



UNODC

United Nations Office on Drugs and Crime



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

PROJECT DOCUMENT

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

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

Summary Project Description

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

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

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

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

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

Expected Project Outcomes:

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

Executing/Implementing Agencies:

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

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

Agreed by DFAT:

Agreed by UNDP:

Agreed by UNODC:

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1. SITUATION ANALYSIS

1.1 Corruption and Development in the Pacific

1. Corruption is a global phenomenon that negatively impacts development. It “suppresses economic growth by driving up costs, and undermines the sustainable management of the environment and natural resources. It breaches fundamental human rights, exacerbates poverty and increases inequality by diverting funds from health care, education and other essential services. The malignant effects of corruption are felt by billions of people everywhere. It is driven by and results in criminal activity, malfunctioning State institutions and weak governance”¹. The Pacific region is no exception to this. The cross-cutting, multi-faceted nature of corruption has extensive costs, both in terms of money and in terms of broader social cost. In one study, corruption was estimated to equal more than 5% of global gross domestic product (US\$2.6 trillion) annually with estimates of global money-laundering at around \$500 billion annually.²
2. In the Pacific region, the issue of corruption and corruption risks are embedded in a specific development context. PICs face particularly demanding development challenges due, in part, to their limited geographical size, physical remoteness, dependence on a narrow resource base, limited trade opportunities and vulnerabilities to natural and environmental disasters. Societal changes have also been rather dramatic in the past three decades, which have led to political, social, economic and technological transformation. Economic growth is a further challenge. There have been severe consequences for growing populations in terms of rising unemployment and hardship in the region. Moreover, there is pressure on existing resources, vigorous rural-urban migration and immigration of skilled labour to developed countries (e.g. Australia, New Zealand, the United States). Evidence from national poverty studies suggests that income inequality has been rising over the last 10 years, even in those countries where there has been a reduction in poverty levels.³ Reports on the Millennium Development Goals (MDGs) indicate that despite increasing levels of overseas development assistance and large investments in service delivery, public spending by Pacific governments has generally not led to better development outcomes.⁴ With at least half of the population in the Pacific being under the age of 25,⁵ these challenges are even more threatening to the sustainability of PICs. Young people in the region are six times less likely to secure a job than older workers.⁶ Inequalities along gender and rural-urban lines are also striking and increasing. All of this has prevented PICs from achieving the MDGs (except for the Cook Islands) and is also a threat to the new Development Agenda 2030.
3. A number of governance challenges in the region negatively affect growth and development, many of which are root causes or a direct consequence of corruption. The vulnerability of PICs to these challenges is not uniform, and depends on such issues as the natural resources that PICs utilize, their administrative histories, remoteness, geographical configuration, local and

¹ UN Secretary-General Ban Ki-Moon, *Secretary-General's Message on International Anti-Corruption Day*, 9 December 2013.

² International Chamber of Commerce, Transparency International, UN Global Compact and the World Economic Forum, *Clean Business is Good Business*, 2009.

³ UNDP, *UN Report on the State of Human Development in the Pacific*, 2014, <http://www.unescap.org/sites/default/files/The%20State%20of%20Human%20Development%20in%20the%20Pacific%28LORes%29..pdf>.

⁴ UNDP, UN Population Fund, UN Economic and Social Commission for Asia and the Pacific, UN Children's Fund (UNICEF) and International Labour Organization (ILO), *The State of Human Development in the Pacific*, 2014, [http://www.asia-pacific.undp.org/content/dam/rbap/docs/Research%20&%20Publications/poverty/State Human Development Pacific ES .pdf](http://www.asia-pacific.undp.org/content/dam/rbap/docs/Research%20&%20Publications/poverty/State%20Human%20Development%20Pacific%20ES.pdf).

⁵ UNICEF, Secretariat of the Pacific Community and UN Population Fund, *The State of Pacific Youth*, 2015, http://www.unicef.org/eapro/State_of_Pacific_youth_2005_FINAL.pdf.

⁶ ILO, *Gaining Momentum in Asia and the Pacific*, 2013, http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-bangkok/documents/publication/wcms_379571.pdf.

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

4. First of all, culture and traditions have a strong influence on how governance, including corruption, is understood and addressed in PICs. For example, the Matai and Wantok systems demand respect and often do not allow for decisions of authority to be questioned. This is a challenge for establishing functional accountability systems. A similar influence is that of 'respecting elders'. This creates challenges in relation to public participation and the integration of young people into decision-making. It also has a specific impact on women. For example, between 75 and 90 percent of vendors working at Pacific marketplaces are women, and their earnings often make up a significant portion of the incomes of many poor households.⁷ Despite this, women are often excluded from market governance and decision-making, making them less well equipped to recognize and resist corrupt behaviour. In some cases, specific ethnic communities are also vulnerable to corruption,⁸ as well as remote communities that have low or no access to services. Political turmoil, security challenges and natural disasters can also be factors leading to a low sensitivity to corruption.⁹ The reach of government structures and the level of public confidence in the criminal justice system often lead citizens to feel primarily accountable to their communities, families and churches rather than the State. The UN-PRAC team will not seek to address the broader cultural and institutional causes of corruption. However, a carefully tailored sensitization of the overall population on the issue of corruption is needed through awareness-raising and advocacy. This includes addressing the line between culture and corruption (e.g. in the practice of gift giving) through engagement at the leadership, institutional and civil society/community levels, including with all relevant non-State actors.
5. The attitude of leadership in PICs towards corruption is quite diverse. While some have embraced corrupt behaviour, others have declaratively prioritized the fight against corruption. For example, a key turning point for anti-corruption engagement in the Pacific was the October 2015 conviction of 14 Vanuatu Members of Parliament (MPs) for bribery and a Leadership Code violation. While there have been bribery convictions of MPs and leaders in Vanuatu previously, the difference this time was that the intensive capacity-building of civil society and the media enabled peaceful public mobilization. This led to support for an independent judiciary and prosecution service, which overturned a brazen pardon attempt while the President was overseas and allowed the course of justice to proceed.
6. State capture,¹⁰ as one of the most common forms of corruption, is a serious threat in this region. This is particularly important in PICs that dispose of natural resources. The genuine champions found in the executive, parliaments, judiciary and civil society are at risk not only from internal corrupt activity, but also by the lack of support by the wider social structures (as described above). During the 2012-2016 phase of the UN-PRAC Project, the team knew at

⁷ UN Women, *Press release: UN Women launches Markets for Change for safety and better earnings for women in the Pacific*, 2014, <http://asiapacific.unwomen.org/en/news-and-events/stories/2014/4/vendors-and-management-at-marketplaces>.

⁸ U4 Anti-Corruption Resource Centre, *U4 Expert Answer - Impact of corruption on indigenous people*, 2010.

⁹ Carnegie Endowment for International Peace, *Corruption – The Unrecognized Threat to International Security*, 2014, http://carnegieendowment.org/files/corruption_and_security.pdf.

¹⁰ State capture is "the efforts of firms to shape the laws, policies, and regulations of the state to their own advantage by providing illicit private gains to public officials" – Hellman, J. & Kaufmann, D. "Confronting the Challenge of State Capture in Transition Economies" *Finance and Development*, vol. 38, no. 3, 2001, <http://www.imf.org/external/pubs/ft/fandd/2001/09/hellman.htm>.

least three cases where government counterparts had received death threats for their anti-corruption efforts. This is not unique to the Pacific and is not related to the UN-PRAC work. Fighting corruption is not risk-free, and it is for this reason that individuals and governments take necessary precautions to address such risks. However, UN-PRAC has been contributing to the mitigation of such risks by working to translate anti-corruption efforts into systemic, rather than individual, efforts. Leadership can only produce sustainable results if supported by appropriate policy frameworks and adequate and functional institutions. Citizens need to be educated and empowered to demand accountable leadership and support anti-corruption efforts. Exposure to international anti-corruption bodies can promote leadership, provide policy guidance and space for recognition, foster the exchange of knowledge, further interactions with State and non-State actors and contribute to a sense of accomplishment. Besides the UN, regional, inter-governmental, developmental, non-governmental and business organizations should be engaged in supporting anti-corruption efforts.

7. The policy design processes in PICs are predominately non-participatory and lack serious consideration of the equitable distribution of wealth. Additionally, in a number of PICs, parliaments have a limited role in providing checks and balances, which can often be attributed to complex government coalitions. Participatory decision-making is limited, with women under-represented in formal political structures across the region.¹¹ Pacific parliaments also suffer from various constraints including weak staff capacity and parliamentary processes, as well as limited access to critical information for law-making and the performance of oversight and accountability functions. Substantive progress in anti-corruption policies has been achieved in PICs in the past 10 years, since the first adoption of UNCAC in the Pacific. However, the momentum gained through the UNCAC-related processes needs to be sustained and strengthened through specific policies. With the exception of Papua New Guinea, 14 PICs still do not have anti-corruption strategies or similar policies. Integration of anti-corruption measures in sector-specific policies is still lacking despite its critical importance in such areas as the police; customs; land and titles administration; mineral and petroleum extraction; forestry; fisheries; ports; health; education; retirement funds; public procurement; passports and immigration; Internet domains; offshore banking; and access to public office. Corruption and the lack of governance in some of these sectors are strongly related to the phenomenon of State capture, which has not only undermined the wealth and well-being of Pacific Islanders, but made a number of PICs attractive targets for transnational crime and money-laundering.¹²
8. The lack of policies is paired with the lack of adequate institutional frameworks. Even where anti-corruption policies exist, their implementation is hindered by the lack of institutions that can follow through with enforcement. With the exception of some countries (mainly in the Polynesian PICs and Fiji in Melanesia), most PICs have weak and politicized public services that suffer from a lack of funding and limited number of skilled staff. Policy development often does not take into account the actual costs of implementation or the cultural context. Throughout the region, institutions crucial for combatting corruption are often lacking, ineffective or formally established but not functional due to a lack of resources. These institutions include anti-corruption commissions, Ombudsman's Offices and other human rights institutions, audit offices, financial intelligence units, among others. Only one PIC currently has a functioning independent commission against corruption. The lack of functional institutions is a significant challenge, particularly in preventing and fighting high-level corruption.

¹¹ McLeod, A. (Development Leadership Program), *Women's Leadership in the Pacific*, 2015, http://publications.dlprog.org/Womens_Leadership_Pacific.pdf.

¹² Boister, N. "Transnational Crime in the Pacific" *Journal of the South Pacific Law*, vol. 9, issue 2, 2005, <https://www.usp.ac.fj/index.php?id=13303>.

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

1.2 UNCAC and its Review Mechanism in the Pacific

12. UNCAC is the sole legally binding, global anti-corruption instrument. The Convention is holistic in its approach, adopting prevention and enforcement measures, including requirements for criminalizing corrupt behaviours. The Convention also reflects the transnational nature of corruption, providing a legal basis for enabling international cooperation and recovering proceeds of corruption (i.e. stolen assets). The important role of government, the private sector and civil society in fighting corruption is also emphasized.
13. UNCAC was adopted by the General Assembly in October 2003 and entered into force in December 2005. As of January 2016, 178 countries and the European Union have become States parties to UNCAC, representing a ground-breaking commitment to address corruption. Since the beginning of the 2012-2016 phase of the UN-PRAC Project, UNODC and UNDP have led efforts to advance UNCAC ratification/accession and implementation in the region. A total of 11 PICs (79%, excluding Tokelau as a territory of New Zealand) had ratified or acceded to the Convention: Papua New Guinea in 2007, Fiji in 2008, Palau in 2009, Vanuatu,

Cook Islands and Republic of the Marshall Islands in 2011, Solomon Islands, Federated States of Micronesia and Nauru in 2012, Kiribati in 2013 and Tuvalu in 2015.

