UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

UNDP Pacific Office - Solomon Islands

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Project Title: Transparency and Accountability Project for Solomon Islands – Amendment

Project Number: 00105473

Implementing Partner: United Nations Development Programme (Direct Implementation)

Start Date: 01 May 2019 **End Date:** 31 December 2023 **PAC Meeting date:** 24 April 2019

Project Board Meeting date: xx April 2021

Brief Description

The project "Transparency and Accountability for People of Solomon Islands project" (hereafter referred to as the TAP project) is in direct alignment and continuation of the anti-corruption work of UNDP globally and more specifically with the joint UNDP-UNODC, UN-PRAC (UN Pacific Regional Anti-Corruption Project) regional Pacific project funded by the Australian Department for Foreign Affairs and Trade (DFAT). Based on and in line with its inception phase launched in July 2017 jointly funded by the Solomon Islands Government and UNDP, TAP will be co-financed by the governments of Japan, Solomon Islands and United Kingdom. Additional support from bilateral and multilateral partners will be sought.

The project assumes that limited access to services and economic opportunities feed a climate of dependency which is at the root of the negative impact of corruption in Solomon Islands. The lack of accountability of revenue sources, services and administration of the State is further reinforced by the limited infrastructure, resources and capacity of the State and specifically its Integrity Institutions. This limitation of capacity and resource applies to civil society and citizens at the national and local level. It ultimately results in weak institutional checks and balances, leakages in services delivery and revenue streams and limited engagement of civil society on accountability mechanisms. The project assumes that **If** institutional checks and balances represented by integrity institutions are strengthened, leakages in revenues and expenditures for basic service delivery prevented and beneficiaries given a voice on government service accountability processes **then** resources will be disbursed and utilized in a more effective and equal manner by the Government of Solomon Islands thanks to stronger institutional and non-governmental capacity and engagement **and then** sustainable development objectives in line with the National Development Strategy and the Sustainable Development Goals will be contributed to in a way that leaves no one behind and ensure fair and equal access to services and economic dividend in a transparent and accountable way.

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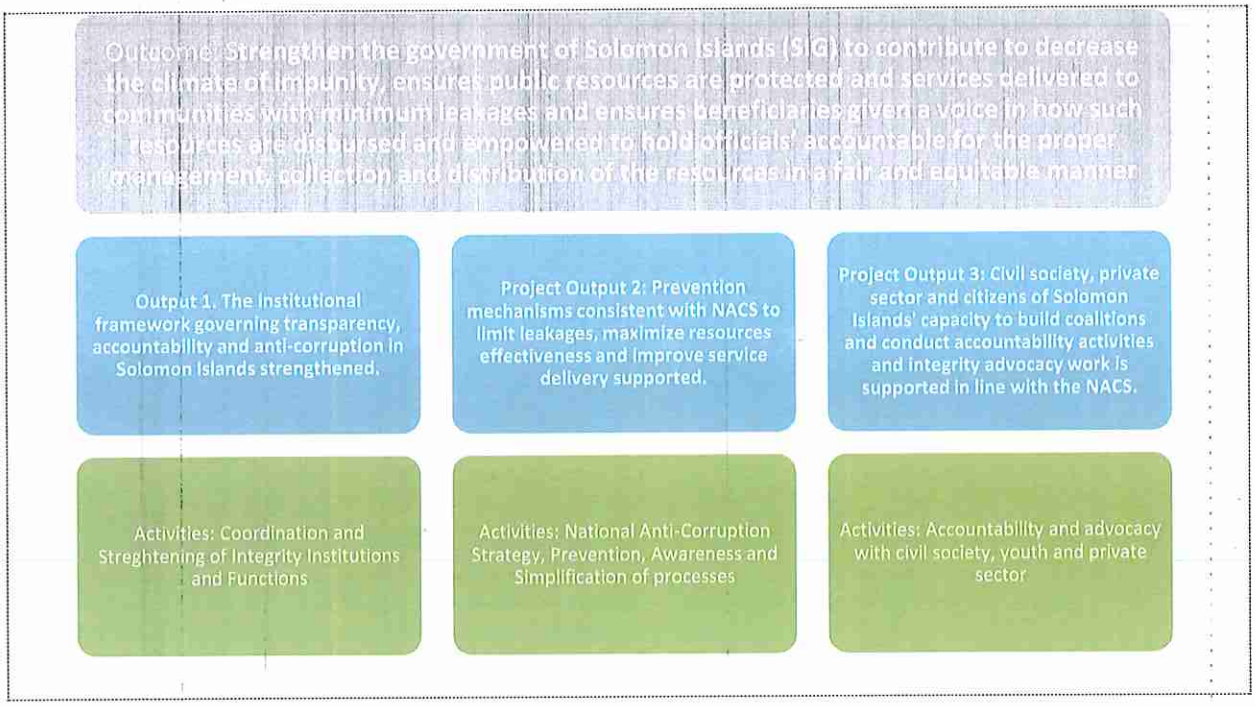

Contributing Outcome:

UNPS Outcome 5: By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice. SRPD Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Indicative Output(s) with gender marker:

Output 1. Strengthen the institutional framework governing transparency, accountability and anti-corruption in Solomon Islands. Gen 2.

Output 2. Prevention mechanisms consistent with NACS to limit leakages, maximize resources effectiveness and improve service delivery supported. Gen 2.

Output 3: Civil society, private sector and citizens of Solomon Islands' confidence to build coalitions and conduct accountability activities and integrity advocacy work is supported in line with the National Anti-Corruption Strategy. Gen 2

Total resources required:		
Total resources allocated:	**Japan:**	1,800,000.00
	Solomon Islands:	1,103,346.82
	UNDP TRAC:	249,000.00
	United Kingdom:	50,000
Unfunded:		

Agreed by (signatures):

Government	UNDP
Print Name:	Print Name: BERDI BERDIYEV
Date:	Date:

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I. DEVELOPMENT CHALLENGE

Solomon Islands is in the Southwest Pacific Ocean and consists of about 1,000 islands of which 350 are inhabited. The total population is estimated to be approximately 580,000 with a new census launched in 2019. The two largest islands are Malaita and Guadalcanal. Guadalcanal hosts the country's capital, Honiara, and is the location of most of the ethnic tensions in the late 90s and early 2000s. Solomon Islands like other Pacific Island countries is characterized by extraordinary social and linguistic diversity, coupled with widespread islands, low-density settlement patterns, rapidly growing population, and a narrow economic base dependent on a few sectors to generate national income. It is vulnerable to climate change and disasters and exposed to external shocks, and has experienced instability during the "tensions," between 1998-2003 and frequent changes of government.

This section highlights how corruption and related challenges of transparency, integrity, and accountability acts as a barrier to sustainable development generally and more specifically how its impacts the development of Solomon Islands. TAP is premised on the assumption that highlights the possibility for anti-corruption and integrity mechanisms will act as accelerators for the achievements of the Sustainable Development Goals and the Solomon Islands National Development Strategy.

