Project Title: **Strengthening corruption prevention capacities in Eastern Europe and Central Asia**

Expected RP Outcome: **5. By 2013, governance structures and institutional capacities in the region are strengthened for more equitable public service delivery, improved transparency and accountability**

RBEC Focus Programme: **6. Public Accountability, Human Rights and Justice**

Expected Output(s): **Countries in Eastern Europe and Central Asia are supported to develop more effective corruption prevention policies and institutions**

Executing Entity: **UNDP, DEX**

Implementing Agencies: **UNDP BRC, COs**

Brief Description

The corruption situation in the region remains very serious, notwithstanding the anti-corruption efforts undertaken in the framework of EU accession (in Western Balkans and Turkey), UN Convention Against Corruption (UNCAC) and other international conventions. Integrity frameworks remain weak across the region (weakest in Central Asia), to a significant extent due to insufficient focus on corruption prevention. Based on its experience of several years working with anti-corruption agencies and on analysis of current global and regional trends, UNDP BRC has identified a number of key areas for capacity development to leverage genuine improvements in public accountability, transparency and integrity, including: capacity development support to national integrity institutions; corruption assessments and integrity strengthening in public service delivery and in local governments; support to the UNCAC review process through a transparent, participatory and comprehensive approach; advocacy, networking and knowledge facilitation. The project has been designed in close consultation with COs and its implementation will be demand-driven, cultivating programmatic linkages between the regional and country levels for enhanced impact.

Programme Period:	__2011-2013__	

Key Result Area (Strategic Plan)   2.3. Support national partners to implement democratic governance practices grounded in human rights, gender equality and anti-corruption

Atlas Award ID: _____
Start date: ___April 2011___
End Date   ___April 2014___

PAC Meeting Date   ___24/03/2011__

Total resources required	1,300,000
Total allocated resources:	_____
• Regular	_300,000__
• Other:	
○ PACDE	__400,000*__
○ DGTTF	__100,000_
Unfunded budget:	__500,000_
In-kind Contributions	_____

for 2011-2012; PACDE's contribution for 2013 is subject to funds availability

Agreed by (UNDP): _____

Jens Wandel, Director, UNDP Bratislava Regional Centre

I. SITUATION ANALYSIS

Background

The corruption situation in Eastern Europe and Central Asia is characterized both by the common heritage of post-communist transition, which brought a significant increase in public corruption, to the point of becoming pervasive in many countries (in particular during the early transition period, when economic liberalization and privatization of state-owned assets were introduced in the absence of effective institutional and policy safeguards); as well as by different sub-regional trends, related to the general direction of governance reforms.

In countries engaged on an **EU accession** path (**Western Balkans and Turkey**), showing progress in fighting corruption is a key requirement for European integration, thus anti-corruption measures are prioritized as part of the accession agenda. While the corruption situation remains very serious (with the exception of the Former Yugoslav Republic of Macedonia and Croatia, Western Balkan countries have Corruption Perception indexes between 2.8 and 3.5, that is below the score of any of the EU New Member States), meaningful steps are being taken – partly due to external (EU) pressure – to address the problem and, if these efforts are genuine and sustained in time, they are likely to lead to actual reduction of corruption levels. The experience of EU's New Member States from Central Europe demonstrates a correlation between the scrutiny exercised during the pre-accession phase and the anti-corruption efforts of the governments – as visible in their high scores in the Global Integrity Index, in particular for Romania and Bulgaria (the two New Member States that have been most closely monitored by the EU in this respect, even after accession); it also shows a slow progress on average in reducing corruption, with some countries (Poland, Slovenia and Estonia) outperforming the others.

In **Central Asia**, by contrast, not only corruption is omnipresent (with CPI scores in the range of 1.5 – 2, with the exception of Kazakhstan, Central Asian countries rank in the bottom league at global level), but appears to be increasing. Moreover, anti-corruption measures are very weak, as shown among others by the Global Integrity index[1] and by World Bank's Control of Corruption indicator (all Central Asian countries are in the bottom quartile globally)[2]. The combination of generalized, entrenched corruption with lack of capacity or political will to adopt meaningful anti-corruption measures creates a vicious circle that undermines citizens trust in, and the legitimacy of state institutions. One particular weakness in this sub-region is the insufficient awareness and understanding of *corruption prevention* as an essential part of any effective anti-corruption policy; anti-corruption is by and large understood as a law enforcement activity (as can be seen among others from the set-up of anti-corruption agencies in Central Asia, as primarily police and prosecutorial units).

In the **Western CIS and Caucasus,** countries with reform-oriented governments have been able to use their engagement with the EU in the framework of EU's European Neighborhood Policy, as well as other resources, in advancing anti-corruption measures, sometimes as part of broader governance reform agendas, with some success (Georgia's example stands out in this sub-region); in these countries, the EU supports anti-corruption efforts as part of its Eastern Partnership[3]. At the same time, there is limited progress or even backsliding in other countries and an overemphasis on law enforcement responses over preventive measures remains a general limitation across the sub-region.

There is a logical correlation between integrity measures (mostly corresponding to the corruption prevention agenda) and the corruption situation, which is also verified in practice as seen in the

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[1] http://www.globalintegrity.org/

[2] The main aggregate indicators present similar results. The three major sets of these 'poll of polls' are produced by Transparency International (http://www.transparency.org/policy_research/surveys_indices/cpi/2009), the European Bank for Reconstruction and Development's Business Environment and Enterprise Performance Survey (http://www.ebrd.org/pages/research/analysis/surveys/beeps.shtml) and the World Bank's Worldwide Governance Indicators (http://info.worldbank.org/governance/wgi/sc_country.asp).

[3] http://www.eeas.europa.eu/eastern/index_en.htm

below table. It shows that countries in the region with stronger integrity mechanisms tend to have a better corruption outlook than those with weak integrity systems[4], which suggests that strengthening corruption prevention holds significant potential in our region as an effective approach to reducing corruption.