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

Department of Justice. In Palau, UN-PRAC worked with the Pacific Ombudsman Alliance to support the Ombudsman to strengthen his mandate, in line with the review recommendations. It is to be noted that countries are at different stages of development and national anti-corruption priorities vary. The UNCAC review recommendations will therefore neither be implemented uniformly across the Pacific nor at the same pace. The UN-PRAC team is merely a facilitator of the process and can support Pacific States parties to address recommendations, upon request.

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

1.3 2012–2016 Phase of the UN-PRAC Project

19. The 2012–2016 phase of the UN-PRAC Project aimed to help PICs fight corruption by: i) strengthening political will to endorse strong policy and legal frameworks aimed at implementing UNCAC; ii) strengthening the capacity of key national anti-corruption institutions and non-State actors to more effectively tackle corruption; and iii) promoting more informed anti-corruption policy and advocacy by conducting tailored research and sharing knowledge.
20. UN-PRAC was successful in fostering the ratification/accession of 11 PICs. The UNCAC review process allowed governments to assess their countries' existing frameworks and consider how they might be further strengthened in line with the Convention. Dialogue initiated through the review process further provided a solid basis for in-depth cooperation on implementation. Being involved in the self-assessment, review process and its follow-up, the UN-PRAC team has a solid appreciation for where reform priorities exist and how to advocate and advise governments and other stakeholders to address recommendations. These can be addressed by the government, other national stakeholders, through the UN-PRAC Project or by other technical assistance providers. In relation to strengthening key national anti-corruption institutions, UN-PRAC worked closely with the Cook Islands, Federated States of Micronesia, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, Tonga and Vanuatu (for details, see UN-PRAC's annual progress reports).
21. UN-PRAC conducted considerable advocacy activities, awareness-raising and strengthening of non-State actors of 15 PICs, varying from CSOs to youth groups, the media and private sector, to prevent and fight corruption. South-South exchanges have been key to the UN-PRAC Project. Pacific-Pacific capacity-building was also proven beneficial as States parties shared their expertise and sought assistance from their neighbors. For example, for three years, Fiji's Financial Intelligence Unit (FIU) hosted visiting Pacific FIU personnel at its Suva Headquarters. UN-PRAC and the Pacific Association of Supreme Audit Institutions (PASAI) commenced a pilot exchange programme for the Audit Offices of Kiribati in Fiji and vice versa. During UN-PRAC's intensive work in the Solomon Islands, anti-corruption officials from Papua New Guinea and Timor-Leste contributed to the discussions on the Solomon Islands Government's progress towards establishing its own anti-corruption body, including through a study tour to Malaysia and Timor-Leste. The UN-PRAC Project also focused on South-South learning in the Pacific and internationally, including through the Global Small Islands Developing States Conference on Anti-Corruption, the 16th International Anti-Corruption Conference, the 6th International Global Organization of Parliamentarians against Corruption (GOPAC) Conference and the Conference of the States Parties to UNCAC.

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

2. PROJECT STRATEGIES

2.1 KEY IMPLEMENTATION PRINCIPLES

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

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

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

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

➤ *Responding sensitively to the Pacific context*

One-size-fits-all solutions rarely work in strengthening governance and fighting corruption, and can at times do more harm than good. This Project supports implementing locally identified solutions led by local reform leaders, which are designed to address the country-specific context. UNDP and UNODC have therefore designed this Project flexibly, to ensure that initiatives are demand-driven and, as such, respond appropriately to each PICs unique local circumstances. The Project will further seek to take into consideration the outcomes of relevant fora for the Pacific, including the SIDS Acceleration Modalities of Action (SAMOA) Pathways, the outcome of the Third International Conference on Small Island Developing States, hosted in Samoa, in September 2014,¹³ and the Framework for Pacific Regionalism, endorsed by the Pacific Islands Forum Leaders in July 2014.¹⁴

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

Sustainable anti-corruption reform requires changing attitudes and incentives over a long period of time, and this cannot be achieved through simplistic approaches or one-off activities. While this Project is not designed to support every anti-corruption activity across the Pacific, it is intended to support strategic and long-term approaches that leverage political will and existing resources, building the momentum for reform and making practical in-roads in the fight against corruption. For there to be long-term change, long-term investment and commitment is required. Taking under consideration the need for long-term action and the structural challenges in the Pacific in terms of reforming legal and institutional frameworks, the

¹³ UN Conference on Small Island Developing States, *SIDS Accelerated Modalities of Action (S.A.M.O.A.) Pathway*, 2014, <http://www.sids2014.org/index.php?menu=1537>.

¹⁴ Pacific Islands Forum Secretariat, *The Framework for Pacific Regionalism*, 2014, http://www.forumsec.org/resources/uploads/embeds/file/Framework%20for%20Pacific%20Regionalism_booklet.pdf.

Project will expand its focus on exploring the axis of anti-corruption and service delivery, as well as design practical tools and actions for the prevention of corruption.

➤ *Facilitating ‘South-South’ experience sharing*

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

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

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

➤ *Integrating gender and human rights throughout the Project*

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

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

Partnership is the foundation of the Project. While the collaboration of UNODC and UNDP is central to effectively implementing the Project together with partner countries, there is a further commitment to strengthen existing partnerships with relevant regional organizations, such as the Pacific Islands Forum Secretariat (PIFS), GOPAC, Pacific Youth Council, PASAI and the Pacific Ombudsman Alliance, and with national and regional non-governmental organizations, including Transparency International Chapters in the Pacific, Australia and New Zealand. New partnerships will be also explored and strengthened with the University of the South Pacific and other suitable, interested partners from the private sector (e.g. the Pacific Islands Private Sector Organisation) and relevant groups (e.g. South Pacific Lawyers Association). The aim of strengthening partnerships is to draw on comparative advantages of different partners, as well as to leverage each other’s resources and influence. This, in turn, can complement the work of others in the region. For example, the UNCAC reviews and follow-ups draw on and further the work of the Asia/Pacific Group on Money Laundering. In addition, the PIFS Good Governance Workshop Group is a forum in which to collaborate and work together with partners on common topics and where possible, to address the needs of PICs collectively.

2.2 UNODC AND UNDP COMPARATIVE ADVANTAGES

26. Corruption is a sensitive topic and is often difficult for donors and other partners to address in the Pacific region. This is the reason why the UN, through this Project, has the comparative

advantage and a proven track record of working with PICs on how to prevent and fight corruption. UN-PRAC uses the internationally accepted anti-corruption framework of UNCAC as the basis for engagement and the UNCAC reviews as the entry point for the provision of technical assistance. Drawing on the 2012-2016 phase, the UN-PRAC team developed extensive networks and relationships across the Pacific, being viewed as a trusted and reliable partner, to support the anti-corruption work of PICs.

27. As the Secretariat to the Conference of the States Parties to UNCAC and its Review Mechanism, UNODC has a formal responsibility of supporting States to ratify and implement the Convention. UNODC has international expertise in reviewing and providing advice to States parties to strengthen their legislative frameworks, particularly in the areas of criminalization and law enforcement, international cooperation, and asset recovery. UNODC has worked with criminal justice systems around the world, including in the Asia-Pacific region.
28. As the UN's largest development agency, UNDP has extensive experience in working with national counterparts across the Pacific and globally, to advance sustainable development and good governance, including supporting anti-corruption reform. UNDP has an extensive in-country presence in the Pacific, through the Pacific Office, Fiji Multi-Country Office, Samoa Multi-Country Office, Papua New Guinea Country Office, UNDP Solomon Islands Sub-Office and local UN Joint Presence Offices in the Federated States of Micronesia, Nauru, Palau, Kiribati, Republic of the Marshall Islands, Tonga, Tuvalu and Vanuatu. As a result of its in-country presence and range of complementary in-country governance projects, the UN-PRAC Project was able to collaborate with colleagues in-country, leveraging existing relations and the practical 'know how' to deliver aid projects and results in PICs. UNDP has a proven track record in the Pacific of supporting locally-led reform efforts, aligned with national development priorities and building the capacity of Pacific Islanders to realize their development goals.

2.3 KEY OUTCOMES

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

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

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

Article 1. Statement of purpose

The purposes of this Convention are:

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

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

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

Output 1.1: Understanding and awareness of UNCAC accession increased

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

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

34. This activity seeks to undertake specific UNCAC accession workshops with MPs and separately, with senior Government Officials. According to the MTE, the UN-PRAC team developed a set of well-appreciated, efficient, effective workshops and trainings to set the stage for anti-corruption efforts within PICs using methods that resonate with key PIC stakeholders. This will continue under this and other activities.
35. UNODC and UNDP, through the 2012-2016 phase of the UN-PRAC Project, gained extensive experience and strong networks in the Pacific region in working with Parliamentarians to promote awareness and in building capacity to address substantive development issues, such as in relation to Public Accounts Committees (PAC). For example, UN-PRAC's in-country national PAC adviser in Vanuatu provided technical advice to the Parliament's PAC and assisted Committee members to fulfill their roles and responsibilities. In Nauru, together with GOPAC, UN-PRAC facilitated a workshop on anti-corruption best practices with the Leadership Code Parliamentary Committee and continues to support the Committee in its development of a Leadership Code. UNCAC accession workshops for both MPs and senior Government Officials in Kiribati led to its accession on 27 September 2013. These workshops were also conducted in Tuvalu, which acceded to the Convention on 4 September 2015. In Tonga, these workshops were also held, but political will is still gaining momentum, noting that accession also requires the approval of the Privy Council and endorsement by the King. After the workshop with the UN-PRAC team and GOPAC in Tonga, Parliament approved the Pacific's first Standing Committee on Anti-Corruption. In July 2015, an Anti-Corruption Workshop for Pacific Parliamentarians was held, including MPs from Niue, Samoa, Tonga and

Tuvalu, which further promoted accession and understanding of UNCAC. Moreover, it has been found that by strengthening Parliamentarians' understanding of the technicalities of a country's legislative compliance with the Convention, it provides a solid basis for future understanding when Members are called on to propose and support anti-corruption bills and enact relevant legislation (see output 2.2 below).

36. UNDP supports parliamentary development activities throughout the Pacific region. There are also stand-alone projects in Fiji, Kiribati and the Solomon Islands, as well as on-going assistance to the Federated States of Micronesia, Marshall Islands, Samoa, Tonga, Tuvalu and Vanuatu. UNDP will continue to utilize the Regional Parliament Project and its national parliamentary support projects to strengthen parliamentary commitment to anti-corruption. This will be achieved, for example, through post-election induction programmes and stand-alone workshops, such as on accountability and ethics.