Corruption a Global Governance and Development Challenge

Over the last three decades issues relating to transparency and accountability have become acknowledged as central to the ability of states to fulfil their obligations to reduce poverty, sustain peace and achieve internationally agreed goals such as SDGs and the 2030 Agenda for Sustainable Development. Those interlinkages are further defined by the inclusion of corruption specific target and indicators in the Sustainable Development Goals framework, including target 16.5 "Substantially reduce corruption and bribery in all their forms". This was succinctly stated in the UN General Assembly 2010 outcome document, "*We stress that fighting corruption at both the national and international levels is a priority and that corruption is a serious barrier to effective resource mobilization and allocation and diverts resources away from activities that are vital for poverty eradication, the fight against hunger and sustainable development. We [...] urge all States that have not yet done so to consider ratifying or acceding to the United Nations Convention against Corruption and begin its implementation.*" [1]

Corruption is a root cause of many development challenges including poverty, political instability, uncompetitive business environment and an unresponsive public sector to the needs of the population. For instance, corruption "undermines democracy and the rule of law, leads to violations of human rights and erodes public trust in government.[2]" Corruption hurts the poor disproportionately by diverting funds intended for development, undermining a government's ability to provide basic services, feeding inequality and injustice, and discouraging foreign investment and aid. Addressing corruption helps address the root causes of many governance and economic ills many countries face today. There are many studies that show a correlation between corruption and high poverty prevalence and low human rights observance records. For instance, according to the World Economic Forum, the global cost of corruption is at least $2.6 trillion, or 5 per cent of the global gross domestic product (GDP), and the World Bank, estimates that businesses and individuals pay more than $1 trillion in bribes every year. The United Nations estimates that meeting

[1] Paragraph 52 of UNGA outcome document 2010 A/65/L1

2 UN The Secretary-General Statement On The Adoption By The General Assembly Of The United Nations Convention Against Corruption New York, 31 October 2003

the 17 SDGs will require global investments of between $5 to $7 trillion each year up to 2030 showing a big deficit caused partly by corruption [3] .

Challenges to Transparency and Accountability in Solomon Islands

Solomon Islands are ranked in the middle range of most corruption-related indexes, including the Corruption Perception Index of Transparency International (70 out of 180 countries), the Trace Bribery Risk Matrix (90 out of 200 countries). Those numbers indicate a high level of corruption yet a situation where the right transparency and accountability mechanisms can bring about significant change. The Doing Business Index of the World Bank is ranking Solomon Islands as performing less than other indexes (115 rank out of 160 countries) mostly due to difficulties in the registration of property, trading across borders and enforcement of contracts. It highlights the specific impact of red tape and associated corruption have on economic and business environment. This comparative data and global indexes do not paint a detailed picture of corruption in Solomon Islands. However, their relatively consistent ranking allows us to place Solomon Islands in the average of South East Asia and the Pacific region on control of corruption indicators (World Bank World Governance Index 2017).

Solomon Islanders rank corruption as the third overall concern which affects their daily life, after the unemployment and cost of living and they perceive it to have an impact on their equal access to opportunities (in terms of both education and employment). They also consider that corruption has a direct and negative effect to the economic development and natural resources people rely on for

[1] UN The Secretary-General Statement On The Adoption By The General Assembly Of The United Nations Convention Against Corruption New York, 31 October 2003

[2] Paragraph 52 of UNGA outcome document 20 JO A/65/ LI

3 https://www.un.org/press/en/2018/sc13493.doc.htm

livelihoods. To this end, Covid-19 related concerns, actual as they are today, rank only after corruption, according to the UNDP Perception Survey conducted in mid-2020. [3] In 2019, the UNDP's Conflict and Development Analysis noted that "Concerns about rampant corruption, which is unequivocally associated with poor governance and the breakdown of transparent and accountable traditional and parliamentary authority, is the major concern of Solomon Islanders, female and male, from all walks of life"[4] Similar perceptions were measured throughout UNDP Perception in 2018, where employment and job opportunities were the most commonly identified concerns by respondents in all provinces, except Makira-Ulawa where corruption was the most common response. Overall, corruption was ranked as the second top challenge for Solomon Islands by respondents to the survey.[5]

Corruption and its impact on various segments of society

The work of the UNPRAC project and the activities implemented under the TAP Initiation Plan help translate those rankings in a more specific picture of how corruption impact sustainable development in Solomon Islands. Under the UNPRAC project, the Solomon Islands National Anti-Corruption Strategy was supported. The Strategy, endorsed by Parliament and Cabinet in 2017, "recognizes that corruption undermines development and sustains poverty, inhibits economic growth, drives political instability, enables the unsustainable use of natural resources, impacts the delivery of services and undermines good governance and the rule of law"[4].

Under the TAP project, pilot projects engage communities and civil society directly on what corruption meant for them. In Makira, constituents pointed at missing boats which had been promised, unfinished schools and roads. In Malaita, youth talked about absent teachers and health workers, unequal access to scholarships, job opportunities and development projects. Those perceptions were further documented by the Peacebuilding Perception Survey of UNDP in 2017. Employment and job opportunities were the most commonly identified important issue to address by respondents in all provinces, except Makira-Ulawa where corruption was the most common response. Overall, corruption was ranked as the second top challenge for Solomon Islands by respondents to the survey.

Multiple studies point to the challenge of State outreach, particularly in terms of service delivery and notably outside of the capital[5]. Small Islands States are known to have high costs related to ensuring access to basic services for their rural and often dispersed populations. The health sector for instance accounts for around 14% of the expenditures of government, of which 65% is funded by Solomon Islands and 29% by external donor resources[6]. Weak administration opens the way for clientelism and misuse of public funds dedicated to basic services. One can illustrate this risk using the 2013 Political Economy Analysis of the Education sector were one of the key recommendations was to address corruption bottlenecks[7].

The Constituency Development Funds which were partly initiated as a vehicle to address part of this challenge have also seen their accountability put into question[8]. Those Funds more generally embody the multiple issues arising from the proportional increase of discretionary funds in the Government budget and the corollary increase in the budget directly controlled by Parliamentarians. The TAP project recognizes the need to address those accountability issues, linked to broader reports by the Auditor general which show some endemic issues related to the administrative checks and balances of the government projects and budgets. Those challenges being recognized by several donors focusing their support on Public Finance Management support. UNDP is notably supporting the Public Accounts Committee of the

4 Solomon Islands National Anti-Corruption Strategy 2017

5 Roderick Duncan, Governance Reform in the Public Sector in Pacific Island Countries, understanding How Culture Matters, and ABD Technical Assistance Report, Strengthening Public Financial Management in Pacific Developing Member Countries, 2008

6 WHO, Health Service Delivery Profile, Solomon Islands, 2012

7 Metis Analysis, Independent Assessment Report of the Solomon Islands Education Sector Program 2 Performance-Linked Aid Payment, July 2018, available at: https://dfat.gov.au/about-us/publications/Documents/si-esp-2-independent-assessment-report.pdf

8 Auditor General report on CDF 2012-2014, published December 2018

Parliament through its regional Parliamentary Effectiveness Project and its EU-funded Public Finance Management project which notes lack of technical capacity and public understanding which would be required to properly exert oversight functions. Given the existing project and this space, the TAP project will focus on support the demand for accountability and strengthening the checks and balances linked directly and indirectly to those funds.

The impact of corruption is often differently and/or disproportionately felt by women. A UNDP inquiry into women and leadership emphasizes how women have little access to financial support[9], corrupt networks often favoring men. Focus groups additionally note that female members of the wantok or the family are less likely to benefits from nepotism and favoritism. Women are also typically exposed more to certain types of corruption. Sextortion or the abuse of power and position to extort sexual favors- while there is little data on such crime, it has been documented that logging activities put Solomon Islands women in a particularly vulnerable situation[10]. Access to basic services on behalf of the family unit is typically a gendered task, and both the direct and indirect impact of corruption disrupt these. See below on quality and access to service and in this CIFOR study[11] to understand the gendered impact of illegal or unsustainable logging. While the impact of corruption on women hasn't been specifically documented in Solomon Islands it can be expected that absence of basic services and petty corruption in the health and education sector disproportionately impact women and girls.