Table: Correlation between integrity measures and corruption situation

CPI vs Global Integrity rating	CPI < 2	CPI 2 - 3	CPI 3 - 4	CPI 4 - 5	CPI > 5
GI rating 'Strong'			Bulgaria Romania	Poland	
GI rating 'Moderate'		Kazakhstan	FYR Macedonia	Lithuania Georgia	Hungary
GI rating 'Weak'	Kyrgyzstan	Azerbaijan Kosovo* Belarus Moldova Russia	BiH Serbia	Turkey	
GI rating 'Very Weak'		Ukraine			

* 2010 CPI data for Kosovo as earlier not available. For the other countries, CPI is for the year of the most recent Global Integrity assessment of the country, that is 2009 or 2008.

The connection between corruption and human rights infringements is well established[5] and documented. Moreover, corruption disproportionately affects the poor and vulnerable. Recent studies highlight that in a corruption-ridden society women often face social, cultural, political and institutional discrimination, in particular in the following ways:

i. Corruption obstructs women political participation. The proportion of women members of parliament is only 15% in the region, with considerable variation across countries: women in Georgia and Albania hold only 6-7% of seats; in Armenia and Romania 9%, rising to 30% in Kyrgyzstan and the FYR of Macedonia[6]. Forms of corruption like nepotism and the presence of male-dominated powerful groups and networks defending vested interests exacerbate this phenomenon.

ii. Corruption reduces public revenues, often resulting in lower levels of spending on basic services such as education, health care, family benefits and other social services, which predominantly affect women's welfare. Women's reliance on social services is in general higher than men's, due to their traditional role of house caring and lower employment rate.

iii. Exclusion from the labour market is especially pronounced among ethnic minorities, internally displaced persons, and persons with disabilities. Within each category, women are more vulnerable than men, particularly in occupations of comparable remuneration.

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[4] Here the correlation is shown between the ranking in the Global Integrity Index and Transparency International's Corruption Perception Index, applied to countries from Eastern Europe and Central Asia.

[5] See for instance the ICHRP 2009 report "Corruption and Human Rights: Making the Connection" - http://www.ichrp.org/en/projects/131

[6] *Enhancing Women's Political Participation – A Policy Note for Europe and CIS, Bratislava,* UNDP Bratislava Regional Centre, 2010 - http://europeandcis.undp.org/gender/show/0C8EA77B-F203-1EE9-B1FAD9B9E682DD1E

iv. When access to public institutions is restricted by gender considerations, corruption makes it even more difficult for women to access public goods including services[7]. The higher costs for accessing health and education in a corrupted systems reflect negatively on the capacity of many women to carry out their domestic and caring role; in sectors like water and energy, corruption reduces access to clean water and affordable household energy with particular impact on poor women. This is particularly true in Central Asia and Western CIS, and in rural areas all across the region.

Several international organizations, national development agencies and bilateral donors are implementing programmes in the area of anti-corruption in the region (OECD, Council of Europe, EU, OSCE, UNODC, World Bank, SIDA, DFID, GIZ etc). These agencies work at the regional and national level in the framework of international legal instruments, among which the most important is the UN Convention Against Corruption (UNCAC)[8].

UNDP Bratislava Regional Centre (BRC) started working extensively in the area of anti-corruption in 2005, when a series of activities implemented in cooperation with UNODC culminated in the joint organization of a Regional Forum for Anti-Corruption Agencies. As a follow up to the forum, the **Anti-Corruption Practitioners Network** (ACPN) was created. During the last five years, under two successive phases of a UNDP BRC project[9], the Network provided knowledge sharing and capacity development services to anti-corruption agencies and practitioners. Through the Network and the related activities, UNDP BRC has also provided support to UNDP country offices in the region for developing and implementing anti-corruption initiatives.

Justification

The proposed project will contribute to the **RBEC Regional Programme** 2011-2013 focus area 4: Good and effective governance and social cohesion, in particular Outcome 5: By 2013, governance structures and institutional capacities in the region are strengthened for more equitable public service delivery, improved transparency and accountability*.* The project is also to be seen as an implementation of Focus Programme 6 of the **RBEC Rolling strategy** 2011-2013**:** Public Accountability, Human Rights and Justice.

It builds on UNDP's recognized comparative advantage on **capacity development for corruption prevention,** which embeds anti-corruption programming within UNDP's broader development work, as outlined in corporate documents[10] and also validated through past work in the region.

The following elements constitute the background for the project's justification:

Millennium Development Goals (MDGs): the Outcome Document of the 2010 UN General Assembly Summit on the MDGs' progress status[11] reiterates the global commitment against corruption and calls upon all UN State Members to create strong institutions and ratify the UNCAC (if not done yet) and subsequently implement the resulting commitments. The recent movement (within the UN and other international organizations) towards increasing anti-corruption activities is connected with the emerging awareness among various stakeholders at the national and international levels that corruption has become a major challenge for development effectiveness and thus should be addressed as a key reform priority for reaching the MDGs. Lessons learned from the global financial crisis[12], which has taken its toll on development efforts,[13] also reinforced this awareness, and provided additional impetus to transparency and integrity efforts.[14]

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[7] U4 Helpdesk Query, *Gender and Corruption*, http://www.u4.no/helpdesk/helpdesk/queries/query98.cfm

[8] Along with the UNCAC, other relevant instruments in the region are the Council of Europe Civil and Criminal Law Conventions against Corruption and the OECD Convention Against Bribery of Foreign Public Officials.

