

United Nations Development Programme

Country: Timor-Leste

Project Document

UNDAF Outcome(s): Outcome 1: By 2013, stronger democratic institutions and mechanisms for social cohesion are consolidated

Expected CP Outcome(s): Outcome 1: State institutions strengthened through interventions aimed at improving institutional capacity in planning, efficiency, accountability and transparency.

Expected Output(s):

- 1) Strengthened capacities for civic engagement and partnerships among Anti-Corruption Commission and relevant civil society organizations; and
- 2) Strengthened analytical capacity of the Anti-Corruption Commission for informed decision making and outreach on anti-corruption

Implementing partner: UNDP Timor-Leste

Responsible Parties: Anti-Corruption Commission of Timor-Leste

Narrative

The project "Support to Anti-Corruption Initiatives in Timor Leste" aims at enabling corruption prevention by enhancing the institutional capacity of the newly established Anti-Corruption Commission in civic engagement, outreach, partnership building and analytical research on corruption issues.

The project is in line with recommendations of the 2011 consultation process for the development of the Strategic Plan of the Anti-Corruption Commission. It also supports the achievement of the 2011 National Priority no. 6 on "Good Governance", as well as the implementation of the UN Integrated Strategic Framework on Democratic Governance. The project aims at achieving the following two specific outputs: (1) Strengthened capacities for civic engagement and partnerships among the Anti-Corruption Commission and relevant civil society organizations; and (2) Strengthened analytical capacity of the Anti-Corruption Commission for informed decision making and outreach on anti-corruption

Programme Period: June 2011 – June 2013
CPAP Programme Component: _____
Project Title: Strengthening civic engagement and research capacity of the Anti-Corruption Commission

Atlas Award ID: _____
Start date: June 2011
End Date: June 2013
PAC Meeting Date: 8 April 2011__

Estimated annualized budget: _____

Total resources required	US\$ 350,000
Total allocated resources:	US\$ 350,000
• Regular (DGTTF)	US\$ 300,000
• Other:	
○ TRAC	US\$ 50,000
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (National Counterpart): _____

Agreed by UNDP: _____

I. SITUATION ANALYSIS

Timor-Leste has made positive strides to address the issues of corruption and accountability. The adoption by the National Parliament in 2009 of the law for the establishment of the Anti-Corruption Commission is a positive indication of the Government's commitment to strengthen accountability and combating corruption in Timor-Leste.

This law was the result of a national consultation process among state institutions and civil society organizations to allow dialogue on the best way forward to tackle corruption. More specifically, the proposal of institutionalizing and independent ACC was adopted during this consultation process.

This law repealed some portions of the organic law regulating the mandate of the Provedoria for Human Rights and Justice and transferred competence for corruption issues to a newly created Commission. In this regard, the powers conferred to the ACC include policy authority, instigating and pursuing criminal investigations in corruption offenses. The ACC can forward cases to the Prosecutor General, but cannot directly prosecute a case.

The Commission's mandate also has proactive and a preventive role. The Commission is tasked with raising awareness on issues related to anti-corruption. Moreover, within this area, the Commission is also entrusted with the production and dissemination of research and analysis to support policy making and citizens' awareness.

The project interventions will mainly strengthen the institutional capacity of the ACC Department of Education, Campaign, and Research and will complement other cooperating partners' efforts which mainly focus on capacity building and specialized training programmes for the newly recruited ACC staff in the area of investigation.

II. STRATEGY

The project aims at enabling corruption prevention and accountability by enhancing the institutional capacity of the newly established Anti-Corruption Commission in civic engagement, outreach, partnership building and analytical research on corruption related issues. The proposed interventions will be aligned to the draft ACC Strategic Plan and also with National Priority No. 6, which would incorporate anti-corruption related targets.

In order to ensure consensus among national stakeholders and harmonization with cooperating partners' interventions, intensive consultations were undertaken with the leadership of the Anti-Corruption Commission, representatives of concerned civil society organizations and cooperating partners to determine the priorities and focus. The duration, scope and priorities of this initiative also take into account the timing of the Democratic Governance Thematic Trust Fund under which the project will be funded as well as needs identified by the Commission during the consultation process for the ongoing development of the Strategic Plan of the ACC. Moreover, the proposed project will complement other cooperating partners' strategic interventions aiming at enhancing investigation capacity of the newly established ACC. In this regard, this initiative will complement the Millennium Challenge Corporation (MCC) support to assist the ACC in its fight against corruption.