Youth experience corruption in specific ways as well. The huge proportion of "drop-outs" as they are often called does not refer to teenagers withdrawing from the school system following failures or negative influences. In Solomon Islands, it refers to children and young adults not having the options to continue their education due to the limited spaces available in the classrooms. The selection of children being "opted-out" is supposedly done on performance, but often linked to payment of bribes by the parents. Exposure to corruption from a young age continues with award of scholarships, where nepotism and connections often play a larger role than performances. The budget for scholarship award increased by 40% between 2016 and 2017 while issues of transparency and accountability of award persist[12].

Investing in Youth in Solomon Islands is not investing in the future: with 70% of the population under 34 years old[13], it means investing in the present. The National Youth Policy identifies the 82% unemployment rate of youth as absolute priority and concern for youth in the country. It describes the ramification of the unemployment rate on law and order, with hopelessness fostering non-violent and violent anti-social behaviors. In this context, it is not surprising that youth themselves rate corruption as the number two concern and priority for their age group[14] as they perceive it to have an impact on their equal access to opportunities (in terms of both education and employment) and well as impacts negatively the economic development and natural resources they rely on to create opportunities for themselves. This is probably the reason why most youth groups[15] UNDP worked with through the TAP Initiation Plan were equally concerned by the impact of nepotism on their personal lives and the shadow of political corruption casts on their communities.

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[9] Idem

[10] Minter, Orirana, Boso and van der Ploeg J. 2018. From happy hour to hungry hour: Logging, fisheries and food security in Malaita, Solomon Islands, World Fish Program Report, 2018

[11] Gabrielle Lipton, In Solomon Islands, the gendered effects of corporate logging, Gender and Forestry in Solomon Islands, CIFOR News, 2018

[12] Metis Analysis, Independent Assessment Report of the Solomon Islands Education Sector Program 2 Performance-Linked Aid Payment, July 2018, available at: https://dfat.gov.au/about-us/publications/Documents/si-esp-2-independent-assessment-report.pdf

[13] National Youth Policy 2017-2030, Solomon Islands Government

[14] UNDP Peacebuilding Youth Survey, 2017

[15] Including groups in Malaita, the Solomon Islands Deaf Association, the Pacific Youth Forum Against Corruption, the Youth Council, Youth@Work and the Young Women Parliamentarian Group.

Finally, corruption is also noted to impact revenue streams of the government. Revenues from natural resources (forestry, mining, fisheries ...) for instance are not only expected to diminish in the years to come[16], indicators pinpoint to revenue loss due to lacks checks and controls and proper enforcement of legislation[17]. In 2018, under the UNDP TAP Initiation Project, Corruption Risk Assessments were conducted in two of the main revenue sectors, namely Forestry and Mines. Their results show risks linked both to policy design and poor implementation and point to problematic practices already described in previous sector reports such as the Central Bank 2005 Forestry Assessment and the Price Water 1995 Forestry Report. The burden of corruption on the economy is also illustrated by the poor performance of Solomon Islands on the Doing Business Index of the World Bank. The Private sector scan of the Chamber of Commerce ranked corruption as the top 2 concern for businesses in 2018.

Overview of the integrity landscape in Solomon Islands

Aware of the challenges and with an aim to remedy the adverse effects of the corruption Solomon Islands joined the UN Convention Against Corruption in 2012. In line with its international obligations it initiated the drafting of a National Anti -Corruption Strategy (NACS) in 2015 which was endorsed in 2017. In November 2019, NACS, in compliance with the Anti-Corruption Act of 2018, after a successful inclusive and consultative process has been revised, guided by the Prime Minister's Office with the technical support of UNDP. The final version of the NACS was discussed by the NACS Steering Committee and it is expected to reach the Parliament in the upcoming period. In parallel, it set to review its integrity legal and institutional framework. The Strategy was drafted concurrently with other legislation, including the Electoral Act and the Anti-Corruption Act 2018. The Prime Minister and Governor General in their address on the International Anticorruption Day in 2019, emphasized the fight against corruption as a paramount priority for the country and a key condition for the realization of the National Development Plan 2016-2035.

A major change brought about by those legislations is the creation of a single Anti-Corruption Commission charged with leading the fight against corruption. This Commission will complement the existing framework of integrity institutions. From the central government, they include the Office of the Prime Minister, various Ministries, Ministry of Finance, Parliament, Law Enforcement Agencies and Public Prosecution Office. Commissions and Agencies contributing to the anti-corruption efforts include the Leadership Code Commission, Office of the Ombudsman, the Anti-Money Laundering Commission, the Public Service Commission, the Political Parties Commission and the Office of the Auditor General. The National Anti-Corruption Strategy (NACS) Steering Committee, the Integrity Forum Group and Committee for Combating Corruption are coordinating, and advisory bodies also set up to overseer the anti-corruption efforts. The Solomon Islands Independent Commission Against Corruption (SIICAC) is the latest integrity institution established.

The endowment of these institutions, however, was followed by practical challenges which impacted the effectiveness and performance of these integrity institutions. These include i. lack of effective policy leadership, ii. low utilization of institutional coordination mechanisms, iii. lack of established capacities trained and acquainted with integrity standards including expert guidance and inputs to ensure respect of international standards and international best practice; and most importantly iv. lack of financial and human resources within integrity institutions. Institutions additionally struggle with the lack of available data on occurrences and perceptions of corruption. To this end, it is of paramount significance to address these challenges and an integrated approach inclusive of capacitating the institutions in terms of both, infrastructure and expertise, in tandem with supporting civil society to ensure a proper check and balance system is a must.

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[16] Asian Development Bank (ADB), "Asian Development Outlook: Solomon Islands" (Manila: ADB, 2014); and International Monetary Fund (IMF), "IMF Solomon Islands Country Report," No. 14/170 (Washington, DC: IMF, 2014).

[17] Ministry of Forestry highlights disparities between licences awarded and income generated during the August 3rd 2018 Conference on UNCAC and Anti-Corruption Act 2018.

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Civil Society and Media in Solomon Islands

In recent years, civil society and the media have been at the forefront in demanding accountability and general responsiveness from the Government. While civil society in Solomon Islands are generally categorized as small and extremely grassroot organizations, in the recent years, they have started to engage on policy and advocacy matters. In the past, contention between civil society groups and Government revolved mostly around logging and environmental issues, however from 2015, issues related to mismanagement, spending and budgeting have taken a central place in campaigns coordinated between multiple civil society actors.

The Anti-Corruption Bill movement, which took place following the withdrawal of the Anti-Corruption Bill from Parliament in 2017, is presented by interlocutors as a turning point in the mobilization and coordination of civil society. On the engagement of civil society organization on the issues of transparency, integrity and accountability, consultations held, indicate that some civil society are involved in soft approaches to accountability and responsiveness through awareness raising and advocacy work. However, these efforts are often hampered by the lack of funding and lack of capacities. Consultation indicate that some stakeholders are more inclined to cooperation with civil society on prevention action then oversight and conflictual relationships.

While these soft approaches to accountability and responsiveness cannot replace accountability actions, they can foster a general openness from institutional actors and the establishment of trust and communication channels. Some of the larger, well-funded civil society organizations are involved in accountability actions implementing activities ranging from evidence-based projects to collect people's experiences relating to access to basic services and performances of public officials to presentation of testimonials to the Public Account Committee of the Parliament. While corruption is a point of interest for civil society organization, many lacks the organizational and analytical skills and capacity to develop and implement robust anti-corruption activities.

