style="list-style-type: none"> <li>• Establish and operate a <b>virtual technical assistance service</b> for members of ACINET, including its Non-Governmental Group.</li> <li>• Develop, translate and disseminate <b>region-specific knowledge products</b> on identified UNCAC thematic priorities.</li> <li>• Develop, translate and disseminate <b>periodic information products</b> including the monthly ACINET News Update and an analytical periodic newsletter.</li> <li>• Support the participation of members from ACINET including its non-governmental group in relevant <b>regional and global activities</b>.</li> <li>• Organize <b>two thematic joint study missions</b>, with a focus on involving governmental and non-governmental stakeholders whenever possible.</li> <li>• Enable <b>knowledge networking</b> between from ACINET and its non-governmental group, mainly through a dedicated portal.</li> <li>• Organize two <b>multi-stakeholder regional fora</b> entitled the “Arab Anti-Corruption and Integrity Forum”.</li> </ul> <p><b>3 Supporting linkages between national anti-corruption strategies and the national development agendas, particularly the achievement of the MDGs.</b></p> <ul style="list-style-type: none"> <li>• Develop <b>background knowledge on priority sectors</b>.</li> <li>• Develop <b>two country case studies per sector</b>.</li> <li>• Organize a <b>regional conference</b> on mainstreaming anti-corruption in development and sector-specific developmental concerns in national anti-corruption policies and programmes.</li> <li>• Translate and disseminate <b>knowledge products on mainstreaming</b> anti-corruption in development, and sector-specific developmental considerations in national anti-corruption policies and programmes.</li> </ul>		
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		<p><b>4 Identifying and raising awareness on anti-corruption challenges and potential responses on Arab countries in crisis-affected situations.</b></p> <ul style="list-style-type: none"> <li>• Establish a <b>sub-regional thematic group</b> under ACINET bringing together stakeholders from the concerned countries in the region.</li> <li>• Develop a <b>regional knowledge product</b> on pre-conflict and post-conflict anti-corruption institutional arrangements.</li> <li>• Conduct <b>surveys</b> in at least two countries on correlations between corruption and human security.</li> <li>• Organize a <b>regional conference on governance and anti-corruption in crisis-affected countries.</b></li> </ul> <p><b>5 Contributing to sustainability, scalability and development/aid effectiveness:</b></p> <ul style="list-style-type: none"> <li>• Organize <b>three annual regional Anti-Corruption Community of Practice meetings</b> in the Arab states region.</li> <li>• Support <b>consultations on the sustainability and scalability</b> of various project components, including ACINET.</li> <li>• Support <b>bilateral meetings</b> between donors and national stakeholders on the side of major project activities.</li> <li>• Support the project team's ability to <b>meet and coordinate with current and potential donors and partners.</b></li> </ul>		
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## **IV. MANAGEMENT ARRANGEMENTS**

### The Implementing Partner:

The project will be implemented by UNOPS. UNOPS will be responsible for the use of project funds through effective process management and well-established project review and oversight mechanisms. As such, UNOPS will submit to UNDP quarterly and annual financial progress reports, accounting for the use of project funds.

UNOPS and the Project Manager will also sign a budgeted Annual Work Plan with UNDP on an annual basis, as per UNDP rules and regulations.

### Project Board:

A Project Board (PB) will comprise various roles. The Senior Supplier role will be represented by UNOPS, the Executive role will be fulfilled by UNDP RBAS who as such will also chair the meetings, and Country Offices representatives of participating countries will attend as Senior Beneficiaries. The UNDP Regional Center in Cairo will be part of the Board. Designated representatives from Donors and major stakeholders can be invited as Observers and to share relevant information as and when required.

The PB will carry out the following functions:

- Ensure that the project goals and objectives are achieved in the defined timeframe;
- Review the project progress and suggest implementation strategies periodically;
- Review the project expenditures against activities and outcomes; and
- Approve Annual Work Plans.

The PB will be the group responsible for making, by consensus, management decisions for the project and holding periodic reviews. In order to ensure UNDP's ultimate accountability, the final decision making rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. Project reviews by the PB will be carried out on an annual basis during the running of the project or as necessary when raised by the Project Manager. PB meetings may be carried out electronically when "physical" meetings are not possible.

### Project Manager:

A full-time Project Manager will be responsible for the day-to-day management and decision making of the project and will be accountable to UNDP RBAS and the PB. S/he will ensure that the project produces the results specified in the project document, to the required standards of quality and within the specified constraints of time and cost. The Project Manager will prepare and submit the following reports/documents: Annual Work Plans, Quarterly and Annual substantive Progress Reports, Issue Log, Risk Log, Lessons Learnt Log, using standard reporting formats provided by UNDP.