The project has been designed to be catalytic in nature, with the aim of laying foundations for an expanded programme that could include support to emerging initiatives, including those related to the implementation of the strategic plan and anti-corruption policy. By providing technical and advisory services to the Commission's Department of Education, Campaign and Research the project will contribute to the CPAP expected outcomes of 1) strengthening planning, efficiency, accountability and transparency mechanisms of state institutions, and 2) increasing social cohesion and citizen participation on anti-corruption related issues. Furthermore, the proposed project will give meaningful support to enhancing strategic networking and partnership for knowledge sharing and learning with relevant regional and international institutions. Finally, the project will contribute to an enabling environment for the achievement of the Millennium Development Goals (MDGs) by enhancing transparency and accountability for delivery of public services. The project objective would be achieved through the following two outputs:

Output 1: Strengthened capacities for civic engagement and partnerships among the Anti-Corruption Commission and relevant civil society organizations

The project will provide technical and financial support for the development and implementation of the civic education strategy foreseen by the current draft of the ACC Strategic Plan. Specific interventions have thus been designed so to enhance systematic engagement with relevant civil society organizations and raise a culture of anti-corruption through the production and dissemination of relevant outreach materials, both at the central and district levels.

Output 2: Strengthened analytical capacity of the Anti-Corruption Commission for informed decision making and outreach on anti-corruption

The project will provide advisory support to enhance the current limited capacity of the ACC to conduct research and analysis on corruption issues and practices. More specifically, efforts will be channelled for the application of research tools and methodologies that would enable the ACC and national partners to have the required skills and capacities to analyse corruption related issues and use the information for appropriate policy actions.

The project implementation strategy would in particular take into consideration the following:

- Ensure lateral linkages between the two outputs, This would be achieved by feeding results of research and analysis under output II in the content development for civic education and awareness campaigns;
- Project interventions, including resource material and civic education campaigns, will be designed with active engagement of relevant national partners in public sector and civil society organizations to ensure their inputs are reflected in the content development and implementation on project activities;
- The consultative processes for design and implementation of project activities would be designed with a view to provide inputs to inform the planned anti-corruption strategy to be developed by CAC;
- Resource and awareness material developed under the project would be available in Tetum and Portuguese;

Support to Anti-Corruption Initiatives in Timor-Leste

III. ANNUAL WORK PLAN BUDGET SHEET

Year: 2011-2013

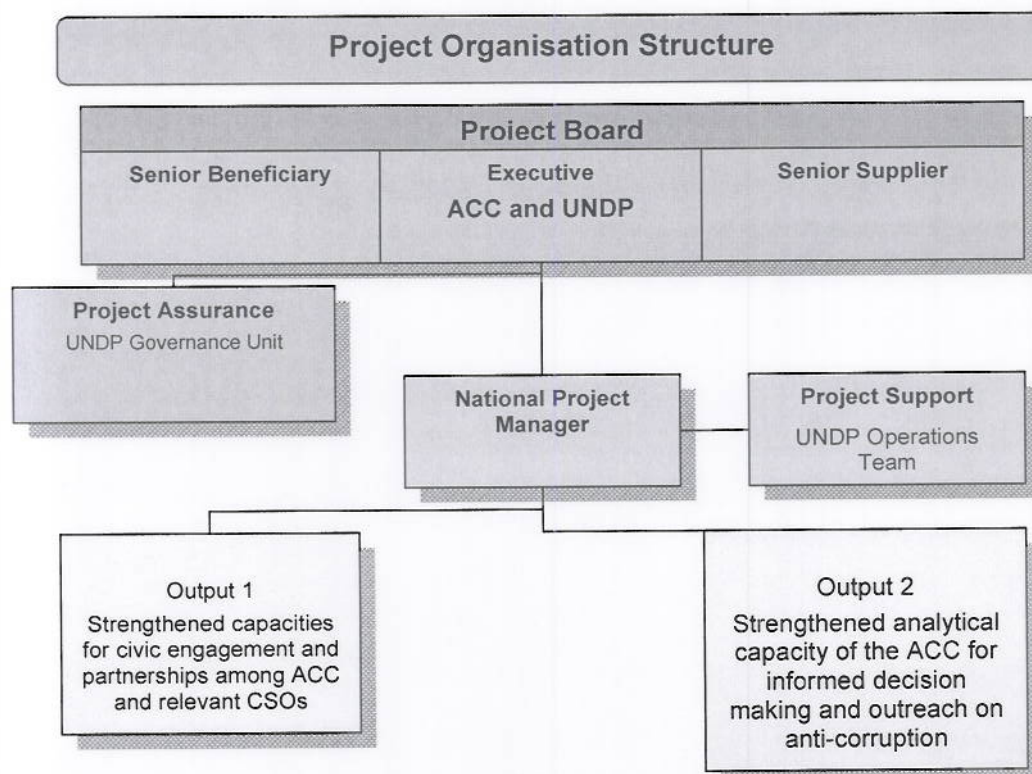
EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME								RESPONSIBLE PARTY	PLANNED BUDGET		
		2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013 Q1	2013 Q2		Funding Source	Budget Description	Amount
Output 1 Strengthened public awareness and civic engagement of citizens in detecting, and preventing corruption in the community and public institutions. <i>Baseline:</i> <i>Unclear public perception of ACC's mandate and strategic direction.</i> <i>Absence of a mutually agreed outreach and partnership strategy to interact with civil society and the public. Limited ACC resources to develop citizens engagement in preventing and detecting corruption.</i> <i>Targets:</i> <i>- By 2013, enhanced public awareness on the role and mandate of the ACC;</i> <i>- Partnerships developed</i>	1.1 Activity Result – ACC civic education strategy developed and operationalized.												
	Activity 1.1.1 Provide technical advice in developing and implementing a civic education & partnership strategy aligned to the ACC Strategic Plan.	X	X	X	X	X	X	X	X	UNDP		Consultancy costs,	20,000
	Activity 1.1.2 Support consultative process for engagement of relevant stakeholders in the preparation of civic education & partnership strategy.	X									DGTTF	Workshop materials and facilitation costs	8,000
	Activity 1.1.3 Assist the ACC in engaging with civil society partners in public outreach and information dissemination activities		X	X	X	X	X	X	X			Seed money/grants for creative anti-corruption events to be organized by CSO at local levels in partnership with ACC	25,000