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

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

Output 1.2: UNCAC Pacific reviews supported

38. As noted above, UNCAC States parties are required to participate in the inter-governmental peer review process on their implementation of the Convention. From 2012 to 2015, the first cycle of the UNCAC Review Mechanism addressed the legislative, institutional and practical frameworks in place to implement UNCAC Chapters III (Criminalization and law enforcement) and IV (International cooperation). This Project is aligned with the second cycle of the Mechanism that will commence in 2016, focusing on UNCAC Chapters II (Preventive measures) and V (Asset recovery).
39. As the first stage of the UNCAC Review Mechanism, a country under review is required to prepare a self-assessment of its implementation of the UNCAC Chapters under review. In order to facilitate this process, the UNODC Secretariat prepared a checklist (i.e. Omnibus software) that also provides guidance as to what information the country may wish to include in its assessment. This is to be coordinated by the 'Focal Point' of the country under review.
40. During the 2012-2016 phase of the UN-PRAC Project, the UNODC adviser worked closely with eight PICs to complete their self-assessments. An inclusive approach was adopted by the Focal Points, meaning that a wide range of stakeholders was consulted, including from civil society and the private sector. A lesson learnt was that a comprehensive self-assessment not only supports the review team, but also allows the country under review to appreciate its strengths and challenges in implementing the Convention. For the UN-PRAC team, this initial engagement helped develop country networks and acted as a solid entry point for the provision of technical assistance. At this early stage, challenges were identified and addressed prior to the end of the review process.

41. After the completion and submission of the self-assessment by the Focal Point, the next stage of the UNCAC review process is the active dialogue stage. This consists of either a country visit or a joint meeting in Vienna. During the first cycle of the Mechanism, all PICs under review agreed to hold country visits.
42. States parties are required to not only be reviewed, but also perform a minimum of one review of another country to a maximum of three reviews. During the first cycle of the Mechanism, PICs were selected and agreed to participate in 20 reviews.

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

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

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

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

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

46. One of the lessons learnt from the 2012-2016 phase of the UN-PRAC Project was that the Pacific provided an important contribution to the broader anti-corruption agenda. At the last session of the Conference of the States Parties to UNCAC, 11 Pacific States parties were in attendance, delivered speeches and contributed to discussions. This ensured that the Pacific concerns and challenges in preventing and fighting corruption were being heard and acknowledged by the global community. For example, the Pacific delegation became an active and instrumental voice in the adoption of the SIDS resolution (resolution 6/9). The sharing of

experiences has also been an invaluable learning tool for PICs in attending global forums, such as Papua New Guinea learning from Tanzania on anti-corruption bodies and Fiji from Brunei Darussalam on an ethics curriculum in schools. The networking has led to partnerships being established and the transfer of skill-sets, such as between Timor-Leste and the Solomon Islands on corruption prevention.

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

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

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

48. Outcome 2 underlines the importance of supporting PICs to develop effective anti-corruption frameworks. The activities will be prioritized by the UN-PRAC team based on the needs identified by PICs on demand and through specific requests and the existing anti-corruption network in the Pacific, as well as the findings and recommendations identified through the UNCAC review process and the potential for sustainability and impact. These activities will be in line with the focus areas of UNDP, UNODC and the UN Resident Coordinator, and as provided for in the UNDP Regional Programme Document for Asia and the Pacific, UNODC Regional Sub-Programme (2014-2017) and the Pacific UNDAF (2013-2017), noting that these will be updated in 2017. The MTE further noted that the work under UN-PRAC provides a strong base to support anti-corruption legislation and institutions in particular PICs to start helping countries across the Pacific implement anti-corruption reforms. For this reason, it is also a focus of Outcome 2.

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

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

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

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

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

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

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

52. UNODC and UNDP provide technical assistance to PICs in implementing the Convention. As noted above, the interventions prioritized by the UN-PRAC team are based on the needs identified by PICs through specific requests, the requests of existing anti-corruption networks in the Pacific (e.g. UNDP governance projects), and on the findings and recommendations identified through the UNCAC review process. The MTE also noted the importance of supporting national anti-corruption policies. A range of different activities may therefore be provided under this output, noting that the UN-PRAC team will focus on those activities most likely to be achievable and sustainable. For example, assistance may be sought in the form of drafting advice and support on legislation and policies, such as UNCAC article 5 that focuses on preventive anti-corruption policies and practices. This Project seeks to support the implementation of UNCAC article 5 through the facilitation of and technical inputs during the development and implementation of national anti-corruption policies and practices. This work will draw on various global guides, handbooks and tools, such as UNODC's Practical Guide for Development and Implementation of National Anti-Corruption Strategies (NACS)¹⁵. In the context of the above, a range of indicative activities is proposed below. When supporting national policy processes, the Project will aim to raise awareness of the importance of linking policies and legislation to national budgets to ensure the sustainability of the processes.

53. In order to have an inclusive and comprehensive approach to addressing corruption, a NACS has been regarded as international good practice. Corruption, as a cross-cutting issue, should be addressed through a cross-cutting solution. As outlined on page 3 of the UNODC's Practical Guide for Development and Implementation of NACS, there are five key aspects of an effective NACS document:

- i) The drafting process for the strategy should be overseen by a body that has sufficient autonomy, expertise and political backing, and should involve substantive input from key stakeholders from both inside and outside the Government;
- ii) The strategy should contain a preliminary evaluation and diagnosis of the main corruption challenges that the country faces, including the obstacles to the implementation of an effective anti-corruption policy. The preliminary diagnosis should also identify gaps or limitations in current knowledge or understanding of those issues;
- iii) Based on the preliminary evaluation and diagnosis, the strategy should contain an anti-corruption policy that lays out ambitious but realistic objectives, identifies top priorities in both the near term and longer term and establishes the appropriate sequencing of reforms;
- iv) The strategy should include an implementation plan in which responsibility for overseeing its execution is assigned to a coordination unit and mechanisms to ensure

¹⁵ UNODC, National Anti-Corruption Strategies - A Practical Guide for Development and Implementation, 2015, [http://www.unodc.org/documents/corruption/Publications/2015/National Anti-Corruption Strategies - A Practical Guide for Development and Implementation E.pdf](http://www.unodc.org/documents/corruption/Publications/2015/National_Anti-Corruption_Strategies_-_A_Practical_Guide_for_Development_and_Implementation_E.pdf).

the various agencies carrying out different aspects cooperate with one another are provided for;

- v) The strategy should contain a plan for monitoring and evaluating the plan's implementation and impact to ensure that the elements of the policy plan are properly executed, that they are having the desired impact and that they can be revised as necessary.

- 54. In the Pacific, currently Papua New Guinea is the only country that has a NACS. During the 2012-2016 phase of the UN-PRAC Project, the team commenced work with the Solomon Islands and Vanuatu in developing their respective NACS, which is expected to continue under this Project.
- 55. UNODC and UNDP also provide legislative support to PICs to implement the provisions of UNCAC, leveraging existing partnerships in the region (e.g. PIFS, Pacific Islands Law Officers' Network, Pacific Ombudsman Alliance) and globally (e.g. UNODC and the World Bank's Stolen Asset Recovery Initiative).
- 56. This output also seeks to support countries in adjusting their agendas and policies towards the Development Agenda 2030 and the SDGs. This will be mainly achieved through addressing requests for technical support in mainstreaming, monitoring and measuring the anti-corruption targets of Goal 16. While it will be a challenge to initially achieve tangible results in this area, it is important to utilize the advisory capacity of the Project to raise awareness on the anti-corruption elements of Goal 16. This should in return benefit the Project, since any reference to anti-corruption measures in development policies of PICs, will mean a policy impact of the Project work.

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

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

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

- 59. This activity ensures demand-based advisory support regarding the promotion of anti-corruption elements of SDG 16, particularly in terms of mainstreaming, implementing and measuring the anti-corruption targets of this development goal. With this activity, the Project looks at expanding the anti-corruption agenda to the wider development policy context. This activity will be mainly operationalized through the two Project advisers, providing guidance to programming and policy-making bodies in the design of national development documents, strategies and projects. Once the measures for monitoring Goal 16 are agreed on by Member States, the countries will need to operationalize certain targets in their national development

policies. UN-PRAC will support the authorities to design the necessary anti-corruption measures to achieve those targets and report progress. In the same context, the two advisers will also engage in awareness-raising and the promotion of the anti-corruption aspects of SDG16, including with businesses, CSOs and other non-State actors. This activity is important for supporting PICs to be able to better understand and progress towards seeking to achieve SDG 16.

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

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

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

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

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

62. This activity focuses on supporting the establishment of anti-corruption institutions. This support will be tailored to the specific context, bearing in mind the key implementation principles of the Project. For example, during the 2012-2016 phase of UN-PRAC, the team supported the establishment of new institutions such as the framework of the Independent Commissions against Corruption in Papua New Guinea and the Solomon Islands, as well as the strengthening of existing institutions to focus on corruption-related issues, such as in the FIU of the Republic of the Marshall Islands.

63. During the 2012-2016 phase, in-country advisers played an important role in strengthening institutions, such as the Legal Specialist in the Federated States of Micronesia that supported legislative reform (e.g. Whistleblower Protection Bill that is pending before Parliament), as well as the Right to Information Officer (the policy has been adopted and the Right to Information Bill is pending before Parliament) and Public Accounts Committee Adviser in Vanuatu. Twinning programmes and peer-to-peer learning were also facilitated, such as between the Audit Offices of Kiribati and Fiji through the UN-PRAC team's partnership with the Pacific Association of Supreme Audit Institutions.

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

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

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

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

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

67. The UNCAC reviews provide an in-depth appreciation for how States parties are implementing the Convention. During the 2012-2016 phase of the UN-PRAC Project, two publications were developed in 2016 on how the 10 Pacific States parties implemented UNCAC Chapters III and IV, including trends, challenges and good practices. This activity includes two similar publications after the UNCAC reviews have been completed or are near completion in relation to UNCAC Chapters II and V. Particularly interesting in relation to awareness-raising is UNCAC Chapter II, as it contains clear references to public participation and the private sector in corruption prevention. Particular attention will be put on the private sector by providing companies with information on how they can create healthy business environments and contribute towards leveling the playing field in the countries in which they operate. There are a number of existing resources of UNODC and UNDP that will be utilized in this context.¹⁶ Under this activity, there is also scope to go beyond the UNCAC reviews to collate information and draft relevant publications. In the same context, the Project will make an attempt to tackle the anti-corruption data deficiency issue, produce guidance for relevant data providers and

¹⁶ UNODC, *Tools and Resources: UNODC helping companies engage in anti-corruption efforts*, 2015, https://www.unodc.org/documents/corruption/Publications/Toolkit_of_Private_Sector_Outreach_Materials/1_Factsheet_-_Tools_and_Resources_-_UNODC_helping_companies_engage_in_anti-corruption_efforts.pdf.

potentially create a multi-institutional informal mechanism for data collection. In the implementation of this activity, the Project will explore modalities to engage with other international organizations, the judiciary, academia and business associations for the design and dissemination of respective knowledge products.

68. This activity focuses on UNDP and UNODC, where possible, developing a body of applied research that reflects lessons learned from the implementation of UN-PRAC. Targeted research on gender aspects of anti-corruption policies may be conducted, as appropriate, based on information collected through the gender toolkit (see Output 1.2).
69. The Project will draw on the knowledge products and platforms of UNDP and UNODC (especially the Asia-Pacific focused projects) to ensure consistency and the sharing of experiences and knowledge across the Indo-Pacific region. Products will be adapted to the Pacific region and, more specifically, UN-PRAC will provide advice and mentoring to specific countries that draw on these products. In addition, UN-PRAC will work with the Asia-Pacific projects on dissemination and promotion of the achievements in the Pacific region, as well as knowledge-exchange beyond the Pacific.