The Project Manager will be assisted by a Programme Support Unit responsible for providing operational support.

### Legal Specialist:

The Legal Specialist will coordinate the implementation of the project and report to the Project Manager, providing technical input and advice and assisting in integrating project outputs.

### Research Analyst:

Two Research Analysts will support the Project Manager and Legal Specialist in coordinating with and supporting Country Offices in the region, and in developing and maintaining a high quality portal for ACINET members. They will also assist in conducting basic research as necessary and background documentation for ToRs development, etc.

### Technical Expertise:

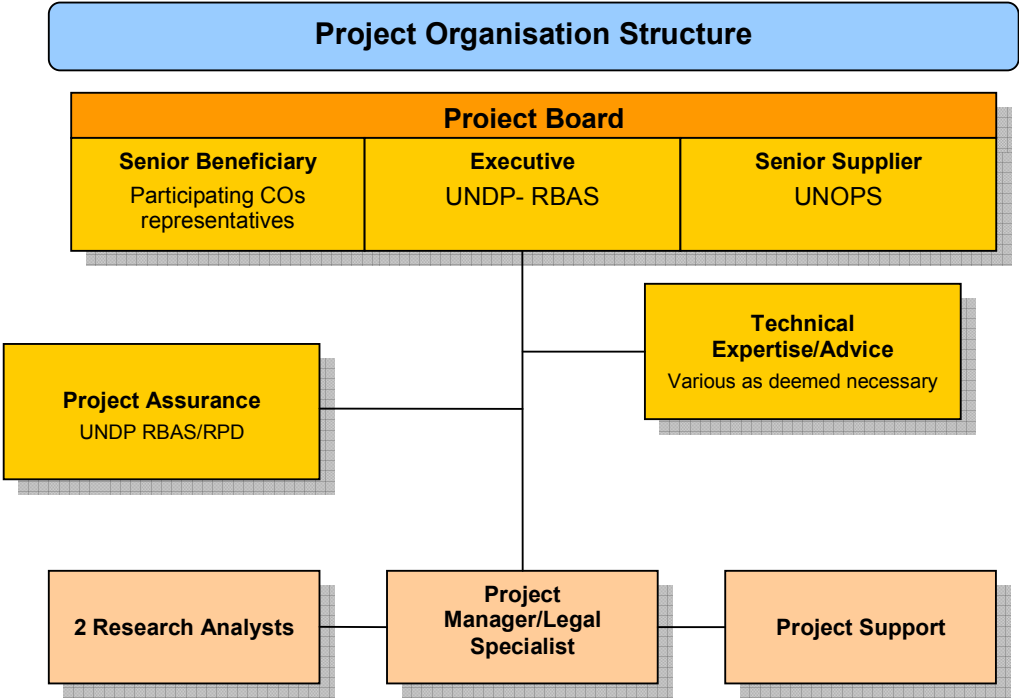
Substantive and/or technical expertise will be provided by various experts/consultants who will be contracted as relevant.

Project Support Unit:

A Project Support Unit (PSU) will assist the Project Manager in the day-to-day implementation of the project, through the provision of all services of operational nature. As the project grows, additional capacity will be contracted to reinforce the existing PSU to ensure timely and smooth implementation of activities.

Project Assurance:

Project Assurance will be the responsibility of UNDP RBAS/RPD. The Project Assurance role will support the PB by carrying out objective and independent project oversight and monitoring functions. This role ensures that the appropriate project management milestones are managed and completed.



Knowledge Management and Information Sharing

The Regional Center in Cairo (RCC), and in particular the Governance Practice Leader, will play a critical role with regards to knowledge management and information sharing, ensuring that the linkage between regional initiatives and the Country Offices in the region is maintained. This role will be particularly important for sharing of knowledge with COs whose countries are not signatory to the project.

The RCC will also ensure that corporate policies in the area of anti-corruption are widely disseminated and understood at the CO level. The fact that Practice leaders provide advisory services to COs also puts the RCC in a privileged position to be able to bring back national level experiences/lessons learned to the regional and global levels and to be the preferred channel for information sharing between national, regional and global levels.

By definition, the RCC will also be in a position to identify knowledge gaps in the thematic area and to advise on relevant studies and/or knowledge products that would benefit from being produced at the regional level.