[9] http://europeandcis.undp.org/anticorruption

[10] See for example the December 2008 UNDP Practice Note "Mainstreaming anti-corruption in development", http://ar.unrol.org/files/1%20Mainstreaming%20AC%20in%20Development_AC%20Practice%20Note_2008.pdf

[11] For more information visit: http://www.un.org/en/mdg/summit2010/pdf/mdg%20outcome%20document.pdf

[12] For the governance implications of the global economic crisis in the region, see UNDP's Regional Governance Forum, 2010: http://www.rcpar.org/contents_en.asp?id=327

All countries in the region are parties to the **United Nations Convention Against Corruption** (UNCAC), which provides a comprehensive approach to fighting corruption, including prevention, criminalization and law enforcement, international cooperation, and asset recovery. International organizations like the UNODC, OECD, Council of Europe and UNDP are promoting the national engagement for the implementation of the Convention and are delivering technical assistance. The UNCAC entered into force in December 2005, and in 2009 the Conference of State Parties to the UNCAC adopted a review mechanism[15], consisting of self-assessment and peer review of each country by two others. The review schedule consists of two five-year cycles (the first cycle is for reviewing the criminalization and law enforcement, and the international cooperation chapters; the second cycle will look at preventive measures and asset recovery), with a number of countries scheduled for review in a given year. UNDP supports the implementation of the mechanism and activities in the region for this exercise will have to be sustained. In this context, based on programme country buy-in and commitment, UNDP is promoting and supporting a more ambitious approach to the UNCAC self-assessments ("Going Beyond the Minimum"[16]), which envisages a comprehensive review of all UNCAC chapters with higher standards of transparency and participation than the minimum required by the review mechanism.

Country demand in this area is evidenced among others by the growing portfolio of projects addressing the issue of corruption in the region: a series of initiatives at the country level were facilitated by the regional project, and a recent analysis of UNDP initiatives conducted at BRC showed that a majority of the country offices (COs) in the region (20 out of 23) have been implementing projects in the area of Anti-corruption (AC) or Public Administration Reform (PAR) with a transparency and accountability component. In a recent survey of CO senior management, AC was identified as a priority issue for programming in a majority of countries[17].

In the course of its development, this project went through a thorough **consultation process with COs**, including: consultation on regional and country priorities with CO representatives present at the 14th International AC Conference in Bangkok (November 2010); consultations with UNDP Resident Representatives / UN Resident Coordinators in the framework of RBEC Focus Programme 6 in Kiev (December 2010) and through follow-up correspondence; online consultation with relevant CO programme staff on the project concept[18]; and a programmatic workshop with COs to discuss in detail the substantive components of the project, its operational modalities, and the linkage with CO activities.

The Global **Programme on Anti-Corruption for Development Effectiveness** (PACDE) has been supporting the work of UNDP regional centres and COs in the area of anti-corruption and is a stakeholder in this project. In particular the PACDE is supporting UNCAC implementation, capacity development and awareness raising activities. Since 2010, the PACDE has been focusing on anti-corruption assessments in the basic public services (health – education – water) in order to directly link the AC activities to the MDG agenda.

The **Democratic Governance Thematic Trust Fund** (DGTTF) is providing increasing support to AC initiatives through allocations granted to BRC and to COs in the region for AC projects.

The **Global Compact** initiative is promoting the involvement of the private sector in anti-corruption activities (principle #10) as part of Corporate Social Responsibility. Several Global Compact

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[13] International Bank for Reconstruction and Development, the World Bank, "Global Monitoring Report 201: the MDGs after the Crisis, 2010, http://siteresources.worldbank.org/INTGLOMONREP2010/Resources/6911301-1271698910928/GMR2010WEB.pdf.

[14] OECD, "The Financial Crisis: Reform and Exit Strategies", 2009, pp. 36-40, http://www.oecd.org/document/20/0,3343,en_2649_34813_43726868_1_1_1_37467,00.html.

[15] 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).

[16] The Guidance note is available at http://www.undp.org/governance/focus_anti-corruption.shtml

[17] Seven COs of a sample of 11 ranked AC as top priority, including all Western Balkan COs (http://europeandcis.undp.org/intra/show/EFE1CB00-F203-1EE9-B274DD742A07C975 slide 19)

[18] http://ws.undp.sk/dan.dionisie/developing-the-new-regional-anti-corruption-projec

networks are promoting AC activities in countries of the region and examples of best practices are available (e.g. Croatia, Bulgaria).

Intended direct **beneficiaries** of the project are: (i) national Anti-corruption agencies (ACAs) and other institutions with a corruption prevention role, which will benefit from access to regional knowledge resources and will receive targeted capacity development support; (ii) branch ministries that manage basic public services (health, education, water and sanitation, energy) and local governments, which will be supported to strengthen integrity systems and reduce corruption in their activity; (iii) relevant UNDP CO staff, who will benefit from methodological guidance and technical support in developing effective anti-corruption programming.

II.   STRATEGY

Results and lessons learned from past interventions

The project will build on the existing assets and results achieved so far by the ACPN initiative, in particular:

a) The AC capacity assessments and capacity development support. Prevention of corruption has been identified as the niche for UNDP intervention for the fight against corruption[19]; the ACPN project has integrated the Capacity Development (CD) approach within the prevention of corruption area through a series of activities supporting CD of agencies responsible for prevention of corruption, namely: the development of a Methodology for Capacity Assessment of Prevention of Corruption Agencies and the conduction of capacity assessments of AC agencies in application of the Methodology. This activity has proven successful; several agencies - and COs - requested the conduction of such capacity assessments[20] and the Methodology is being used for the development of a toolkit on ACA assessments at the global level.

b) The existing Anti-corruption Practitioners Network. The Network has been growing organically and at the time of writing has an active membership of 141; it is frequently utilized to disseminate information and requests for assistance[21]. The Network is also used as an outreach infrastructure supporting the organization of AC regional events (e.g. the workshop on programming in support of AC agencies in 2009), which strengthened the engagement of COs in anti-corruption work and helped enhance cooperation with the ACAs in the region, as well as facilitated the gathering of information for designing UNDP AC interventions at the regional and country level. Not least, the official partnerships developed through the Network and the contact with practitioners have proven valuable for identifying needs for technical assistance of ACAs, as well as possibilities of utilizing expertise at the national level for supporting capacity development activities (e.g. the five capacity assessments conducted; organization of regional trainings for ACAs, most recently in Rome with the Italian Service for Anti-corruption and Transparency[22]).

c) The establishment of BRC as a credible actor in promoting anti-corruption activities in the region vis-a-vis:

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[19] UNDP Anti-Corruption Practice Note:
http://www.uneca.org/itca/governance/Documents/Anti%20Corruption%20Note%20FINAL%20VERSION%20031704.pdf
[20] Seven agencies requested the assessment overall – Kyrgyzstan canceled due to the political crisis, Tajikistan was put on hold for country specific reasons in agreement with the CO; five assessments were conducted in 2008-2010. The assessments conducted triggered follow-up initiatives at the country level (project developed in Montenegro and currently being implemented after successful fundraising, project ideas being developed in Moldova, project in a drafting stage in Kosovo, multi-stakeholder conference on anti-corruption organized as launching of a new AC project in Turkey, in Macedonia there are plans for a follow-up initiative to the recent ACA capacity assessment).
[21] The network has channeled several requests of capacity development assistance during the last year and allowed communication with anti-corruption practitioners and agencies. An e-discussion on AC and HR was successfully organized. The website supporting the ACPN receives an average of 500 visits/month.