<p>between ACC and other institutions, including CSOs for corruption prevention</p> <p>Indicators:</p> <ul style="list-style-type: none"> - ACC civic education and partnership strategy developed and disseminated - Number of outreach materials targeting youth produced and disseminated - Number of outreach materials targeting community leaders produced and disseminated - Number of activities carried out during the Anti-Corruption Week in partnership with other stakeholders. - Number of radio programmes on anti-corruption developed and broadcast; - Policies, guidelines, code of conduct developed 	Activity 1.1.4 Support production and dissemination of outreach materials for primary & secondary schools.	X	X	X	X	X	X	X	X							Development, printing and dissemination of materials	30,000
	Activity 1.1.5 Support youth participation in corruption prevention and detection practices	X	X	X	X											Development, printing and dissemination of materials;	10,000
	Activity 1.1.6 Support production and dissemination of relevant anti-corruption materials for community leaders		X	X	X	X										Development, printing of materials, and dissemination through selected CSOs	15,000
	Activity 1.1.7 Support the organization of an Anti-Corruption week in preparation of the Anti-Corruption Day					X										Design and implement awareness campaign events and activities	20,000
	Activity 1.1.8 Assist the ACC in engaging with TV and radio stations at the centre and at district level for the production of interactive radio and TV programmes on anti-corruption transparency, targeting student and youth.		X	X	X											Grants to radio stations and TV for design and broadcast of programmes	12,000
	Activity 1.1.9 Support development of regular outreach and information content for the ACC website and the resource centre				X											Consultancy website	8,000

	Activity 2.2.1 Support ACC in conducting its own capacity assessment																		Mission costs	5,000
	Activity 2.2.2 Support ACC and relevant state institutions in conducting the UNCAC self-assessment	X	X																DSA, travel costs of conference, consultancy fees, mission costs	18,000
	Activity 2.2.3 Support the ACC in following-up the recommendations of the UNCAC review																		Costs of follow-up activities: production of materials, travel, DSA, workshop costs.	20,000
	Activity 2.2.4 Support the ACC in developing, monitoring and reporting systems and Standard Operating Procedures																		Costs of systems development and hardware/software support	10,000
	National Project Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	DGTTF/TRA C	44,000
	Office equipment and operational expenses	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Office supplies/operational	8,000
TOTAL																				350,000

Budget Breakdown		
Output 1		Estimated Cost
Personnel (Short term consultants)		USD 38,000
Travel and DSA		USD 22,000
Training, Workshops and Conferences		USD 18,000
Grants/Seed money		USD 37,000
Outreach materials (development, printing and dissemination)		USD 75,000
Sub-Total		USD 190,000
Output 2		
Personnel (Short term consultants)		USD 15,000
Travel and DSA		USD 23,000
Training, Workshops and Conferences		USD 35,000
Mission costs		USD 5,000
Outreach materials		USD 20,000
IT Hardware and software development		USD 10,000
Sub-Total		USD 108,000
Project Management		
National Personnel		USD 44,000
Operational costs		USD 8,000
Sub-Total		USD 52,000
TOTAL		USD 350,000

IV. MANAGEMENT ARRANGEMENTS



The project will be implemented by UNDP under the Direct Implementation Modality (DIM). However, ACC will be the responsible party for specific project interventions pertaining to the development of reporting mechanisms such as UNCAC.

The Project Board that is composed of representatives of the ACC and UNDP will provide strategic guidance and oversight to the overall project implementation. Project Board Meetings will be held once a year, however, they can also be convened when needed, upon the request of the Project Board members.