UNDP Anti-Corruption Engagement in the Pacific and Solomon Islands

A regional flagship UN initiative, the DFAT funded United Nations Pacific Regional Anti-Corruption Project (UN-PRAC) jointly implemented by UNDP and UNODC has been promoting anti-corruption in the Pacific for the past 7 years. In Solomon Islands, since 2012, UN-PRAC has been supporting the alignment of the Solomon Island integrity frameworks with the UN Convention Against Corruption Convention (UNCAC), and has assisted with policy and legislative reviews, training and capacity building, social accountability initiatives and son on. As a spin-off of this comprehensive engagement with UN-PRAC, a national project was developed in 2017 by the Government and UNDP, with UNODC's contribution. to initially support the implementation of the National Anti-Corruption Strategy and work on a design of a longer-term, comprehensive national project., So, the UNDP Transparency and Accountability for the People of Solomon Islands (TAP) project (Inception Phase, also referred to as Initiation Plan) has been supporting the Solomon Island Government in implementing its Anti-Corruption Strategy since 2018, together with UN-PRAC.

Some of the key achievements in the lifetime of the TAP Initiation Project (2018-2019) are provided below:

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Based on the infrastructure set-up by UN-PRAC and the initial phase of TAP, this project document is aimed at scaling up the TAP Initiation Project into a full-fledged project.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

UNDP Anti-Corruption Engagement.

Anti-Corruption constitutes a cornerstone of UNDP Strategic Plan 2018-2022 with transparency and accountability of institutions and basic service delivery integrated in all 3 priority outcomes. The effective, accountable and transparent governance signature solution integrates specific outputs on anti-corruption as a cross-cutting issue and SDG 16 established specific targets for corruption levels. Those specific anti-corruption objectives reflect the role corruption plays as a potential bottleneck for the achievement of the SDGs and how accountable and transparent institutions can become accelerators for change in all sectors.

The project falls directly under the UNDP sub regional programmed document (SRPD) for the Pacific Island Countries and Territories (2018-2022) and responds to Strategic Plan Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. The project corresponds to the Indicative Indicator 5.2.2 Number of countries that address more than 60% of gaps identified in the UNCAC reviews and responds effectively to SRPD Output 5.2. Increased transparency and accountability in governance institutions and formal and informal decision-making processes.

The project corresponds directly to the United Nations Pacific Strategy (UNPS) 2018 – 2022 Outcome 5: By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice. The project directly contributes to UNPS Indicator 5.4 Number of PICTs that adopt and implement constitutional, statutory and/or policy guarantees for public access to information (SDG 16.10.2), and UNPS Indicator 5.6 Number of PICTs with established and implemented anti–corruption policies (SDG 16.5.1).

In this Outcome, UNDP and UNODC share the ownership over the anti-corruption work. As noted above, TAP is a spin-off of UN-PRAC as a UNDP-UNODC partnership that is there to operationalize the Outcome 5 about the Indicator 5.6. Therefore, TAP will continue to operate as a platform that complements UN-PRAC's efforts and will benefit from the advisory and quality assurance support by the joint regional UNDP and UNODC team operating from Suva.

Comparative Advantages

UNDP with UNODC support brings global, regional and Solomon-specific Anti-Corruption expertise and experience in project management, technical support and civil society engagement. UNDP's partnership with UNODC, notably in supporting the implementation of the UN Convention Against Corruption in the Pacific through the UNPRAC project, is a specific advantage which will complement the efforts under this project.

UNDP's portfolio in Solomon Islands and the larger Pacific region including electoral support, Parliamentary effectiveness, Public Finance Management, Peacebuilding including integrity and leadership as well as expertise in the field of natural resources management and economic environment will be reinforcing the approach of the project and the interlinkages with the National development Objectives and the Sustainable Development Goals.

UNDP notably over the past year of the TAP project and the 7 years of implementations of the UNPRAC project, in partnership with UNODC, has:

- Developed insider's expertise, network and understanding of the integrity framework in Solomon Islands, including the existing coordination mechanisms and the Anti-Corruption Working Group of the Prime minister's Office;
- Provided extensive technical support on the development and implementation of key anti- corruption legislation and conducted corruption risk assessments of prominent sectors;
- Partnered with the Education Ministry and higher education institutions to conduct anti-corruption activities;
- Nurtured a networks of civil society organizations and supported the development of a coalition of champions amongst formal and informal groups promoting accountability and advocating for more transparency and integrity.
- Presented comprehensive technical advice to the Office of the Prime Minister (PMO) in revising the National Anti-Corruption Strategy (NACS) and the Action Plan in accordance with the Anti-Corruption Act 2018
- Actively contributed in technical orientation and induction of the newly appointed Commissioners of the Solomon Islands Independent Commission Against Corruption (SIICAC), including in compiling the terms of reference of the SIICAC commissioners and developing its organizational structure.

The Project also aims to promote experiences from other Small Island Development States (SIDS), drawing on the UNDP's extensive networks from across the Pacific and globally. This collective comparative advantage of UNDP and its network of partners makes it a strategic partner to Solomon Islands through the project. The project will further rely on the extensive expertise and experience of UNDP national and regional activities and notably:

- Leadership and integrity expertise developed under the Peacebuilding Project UNDP Solomon;
- Parliamentary oversight and strengthening expertise and experience developed under the Parliamentary Effectiveness and Public Finance Management regional projects.

Theory of Change

The lessons learnt and successes of the initiation phase of the TAP project implemented from August 2018 – May 2019 and consultations held with various stakeholders from Government ministries, non-state actors and development partners, provides a fair understanding of the development challenge that still exists and has confirmed and elaborated on the various inputs needed to overcome the challenge.

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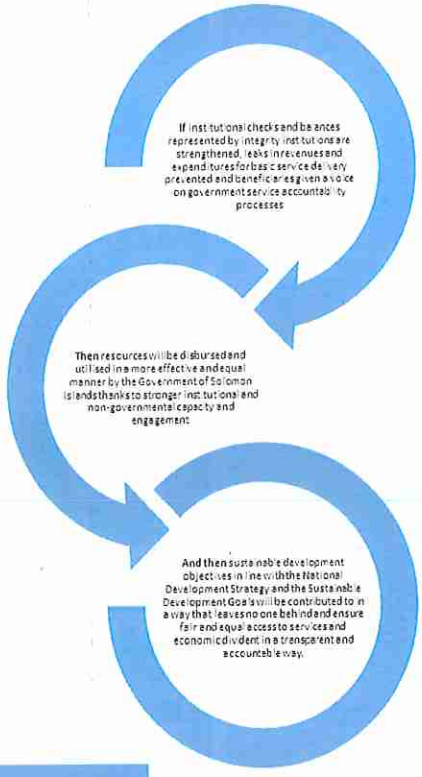
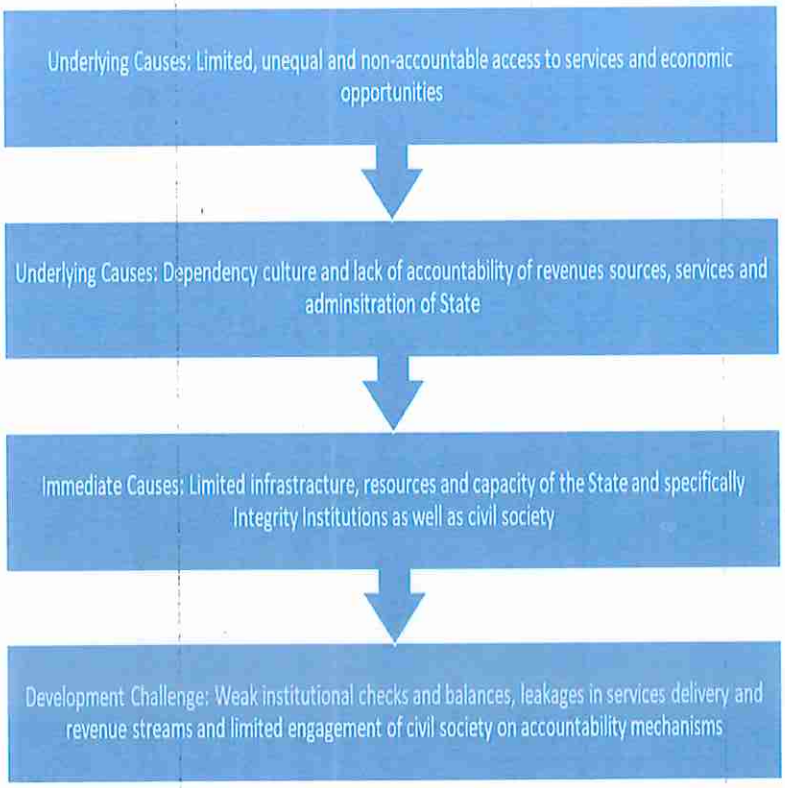
The Theory of change for the full-fledged TAP project reads as:

If institutional checks and balances represented by integrity institutions strengthened, leaks in revenues and expenditures for basic service delivery prevented and beneficiaries given a government service accountability processes **then** resources will be disbursed and utilized in a more and equal manner by the Government Solomon Islands thanks to stronger institutional and non-governmental and engagement **and then** sustainable development objectives in line with National Development Strategy and Sustainable Development Goals will contributed to in a way that leaves no behind and ensure fair and equal services and economic dividend in a transparent and accountable way.





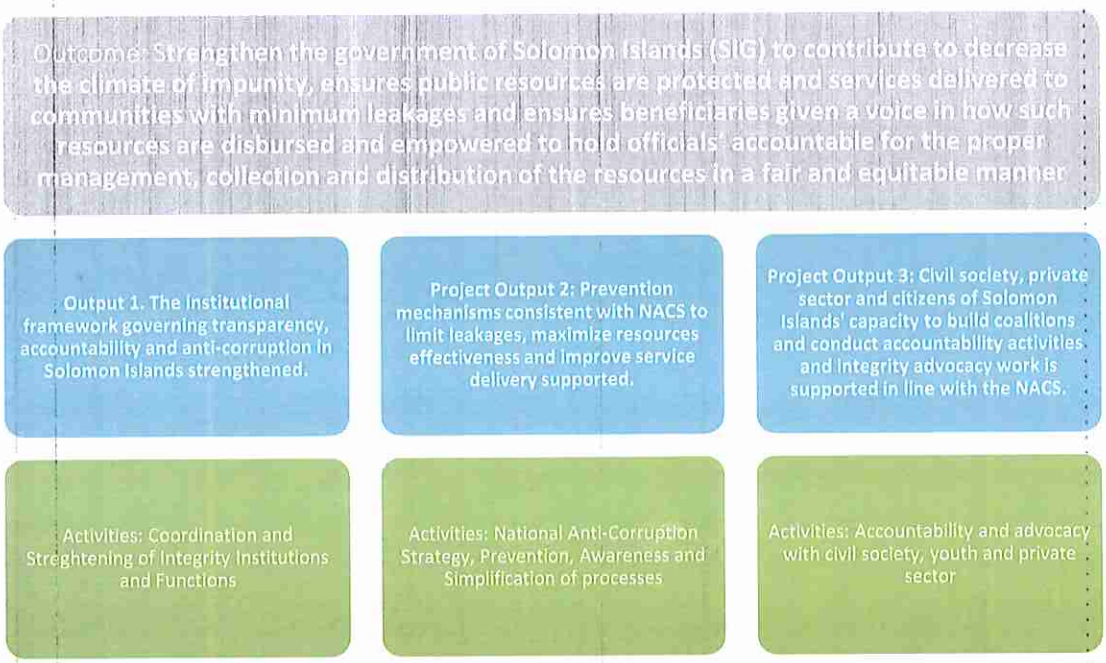
In line with the overall goal (Outcome) of the project **to strengthen the government of Solomon Islands (SIG) checks and balances ultimately contributing to address the climate of impunity, ensures public resources are protected and services delivered to communities with minimum leakages and ensures beneficiaries given a voice in how such resources are disbursed and empowered to hold officials' accountable for the proper management, collection and distribution of the resources in a fair and equitable manner**, the following three development results have been identified as critical to achieving the project goals.

The TOC and the project design have been developed based on a three-pronged approach translating into three main outputs described under the results framework.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

In line with the overall goal (Outcome) of the project **to strengthen the government of Solomon Islands (SIG) to contribute to decrease the climate of impunity, ensures public resources are protected and services delivered to communities with minimum leakages and ensures beneficiaries given a voice in how such resources are disbursed and empowered to hold officials' accountable for the proper management, collection and distribution of the resources in a fair and equitable manner**, the following three development results have been identified as critical to achieving the project goals.



Development Result 1 (Project Output 1): Strengthen the institutional framework governing transparency, accountability and anti-corruption in Solomon Islands

The project through this output will focus in reviewing and improving the existing institutional framework and arrangements related to the work of integrity institutions, including the Anticorruption Commission of Solomon Islands. Three sets of activities are envisaged under this Output: (i) establishment and enhancement of a new or existing coordination and communication mechanism linked to the implementation of the National Anti-Corruption Strategy and the Integrity Framework,
(ii) enhancement of the capacities of integrity institutions through training, technical support and enabling legislation, policies and regulations, (iii) strengthening the corruption investigation, case management and prosecution capacities of the selected integrity institutions.

The project, under this chapter, will focus in addressing the conceptual questions, like leadership and coordination framework on anticorruption and tackle practical challenges, such as coordination, capacity and rational use of resources, which have a direct impact to the efficiency of the integrity institutions.

The National Anti-Corruption Strategy (NACS) is currently overseen by the NACS Steering Committee. The functionalization of the SIICAC will most likely alter this balance of power and likely modify the current governance framework. The activities of the current coordination mechanisms have been impacted by the discontinuation of the

Anti-Corruption Secretariat position in the Prime Minister's Office and over the past two years meetings have been initiated mostly when secretariat support from the UNDP TAP project was available. That is why, it is essential that support is provided to the secretariat to ensure that it is capacitated to effectively fulfil this function in order to strengthen the oversight and coordination framework for the Strategy.

Supporting the monitoring and evaluation framework is critical to enhance learning curve and continuous improvement of the Strategy and anticorruption action and the coordination mechanism in the country. It also serves as a tool for measuring the results against the agreed deliverable and holding accountable the relevant actors. Promoting the work under the NACS and information management and sharing is also of a particular importance, for the NACS to reach its objectives. To this end, the compilation of baseline and reports, as well as publication and regular reporting to the coordination body and the public on results and evaluation should be supported.

Activity Result 1.1. establishment and enhancement a coordination and communication mechanism linked to the implementation of the National Anti-Corruption Strategy and the Integrity Framework.

As mentioned in earlier sections of this report that integrity space is fairly crowded with a high number of institutions working in the space, lacking in coordination and in policy leadership. One the objective of the Initiation Plan was to support institutional coordination mechanisms. During the implementation phase of the Initiation Plan, two of the three institutional mechanism were active. Under this Activity Result, the focus is on addressing the conceptual questions such as leadership and coordination framework for anti-corruption as well as practical challenges impacting the effectiveness of integrity institutions such: coordination, capacity and rationalization of use of resources.
Specific results described in the results framework include improved coordination between institutions, increased proportion of press articles referring to integrity institutions reports and increased knowledge and capacity of integrity institutions staff.

The Project proposes to do this by focusing on the following sub-activities:

Activity 1.1.1 Support the establishment of coordination mechanisms necessary for the implementation of NACS.

The National Anti-Corruption Strategy is currently overseen by the NACS Steering Committee. The establishment of the SIICAC will most likely alter this balance of power and likely modify the current governance framework. The current coordination mechanisms have been functioning relatively well, yet their activities have been impacted by the discontinuation of the secretariat position in the Prime Minister's Office and over the past two years meetings have been initiated mostly when secretariat support from the UNDP TAP project was available. Now that this secretariat function has been reinforced and as the Government rethinks the oversight and coordination framework for the Strategy, it is essential that support is provided to the secretariat to ensure that it is capacitated to effectively fulfill this function.