Outcome 3: Social accountability mechanisms and the anti-corruption role of non-State actors strengthened
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70. The work of national institutions needs to be reinforced through increased accountability. Engaging citizens, media and businesses with policy-makers in an articulate and well-informed manner can only increase the chances of anti-corruption efforts being effective in the Pacific. Under this outcome, partnerships with regional and regionally-present global organizations will be actively pursued. The first phase of the Project established a foundation for social accountability, through initiating work with oversight bodies and establishing partnerships with a number of CSOs, such as the Transparency International local chapters. The experience of the Project showed that the voice and engagement of non-State actors, particularly civil society, is very important for mobilizing the wider circles of society for recognizing and addressing corruption. This is especially important in the Pacific region, where the overall awareness on corruption fairly low. UNCAC also refers to the participation of civil society in corruption prevention in article 13. On the other hand, the enthusiasm and interest of CSOs to engage on the topic are limited by a lack of resources and information. There is also the need for a 'convening authority' that will ensure an impartial and safe space for knowledge sharing and networking opportunities at the regional level.
71. This Project aims to take the partnerships promoted in the first phase to the next level. UN-PRAC will strive for the engagement of non-State actors to become an ongoing exercise rather than through ad-hoc initiatives. Partnerships will further be expanded to academic institutions (such as the University of the South Pacific) and private sector entities. Pilot projects on monitoring and demanding accountability will be supported, in order to demonstrate through concrete activities the tangible benefits of transparent and accountable governance, as well as to encourage the relevant actors to engage together through such partnerships. This will be a tool for the participation of non-State actors in strengthening accountability. In order to address the supply side of social accountability, the Project will continue working with oversight bodies and innovation in service delivery. Efficient, transparent and accountable service delivery is one of the pillars to preventing corruption. This approach directly reflects the recommendations of the MTE to aim for support of concrete and tangible results from activities. The supported initiatives will be selected based on Expressions of Interest (Eols). A set of specific criteria will be outlined for the respective Eols that will reflect relevance, partnerships, sustainability prospects, co-funding, innovation and focus areas. The Project will seek to promote interest in working on service areas that directly affect development prospects, such as economic growth and trade. Considering the specific anti-corruption angle

that will be required, the Project team will ensure a proper induction to parties interested in applying, as well as technical assistance and guidance in the implementation phase.

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

72. As noted above, UNCAC article 13 focuses on the participation of society and requires States, in paragraph 1, to “take appropriate measures...to promote the active participation of individuals and groups outside the public sector, such as civil society, non-governmental organizations and community-based organizations, in the prevention of and fight against corruption and to raise public awareness regarding the existence, causes and gravity of and the threat imposed by corruption”. This output facilitates continued engagement with MPs, CSOs, youth, the private sector and media for their participation in anti-corruption activities. UN-PRAC has already set the stage for this by engaging with a number of CSOs in the UNCAC review process, supporting the Pacific Youth Forum against Corruption and supporting parliaments in partnership with GOPAC, among other related activities. This phase of the Project will explore more strategic partnerships with CSOs working regionally on anti-corruption issues, such as Transparency International and its national chapters. Partnerships with sectoral transparency initiatives and related processes, such as the Extractive Industries Transparency Initiative, will also be developed. Outreach to CSOs focused on gender and women empowerment will be a specific target.

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

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

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

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

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

75. Globally, and particularly in the Pacific context, experience has shown that building wide coalitions and cross-country networks is beneficial to countering corruption by breaking taboos, promoting learning, encouraging individuals and organizations to act and reminding governments that corruption should be taken seriously. The experience of supporting the Pacific Youth Forum against Corruption during the 2012-2016 phase of the Project strongly confirmed these claims.. However, experience has also shown that these structures are fragile and have outreach and sustainability challenges. It will be the task of the Project through this output to attempt to address these challenges. The effects of this support will be measured through the number of anti-corruption activities initiated by these entities, the number of functional partnerships on corruption prevention, the quality of exchange between parliaments and their respective bodies, and other similar effects. Finally, this output will promote the principle of collaboration among stakeholders on anti-corruption issues, which should be strengthened in the Pacific. In this regard, the networking itself will already mark a positive impact of this investment.

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

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

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

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

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

78. This output focuses on improving the performance of institutions through the application of anti-corruption concepts and measures, particularly on accountability. While the other activities relating to institutions focus on the conceptual side of preventing and fighting corruption, this output focuses on using anti-corruption as an applied tool for targeting the weaknesses in the implementation of institutional mandates. This output directly targets the MTE recommendation to encompass more concrete anti-corruption measures. The activities under this output look both at the supply and demand sides of accountability. The first set will focus on increasing the accountability and oversight functions of legislative bodies through capacity development and advocacy, networking and promotion. The second set of activities

has a more practical focus and presents a novel approach in this Project. The activities focus on the design of service delivery modalities that ensure accountability and oversight by the citizens. To support these activities, partnerships between institutions and civil society will be encouraged. This second set brings a new practical dimension and demonstrates the real value of investing in accountability, both for the delivering institutions and citizens as recipients of services.

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

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

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

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

3. RESULTS BASED FRAMEWORK (2016-2020)

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Target PICs	Timing (Yr) & Indicator				Agency	INPUTS ¹⁷	
				1	2	3	4			
Outcome 1: Niue, Samoa and Tonga are given sufficient information and support to enable their accession to UNCAC and all Pacific States parties actively participate in the UNCAC review process										
Output 1.1: Understanding and awareness of UNCAC accession increased										
Baseline: - 11 PICs have ratified/acceded to UNCAC Output Indicators: - 13 PICs ratify/accede UNCAC	2016 - UNCAC awareness-raising workshops ¹⁸ (for MPs, senior Government Officials and CSOs) held in 1 PIC	Activity Result 1.1.1: UNCAC accession workshops with MPs and senior Government Officials facilitated Actions: - UNCAC awareness-raising workshops with MPs on UNCAC and anti-corruption reform - UNCAC awareness-raising workshops with Senior Government Officials on UNCAC and anti-corruption reform - Technical assistance provided to advance accession/ deposit instruments	Niue, Samoa, Tonga	X	X	X		UNDP	USD 18,000 (AUD 25,967)	
	2017 - UNCAC awareness-raising workshops held in 1 PIC - 1 PIC accedes to UNCAC							UNODC	USD 19,440 (AUD 28,044)	
	2018: - UNCAC awareness-raising workshops held in 1 PIC - 1 PIC accedes to UNCAC		Activity Result 1.1.2: Awareness-raising, involving non-State actors, performed Actions: - UNCAC awareness-raising workshops with CSOs - Advocacy and outreach of CSOs enhanced to raise awareness on corruption/ anti-corruption reforms	Niue, Samoa, Tonga	X	X	X		UNDP	USD 18,000 (AUD 25,967)
								UNODC	NIL	

¹⁷ The exchange rate of USD1: AUD1.4426 was used (date: 4 January 2016).

¹⁸ In relation to workshops and trainings, the practice of the first phase (2012-2016) of the UN-PRAC Project was to report on also the gender disaggregation. This Project will continue this practice and will further include a disability disaggregation indicator.

Sub-total (UNDP, including 8% GMS)								USD 38,880 (AUD 56,088)	
Sub-total (UNODC, including 13% PSC)								USD 21,967 (AUD 31,690)	
SUB-TOTAL								USD 60,847 (AUD 87,778)	
Output 1.2: UNCAC Pacific reviews supported									
Baseline: - 10 PIC reviews completed on UNCAC Chapters III and IV 8 PICs supported with self-assessments on UNCAC Chapters III and IV - 1 PIC piloted the self-assessment on UNCAC Chapter II - No PIC piloted the self-assessment on UNCAC Chapter V Output Indicators: - At least 6 Focal Points submit their country self-assessments, focusing on UNCAC Chapter II - Facilitate at least 4 country visits - Support the finalization of at least 4 UNCAC review reports and executive summaries	2016 - At least 3 Focal Points supported with their UNCAC self-assessments 2017 - At least 2 Focal Points supported with their UNCAC self-assessments - At least 1 country visit facilitated - At least 1 country review finalized 2018 - At least 1 Focal Point supported with his/her UNCAC self-assessment - At least 1 country visits facilitated - At least 1 country review finalized 2019 - At least 1 country visit facilitated - At least 1 country review finalized 2020	Activity Result 1.2.1: Capacity of Focal Points enhanced to gather information to complete the self-assessments, as part of the UNCAC review process with gender consideration and wide stakeholder involvement (including the private sector) <u>Actions:</u> - Conduct desk-based collation of information for Focal Points, as requested - In-country support to gather information from a wide range of stakeholders, including civil society/private sector, to complete comprehensive self-assessments, including answers to the gender toolkit focusing on UNCAC Chapter II	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, Tuvalu, Vanuatu (and additional PICs that become UNCAC States parties), as requested	X	X	X		UNDP	NIL
			Activity Result 1.2.2: Country visits facilitated and the finalization of the UNCAC review reports and executive summaries of the Pacific reviews supported, as requested <u>Actions:</u> - Facilitate country visits of PIC reviews, as requested and funded by UNODC Headquarters	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, Tuvalu, Vanuatu (and additional PICs	X	X	X	X	UNDP
								UNODC	USD 37,800 (AUD 54,530)

	<ul style="list-style-type: none"> - At least 1 country visit facilitated - At least 1 country review finalized 	<ul style="list-style-type: none"> - Support in the finalization of the UNCAC review reports and executive summaries, as requested 	that become UNCAC States parties), as requested						
Sub-total (UNDP, including 8% GMS)								NIL	
Sub-total (UNODC, including 13% PSC)								USD 42,714 <i>(AUD 61,619)</i>	
SUB-TOTAL								USD 42,714 <i>(AUD 61,619)</i>	