[22] http://europeandcis.undp.org/anticorruption/show/F7D61018-F203-1EE9-B464496403D92466

UNDP Country Offices: the work for capacity assessment of ACAs also facilitated good cooperation with COs that resulted in additional requests for advisory services and joint organization of activities (e.g. conference in Ankara[23]). Other COs involved in the ACPN activities also requested BRC assistance, e.g Armenia, Serbia, Uzbekistan.

National Anti-Corruption Agencies in the region: official partnerships were established with 9 agencies, 7 requests to undertake capacity assessment were received (which is a rather significant sample for the region, considering that not all the countries have a specialized ACA with preventive functions); practitioners from other ACAs participate in the ACPN.

UNDP global level (BDP/DGG and Oslo Governance Centre): increased cooperation in the framework of the PACDE and of the Global Programme on Governance Assessments (GPGA), as also reflected in joint activities (e.g. training in Oslo[24] for selected ACAs jointly organized by BRC and Oslo Governance Centre; development of a global toolkit for capacity development of AC agencies, building on the methodology developed at BRC) and increased funding to the ACPN (from PACDE, GPGA, Democratic Governance Thematic Trust Fund).

Other International / Regional Organizations: cooperation and communication established with OECD (ACN); UNODC (in the framework of the global cooperation agreement – in particular relevant for UNDP involvement in the UNCAC implementation activities in the region), regional initiatives like the Regional Anti-corruption Initiative for South-East Europe.

Concerning lessons learned, these refer in particular to the following necessities:

- involving in the activities a broader range of stakeholders, seeking partnerships with other organizations as well as with the civil society and the private sector in a strategic way, both at the regional and the national level;
- developing streamlined and diversified approaches for the different sub-regions, elements to be taken into consideration being the particular socio-economic, cultural and political situation in Central Asian Countries (and Azerbaijan) and the influence of the EU in other parts of the region;
- linking the AC work with the human development agenda (and MDGs) in the countries of the region, as well as with the Human Rights and Justice component of RBEC Focus Programme 6;
- improving the reach out and communication capacity of the ACPN;
- promoting further the involvement of COs in the planning and implementation of the regional anti-corruption activities.

In line with the above thinking, during 2010 the regional AC team started the preparation of the new project through:

1. the conduction of a study on prevention of corruption in Central Asia (identified as a priority area) targeting in particular Tajikistan, Kazakhstan and Kyrgyzstan;
2. the conduction of a study and collection of case studies on corruption in sectors (health, education and water) – in the framework of the PACDE;
3. structured consultation with COs, as mentioned above (under Justification – Country demand).

The approach to the design of project activities follows three key principles:

i. **demand-driven** design, with service lines (reflected as activity blocks) prioritized in consultation with COs and deployed in function of country demand and resource availability;
ii. **programmatic linkages** and **complementarity** between the regional and country levels, which in practical terms means that the regional project will not support stand-alone activities, in isolation from country programming; COs are expected to undertake (and provide resources for) the bulk of activities at the country level, with the partial exception of specific pilot processes of regional relevance; in turn, the regional project will support the

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[23] http://www.undp.org.tr/Gozlem2.aspx?WebSayfaNo=2777

[24] http://www.gaportal.org/support/workshops/anti-corruption-agencies

regional cooperation dimension (East-East exchanges and networking), methodological guidance and knowledge facilitation;

iii.   **substantive alignment** using the global and regional practice architecture, global-regional-country programmatic linkages and facilitating CO access to global resources for AC programming.

In substantive terms, the project will address corruption as one of the roots of social exclusion, paying particular attention to the impact of corruption on socially vulnerable and marginalized groups, including women. The project's activities for increasing transparency and accountability of the public administration have the ultimate objective of limiting the phenomena of social exclusion. Particularly relevant from this perspective are the activities addressing corruption in specific sectors like health, education, water and energy (see below) that aim at improving quality and accessibility of public services for disadvantaged groups.

Outcome, output and activities

The development change that the project aims at bringing about is to reduce corruption in countries in the region by strengthening corruption prevention responses, mainly through policy support and development of institutional capacities. This will contribute to advancing Outcome 5 of RBEC Regional Programme 2011-2013: *By 2013, governance structures and institutional capacities in the region are strengthened for more equitable public service delivery, improved transparency and accountability.*

The intended output of the project is: *Countries in Eastern Europe and Central Asia are supported to develop more effective corruption prevention policies and institutions.*

Project activities are planned under the following service lines:

1) Capacity Development for ACAs and other integrity institutions

A number of countries in the region have established anti-corruption agencies with a corruption prevention mandate, in relation to the implementation of the UNCAC (art.6). The process is still ongoing, as new agencies are being created and existing ones are being mandated with preventing corruption. The project will continue the application (and further development) of the Methodology for Capacity Assessment of prevention of corruption agencies. The demand for technical assistance in this area is expected to grow in the coming years and the work done so far in this field (five ACA capacity assessments carried out in 2008-2010) gives to BRC a comparative advantage and makes it a valuable partner for COs interested in supporting ACAs. Based on current developments, support to ACA capacity assessments in Serbia, Bosnia and Herzegovina and Kyrgyzstan is envisaged in 2011-2012.