Activity 1.1.2 Recruit an expert to develop a monitoring and evaluation framework for the NACS and the Communication Strategy;

This activity result is specifically focused at supporting the monitoring and evaluation framework for the Strategy and the coordination mechanisms. This will contribute to enhanced learning curve and continuous improvement of the Strategy and anti-corruption action in the country. Activities could include baseline and reports, as well as publication and regular reporting to the coordination body and the public on results and evaluation.

Beyond the communication on results described in the previous activity, this activity will target specifically the capacity of the government to articulate and communicate results and vision around the strategy and its anti-corruption policy effort. One of the specific objectives of this activity is to pilot joint communication and

outreach activities for integrity institution and whole-of-government approach to communication. Given the small budgets and limited capacity of integrity institutions, in the past, RAMSI had successfully piloted the possibility to conducted joint awareness activities. The Project builds on this success and takes a step further by proposing that the outreach and communication strategy of those institutions could be better articulated jointly. Centralized support to integrity institutions on press statement drafting, joint outreach exercise (such as the ones already conducted by the Office of the Ombudsman and the Public Service Commission) and coordinated provincial awareness tours will be provided as part of the coordination support.

*Activity Result 1.2: **Strengthening the Institutional capacity of integrity Institutions through training, technical and material support:***

Under this activity, the focus is on the provision of technical and expert advice to SIICAC members and integrity institutions to effectively undertake and fulfil their roles and responsibilities, build the capacities of integrity institution staff and to facilitate the establishment of physical spaces and public access to integrity institutions.

In line with the UNCAC review report and potential additional gap analysis of legislation and policies, the project will provide continued support to integrity institutions developing, undertaking consultations for and implementing key enabling legislation in the field of anti-corruption in line with the obligation of Solomon Islands under the UN Convention Against Corruption. Examples of legislations include remaining legislative objectives under the National Anti-Corruption Strategy 2017, including the Right to Information Bill and the revision of the Leadership Code Commission legislation. Enabling environment will be understood to include any legislation which would facilitate or foster a climate of transparency, integrity and accountability in line with the main goal of the project. Travel to thematic Conference and peer-to-peer exchanges on technical tools and legislation will also be included in this activity.

To achieve these, the project will focus in following sub-activities::

Activity 1.2.1. : Capacity and technical support to Anticorruption Commission and other integrity staff (in drafting of codes, procedures, manuals on anticorruption)

November 2018 saw the establishment of the Anti-Corruption Working Group to drive the establishment of the SIICAC and the revision of the NACS in 2019. While this group was designed to benefit from technical advice from various relevant Solomon Islands institutions the availability of experts is scarce and some specific technical expertise is not present in Solomon Islands. In the eventuality this task is transferred to early staff of SIICAC they are additionally unlikely to have the required technical background. This activity will aim at providing the appropriate level of expert guidance and inputs to ensure respect of international standards and awareness of best practice is provided while the Commission is developed. After the establishment of the Commission, technical support might be periodically provided to support the Director General and SIICAC members to envision and plan for strategic strengthening of the Commission.

The newly established SIICAC will not be able to tap into a well-established pool of candidate trained and acquainted with integrity standards. The two main concerns of the integrity institutions, with regards to the new integrity framework created by the Anti-Corruption Act, is retaining their resources and distribution of labor. This concern has been particularly voiced by the Department of Public Prosecution, the Office of the Ombudsman and the Leadership Code Commission. All institutions currently have unfilled positions in their

organigramme and are struggling to recruit and retain their staff. Therefore, under this activity, training will include initial training programme for the SIICAC staff as well as on-going training opportunity on areas identified jointly with the integrity institutions. Integrity Officers will be considered for this activity as part of the target pool for training and their capacity building will be decided in coordination with SIICAC.

Training programs will not be provided on an ad-hoc basis but will be in line with the approved workplans of the institution and their strategic priorities. Training topics include leadership, management and public speaking courses for integrity institutions management personnel to improve the outreach and retainment capacity of those institutions. Female staff will be given priority to attend the training and capacity building opportunities. Integrity officers established by the Anti-Corruption Act 2018 will be included in the training. Travel to integrity institutions abroad and to anti-Corruption Conference will also be included in this activity.

Activity 1.2.2. Improvement of basic infrastructure, equipment, telecommunication facility for integrity institutions in capital and provinces;

At present, most integrity institutions offices lack even minimum facility to receive citizens and carry out work effectively, with decaying and outdated physical infrastructure, furniture, IT systems, and basic office equipment. These institutions shall be able to respond to public demand for integrity and accountability. One distinguishing factor should be its orientation to the people and focus on serving the citizens of Solomon Islands. Public access to the institutions, will be an important symbolic and that is why investment in a public space for the beneficiaries is required, while the spaces should be designed through a user-centred (participatory) methodology. The project, therefore, will also focus in tackling this challenge and subsequently improve the physical conditions, including redesigning and rehabilitating the SIICAC's space intended for public and improving the basic infrastructure of the offices of other integrity institutions in the capital Honiara and provinces all over the country.

Activity 1.2.3. Design through user-centred approach public spaces for users of the SIICAC and other anticorruption institutions;

The SIICAC needs to distinguish itself from previous unsuccessful attempts to respond to public demand for integrity and accountability. One distinguishing factor should be people-orientation and focus on serving the citizens of Solomon Islands. The SIICAC will be the first body which is not focused on institutional processes (such as maladministration or misconduct) but providing services and redress for all Solomon Islanders accessing State services. Public access to the SIICAC will be an important symbolic step toward differentiating the SIICAC. This activity proposes to invest specifically in a public space for users of the SIICAC. The space should be designed through a user-centered (participatory) methodology.

Activity Result 1.3: Establish and improve corruption investigative and prosecutorial capabilities and enhancement of judicial integrity and case management.

The intervention will be conducted in line with UNCAC and focus on initially, strengthening the corruption investigative and prosecutorial capabilities of selected integrity institutions, with a focus on SIICAC staff. In addition, enhancing case management and judicial integrity will be prioritized with an aim to strengthen the criminal justice reporting chain, which will subsequently increase the accountability and transparency of the institutions and contribute in computing the impunity climate in Solomon Islands. This will be achieved, through the following sub-activities:

Activity 1.3.1. Anti-corruption capacity support on investigation, prosecution and case management techniques, monitoring and evaluation of anti-corruption cases as well as provision of legal expertise to draft codes, procedures, manuals on investigation, judicial integrity and prosecution)

The compilation of codes procedures and manuals was included in the roadmap adopted by the Government in 2018 to establish SIICAC. The roadmap entails reliance to international competence, given that specific technical expertise is not available in the country. In addition, the consultation with the relevant authorities and civil society revealed the need for building the capacities of the officials of the integrity institutions, as well as prosecutors and police officers on investigation, prosecution and case management techniques and in following the anti-corruption cases through and beyond their life cycle. To this end, the project will ensure that the best international and regional practices are presented and that integrity institutions embrace the suitable methodologies and adopt them to the local context.

Activity 1.3.2. Training of integrity and law enforcement institutions staff on investigation and prosecution techniques

Integrity institutions are also challenged with the difficulty to recruit, train and retain staff. The two main concerns of the integrity institutions, with regards to the new integrity framework created by the Anti-Corruption Act, is retaining their resources and distribution of labour. This concern has been particularly voiced by the Department of Public Prosecution, the Office of the Ombudsman and the Leadership Code Commission. The newly established SIICAC is also challenged to access into a well- established pool of candidate trained and acquainted with integrity standards. All institutions currently have unfilled positions in their organigramme and are struggling to recruit and retain their staff. Therefore, under this activity, training will include initial training programme for the SIICAC staff as well as on-going training opportunity on areas identified jointly with the integrity institutions. A total of 25 Integrity Officers will be considered for this activity as part of the target pool for training and their capacity building will be decided in coordination with SIICAC.