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

<p>Baseline: 10 PICs have participated in the Implementation Review Group (IRG) and Conference of the States Parties (CoSP)</p> <p>Output Indicator: - At least 10 PICs participate in the IRG and CoSP (not necessarily all at the same time)</p>	<p>2016 - At least 2 PICs participate in the IRG, including at least 1 LDC</p> <p>2017 - At least 6 PICs participate in the CoSP, including at least 3 LDCs - At least 3 PICs participate in the IRG, including at least 2 LDCs</p> <p>2018 - At least 3 PICs participate in the IRG, including at least 1 LDC</p> <p>2019 - At least 6 PICs participate in the CoSP, including at least 3 LDCs - At least 3 PICs participate in the IRG, including at least 1 LDC</p> <p>2020 - At least 1 PIC participates in the IRG</p>	<p>Activity Result 1.3.1: Pacific States parties participated at the sessions of the IRG and of the CoSP, as necessary</p> <p>Actions: - Support the participation of Pacific States parties to attend the CoSP, as well as the IRG, as necessary</p>	<p>Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, Tuvalu, Vanuatu (and additional PICs that become UNCAC States parties)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP UNODC</p>	<p>NIL USD 108,000 (AUD 155,801)</p>
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to the UNCAC review follow-ups developed	<ul style="list-style-type: none"> - At least 1 implementation plan developed <p>2019</p> <ul style="list-style-type: none"> - At least 3 UNCAC review follow-up workshops held (from second review cycle) - At least 1 implementation plan developed <p>2020</p> <ul style="list-style-type: none"> - At least 2 UNCAC review follow-up workshops held (from second review cycle) - At least 1 implementation plan developed 	<p>Activity Result 2.1.2: UNCAC review recommendations prioritized by Pacific States parties</p> <p>Actions:</p> <ul style="list-style-type: none"> - Prioritization of UNCAC recommendations facilitated, focusing on mandatory UNCAC provisions - Implementation plans developed to support PIC implement prioritized recommendations 	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, Tuvalu, Vanuatu (and additional PICs that become UNCAC States parties)	X	X	X	X	UNDP	USD 15,000 (AUD 21,639)
								UNODC	USD 16,200 (AUD 23,370)
Sub-total (UNDP, including 8% GMS)								USD 81,000 (AUD 116,851)	
Sub-total (UNODC, including 13% PSC)								USD 122,040 (AUD 176,055)	
SUB-TOTAL								USD 203,040 (AUD 292,906)	
Output 2.2: National anti-corruption legislation and policies strengthened in line with UNCAC and the Development Agenda 2030									
<p>Baseline:</p> <ul style="list-style-type: none"> - 1 PIC National Anti-Corruption Strategy (NACS) <p>Output Indicators</p> <ul style="list-style-type: none"> - At least 4 PICs supported to develop NACS to strengthen/prioritize anti-corruption efforts 	<p>2016</p> <ul style="list-style-type: none"> - At least 1 PIC supported to develop a NACS - At least 1 PICs supported to establish/strengthen anti-corruption polices/legislation <p>2017</p>	<p>Activity Result 2.2.1: Anti-corruption policies, strategies, budgets and legislation developed, established or strengthened and their implementation monitored</p> <p>Actions:</p> <ul style="list-style-type: none"> - Support the development of NACS in PICs - Support the establishment and strengthening of anti-corruption policies and legislation in PICs in line 	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu	X	X	X	X	UNDP	USD 70,000 (AUD 100,982)
								UNODC	USD 108,000 (AUD 155,801)

<ul style="list-style-type: none"> - At least 3 PICs implement NACS - At least 8 PICs supported to establish/strengthen anti-corruption polices/legislation - At least 2 countries supported to mainstream Goal 16 into their development strategies and/or set and monitor related anti-corruption targets 	<ul style="list-style-type: none"> - At least 1 PIC supported to develop a NACS - At least 2 PICs supported to establish/strengthen anti-corruption polices/legislation - At least 1 PIC supported to mainstream Goal 16 into its development strategies and/or set and monitor related anti-corruption targets <p>2018</p> <ul style="list-style-type: none"> - At least 1 PIC supported to develop a NACS - At least 2 PICs supported to establish/strengthen anti-corruption polices/legislation - At least 1 PIC supported to mainstream Goal 16 into its development strategies and/or set and monitor related anti-corruption targets <p>2019</p> <ul style="list-style-type: none"> - At least 1 PIC supported to develop a NACS - At least 2 PICs supported to establish/strengthen anti-corruption polices/legislation 	<p>with UNCAC and post- 2015 development agenda</p> <p>Activity Result 2.2.2: Implementation of the anti-corruption targets of SDG16 supported</p> <p>Actions:</p> <ul style="list-style-type: none"> - Provide on-demand advisory support - Share information, tools and guidance related to SDG 16 and related AC targets report on progress 	<p>(and the territory of Tokelau)</p> <p>Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p> <p>UNODC</p>	<p>USD 15,000 (AUD 21,639)</p> <p>USD 16,200 (AUD 23,370)</p>
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	2020 - At least 1 PIC supported to establish/strengthen anti-corruption polices/legislation									
Sub-total (UNDP, including 8% GMS)									USD 91,800 (AUD 132,431)	
Sub-total (UNODC, including 13% PSC)									USD 140,346 (AUD 202,463)	
SUB-TOTAL									USD 232,146 (AUD 334,894)	
Output 2.3: National anti-corruption institutional frameworks and capacities strengthened in line with UNCAC and the Development Agenda 2030										
Baseline: - Only Fiji has an ICAC - Existing AC institutions (Audit Offices, Ombudsman, Leadership Code Commission, Financial Intelligence Units) function variably Output Indicators - At least 4 anti-corruption institutions are trained and are performing their functions - Technical advice on institutional strengthening provided to at least 5 PICs	2016 - Technical advice provided to at least 1 PIC on institutional strengthening 2017 - At least 1 specialized anti-corruption training held - Technical advice provided to at least 1 PIC on institutional strengthening 2018 - At least 1 specialized anti-corruption training held - Technical advice provided to at least 1 PIC on institutional strengthening 2019 - At least 1 specialized anti-corruption training held	Activity Result 2.3.1: Institutional capacity on anti-corruption measures enhanced through technical assistance <u>Actions:</u> - Upon request, specific technical assistance facilitated - Regional anti-corruption training facilitated when applicable - South-South trainings facilitated, where possible	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu (and the territory of Tokelau)					UNDP	USD 70,000 (AUD 100,982)	
						UNODC	USD 64,800 (AUD 93,480)			
			Activity Result 2.3.2: Establishment/strengthening of anti-corruption related institutions enhanced <u>Actions:</u> - Upon request, provide technical advice to the establishment of anti-corruption related bodies, such as Independent Commissions against Corruption	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga,					UNDP	USD 60,000 (AUD 86,556)
						UNODC	USD 54,000 (AUD 77,900)			

	<ul style="list-style-type: none"> - Technical advice provided to at least 1 PIC on institutional strengthening 2020 <ul style="list-style-type: none"> - At least 1 specialized anti-corruption training held - Technical advice provided to at least 1 PIC on institutional strengthening 	<ul style="list-style-type: none"> - Provide technical advice to strengthening of anti-corruption related institutions 	Tuvalu, Vanuatu (and the territory of Tokelau)							
Sub-total (UNDP, including 8% GMS)									USD 140,400 (AUD 202,541)	
Sub-total (UNODC, including 13% PSC)									USD 134,244 (AUD 193,660)	
SUB-TOTAL									USD 274,644 (AUD 396,201)	
Output 2.4: South-South anti-corruption learning encouraged and effective knowledge sharing promoted										
Baseline: <ul style="list-style-type: none"> - PICs are acquainted with the South-South principle - State parties are about to undergo the second cycle of the UNCAC review process - No comprehensive knowledge base exists in the region on anti-corruption Output Indicators <ul style="list-style-type: none"> - At least 1 publication on the implementation of UNCAC Chapters II and/or V produced, 	2016 <ul style="list-style-type: none"> - Interested countries to participate in South-South/ peer-to-peer support identified 2017 <ul style="list-style-type: none"> - Provision of technical assistance based on the South-South principle to at least 1 PIC and 1 peer-to-peer exchange supported 	Activity Result 2.4.1: PICs benefitted from technical support and peer-to-peer exchange through South-South cooperation <p>Actions:</p> <ul style="list-style-type: none"> - Provide technical assistance for identifying and engaging in potential partnerships - Support provision of expertise and holding of meetings on peer-to-peer exchange 	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu	X	X	X	X	UNDP	USD 35,000 (AUD 50,491)	
	2018 <ul style="list-style-type: none"> - Project newsletter issued 	Activity Result 2.4.2: Knowledge products, reports and policy briefs on Pacific trends, challenges, good practices and related information developed, such as through the UNCAC		Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall	X	X	X	X	UNDP	USD 15,000 (AUD 21,639)

<p>stakeholders acquainted with the content and feedback obtained</p> <ul style="list-style-type: none"> - At least 4 Project newsletters produced and disseminated - At least 3 PICs performed peer-to-peer anti-corruption policy development - At least 3 PICs utilized South-South cooperation - At least 1 a specific development theme covered by an anti-corruption study 	<ul style="list-style-type: none"> - Provision of technical assistance based on the South-South principle to at least one PIC and 1 peer-to-peer exchange supported - Project newsletter issued <p>2019</p> <ul style="list-style-type: none"> - Provision of technical assistance based on the South-South principle to at least 1 PIC and one peer-to-peer exchange supported - Project newsletter issued <p>2020</p> <ul style="list-style-type: none"> - Develop a lessons learned policy brief - Issuing of Project newsletter - At least 1 publication on the implementation of UNCAC Chapters II and/or V produced 	<p>reviews, anti-corruption policy support and applied research</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> - Production and dissemination of Project newsletters - Updates on the Asia-Pacific Integrity in Action Network - Development of a publication on the implementation of UNCAC Chapters II and/or V, as well as policy briefs, where relevant 	<p>Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu</p>		<p>UNODC</p>	<p>USD 16,200 (AUD 23,370)</p>
Sub-total (UNDP, including 8% GMS)						USD 54,000 (AUD 77,900)
Sub-total (UNODC, including 13% PSC)						USD 58,579 (AUD 84,506)
SUB-TOTAL						USD 112,579 (AUD 162,407)
Advisers/ Advisory Services						<p>UNDP USD 303,560</p>

									UNODC	(AUD 437,916) USD 324,681 (AUD 468,385)
TOTAL OF OUTCOME 2									USD 1,450,651 (AUD 2,092,708)	
Outcome 3 Social accountability mechanisms and the anti-corruption role of non-State actors strengthened										
Output 3.1 Engagement of non-State actors in the prevention of corruption increased										
Baseline: - 1 CSO has been involved in UNCAC review processes - No specific anti-corruption related pilot projects have been supported - CSOs in 8 PICs have been trained on UNCAC and anti-corruption related matters Output Indicators - At least another 2 CSOs engaged in UNCAC-related processes - At least 2 pilot projects with non-State actors produced results, lessons learned noted and disseminated with support of UNPRAC	2016 - Policy and programming guidance material collected and disseminated through CSO, academia and media networks - Pilot project design started 2017 - Pilot project support process launched and list of priority projects defined - At least 2 CSO awareness trainings held 2018 - At least 1 regional media support initiative defined and supported - At least 2 pilot projects supported	Activity Result 3.1.1: Capacities of civil society and the media to monitor and report on corruption increased <u>Actions:</u> - Supply policy and programming guidance - Provision of trainings and knowledge exchange workshops - Support to participation of CSOs in UNCAC-related processes - Work with academia on finding entry points for their engagement in promoting anti-corruption platforms	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu	X	X	X	X	UNDP	UNODC	USD 70,000 (AUD 100,982)
	Activity Result 3.1.2: PICs supported with pilot projects for engagement of non-State actors in social accountability processes/social monitoring, including by use of innovation and social media <u>Actions:</u> - Identification of focus areas for the anti-corruption related pilot projects - Identification of potential partners and collaborate with at least 4 partners	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu		X	X	X	X			UNDP