On the basis of the study being conducted on Central Asian National Integrity Systems, the capacity development work will be streamlined for providing effective support to countries in the sub-region. The support will be adjusted to the peculiarities of the public administrations in these countries; this is expected to entail a different advocacy and communication strategy (e.g. emphasizing public transparency and accountability rather than corruption), the application of the approach already tested with prevention of corruption agencies to other parts of the national integrity systems (e.g. institutions such as public administration academies, civil service agencies, procurement offices, integrity commissions) and the involvement of stakeholders in the private sector and civil society.

Partnership with civil society and the private sector will also be pursued under this service line. Engagement of civil society is typically one of the important functions of preventive ACAs, which some of the capacity assessments carried out so far have revealed as particularly weak; thus, capacity development support will be offered in this area, including through joint training for ACAs and civil society organizations – e.g. on innovative uses of social media in anti-corruption. In cooperation with the Poverty practice, the project will endeavor to promote and facilitate dialogue

between the private and the public sector on the issue of corruption (still taboo in many countries of the region), and support to the replication of identified best practices (subject to fundraising).

2) Support to UNCAC implementation reviews

Countries will be supported in the process of self assessment of the UNCAC implementation as part of the UNCAC review mechanism established by the Conference of State Parties to the Convention. In particular, support will be provided to countries willing to undertake the more ambitious self-assessment process outlined in the "Going Beyond the Minimum" guidance note[25] on UNCAC self-assessments, which meets the requirements of the review mechanism but sets higher standards in terms of review scope, participatory nature of the exercise and transparency among others.

The UNCAC review process, in particular if conducted in line with the "Going Beyond the Minimum" approach, has a significant potential to advance advocacy and public awareness on anti-corruption, promote local ownership, facilitate engagement with a broad range of stakeholders and develop programmatic interventions as a follow-up to review findings. Thus, strategically using this opportunity for engagement could provide important entry points for anti-corruption programming at the country level.

Support provided under this service line will include trainings for public officials, policy makers, civil society and COs to be organized in cooperation with UNODC, workshop facilitation, methodological guidance. It will be provided based on explicit country demand (via the COs) and in function of the calendar of the review process[26] (countries scheduled to go through the review process in a given year will be prioritised). Interested COs are expected to take early steps – ideally, in the year preceding the review scheduled for their country, considering the longer cycle required for developing a comprehensive and participatory self-assessment – to explore the interest of the government and other key national counterparts in adopting the enhanced self-assessment methodology and secure their commitment, and support from the regional project will be activated on this basis.

3) Anti-corruption in public services

This activity links to the MDG agenda and will target **basic public services** (Health, Education, Water, Energy). Building on existing regional experience as documented by the case studies undertaken in cooperation with PACDE, as well as on global good practice, and linking with other analytical work carried out at UNDP[27], the project will seek the replication of effective approaches for addressing corruption in these sectors. Methodological support and pilot phase advisory services will be provided for integrity assessments in public service delivery, including awareness raising and training for public officials, civil society, the private sector and UNDP CO staff involved in such assessments.

Taking the same approach of focusing on enhancing integrity in public service delivery, the project will also support anti-corruption assessments and administrative improvements in **local government** operations to strengthen transparency, accountability and integrity, building on good regional practice[28].

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[25] The Guidance note is available at http://www.undp.org/governance/focus_anti-corruption.shtml

[26] For the review schedule, see "Country pairings for the review cycle" at http://www.unodc.org/unodc/en/treaties/CAC/IRG.html

[27] E.g. research on the energy sector in the region by the office of UNDP's Senior Economist, http://europeandcis.undp.org/senioreconomist

[28] E.g. from Macedonia: http://europeandcis.undp.org/governance/lgdc/show/E0620423-F203-1EE9-B51C6ED0ACE75957

4) Expansion and facilitation of the Anti-corruption Practitioners Network

The project will continue to support the facilitation and expansion of the ACPN. Membership will expand to include private sector (in cooperation with the Global Compact) and the civil society. The necessity for a broader outreach of the network has been highlighted during several activities of the ACPN, and particularly the capacity assessments where the participation of a broad range of stakeholders is required.

A revitalization of the network's interactive patterns will be pursued through a mix of increased frequency of virtual events, online provision of technical assistance to AC practitioners, better targeted communication, incentives for more active involvement of resource persons from the network. The migration of the interactive ACPN workspace from the current BRC platform to the corporate Teamworks platform is envisaged in the medium term.

Concerning the website, part of the database will be transferred to the global AC portal (currently under construction) and the BRC will maintain responsibility for updating the section dedicated to Eastern Europe and Central Asia. This operation is expected to increase the visibility of BRC's anti-corruption activities.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Regional Programme:
5. By 2013, governance structures and institutional capacities in the region are strengthened for more equitable public service delivery, improved transparency and accountability

Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:
1. Government Accountability score (from Global Integrity Report)
Baseline: 17 countries in ECIS assessed in 2008, scores from 83 (Bulgaria) to 47 (Azerbaijan, Serbia); 10 countries below 60
Target: All surveyed countries in the region score above 60 (of 100) on Government Accountability
3. Level of compliance with obligations under the UNCAC, as assessed through the Convention's monitoring mechanism and other indicators (e.g., Global Integrity Index)
Baseline: All countries in the region have ratified Convention, but few have developed institutional mechanisms for implementation. Global Integrity Index ranges from 88 out of 100 (Poland) to 56 (Montenegro) of 17 ECIS countries surveyed in 2008
Target: Selected countries have established functional institutional arrangements for corruption prevention

Applicable Key Result Area (from 2008-11 Strategic Plan):
2.3. Support national partners to implement democratic governance practices grounded in human rights, gender equality and anti-corruption

Partnership Strategy: The project relies on BRC's partnership with ACAs in the region, established under the ACPN initiative; based on existing institutional agreements, several ACAs pledged to provide expertise as in-kind contribution to project activities. Support to UNCAC reviews (activity 2) will be delivered in partnership with UNODC and will involve civil society and other stakeholders in participatory processes. Implementation will take place in close partnership with concerned COs, in function of country demand and linkage and complementarity between regional and country activities. Substantive and resource partnerships with global programmes (PACDE, GPGA) will ensure programmatic alignment between global and regional activities. Cross-practice cooperation with Capacity Development (on capacity assessments), Poverty, Gender and Human Rights teams (on mainstreaming relevant concerns in all project activities) will be consistently pursued.