The project will be managed by a National Project Manager who will be based in the ACC premises. This will translate into enhanced national ownership over the implementation of the project and will also enable the project to maximize the DGTTF financial contribution for the development and conduction of activities and minimize management costs. The NPM will be responsible for coordinating project activities, work planning, reporting and mobilization of project inputs. Other project staff (short-term consultants as identified in the Annual Work Plan) will be coordinated and supervised by the National Project Manager.

The Project Assurance role will be undertaken by the Democratic Governance Unit of UNDP. This will entail ensuring that the funds are made available to the project and utilised appropriately. The Democratic Governance Unit will also ensure that progress is made towards intended project outputs and capture lessons learnt during implementation. UNDP Regional Service Centre, Bangkok will provide substantive support and guidance, including knowledge sharing and networking with other national and regional institutions. It would also share anti-corruption knowledge products and research tools applied in other countries.

Project Support will be provided by UNDP Operation Team in terms of undertaking financial transactions, procurement of services of goods, recruitment of consultants, etc.

V. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

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

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project". This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Strengthened capacities for civic engagement and partnerships among the Anti-Corruption Commission and relevant civil society organization			
Activity Result 1.1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID Support development and operationalization of the ACC civic education strategy		Start Date: June 2011 End Date: June 2013
Purpose	What is the purpose of the activity? This activity aims at supporting ACC Civic Education Department in developing and implementing its civic education strategy		
Description	Planned actions to produce the activity result. The main actions support production, dissemination and translation of relevant outreach materials in the area of anti-corruption		
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. what method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?	
ACC civic education strategy developed and implemented	ACC Strategic Plan, ACC Annual Report	Yearly	
Number of outreach materials targeting youth produced and disseminated			
Number of outreach materials targeting community leaders produced and disseminated			
Number of activities carried out during the Anti-Corruption week in partnership with other stakeholders			
Activity Result 1.2 (Atlas Activity ID)	Short title to be used for Atlas Activity ID Support ACC in improving of ethical awareness and integrity of public institutions		Start Date: June 2011 End Date: June 2013
Purpose	What is the purpose of the activity? Support ACC in enhancing ethical and integrity awareness among public institutions		
Description	Planned actions to produce the activity result. The main actions focus on supporting synergies with civil servants on ethics and integrity related issues		
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. what method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?	
Guidelines for introducing incentive systems for promoting integrity	ACC annual report	Yearly	
Number of partnerships with public institutions	Guidelines		
OUTPUT 2: Strengthened analytical capacity of the Anti-Corruption Commission for informed decision making and outreach on anti-corruption			
Activity Result 1	Short title to be used for Atlas Activity ID		Start Date: June 2011

(Atlas Activity ID)	Support ACC in introducing and applying tools for analysis		End Date: June 2013
Purpose	What is the purpose of the activity? This activity aims at assisting the ACC in applying relevant anti-corruption tools to support policy and outreach work.		
Description	Planned actions to produce the activity result. Activities include capacity building interventions to AC officials in applying and using analysis tools		
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. what method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?	
Analysis tools developed and applied by ACC and other national partners	Back to office reports on the two pilot research studies	Yearly	
Research finding reflected in and disseminated through civic education campaigns			
Anti-Corruption dictionary developed			
Partnerships with youth and students developed			
Activity Result 2 (Atlas Activity ID)	Short title to be used for Atlas Activity ID Strengthen capacity of ACC and other relevant state institutions to report on the UNCAC	Start Date: June 2011 End Date: June 2013	
Purpose	What is the purpose of the activity? This activity aims at supporting the conduct of the UNCAC self-assessment and the development of relevant reporting systems		
Description	Planned actions to produce the activity result. Interventions will focus on the support to the UNCAC self-assessment process and the production of Standard Operating Procedures		
Quality Criteria how/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. what method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?	
UNCAC self-assessment conducted and report disseminated	UNCAC self-assessment report		
SOP produced			

VI. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

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

The implementing partner 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 implementing partner's security, and the full implementation of the security plan.

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

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

Project Title: Strengthening civic engagement and research capacity of the Anti-Corruption Commission	Award ID:	Date:
--	------------------	--------------

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	There is a high level dependency on the project to provide legal and technical services	During project formulation phase	Environmental	The project would need to review its level of advisory support and its capacity development strategies P =1-2 I = 1	The project has designed systematic medium-term capacity development strategies to enable development of ACC national capacities	Project Manager			Low to moderate level risk
2	Inadequate outreach capacity developed	During project formulation phase	Environmental	The project would need to extend support to outreach strategies P =1-2 I = 1	The project has contributed to the development of the ACC media and communication plan	Project Manager			Low to moderate level risk