<ul style="list-style-type: none"> - At least 4 PICs have participated in training activities and had follow-up with - Media engaged in AC discussions as a result of at least 1 UNPRAC supported regional media initiative 	<ul style="list-style-type: none"> - At least 2 CSO awareness trainings held <p>2019</p> <ul style="list-style-type: none"> - Lessons learned from the pilot projects documented <p>2020</p> <ul style="list-style-type: none"> - Experiences from working with media and CSOs documented 	<ul style="list-style-type: none"> - Provision of monitoring and technical support for implementation of the pilot projects - Codification of the lessons learned from the pilot projects 							
Sub-total (UNDP, including 8% GMS)								USD 151,200 <i>(AUD 218,121)</i>	
Sub-total (UNODC, including 13% PSC)								USD 14,645 <i>(AUD 21,127)</i>	
SUB-TOTAL								USD 165,845 <i>(AUD 239,248)</i>	
Output 3.2 Multi-stakeholder regional networks and fora for anti-corruption functional									
<p>Baseline:</p> <ul style="list-style-type: none"> - Pacific Anti-Corruption Youth Forum is the only regional anti-corruption event launched regionally for youth - No formal partnerships on anti-corruption between institutions, CSOs and/or businesses exist <p>Output Indicators:</p>	<p>2016</p> <ul style="list-style-type: none"> - At least 1 anti-corruption initiative held/ generated <p>2017</p> <ul style="list-style-type: none"> - Launching of at least 1 anti-corruption partnership - At least 1 anti-corruption initiative held/ generated <p>2018</p> <ul style="list-style-type: none"> - Launching of at least 1 anti-corruption partnership - Support for 1 more anti-corruption 	<p>Activity Result 3.2.1: Youth, women, business and other regional specific anti-corruption networks supported to be active, and anti-corruption initiatives generated</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> - Provision of technical support for establishment, capacity development and operability of the networks - Support the networks in promotion and dissemination of information <p>Activity Result 3.2.2: Regional and country level partnerships on corruption prevention, including institutions, CSOs and businesses, supported</p>	<p>Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu</p> <p>Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p> <p>UNODC</p> <p>UNDP</p>	<p>USD 60,000 <i>(AUD 86,556)</i></p> <p>12,960 <i>(AUD 18,696)</i></p> <p>USD 55,000 <i>(AUD 79,343)</i></p>

<ul style="list-style-type: none"> - At least 2 anti-corruption initiatives generated - At least 2 partnerships on anti-corruption initiated - At least 1 more regional forum/network functional 	<p>focused regional forum/network</p> <p>2019</p> <ul style="list-style-type: none"> - Operational support continued to the established network(s) <p>2020</p> <ul style="list-style-type: none"> - Upon request, provide sustainability guidance for the supported networks and other initiatives 	<p>Actions:</p> <ul style="list-style-type: none"> - Broker dialogue and partnerships among the various actors - Provide technical support in designing partnership arrangements 	<p>Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu</p>					<p>UNODC</p>	<p>NIL</p>
Sub-total (UNDP, including 8% GMS)								USD 124,200 <i>(AUD 179,171)</i>	
Sub-total (UNODC, including 13% PSC)								USD 14,645 <i>(AUD 21,127)</i>	
SUB-TOTAL								USD 138,845 <i>(AUD 200,298)</i>	
Output 3.3 Performance and service delivery of selected institutions improved as a result of enhanced accountability									
<p>Baseline:</p> <ul style="list-style-type: none"> - Only 1 Parliament in the PICs has an Anti-Corruption Standing Committee - No partnerships for improved service delivery through increased accountability are recorded <p>Output Indicators</p> <ul style="list-style-type: none"> - At least 4 national Parliaments have engaged in improving 	<p>2016</p> <ul style="list-style-type: none"> - Define the demand by Parliaments in the region <p>Perform induction activities on oversight and accountability,</p> <p>2017</p> <ul style="list-style-type: none"> - Provide guidance for AC and roles of specific oversight committees - Engage with at least 2 Parliaments on capacity building - Define the scope of the service delivery 	<p>Activity Result 3.3.1: Oversight and accountability functions of legislative bodies improved (note link to UNDP Regional Parliamentary Project)</p> <p>Actions:</p> <ul style="list-style-type: none"> - Provide awareness raising and oversight trainings to legislative and oversight bodies upon request - Support to establishment of specific AC related oversight bodies in Parliaments <p>Activity Result 3.3.2: Anti-corruption measures integrated into service delivery through support of specific pilot projects and partnerships with other development initiatives</p>	<p>Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP</p> <p>UNODC</p> <p>UNDP</p>	<p>USD 20,000 <i>(AUD 28,852)</i></p> <p>NIL</p> <p>USD 60,000 <i>(AUD 86,556)</i></p>

<p>their oversight and accountability roles through the work of specific committees in partnership with UN-PRAC</p> <p>- At least 3 partnership initiatives for improved service delivery have demonstrated results, supported through UN-PRAC</p>	<p>partnerships to be supported and establish initial contacts with institutions and their partners</p> <p>2018</p> <ul style="list-style-type: none"> - Engage with at least 2 Parliaments on capacity-building - Launch the service delivery partnership support programme <p>2019</p> <ul style="list-style-type: none"> - Finalize the partnership support programme <p>2020</p> <ul style="list-style-type: none"> - Draw lessons learned and sustainability guidance for the established structures and partnerships 	<p>Actions:</p> <ul style="list-style-type: none"> - Identification and technical and financial support for activities for integration of corruption risks in service delivery - Technical and financial support provided to pilot partnership initiatives between institutions and CSOs for more accountable service delivery - Advocacy and technical support to other sectoral UN programmes in integrating AC risk mitigation elements 				UNODC	NIL	
Sub-total (UNDP, including 8% GMS)							USD 86,400 <i>(AUD 124,641)</i>	
Sub-total (UNODC, including 13% PSC)							NIL	
SUB-TOTAL							USD 86,400 <i>(AUD 124,641)</i>	
Advisers/ Advisory Services							UNDP	USD 303,560 <i>(AUD 437,916)</i>
							UNODC	USD 324,681 <i>(AUD 468,385)</i>
TOTAL OF OUTCOME 3							USD 1,019,331	

	(AUD 1,470,487)
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Support Staff Services and Operational Costs (4 yrs)		
Anti-Corruption Governance Associate	UNDP	USD 82,866 <i>(AUD 119,542)</i>
	UNODC	USD 101,129 <i>(AUD 145,889)</i>
Anti-Corruption Governance Assistant	UNDP	USD 58,195 <i>(AUD 83,952)</i>
	UNODC	USD 71,021 <i>(AUD 102,456)</i>
Operational Costs	UNDP	48,019 <i>(AUD 69,207)</i>
	UNODC	USD 43,205 <i>(AUD 62,264)</i>
Monitoring and Evaluation	UNDP	USD 40,000 <i>(AUD 57,704)</i>
	UNODC	USD 40,000 <i>(AUD 57,704)</i>

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

Year	UNDP	UNODC	TOTAL (USD)
Total (Yr 1 – 2016/17)	USD 559,354 <i>(AUD 806,906)</i>	USD 559,354 <i>(AUD 806,906)</i>	USD 1,118,708 <i>(AUD 1,613,812)</i>
Total (Yr 2 – 2017/18)	USD 472,264 <i>(AUD 681,272)</i>	USD 472,264 <i>(AUD 681,272)</i>	USD 944,528 <i>(AUD 1,362,544)</i>
Total (Yr 3 – 2018/19)	USD 449,601 <i>(AUD 648,580)</i>	USD 449,601 <i>(AUD 648,580)</i>	USD 899,202 <i>(AUD 1,297,160)</i>
Total (Yr 4 – 2019/20)	USD 480,420 <i>(AUD 693,038)</i>	USD 480,420 <i>(AUD 693,039)</i>	USD 960,840 <i>(AUD 1,386,077)</i>
TOTAL	USD 1,961,640 <i>(AUD 2,829,796)</i>	USD 1,961,640 <i>(AUD 2,829,797)</i>	USD 3,923,280 <i>(AUD 5,659,593)</i>

4. MANAGEMENT ARRANGEMENTS

Implementation Modality and Project Management

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

Project Oversight

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

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

Project Support

87. The UNDP Anti-Corruption Specialist and UNODC Regional Anti-Corruption Adviser will be supported by a Programme Associate and Programme Assistant, which are positions that will be cost-shared by both organizations.

88. In accordance with the Executive Board Decision and as per its Cost Recovery Policy, UNDP, charges 8% as a General Management Services fee (GMS).

89. For UNODC, the Budget set out in section 3 of the Results Based Framework includes: (a) 13% of the Contribution amount, to cover indirect administrative costs of the Recipient incurred in relation to the implementation of the Project, referred to as Project Support Cost (PSC); and (b) costs associated with Full Cost Recovery, including administrative, field management and security costs.

5. MONITORING FRAMEWORK AND EVALUATION

Annual Work Plan and Budget

90. The Project will be monitored based on the outline in the results and resource framework, translated into annual plans. The annual costed workplans will serve as the primary reference documents for the purpose of monitoring the achievement of results. A single joint UNDP-UNODC annual workplan, setting out the detail of the activities to be implemented under this Project annually, will be developed by the project management team and approved by the project steering committee. The Project management team is tasked with the responsibility of ensuring implementation of the Project in accordance with these documents.

91. Within two months of the start-up of the Project, the Project team will organize a communication exercise with the relevant UN offices and relevant government entities, in order to build ownership and supply information for outlining the initial annual plan that would follow the calendar year in the first two months. The same exercise will be repeated annually, in order to maintain strong ties with stakeholders and ensure project relevance throughout the years.

Communication

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

Project Steering Committees

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

Activities within the Annual Project Cycle

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

Annual Project Review

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

Mid-term and Final Independent End of Project Evaluation

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

Learning and Knowledge Sharing

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

6. LEGAL CONTEXT

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

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

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

ANNEX 1: INITIAL RISK LOG

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

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

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

#	Description	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted/ Updated by	Last Updated	Status
1	Lack of political will	Programmatic & Political	<ul style="list-style-type: none"> *High level reforms harder to achieve *Operationalization of agreements a challenge *Accurate annual planning of activities and expenditures difficult *High turn-over of Parliaments (e.g. votes of no 	<ul style="list-style-type: none"> * Utilizing the UNCAC processes as entry point in AC reforms *Specific work with MPs across parties to build political commitment * Rely on requests for assistance to ensure sufficient political will prior to engagement 	UNDP/ UNODC			

			confidence) and Parliamentary staff P =2, I = 2	* Approach of linking corruption and development will help to demystify corruption and secure necessary political will and buy-in from wider stakeholders * Utilize existing tools and methodologies to assess the political economy of a country and tailor activities accordingly * Strengthening outreach to non-State actors to enhance social pressure for transparency and accountability				
2	Political instability stalls legislative and high-level reforms	Operational & Programmatic & Political	*Challenge for smooth dynamics of the activities *Change in demand and priorities expressed by countries on specific support needs P =2, I = 2	* wide stakeholder consultations to get cross-party support * Close liaison with key political actors * work in multiple countries, to allow for flexibility * Strengthen outreach to non-state actors through project activities *promote UN's impartiality principle of work *maintain good reporting lines with the donor and adjust project activities accordingly	UNDP / UNODC			
3	Changing Government Staff in partner countries	Operational & Programmatic	*Will slow progress in pursuing reforms – will need to constantly rebuild commitment to Project work * UNCAC Focal Points are often the coordinators of UNCAC related work of the Project in a country and with their departure, coordination is a challenge P =2, I = 3	* Multiple partners included in Project across departments. *Maintain communication at the highest level	UNDP / UNODC			