Project title and ID (ATLAS Award ID): Strengthening corruption prevention capacities in Eastern Europe and Central Asia

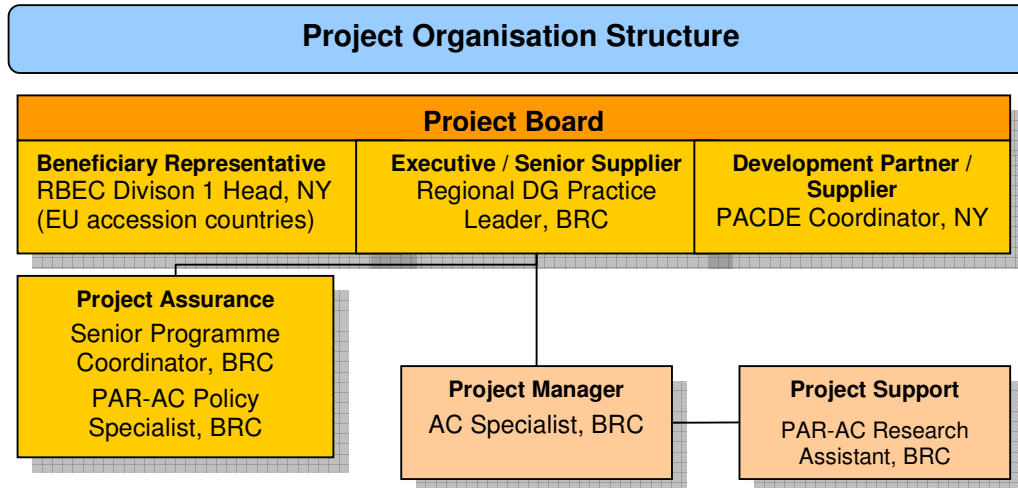| INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Countries in Eastern Europe and Central Asia are supported to develop more effective corruption prevention policies and institutions Baseline: ●Integrity frameworks are weak across the region, weakest in Central Asia. Most countries have established AC agencies and other integrity institutions, but capacities are weak; five ACAs in the region went through BRC-facilitated capacity assessments in 2008-2010 ●All countries in the region have ratified UNCAC and most are scheduled for review in 2011-14 ●There is limited and uneven regional experience with corruption assessments in public services ●ACPN has 141 active members, mostly from ACAs and development partners Indicators: ●Number of capacity assessments facilitated and capacity development activities implemented ●Number of UNCAC self-assessments using "Going Beyond the Minimum" methodology ●Number of corruption assessments in public services ●ACPN active membership and traffic in the interactive workspace	2011: ● two capacity assessments carried out; strengthened capacity of ACAs to monitor AC strategies ●one UNCAC self-assessment using "Going Beyond the Minimum" approach ●raised awareness and understanding of corruption in public services (regional event) ●ACPN active membership 160, expanding to civil society and private sector 2012: ●one capacity assessment carried out and capacity development response developed ●two UNCAC self-assessments supported ●two corruption assessments in public services supported ●ACPN active membership 200 2013: ●two capacity assessments and capacity development responses implemented ●one UNCAC self-assessment supported ●two corruption assessments in public services supported ●ACPN active membership 250	1. Capacity development for ACAs and other integrity institutions: ●capacity assessments ●technical assistance ●regional training ●enhancement of capacity assessment methodology 2. Support to UNCAC reviews: ●advocacy ●process facilitation ●technical assistance 3. Anti-corruption in public services: ●methodological support ●advisory services 4. Expansion and facilitation of ACPN: ●virtual events ●online technical assistance ●institutional partnerships with ACAs	BRC, COs BRC, COs BRC, COs BRC	- Staff (AC analyst) & mgmt costs -Consultancy -Travel, training, conferences -Contracts (IT, publications) Total: 1,300,000 USD

IV. ANNUAL WORK PLAN

Year: 2011

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
Output: Countries in Eastern Europe and Central Asia are supported to develop more effective corruption prevention policies and institutions. Baseline: Integrity frameworks are weak across the region, especially in Central Asia. Most countries have established AC agencies and other integrity institutions, but capacities are weak; five ACAs in the region went through BRC-facilitated capacity assessments in 2008-2010. All countries in the region have ratified UNCAC. Limited and uneven regional experience with corruption assessments in public services. ACPN has 141 active members. Indicators: ●Number of capacity assessments facilitated and capacity development activities implemented ●Number of UNCAC self-assessments using "Going Beyond the Minimum" methodology ●Number of corruption assessments in public services ●ACPN active membership and traffic in the interactive workspace Targets: ●one capacity assessment carried out; one regional training for ACAs ●one UNCAC self-assessment supported ●regional awareness raising event on corruption in public services ●ACPN active membership reaches 160 Related RP outcome: 5. By 2013, governance structures and institutional capacities in the region are strengthened for more equitable public service delivery, improved transparency and accountability	1. Capacity development for ACAs and other integrity institutions ●two ACA capacity assessments (tentatively: Kyrgyzstan, Serbia) ●regional training for ACAs on monitoring AC strategies		X	X	X	BRC, COs	PACDE	travel (40,000) conference (5,000)	45,000
							TRAC	consultancy	22,000
	2. Support to UNCAC reviews ●identification of pilot ●facilitation of multi-stakeholder workshops ●advisory and methodological support throughout the process			X	X	BRC, COs	PACDE	consultancy (7,500) conference (2,500)	10,000
							TRAC	travel	5,000
	3. Anti-corruption in public services ●regional workshop (awareness raising event) on corruption in public services (tentative focus: health sector)			X		BRC	PACDE	consultancy (15,000) travel (20,000) conference (5,000)	40,000
	4. Expansion and facilitation of ACPN ●identification and engagement of new members ●institutional partnerships with ACAs ●network facilitation		X	X	X	BRC	PACDE	FTA contract	104,000
							TRAC	FTA contract	73,000
TOTAL									299,000

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V.   MANAGEMENT ARRANGEMENTS

The project will be under direct execution by the PAR-AC sub-practice at BRC, in cooperation with concerned COs for specific activities. The Project Board will be chaired by the Regional Democratic Governance Practice Leader (BRC) as Executive, and will also include the PACDE Coordinator as Partner/Supplier and the Head of RBEC Division 1 as Beneficiary Representative.