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## V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a substantive Quarterly Progress Report (QPR) shall record progress towards the completion of key results.
- An Issue Log shall be activated and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, an Annual Project Progress Report (APPR) shall be submitted by the Project Manager, using the standard report format.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager. As minimum requirement, the Annual Review Report shall consist of the standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- **Independent mid-term review and final evaluation.** The project will be subject to an external mid-term review as well as an independent external end-of project evaluation at the end of the project life.



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## **VI. ANNEXES**

Annex 1: Risk Analysis Log

Annex 2: Terms of Reference for Key Staff Members

**ANNEX 1: Risk Analysis Log**

<b>Project Title:</b> Anti-Corruption and Integrity in the Arab Countries (ACIAC)	<b>Award ID:</b> TBA	<b>Date:</b> 10 February 2010
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Remaining funds for the project are not fully mobilized.	25 Sep. 2009	Financial	If this risk occurs, it would decrease the number of activities envisioned for the project. P=3 I=2	Project Team and RBAS's resource mobilization adviser will maintain close coordination to identify and pursue funding opportunities, including non-traditional donors. Accordingly, the RRF foresees the following indicative activity: "support the project team's ability to meet and coordinate with current and potential donors". Notwithstanding the above-mentioned arrangement, and since the project is designed to support 4 types of independent yet interlinked areas of work, the occurrence of underfunding will be managed to produce the least impact. This will be done either by lumping the reduced activities under one area of work (thus mitigating the risk of falling short behind the expected results under the larger portion of the project), or by spreading them out among the various interventions in a way that does not affect the project's integrity. Finally, the risk can be mitigated as well by reducing the number of countries in which in-depth activities will be implemented.	Project Manager	Initial submission by Project Developer	N/A	N/A
2.	In one or more project-signatories,	25 Sep. 2009	Political	If this risk occurs, it would potentially	The regional project rests on a series of solid building blocks that significantly mitigate this risk. They are outlined in sections 1 & 2 and	Project Manager	Initial submission by Project	N/A	N/A

<p>the political commitment to engage in anti-corruption efforts decreases.</p>			<p>decrease the quality &amp; size of the concerned country participation in the Project activities; undermine the project's ability to gather &amp; diffuse country-specific knowledge on the implementation of the UNCAC; and reduce concerned governments' responsiveness to project results and their desire to carry them forward. P=1 I=4</p>	<p>demonstrate the strength of the Arab countries' commitment to this regional project. Nevertheless, key measures will be designed to ensure that the political commitment is properly nurtured as the regional project progresses. Measures include (i) identifying reform drivers and reinforcing cooperation with them; (ii) maintaining adequate avenues of communication &amp; coordination with ACINET members and chairmanship to reinforce ownership; (iii) enhancing coordination with UNDP COs, and other partners, to explore opportunities to increase government buy-in; (iv) balancing the overall country representation in the regional project to include policy-level and technical level representatives; (v) exerting technical efforts (as permissible) to rationalize anti-corruption reforms for policymakers through making appropriate use of the governments' commitment to UNCAC implementation and MDG achievement, both of which extend beyond the scope of this regional project. In the case that some countries do demonstrate a desire to decrease engagement, resources may be shifted to benefit other countries.</p>	<p>Project Manager</p>	<p>Initial submission by Project Developer</p>	<p>N/A</p>	<p>N/A</p>
<p>3. Other regional and global actors seek to establish a duplicate network or duplicate the</p>	<p>25 Sep. 2009</p>	<p>Strategic</p>	<p>If this risk occurs, it would potentially divert several Project stakeholders' focus and</p>	<p>Although the materialization of this risk is relatively low due to the strong buy-in and commitment outlined in sections 1 &amp; 2, the Project Team will maintain an active effort to mitigate this risk through disseminating information about the Project at to a wide group of stakeholders; and actively seeking</p>	<p>Project Manager</p>	<p>Initial submission by Project Developer</p>	<p>N/A</p>	<p>N/A</p>