Activity 1.3.3. Learning, training, knowledge exchange and international forums on anti-corruption

This activity aims to provide technical advice, upon request, to ensure compliance with UNCAC and draw on regional and international best practices in supporting the establishment of the investigative and prosecutorial units of the SIICAC. After the establishment of the Commission, technical support might be periodically provided to these units as well as support to the Director General of the SIICAC, Department of Public Prosecution, Ministry of Justice and the Judiciary, as well as the RSI Police Force to strengthen their investigative, prosecutorial and judicial capacity through trainings and peer-to-peer learning opportunity with a focus on Pacific-to-Pacific exchanges. To this end, the project will ensure that the best international and regional practices are presented and that integrity institutions embrace the suitable methodologies and adopt them to the local context.

PROJECT DOCUMENT
UNDP Pacific Office - Solomon Islands

Empowered lives. Resilient nations.

Development Result 2 (Project Output 2): Strengthening Corruption Prevention mechanisms consistent with NACS to limit leakages, maximize resources effectiveness and improve service delivery.

Under this output, the efforts will be made at strengthening Corruption Prevention mechanisms and to make them consistent with National Anti-corruption Strategy, to limit leakages of public funds, maximize use of available public resources, gain effectiveness across institutions and to improve service delivery to citizens of Solomon Islands.

Four sets of activities are envisaged under this Output: (i) development and adoption of workplan for responsible parties identified by NACS and its Action Plan (ii) Partnership between oversight institutions and civil society enhanced through awareness, monitoring and evaluation, evidence gathering (iii) Civil society and members of the public made aware of simplified institutional procedures and processes to secure services (iv) Inclusive and transparent mechanisms to report and track corruption cases are developed and strengthened.

Activity Result 2.1. Workplans of Responsible Parties identified in Action Plan based on reviewed and adopted National Anti-Corruption Strategy developed.

This activity focuses in providing technical support to the identified government ministries/agencies in developing their workplans based on the NACS Action Plan. It will also ensure that proper monitoring and evaluation strategy is in place and that the responsible authorities are held accountable against the agreed deliverable. These interventions will ensure that the related mechanisms for the implementation of the NACS are in place and the relevant stakeholders are fully aware of their role in the process. In addition, the concept of the corruption risk assessment, an innovative approach for the country, will be introduced, thus the relevant authorities will be equipped with the early warning mechanisms and ability to red flag the potential risk points. This will provide that a holistic approach is in in place and ensure the engagement of a wide range of stakeholders in the fight against corruption, in line with the priorities of the government and the SIICAC; by taking into account potential impact of intervention hence prioritizing sectors associated with large revenues or expenditures and mindful to the gendered and marginalization impact of corruption.

As part of this whole-of-government approach, implementing parties identified in the Action Plan will need to further detail implementation plans relevant to their timelines, sector and be mindful of available resources. To ensure that the Project provides meaningful support to the holistic approach of the Government and engage a large number of stakeholders in the fight against corruption, the Project will adopt a prioritization strategy to target its support, in doing so it will be mindful of a) the priorities of the government and the SIICAC; b) the potential impact of intervention hence prioritizing sector associated with large revenues or expenditures; c) the gendered and marginalization impact of corruption. The Project proposes to do this by focusing on the following sub-activities:

Activity 2.1.1. Supporting the implementation of the National Anti-Corruption Strategy including clear workplan based on NACS Action Plan with responsible parties, including a monitoring and evaluation strategy for NACS.

This activity targets the implementing parties of the Strategy's Action Plan and supports line ministries, institutional partners, civil society or private sector in establishing workplan to implement and report on obligations created by Strategy. . It will also ensure that proper monitoring and evaluation strategy is in place and that the responsible authorities are held accountable against the agreed deliverable.

It will also support the implementation of selected activities identified by implementing parties of the Strategy's Action plan. All activities will be complemented by strong monitoring and evaluation and communication support to ensure a culture of accountability and transparency is created around the implementation of the Anti-Corruption Strategy.

In partnership with behavioral approaches specialists, the team will design strong evaluation methodology, (typical of the behavioral approach) to conduct near scientific evaluation of the impact of the interventions.

Activity 2.1.2 Conducting corruption risk assessments (CRA) with identified government Ministries/agencies and implementation of results and recommendations in priority sectors

The concept of the corruption risk assessment, an innovative approach for the country, will be introduced, thus the relevant authorities will be equipped with the early warning mechanisms and ability to red flag the potential risk points. This will provide that a holistic approach is in in place and ensure the engagement of a wide range of stakeholders in the fight against corruption, in line with the priorities of the government and the SIICAC; by taking into account potential impact of intervention hence prioritizing sectors associated with large revenues or expenditures and mindful to the gendered and marginalization impact of corruption.

Activity Result 2.2. **Partnership between oversight institutions and civil society enhanced through awareness, monitoring and evaluation, evidence gathering for preventing corruption.**

This Activity is focused on implementing "soft" approaches to accountability and responsiveness. For this preventive and collaborative approach to be effective, awareness, research and prevention activities need to be clearly aligned with and fed back to the Anti-Corruption Strategy. This will include support for anti-corruption training manuals for integrity institutions, and a close collaboration with the media institutions to enhance the capacities of their personnel in reporting and broadcasting anti- corruption news and articles.These interventions will be ensured through the following sub-activities:

Activity 2.2.1. Prevention tools and training manuals for key anti-corruption and integrity institutions.

This activity will be dedicated to developing, testing and refining prevention tool with integrity institutions and civil society. Selection of sectors and priority intervention will be aligned with the Strategy's priorities, gendered impact of corruption and access to basic services. The research and data produced by Project activities will inform the interventions.

Activity 2.2.1. Training on anticorruption and outreach activities with media

One of the key lessons learnt of the Inception phase was the huge added value derived from strong mentorship, capacity building and support in documenting and identifying results. Given the novelty of the topic, anti-corruption- and the

lack of experience in social accountability, it is essential that a programme of capacity and coalition building is developed around the grant scheme which may include the participation of selected non-grantees to participate in ad-hoc trainings. Capacity building will not be restricted to anti-corruption and technical tools but an overall support to media groups willing to tackle difficult topics and innovative methodologies.

Activity Result 2.3. **Citizens made aware of simplified institutional procedures and processes to access public services**

Simplifying processes is at the core of anti-corruption strategies as complex systems create space for abuses, reduce accountability and transparency of processes and decisions. In the context of Solomon Islands, complexity is additionally a strong factor of exclusion for the less educated and more marginalized part of the population. Simplifying systems reduces dependency of population on contacts "in the know" readier to abuse their position of power and diminishes opportunities for civil servants to hide corrupt practices. Complex systems additionally create burden and red tape for an administration with already limited capacity and resources.

The following sub-activities will support in reaching the aforementioned objectives:

Activity 2.3.1. Design and pilot simplified process to access public services in select Ministries/agencies

To ensure this, the project will work with government to identify red tape and complex systems where a behavioural approach could provide tools to simplify processes and nudge individuals to automatically adopt desired solutions. This could for example be a user-centred (variation of participatory methodologies) design of custom declarations for foreign companies, reducing the power of intermediaries in the processes, or simplify access to scholarship applications for rural youth, increasing their chances of transparent selection. An area of focus will be reducing occurrences of non-declared conflicts of interests as nepotisms and favoritism is recurrently identified as a major challenge in the Solomon Islands administration and is known globally to have a disproportionate negative impact on women who are less likely to benefit from networks and connections. In the eventuality the Right To information Bill is be passed by Parliament, simplifying request for government documentation could be supported.