The Public Administration Reform and Anti-corruption (PAR-AC) Specialist at BRC will have the project assurance role, the Anti-corruption Analyst will be Project Manager, and the PAR-AC Research Assistant will provide Project Support together with the Programme Associates, Democratic Governance.

Project Organisation Structure

Project Board

Beneficiary Representative RBEC Divison 1 Head, NY (EU accession countries)	Executive / Senior Supplier Regional DG Practice Leader, BRC	Development Partner / Supplier PACDE Coordinator, NY

Project Assurance
Senior Programme Coordinator, BRC
PAR-AC Policy Specialist, BRC

Project Manager
AC Specialist, BRC

Project Support
PAR-AC Research Assistant, BRC

VI. 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 quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

➢ An Issue Log shall be activated in Atlas 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 (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

➢ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

➢ 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

➢ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

➢ **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas 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. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

➢ Capitalizing on the project's substantive linkages with CO interventions, particular attention will be paid to monitoring and documenting **impact achieved at the country level** through the combined contribution of the regional and related country projects. In order to ensure that country level results are properly captured, agreements will be made with the participating COs regarding the modalities and tools of cross-reporting between the regional and country levels.

Quality Management for Project Activity Results

OUTPUT: Countries in Eastern Europe and Central Asia are supported to develop more effective corruption prevention policies and institutions.		
Activity Result 1 **(Atlas Activity ID)**	**Capacity development** for ACAs and other integrity institutions	Start Date: 04/2011 End Date: 04/2014
Purpose	Capacity assessments and capacity development support for AC agencies and other integrity institutions	
Description	- capacity assessements - regional trainings	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Early engagement of all relevant stakeholders in capacity assessments	record of consultations	twice annually
Endorsement of capacity assessment findings and recommendations by client institutions	capacity assessment reports; written endorsement by client institution	twice annually
Satisfaction of participants at regional trainings	feedback of training participants (through surveys)	twice annually

OUTPUT: Countries in Eastern Europe and Central Asia are supported to develop more effective corruption prevention policies and institutions.		
Activity Result 1 **(Atlas Activity ID)**	Support to **UNCAC reviews**	Start Date: 04/2011 End Date: 04/2014
Purpose	Support the UNCAC review process in countries of the region, in particular the self-assessment using the "Going Beyond the Minimum" (GBM) approach	
Description	- advocacy, identification of countries - facilitation of multi-stakeholder workshops - advisory support throughout the process	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Country adoption of GBM approach in the UNCAC review process	statement from relevant counterparts	beginning of self-assessment process
GBM approach effectively implemented	records of review process, review report	post-review

OUTPUT: Countries in Eastern Europe and Central Asia are supported to develop more effective corruption prevention policies and institutions.		
Activity Result 1 **(Atlas Activity ID)**	**AC in public services**	Start Date: 04/2011 End Date: 04/2014
Purpose	Support corruption/integrity assessments in key public service sectors and in local government units	
Description	- regional workshops and trainings - methodological and advisory support to pilot assessments	
Quality Criteria *how/with what indicators the quality of the*	**Quality Method** *Means of verification. what method will be*	**Date of Assessment** *When will the assessment*

activity result will be measured?	used to determine if quality criteria has been met?	of quality be performed?
Satisfaction of participants to workshops and trainings	feedback of training participants (through surveys)	twice annually
Pilot assessments are informed with regional and global good practice and methodologies	reports of assessments; records of process followed	twice annually

OUTPUT: Countries in Eastern Europe and Central Asia are supported to develop more effective corruption prevention policies and institutions.		
Activity Result 1 **(Atlas Activity ID)**	**ACPN facilitation**	Start Date: 04/2011 End Date: 04/2014
Purpose	Maintaining a vibrant network of AC practitioners and AC institutions as a vehicle for delivering technical assistance, an outreach infrastructure and resource of expertise for project activities	
Description	- identification and engagement of new members - institutional partnerships with ACAs - network facilitation	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Active membership of ACPN and online interaction	workspace and e-mail records	annually

VII. LEGAL CONTEXT

The project document shall be the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

1. Risk Analysis

#	Description	Type	Impact & Probability	Countermeasures / Mgmt response
1	Political instability in the countries of the region	Political	may hamper the decision making processes and the creation of consensus on anti-corruption measures H, M	Use local intelligence and structured dialogue with COs to avoid engaging in activities that will not be sustained by the government in the longer run. Maintain flexible response capacity from regional project
2	Lack of national capacity	Strategic	may impede implementation at the country level M, H	Capacity assessments, gathering of information and analysis in cooperation with the COs, linkage with CO projects
3	Insufficient funding	Organizational	Would determine lack of resources for the activities H, L	Commitments from PACDE and regional TRAC ensure backbone for project activities. Additional fundraising efforts will be pursued for scaling up in particular areas.
4	Lack of UNDP Capacity	Organizational	CO staff is often overstretched and dealing with different areas, this may lead to insufficient support for the activities at the national level H, M	Organization of trainings and CD activities for the COs; on-line support through the ACPN; connecting regional project with CO projects.

2. Terms of Reference

Terms of reference for Project Manager (draft, currently in approval and classification process):

<table>
<tr>
<td colspan="2" align="center">UN
DP</td>
<td colspan="2">UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION</td>
</tr>
</table>

I. Position Information

Job Code Title: Policy Specialist, Anti-corruption Position Number: Department: Democratic Governance Practice, Public Administration Reform and Anti-Corruption Sub-practice Reports to: PAR-AC Specialist Reports: N/A Position Status: *(non-Rotational)*	Current Grade: Approved Grade: Position Classified by: Classification Approved by:

II. ORGANIZATIONAL CONTEXT

The Policy Analyst will work at the UNDP Bratislava Regional Centre for Europe and the CIS in the area of Democratic Governance, providing advisory support and knowledge management services on Anti-corruption, managing the activities of the Regional Anti-Corruption Project and backstopping the activities of the Global Thematic Program on Anti-Corruption for Development Effectiveness (PACDE) in the Europe and CIS Region.