4	Affordability- Lack of human and financial resources on the side of the governments	Fiscal/Programmatic	<ul style="list-style-type: none"> *Lack of enthusiasm of Governments to pursue needed AC reforms * Lack of sustainable results <p>P=2, I=3</p>	<ul style="list-style-type: none"> *The regional nature of the Project enables selection of the best prepared partners to become the champions and also proposing of REGIONAL solutions *The Project will focus on promoting the value (financial and democratic) of prevention versus repression *The nature of the Project is such that it is based on providing of technical and sometimes financial assistance for start-up of reforms *The Project will work on proposing rational and cost-effective institutional solutions, as well as support partnerships with the non-State actors for better cost-efficiency; *The Project will invest in networking and advocacy for mobilizing other supporters for this important endeavour 	UNDP/ UNODC			
5	Potential lack of commitment due to an “externally” driven agenda	Programmatic & Political	<ul style="list-style-type: none"> Funding attachments linked to donor priorities <p>P =3, I = 2</p>	<ul style="list-style-type: none"> * Wide stakeholder consultations in preparation of Project *Utilization of peer-to-peer and South-south exchange **International obligation of UNCAC, supported through the UN as a neutral actor 	UNDP/ UNODC			
6	Local cultures in discrepancy with the western understanding and addressing of corruption (including the	Social/Programmatic	<ul style="list-style-type: none"> Challenges in mobilizing active participation and achieving in-depth reforms <p>P=2, I=3</p>	<ul style="list-style-type: none"> *Use local actors/champion CSOs, businesses and individuals, as catalysts *Localizing activities *promote the issue through the support of regional for a and 	UNDP/ UNODC			

	wantok structure and similar regionally specific features)			networks and broad engagement in the UNCAC review processes *Strong focus on youth as a driver of change and accountability *Focus on social accountability tools *Focus on innovation and use of ICT to the extent possible				
7	Lack of relevant corruption related statistics and data in the region	Programmatic	Challenge in setting baselines and reporting on results P= 2, I=3	*Use UN PRAC I findings as baselines *Use UNCAC review information *Engage with relevant CSOs and use their findings and observations *Use SDG 16 related data *Design an information sheet based on a basic anti-corruption data needs assessment and distribute it to data providers	UNDP/ UNODC			
8	Geographically challenging region-risk of natural disasters, difficult accessibility and commuting, and weak internet capacities	Natural/Programmatic	Risk of delay/stalling in implementation of activities (latest example with Vanuatu cyclone disaster in 2015), high project costs, challenges with efficiency of virtual communication P=1 I=2	*The ability to shift activities throughout the countries of the region *Good planning and organizing back-to-back missions in several PICs *Good networking and using local peer networks for facilitating communication with stakeholders in various PICs *Utilizing local UNDP presence, and maintaining regular communication and updates with the local offices	UNDP/ UNODC			
9	Risks with fluctuations of currencies, exchange rates	Financial/Programmatic	Deficit of funding for implementing committed activities P=2; I=4	*Maintain good and quality relations with the donor, including regular updates and joint discussions on mitigating the effects	UNDP/ UNODC			

	and/or inflation and related reporting			*Putting efforts to engage other donors and cross-fertilize with other existing governance projects				
10	Strong inter-dependence with other UN projects for some activities	Programmatic/ Financial	A risk for smaller range and impact of certain activities P=2; I=3	*Flexible Project design with the opportunity to re-adjusting the approach *Strong integration of the Project and the Project team with the other programmes of the UNDP Pacific Office *Variety of potentials for partnerships with organizations around the region *Strong linkage with the UNDP and UNODC global anti-corruption initiatives	UNDP/ UNODC			
11	Strong dependence on the staff from UN presence in the countries, particularly due to the limited funds of the Project for travel and direct interaction with counterparts	Operational/ Programmatic	Challenges in communication with partners and stakeholders P=3; I=4	*The network of offices and staff is also an opportunity besides a risk, to cover this complex region with limited resources *There is a strong legacy from the first phase of the UN-PRAC Project in terms of partnerships and outreach * The Project design, particularly through the support of the national and regional networks and participation of PICs to regional and global events already mitigates the risk *The on-going re-design of UNDP presence in the Pacific, through a single Pacific Office will significantly contribute to further reduction of this and the previous risk.	UNDP/ UNODC			

12	Institutional and operational differences between the two implementing partners at corporate levels	Operational	Increased burden on Project staff to synchronize and handle discrepancies in the rules and regulations of the two organizations P=1; I=3	*Staff with experience from the first phase will be able to predict and mitigate at least some of the challenges * Good understanding and trust at programmatic level between the respective teams of the two organizations	UNODC / UNDP			
13	Delay in recruitments	Operational / Programmatic	Delay in implementing the activities in accordance with timeframe indicated in annual work plan P =2, I = 2	* Advertising immediately upon resource mobilization * Burden on staff to implement the entire Project while recruitment is on-going	UNDP/ UNODC			

ANNEX 2: GLOBAL STEERING COMMITTEE - TERMS OF REFERENCE

1. Overall Objective of the Global Steering Committee

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

2. Specific Objectives of the Global Steering Committee

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

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

3. Composition of the Global Steering Committee

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

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

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

4. Organization of Global Steering Committee Meetings

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

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

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

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

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

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

5. Outputs of the Global Steering Committee

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

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

PACIFIC STEERING COMMITTEE - TERMS OF REFERENCE

1. Overall Objective of the Pacific Steering Committee

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

2. Specific Objectives of the Pacific Steering Committee

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

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

3. Composition of the Pacific Steering Committee

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

The Resident Coordinator of the Pacific Office will chair the Pacific Steering Committee. The level of the participants will be at a senior technical level. The names of the representatives of each organization will be submitted to the Project management team two weeks before the first Pacific Steering Committee meeting. Any subsequent changes of a representative should be sent in writing to Project management team that functions as the Secretariat to the Pacific Steering Committee and chairs the meetings.

This arrangement will be for an initial one-year phase covering at least one Pacific Steering Committee sitting. Thereafter, a review will be undertaken by the Committee members after the

second meeting to discuss whether any modifications to the Pacific Steering Committee structure are required or whether to maintain the Committee in the present structure.

4. Organization of Pacific Steering Committee Meetings

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

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

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

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

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

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

5. Outputs of the Pacific Steering Committee

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

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

ANNEX 3: RATIFICATION OF THE UNCAC BY PACIFIC STATES AND PARTICIPATION IN THE REVIEW MECHANISM

Pacific States under Review (Cycle I)

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

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

Pacific States that are not yet parties to the UNCAC

Niue
Samoa
Tonga

ANNEX 4: TERMS OF REFERENCE – UNDP REGIONAL ANTI-CORRUPTION SPECIALIST

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

II. ORGANIZATIONAL CONTEXT
<p>Corruption is a global phenomenon that has existed for a long time in many parts of the world. Evidence from across the world continues to confirm that corruption negatively impacts development. In the Pacific, it is clearly evident that corruption hurts the poor disproportionately, hinders economic development, undermines State accountability and capacity to provide equitable and responsive public services, and diverts investments from infrastructure, institutions and social services. Furthermore, corruption fosters an anti-democratic environment characterized by uncertainty, unpredictability and declining moral values and disrespect for constitutional institutions and the rule of law. Corruption, therefore, reflects a democracy, human rights and governance deficit that negatively impacts on poverty and human security and undermines the ability of countries in the region to achieve the MDGs²⁰.</p> <p>Although Pacific island countries now have various accountability institutions, recent research has found that they have struggled to be effective in combating corruption. At the heart of their limited impact has been a problematic lack of genuine political will. At a more operational level, limited skilled staff, small budget allocations and problems of coordination amongst existing institutions continue to be serious problems. In small islands states, capacity issues and lack of resources are particularly challenging problems, compounded by often un-costed proposals to set up multiple separate institutions (e.g. Ombudsman, leadership tribunals, national human rights institutions, anti-corruption commission).</p> <p>In this context, UNDP has been working for the last ten years with Pacific partners to raise awareness and build capacity on tackling corruption regionally and nationally. UNDP has worked closely with partner countries, in particular within the framework of promoting ratification and implementation of the UN Convention against Corruption (UNCAC) together with the UN Office on Drugs and Crime (UNODC). To date, 10 PICs have now ratified UNCAC – Papua New Guinea (2007), Fiji (2008), Palau (2009), Vanuatu (2011), Cook Islands (2011), Marshall Islands (2011), Solomon Islands (2012), Federated States of Micronesia (2012), Nauru (2012), Kiribati (2013) and Tuvalu (2015). The remaining non-</p>

²⁰ UNDP Practice Note 2004, p. 1.

ratifying PICs are all actively considering ratification, with technical support to that end being provided by the UNDP Pacific Office and UNODC.

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

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

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:

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

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

1. Regional Policy Advocacy and Advisory Services:

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

2. Policy Development

- Facilitate regional and global policy developments on accountability, anti-corruption and FOI that are grounded in cutting edge policy developments and practices from the region, fed into HQ policy processes, and replicated in countries throughout the Pacific;
- Strengthen UNDP's policies and programmes in the areas of governance, accountability, anti-corruption and FOI, as well as UNDP potential for influence within the international community by effectively channelling the views and perspectives from partners in the region to the global level;
- Promote UNDP policy on democratic governance, accountability, anti-corruption and FOI, grounded in international norms and standards and best practices at the country level through expert advice to country teams and by facilitating engagement between HQ and country teams in priority areas.

3. Partnership Building

- Effectively collaborate with UNODC in implementing the UN-PRAC project, as well as with the various UNDP and UNODC global anti-corruption projects, with a view for a second phase of UN-PRAC (2016-2020).
- Effectively position the regional governance programmes and initiatives to ensure that the Pacific Office's approach to accountability, anti-corruption and FOI policy and programming is understood and supported by UN agencies, CROPs, regional and international organizations and other external partners;
- Effectively position UNDP's contribution to the democratic governance practice area:
 - Within the UN System, to foster consistency in approach;
 - Within the global and regional level by continually scanning and assessing activities of non-UNDP players in the local context;
 - In support of UNCTs and UNDP Country Office programming arrangements with government counterparts;
- Under the leadership of UNDP Country Offices / UNCTs, engage national, regional and global partners in programme responses (including but not limited to UNODC, Pacific Islands Forum Secretariat, Pacific Islands Legal Officers Network, Pacific Association of Supreme Audit Institutions and other relevant donors and/or development partners);
- Lead partnership building with regional / local institutions and consultancies which are conversant in UNDP's position and approaches and well placed to formulate and support the implementation of the practice area in response to local, national and global strategies;
- Mobilize resources in support of the Pacific Office's regional governance programme and national level programming by UNDP country offices.

4. Quality control and assurance

- Provide quality assurance to ensure alignment of democratic governance, human rights and justice policies and programming, with UNDP's global development policies and international norms and standards
- Coordinate the delivery of demand-driven technical advisory services to UNDP country offices, government counterparts and/or regional and international organizations ensuring professionalism in support (e.g. timeliness / responsiveness, quality in deliverables, with global coordination etc.);
- Apply an integrated and holistic approach to UNDP's work on democratic governance and ensure cross-practice and cross-regional collaboration linking to global experiences and international best practices, norms and principles.