Project's work.		resources, and undermine the donor community's aid effectiveness efforts in the area of anti-corruption in the Arab region. P=2 I=2	cooperation with various anti-corruption efforts in the region as evidenced by the RRF's design under the indicative activities labelled "contributing to sustainability, scalability and development & aid effectiveness". In this regard, making use of the inclusive design of this regional project's Partnership Strategy would offer the opportunity for mitigating responses in the case that duplicative efforts are indeed noted. Responses may include joint cooperation and consultations on possible complementarities.						
4. The regional project's Partnership Strategy fails to materialize and deliver in full.	25 Sep. 2009	Strategic	If this risk occurs, the impact may vary depending on the Strategy's failed portion. Overall, the Project may lose valuable technical expertise and the needed organizational competency to deal with specific topics. P=1 I=3	This risk is mitigated by prior consultations with a number of potential partners, which has yielded positive results. It is also mitigated by good momentum and lessons learned from the past cooperation with a number of potential partners, most notably UNODC, OECD and the LoAS. Also, through diversifying the array of potential partners, the impact of fall outs is mitigated. Notwithstanding the above, special efforts will be made by the Project Team to seek and materialize the various partnerships with the support of the concerned partnership specialists in RBAS and the Cairo Regional Service Centre. To ensure appropriate delivery, each partnership that is expected to add value to the project will be institutionalized as needed and supported by a joint sub-Workplan.	Project Manager	Initial submission by Project Developer			
5. Establishing adequate mechanisms	25 Sep. 2009	Strategic	If this risk occurs, it would potentially	The risk has been mitigated by the design of ACINET's Charter and Rules of Procedure which have been accepted by participating ACINET	Project Legal Specialist	Initial submission by Project	N/A	N/A	N/A

	<p>for A/C dialogue between governmental &amp; non-governmental stakeholders fails.</p>			<p>decrease, but not eliminate, the space for non-governmental engagement in direct with government representatives; and will undermine joint work on developing knowledge products, such as assessment reports or otherwise. P=2 I=2</p>	<p>members and which enable direct dialogue. To make use of this institutionalized avenue of communication, emphasis will be put on pre-meeting consultations and on providing adequate knowledge and technical support to non-governmental actors to base the dialogue on technical and objective grounds.</p>		<p>Developer</p>		
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## ANNEX 2: Terms of Reference of Key Staff Members

<b>Project Title:</b> Anti-Corruption and Integrity in the Arab Countries (ACIAC)	<b>Award ID:</b> TBA	<b>Date:</b> 10 February 2010
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*This annex provides the main components of the terms of reference for the key staff members that will be supporting the implementation of the regional project.*

### Project Manager

#### 1. Purpose and Scope of Assignment

- Prepare and update Annual and Quarterly Work Plans, related quarterly and annual progress reports, risks and issue logs, and other briefings on the project.
- Ensure the timely implementation of the Work Plans, and coordinate the tasks of the Project Team and external consultants, to ensure that they contribute to the implementation of the said Plans.
- Manage the Project Team members and consultants including the recruitment process, monitoring and assessment of performance, coordination of tasks, and timely submission of deliverables.
- Prepare all operational matters and documentation needed to organize the project activities, and overlook and account for all the logistics related to the operation of the project, in close coordination with the Programme Support Unit.
- Prepare annual budgets, revise and approve invoices submitted by contractors and suppliers, and prepare payment orders and contract bids, according to applicable rules and regulations, and in close coordination with the Programme Support Unit.
- Coordinate the process of developing the project's knowledge and information products, including the monthly ACINET News Update and the periodic analytical newsletter, and.
- Ensure proper delivery of various functions required to administrate ACINET, in accordance with its Charter and (inter-governmental and non-governmental) rules of procedure, and in close coordination with ACINET Chairmanship.
- Ensure effective and periodic coordination with the ACINET Chairmanship and members on progress of project implementation.
- Administrate the operation of the virtual technical assistance service that will be established under the project.
- Ensure that project-related websites are up-to-date in terms of activities undertaken by the project.
- Participate in the development and mobilization of resources and partnerships to support the project, in close coordination with RBAS Partnerships and Resource Mobilization Adviser.
- Advise RPD on matters of strategic coordination with project stakeholders including beneficiaries and partners, and undertake related action as needed.
- Undertake missions and other related tasks as needed to fulfil the purpose and scope of this assignment.

#### 2. Qualifications and Experience

- Advanced degree in political economy, management, public administration or a related discipline.
- At least twelve years of progressively responsible experience in project management in government or with international organizations.
- Strong knowledge on governance and anti-corruption trends at the global and regional levels.
- Promotes the vision, mission and strategic goals of UNDP.
- Demonstrates professionalism and a strong work ethic.

- Shares knowledge and experience and actively works towards continuing personal learning and development.
- Ability to lead teams effectively and shows conflict resolution skills.
- Ability to handle a large volume of work and meet deadlines in a timely manner, and under pressure.
- Excellent interpersonal and verbal and written communication skills.
- Fluency in English and Arabic, French is a plus.