The day-to-day supervision and mentoring will be exercised by the Public Administration Reform and Anti-Corruption Policy Specialist. Interaction with the supervisors will take place on a regular basis, thus allowing continuous performance monitoring.

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:
- **Research and advisory support on anti-corruption to UNDP Country Offices in the region**
- **Knowledge management activities and facilitation of professional networks (internal and external)**
- **Support to regional programmatic activities in anti-corruption**
- **Support to corporate and global initiatives on anti-corruption**
- **Others**

1. Research and advisory support to UNDP Country Offices on anti-corruption

- Provide analysis, research and technical backstopping to the Public Administration Reform and Anti-Corruption Policy Specialist and to UNDP Country Offices (COs) in the region for the development and implementation of projects and programmes in the area of anti-corruption (covering issues such as implementation of the UN Convention Against Corruption and related self assessment mechanism, anti-corruption in basic pubic services, prevention of corruption and integrity systems).
- Conduct missions to the countries of the region to develop capacities of national counterparts and COs to programme strategic interventions in the area of anti-corruption, integrity, transparency and public accountability.

- Support and implement capacity development initiatives in the area of anti-corruption, integrity, transparency and public accountability based on the needs of UNDP COs and other stakeholders.
- Provide timely and quality inputs to effective policy and programme support services at the request of the COs.

2. Knowledge management activities and facilitation of professional networks (internal and external)

- Keep abreast of research and policy developments in the area of Anti-Corruption (AC)
- Support the facilitation of UNDP's regional Community of Practice on Public Administration Reform and Anti-Corruption;
- Conduct analysis and prepare reports on trends and issues in the field of AC in Europe and the CIS;
- Coordinate and support the analysis of case evidence; methodology development; knowledge products on anti-corruption related issues;
- Support the process of developing knowledge products, by codification of experiences and lessons learnt at the national and regional levels
- Supports existing partnerships with counterparts such as Anti-Corruption Agencies and practitioners, International Organizations, Think-Tanks and NGOs.

3. Support to regional programmatic activities in anti-corruption

- Act as project manager for UNDP's regional Anti-Corruption project
- Effectively apply Results-based management tools, set project management targets, monitor and report achievement of results
- Organize conferences and seminars related to various issues within the AC portfolio
- Liaise with CO colleagues and participate in country assessment missions to identify and develop pilot initiatives and linkages between country and regional programmes in the area of AC.

4. Support to corporate and global initiatives on anti-corruption

- Backstopping of the activities of the Global Thematic Program on Anti-Corruption for Development Effectiveness (PACDE) in the Europe and CIS Region
- Quarterly communications with Global Manager on the status of implementation

5. Others:

- Follow-up on the UNCAC-related political processes, act as focal point for coordination with UNODC in this respect and on a case-by-case basis represent UNDP in technical meetings.
- Provide both internal and external clients with timely and adequate support/information on programme activities;
- Update and enrich the WIDE expert roster with quality consultants with specific experience in and sensitivity towards Europe and the CIS;
- Carry out other duties as necessary relevant to the above mentioned thematic areas.
- Preparation of talking points and presentations on anti-corruption issues;
  Preparation of briefing notes for relevant meetings and events when requested.

IV. IMPACT OF RESULTS

The key results have an impact on the overall performance of the Democratic Governance Practice and success in implementation of programme strategies. Accurate analysis, data entry and presentation of information ensure proper programme implementation.

V. COMPETENCIES

- **Corporate Competences:**

Demonstrates commitment to UNDP`s mission, vision and values

Displays cultural, gender, race, nationality and age sensitivity and adaptability

Promotes the vision, mission, and strategic goals of UNDP

Treats all people fairly without favoritism

- **Functional Competences:**

Development and Organizational Effectiveness:

Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of the programme, managing data, reporting.

Ability to provide input to business processes re-engineering.

Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources

IT literacy, familiarity with e-presentation techniques and ability to operate with on-line web-based applications

Leadership and Self-Management:

Focuses on result for the client and responds positively to feedback

Consistently approaches work with energy and positive, constructive attitude

Remains calm, in control and good humor even under pressure

Demonstrates openness to change and ability to manage complexities

Sense of initiative and willingness to embrace additional responsibilities in team work;

Builds strong relationships with clients and external actors;

Demonstrated ability to work in an independent manner; ability to organize work efficiently and deal with a heavy workload

Key Competences:

Substantive understanding of achievements and challenges inherent to transition toward democracy in Europe and the countries of the former Soviet Union;

Extensive knowledge of the theoretical framework supporting policies and programming in the area of anti-corruption, transparency and public accountability.

Extensive knowledge of legal and institutional frameworks for prevention of corruption in particular in the Eastern European and the CIS region.

Extensive knowledge of UNDP Capacity Development framework

Good knowledge of international development issues, with emphasis on good governance and democratic institution building;

Excellent problem-solving and communication skills;

Clear and convincing writing style;

Confirmed ability to adjust to new situations quickly, to work efficiently under pressure and to meet deadlines;

Programme/project design and management skills;

Analytical thinking and research skills;

Knowledge Management

Good Networking and inter-personal / social skills

Promotes a knowledge sharing and learning culture in the office

Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

VI. Recruitment Qualifications
	Master's degree or equivalent in one of the following fields: political science, public administration, development studies, international

Education:	relations, law, social sciences.
Experience:	• 5 years of relevant experience, preferably in international organizations, experience in the Eastern Europe and the CIS Region is an advantage. • Experience in the area of institutional capacity development for anti-corruption. • Experience in project management. • Experience in the usage of computers and office software packages, experience in handling of web.2 tools an asset, experience of ATLAS system an asset.
Language Requirements:	Fluency in spoken and written English. Knowledge of Russian, South-Slavic or other regional languages is an advantage.