5. Knowledge Management

- Collaborate with UNDP Country offices, the Asia-Pacific regional Governance team in APRC in Bangkok, and UNDP's regional and global anti-corruption programmes to support Pacific governments and other national and regional stakeholders in using knowledge to strengthen democratic governance, and the application of international accountability, anti-corruption and FOI norms and standards;
- Prepare practical, action-oriented and relevant knowledge products pertaining to democratic governance, accountability, anti-corruption and FOI in the Pacific region;

- Broker and promote local, regional and global knowledge exchange, through learning networks, partnerships and programme implementation, codification of lessons learned
- Work with UNDP Country Offices and other stakeholders, the democratic governance team in the Asia-Pacific Regional Centre in Bangkok and in other UNDP regional centres, the Asia Pacific Anti-Corruption Community of Practice, and the Pacific Accountability Network, to support Pacific countries in developing and disseminating evidence and lessons;
- Contribute to, and participant in, relevant country level, regional and global knowledge sharing events.

IV. IMPACT OF RESULTS

The key results have an impact on the overall performance of development projects and success in implementation of global operational practice area strategies. They also help to strengthen UNDP's image and position as a trusted capacity development partner for both governments and development partners.

V. COMPETENCIES

Corporate:

- Demonstrates integrity and fairness, by modelling the UN/UNDP's values and ethical standards;
- Promotes the vision, mission and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional:

- Strong ability to apply various governance related development theories to the specific context, including translating democratic governance principles into effective anti-corruption policy and programme interventions in the field.
- Ability to identify opportunities for integrating accountability, transparency and integrity into UNDP democratic governance programmes and its linkages to poverty/MDGs.
- Capacity to interact with senior government officials and credibly influence senior decision makers in UNDP programme countries and other international development organizations
- Strong analytical, negotiation and communication skills, including ability to produce high quality practical advisory reports and knowledge products
- Demonstrated practical professional experience in designing, implementing and monitoring anti-corruption and/or FOI initiatives in developing country settings
- Knowledge of accountability, transparency and anti-corruption assessments and other methodologies for evaluating vulnerabilities in governance systems, institutions and processes and risks in policies, programs and projects.

Leadership:

- Strong managerial/leadership experience and decision-making skills;

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

Managing Relationships:

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

Managing Complexity:

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

Knowledge Management and Learning:

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

Judgment/Decision-Making:

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

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

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

TERMS OF REFERENCE – UNODC REGIONAL ANTI-CORRUPTION ADVISER - PACIFIC

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

Organizational Setting and Reporting Relationships:

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

Responsibilities:

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

The incumbent will be responsible for the following duties:

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

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

Work implies frequent interaction with the following:

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

Results Expected:

Accession of UNCAC; enhanced effective capacity of the national anti-corruption agencies; effective planning, development, organization, coordination and implementation of the UN-PRAC Project; timely and efficient delivery of assigned tasks and responsibilities; development of well-reasoned and innovative approaches; provision of well-researched and sound analysis and expert advice on related developments in countries and regions; effective dissemination of best practices and methodologies; organization and delivery of specialized training; effective liaison and interaction with concerned parties internally and externally.

Competencies:

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

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

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

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

Qualifications:

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

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

Language: Fluency in written and spoken English.

TERMS OF REFERENCE – UN PACIFIC REGIONAL ANTI-CORRUPTION PROGRAMME ASSOCIATE

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

II. Organizational Context
<p>The UNDP Pacific Office was officially opened in July 2006 and acts as a pillar of support to the three main UNDP Offices in the Pacific in Fiji, Papua New Guinea and Samoa. The Office delivers an incorporated approach to development as well as policy and technical advice through the UNDP Country Offices.</p> <p>The four main projects undertaken by the Office are known as practice areas and include:</p> <ul style="list-style-type: none">• the fostering of democratic governance within the Pacific (Democratic Governance Programme),• reducing poverty and the achievement of the Millennium Development Goals,• peace-building and crisis recovery for the Pacific region, and• enhancing and implementing capacity development, knowledge management and ICT for development. <p>The Democratic Governance Programme has begun implementation of the United Nations Pacific Regional Anti-Corruption (UN-PRAC) Project, a joint UNDP/UNODC four-year programme (2012– 2016). The Project focuses on assisting Pacific Island Countries to tackle corruption through ratifying and implementing the United Nations Convention against Corruption (UNCAC), as well as assisting those Pacific Island Countries that have ratified UNCAC to undergo the peer review process.</p> <p>Under the guidance and direct supervision of both the UNDP and UNODC Regional Anti-corruption Advisors, the Programme Associate provides a substantive support role in the UN-PRAC team in the design, planning and management, evaluation and monitoring and reporting of initiatives on anti-corruption, specifically working with national legislatures and representative institutions, civil society and local governance, as well as other governance service lines that may be assigned in future. The Associate shall promote a results-oriented approach in UNDP/UNODC initiatives, consistent with UNDP/UNODC mandates.</p> <p>The Programme Associate works in close collaboration with the democratic governance team and the operations and other teams in the UNDP Pacific Office and UNODC Regional Office for Southeast Asia and the Pacific staff for resolving programme - related issues and information delivery.</p>

I. Functions / Key Results Expected
Summary of Key Functions:

<ul style="list-style-type: none"> ❑ Analytical support to the UN-PRAC Team in the conceptualization and formulation of UN-PRAC initiatives. ❑ Support in the creation of strategic partnerships and implementation of the resource mobilization strategy for UN-PRAC initiatives. ❑ Provide support and assistance to the UN-PRAC Team in the implementation and management of the team initiatives, with as specific focus on civil society and local governance as well as other governance service lines that may be assigned in future. ❑ Administration and implementation of programme delivery through ATLAS and UMOJA, adapt processes and procedure, and support results-based management. ❑ Support to knowledge building and knowledge sharing based on anti-corruption.
<p>1. Provide analytical support to the UN-PRAC Team in the conceptualization, formulation, monitoring & evaluation and reporting of UN-PRAC initiatives</p> <ul style="list-style-type: none"> ❑ Conduct analytical research and collect relevant information as inputs in the conceptualization of UN-PRAC initiatives. ❑ Assist in the drafting of and as required, delivering conferences/ workshops/ other, lessons learned reports, project accomplishment reports and other knowledge products. ❑ Provide comments to Consultants Reports, Concept Notes, Project Documents and other documents.
<p>2. Support in creation of strategic partnerships and implementation of the resource mobilization strategy for UN-PRAC initiatives</p> <ul style="list-style-type: none"> ❑ Assist in the analysis of information on donors and partners, preparation of donor's and partners profile and database, drafting of project proposals / concept notes, and the establishment of contacts with donor and partner counterparts. ❑ Assist in monitoring and reporting on mobilized resources. ❑ Provide support to donor reporting.
<p>3. Provide support and assistance to the UN-PRAC Team in the implementation and management of the team initiatives, with as specific focus on civil society and local governance as well as other governance service lines that may be assigned in future</p> <ul style="list-style-type: none"> ❑ Provide support in the delivery of capacity development and training activities to governments, regional organizations, civil society organizations and other development partners. ❑ Assist in the collection, and presentation of information for project, work plans, budgets, proposals on implementation arrangements, MOUs, and submission to the Contracts, Assets and Procurement (CAP) Committee, etc. ❑ Assist in the initiation of a project, entry of projects into Atlas; generation of monthly financial delivery reports, updating of issue and risk logs, and other Atlas-based requirements ❑ Assist in the follow up on performance indicators/ success criteria, targets and milestones, preparation/review/comments of/on reports. ❑ Assist in the preparation of Unit workplan, preparation of periodic project reports and results reporting
<p>4. Assist in the administration and implementation of programme delivery through ATLAS and UMOJA, adapt processes and procedure, and support results-based</p>

management. Support to results-based management focusing on achievement of the following results:

- ❑ Logistical arrangements for conferences/workshops/Forums/meetings undertaken by the UN-PRAC Team.
- ❑ Creating information packages, letters of invitation relevant to upcoming events, liaison with Foreign Affairs for conference-related activities.
- ❑ Assist in logistical arrangements for visiting missions and in obtaining visas for staff and consultants traveling to the field.
- ❑ Presentation of information on the status of financial resources as required.
- ❑ Presentation of information/ reports for identification of areas for support and interventions.

5. Support to knowledge building and knowledge sharing

- ❑ Dissemination of information on UN-PRAC activities to UN agencies, donors, & development partners.
- ❑ Support in the drafting of knowledge products.
- ❑ Provide support to the organization of regional and national conferences & workshops, knowledge fairs, training and capacity development activities.
- ❑ Maintaining knowledge management database for UN-PRAC, including the continuous updating of AP-INTACT in relation to relevant anti-corruption news/ updates from the Pacific, as well as UNODC's Smartsheet for reporting purposes.
- ❑ Sound contributions to knowledge networks and communities of practice.

IV. Impact of Results

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

V. Competencies

Corporate Competencies:

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

Functional Competencies:Knowledge Management and Learning

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

Development and Operational Effectiveness

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

Leadership and Self-Management

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

VI. Recruitment Qualifications

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

TERMS OF REFERENCE – UN PACIFIC REGIONAL ANTI-CORRUPTION PROGRAMME ASSISTANT

I. Position Information

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

Pre-classified Grade: GS-5 Salary Scale

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

II. Organizational Context

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

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

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

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

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

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

III. Functions / Key Results Expected

Summary of Key Functions:

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

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

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

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

- Assist in the collection and presentation of researched information for Project concepts, and draft Project documents, work plans, budgets, proposals on implementation arrangements, MOUs, contracts and other relevant documentation.
- Assist in the initiation of a project, entering such a project into Atlas/ProFi.
- Assist in the follow-up on performance indicators/ success criteria, targets and milestones, preparation/review/comments of/on reports.
- Assist in the preparation of Project work-plan and results-based reporting.

3. Support in the creation of strategic partnerships and implementation of the resource mobilization strategy for UN-PRAC Project initiatives/ activities.

- Assist in the analysis of information on donors, preparation of donors' profiles and database such information, establishment of contacts with donor counterparts.
- Assist in tracking and reporting on mobilized resources.

<ul style="list-style-type: none"> • Provide support to donor reporting.
<p>4. Participate in knowledge building and knowledge sharing.</p> <ul style="list-style-type: none"> • Dissemination of information on the UN-PRAC Project, such as on its initiatives/ activities, to partner Governments/ stakeholders, UN agencies, donors and development partners. • Coordination /liaison on editing and lay-out work of UN-PRAC Project reports before publishing. • Coordinate post-production work for publications. • Maintaining a knowledge management database for the UN-PRAC Project. • Liaising with other partner Governments/ stakeholders, Regional Centres, UNDP and UNODC Offices, development partners and other relevant actors.
<p>5. Enhanced learning and professional development.</p> <ul style="list-style-type: none"> • Enrolling and completing online learning courses. • Participate in UN-PRAC Project workshops, trainings and capacity development initiatives/ activities.

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

<p>V. Competencies</p>

Corporate Competencies:

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

Functional Competencies:Knowledge Management and Learning

- ❑ Shares knowledge and experience
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Development and Operational Effectiveness

- ❑ Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of programme, managing data, reporting.
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- ❑ Demonstrates openness to change and ability to manage complexities

VI. Recruitment Qualifications

Education:	Completion of Secondary School. University Degree in Governance, Business or Public Administration, Economics, Political or Social Sciences is desirable
Experience:	<p>5 Years of progressively responsible relevant programme experience is required at the national or international level.</p> <p>Experience in the usage of computers and office software packages. Excellent writing, communication and organization skills; Excellent team working skills; Good interpersonal skills; High level of accuracy and reliability</p> <p>Familiarity with UN ATLAS-based processes, and UNDP procurement guidelines would be an advantage</p>
Language Requirements:	Fluency in the English language.