### **Legal Specialist**

#### **1. Purpose and Scope of Assignment:**

- Contribute to the preparation of Annual and Quarterly Work Plans, related quarterly and annual progress reports, risks and issue logs, and other briefings on the project.
- Provide technical advice to the Project Manager and technical guidance to the work of the Research Analysts and project interns, as needed.
- Prepare the Terms of Reference for project consultants.
- Prepare the substantive programmes of project events, in coordination with the project consultants and concerned partners.
- Prepare outcome-documentation emerging from project events such as reports, conclusions, recommendations etc., in consultation with the concerned project stakeholders.
- Liaise with the project consultants regarding the content of their deliverables; with the project partners regarding their technical contributions to project activities; and with the project beneficiaries regarding technical feedback on project activities.
- Coordinate the technical work of the AGEG and the ANEG at the regional- and country-levels.
- Conduct training and make presentations on various technical issues addressed under the project.
- Liaise with members of UNDP's regional and global anti-corruption community of practice.
- Advise RPD on matters of strategic coordination with project stakeholders including beneficiaries and partners, and undertake related action as requested.
- Undertake missions and other related tasks as needed to fulfil the purpose and scope of this assignment.

#### **2. Qualifications and Experience**

- Advanced degree in law, with an educational background in civil law and common law systems.
- At least seven years of progressively responsible experience in research and practice in relation to governance, rule of law, and anti-corruption areas in the Arab region.
- Strong knowledge of legal, judicial and law enforcement systems in the Arab region, as well as international justice and anti-corruption standards and good practices.
- Established experience in dealing with anti-corruption stakeholders in the Arab region.
- Promotes the vision, mission and strategic goals of UNDP.
- Demonstrates professionalism and a strong work ethic.
- Shares knowledge and experience and actively works towards continuing personal learning and development.
- Ability to lead teams effectively and shows conflict resolution skills.

- Ability to handle a large volume of work and meet deadlines in a timely manner, and under pressure.
- Excellent interpersonal and verbal and written communication skills.
- Fluency in English and Arabic, French is a plus.

### **Research Analyst**

#### **1. Purpose and Scope of Assignment**

- Conduct research and writing tasks as requested to support the implementation of project.
- Support the Project Manager and Legal Specialist in conducting liaison and coordination tasks.
- Assist in the process of developing the project's knowledge and information products, including the monthly ACINET News Update and the periodic analytical newsletter, and.
- Receive and coordinate requests received by the technical assistance service, with a view to enabling proper responses by the Project Manager.
- Provide technical and operational support to various project activities.
- Provide technical support in translating and editing project material.
- Undertake missions and other related tasks as needed to fulfil the purpose and scope of this assignment.

#### **2. Qualifications and Experience**

- A bachelor degree in political economy, international development, political science, public administration or any other related discipline.
- At least five years of progressively responsible experience in research and practice in relation to governance, rule of law and anti-corruption areas in the Arab region.
- Promotes the vision, mission and strategic goals of UNDP.
- Demonstrates professionalism and a strong work ethic.
- Shares knowledge and experience and actively works towards continuing personal learning and development.
- Ability to work in teams effectively, handle a large volume of work and meet deadlines in a timely manner, and under pressure.
- Excellent interpersonal and verbal and written communication skills.
- Fluency in English and Arabic, French is a plus.

### **Research Analyst**

#### **1. Purpose and Scope of Assignment**

- Conduct research and writing tasks as requested to support the implementation of project.
- Support the Project Manager and Legal Specialist in conducting liaison and coordination tasks.
- Assist in the process of developing the project's knowledge and information products, including the monthly ACINET News Update and the periodic analytical newsletter, and.
- Receive and coordinate requests received by the AGEG and ANEG members, with a view to enabling proper responses by the Legal Specialist.



- Provide technical and operational support to various project activities.
- Provide technical support in translating and editing project material.
- Undertake missions and other related tasks as needed to fulfil the purpose and scope of this assignment.

## **2. Qualifications and Experience**

- A bachelor degree in law, with a strong background on legal, judicial and law enforcement systems in the Arab region.
- At least five years of progressively responsible experience in research and practice in relation to governance, rule of law and anti-corruption areas in the Arab region.
- Promotes the vision, mission and strategic goals of UNDP.
- Demonstrates professionalism and a strong work ethic.
- Shares knowledge and experience and actively works towards continuing personal learning and development.
- Ability to work in teams effectively, handle a large volume of work and meet deadlines in a timely manner, and under pressure.
- Excellent interpersonal and verbal and written communication skills.
- Fluency in English and Arabic, French is a plus.