Activity 2.3.2. Establish and strengthen partnership with the private sector and SOEs on compliance and integrity principles in line with NACS and global standards

In line with the NACS, the work will the private sector, as the actors who sit in the other side of the bench, will be prioritized. This will include sensibilization of the small and medium enterprises as well as of the state-owned enterprises over integrity principles their support in development of the compliance programmes and other corruption reduction collective or individual actions. To this end, UNDP has successfully facilitated that a number of private and state owned enterprises, members of the Solomon Islands Chamber of Commerce and Industrialists (SICCI) and of Young Entrepreneurs Council of Solomon Islands (YECSI), sign a code of conduct, thus as an initial step agreeing to conduct their business with integrity. As an incentive, awards will be dedicated to the most pro-active company in that field.

Activity 2.3.3. Support development of software applications to report and track reported corruption cases.

The project will apply an innovative approach by introducing the development of software applications which will help to anonymously report and track potential corruption cases. This is expected to ease the access to reporting mechanisms and will provide the citizens with a tool to dispatch its concerns without a fear of being identified. The

project will also call for ideas and initiatives throughout the country, including the provincial governments on how to best report and scale-up reporting of potential corruption cases. Best practices, such as hot lines for reporting corruption as well as anti-corruption information systems will be presented to the stakeholders for wider application.

Activity 2.3.4. Development and establishment of Pilot initiatives at both national and provincial levels and scale-up of reporting mechanisms in response to corruption complaints.

Based on the consultation held in the initiation phase, the Project activity will develop a first model to be refined and piloted with various sets of users. One of the key lessons learnt of the project is that ICT systems provided by external partners through external ICT developers result in very little ownership and use by the government. Capacity to modify and maintain the system accessible at all time in a cost-effective manner should remain available to the government at all time to ensure ownership and use.

Based on the developed model, the reporting mechanism will be piloted with a specific audience (sectoral or institutional). Scale up of the mechanisms will be incremental and based on the institutional capacity to respond to complaints. The activity will have a specific focus on ensuring protection of reporting individuals and specifically vulnerable groups and women.

The reporting mechanism will benefit from a strong monitoring and evaluation programme which will double as an on-hands training for the monitoring and reporting unit of the SIICAC. Focus on using meta-data (one of the recommendations from civil society) to inform evidence-based policy-making and intervention will be supported. Communication activities will be integrated to the broader communication plan around anti-corruption including awareness on the Whistleblower Protection legislation. Presentation of the mechanism for award and international dissemination of lessons learned are included under this activity.

Development Result 3 (Project Output 3 Civil society, private sector and citizens of Solomon Islands' confidence to build coalitions and conduct accountability activities and integrity advocacy work in line with the National Anti-Corruption Strategy

By altering power relationships based on access to information and resources, this outcome aims at supporting demand for accountability and general responsiveness from the government working with private sector and with civil society including youth, women and faith-based groups. International exposure and promotion of Solomon Islands success and experience on the international and regional scene will also be supported.

Activity Result 3.1. Strengthening the capacity of the Civil society, media and private sector to fully play its role in accountability and integrity process.

Building partnerships and networks within the society which serve as coalitions in working together in fighting corruption is crucial to extend the knowledge over the roles that rights holders and duty bearers have in this process. By altering power relationships based on access to information and resources, this output aims at supporting demand for accountability and general responsiveness from the government working with private sector, academia and civil society including youth, women and faith-based groups. International exposure and promotion of Solomon Islands success and experience on the international and regional scene will also be supported. To this end, initiatives which bring together a wide range of stakeholders from state institutions, media, academia, youth, women and other groups

will be supported. These will include, but not limited to awareness campaigns, pilot projects, integration of the integrity principles into curriculums and adopting of innovative programs and tools from other integrity frameworks in the region and wider.

For a robust implementation of the anti-corruption legislation and policies, both the citizens and institutions shall be aware of what it expected from different actors depending on the role that they play in the process. To this end, publishing the policies and ensuring a wide dissemination is critical for a comprehensive understanding and acceptance of the measures. Establishing a practice that the acquired knowledge is put in practice will be ensured through an innovative complaint mechanism which will be piloted through a partnership between CSOs and integrity institutions. This will alsoensure, that a new social contract is in place, and the trust is reinstated between the authorities and the citizens.

The following sub-activities are foreseen under this output:

Activity 3.1.1. Produce and disseminate essential awareness material related to a) Anti-Corruption Act; b) National Anti-Corruption Strategy; c) Roles and responsibilities of integrity institutions; d) Oversight role of the CSOs in combating corruption

For a robust implementation of the anti-corruption legislation and policies, both the citizens and institutions shall be aware of what it expected from different actors depending on the role that they play in the process. To this end, publishing the policies and ensuring a wide dissemination is critical for a comprehensive understanding and acceptance of the measures. This activity will aim to ensure that the essential awareness material related to a) Anti-Corruption Act; b) National Anti-Corruption Strategy; c) Roles and responsibilities of integrity institutions; d) Oversight role of the CSOs in combating corruption reaches the far stretched areas of the country so no one is left behind and has been provided with the opportunities to acquire the necessary knowledge.

Activity 3.1.2 Develop pilot projects through a partnership between CSOs and integrity institutions on reporting mechanism for corruption complaints

Based on the developed model, the reporting mechanism will be piloted with a specific audience (sectoral or institutional). Scale up of the mechanisms will be incremental and based on the institutional capacity to respond to complaints. The activity will have a specific focus on ensuring protection of reporting individuals and specifically vulnerable groups and women. To ensure this the partnership between CSOs and integrity institutions will be critical to develop reporting mechanism for corruption complaints

Activity 3.1.3. Develop and integrate curriculums within academia and tertiary educational institutions (SINU and USP) on integrity tools and mechanisms.

Academia plays an important role in raising a new generation who will build their career and develop institutions in a new era of technology and aware of the integrity principles. The project, to this purpose, will develop curriculums on integrity tools and mechanisms and will work closely with the two universities in country in adapting and integrating these principles as a part of unified teaching programmes. This will ensure that the young graduates enter the job market already aware of the legislation and codes in conducting business with full integrity and in accordance with the legislation. Whenever possible, partnerships with the Japanese universities will be promoted and ensured.

Activity 3.1.4. Strengthen partnership with national and regional institutions for establishment of training programs and tools including knowledge sharing on best practices and lessons learnt from other relevant integrity frameworks

This activity will ensure the sustainability of the efforts by developing curriculums and training materials which will constitute a knowledge hub for the national integrity institutions and other agencies in their work to ensure the transparency and accountability. Best practices as well as academic researches will be used to prepare the suitable materials based on local context.

Activity 3.1.5. Small grants to civil society in line with NACS for activities

Based on the small grant scheme designed during the Inception Phase of the project, this small grant scheme will support activities going beyond awareness and research and contributing to the overall goal of reducing corruption's impact in access to services and information. The scheme will encourage both formal and informal groups as done previously and hold regular design workshops for the groups interested in joining the grantees coalition. Pairing of formal and informal civil society groups might be envisaged for some to compensate for lack of financial skills.

Resources Required to Achieve the Expected Results

The required project resources can be categorised into financial, technical, and managerial. The financial resources needed by the project have been indicated on the cover page of the Project Document and associated funding indications by various donors have been cited. These resources will be used to procure the required technical and managerial services, such as mapped in the Multi-year Work Plan of the Project Document.

Resources in terms of staff time from the various integrity institution as the main project stakeholders and the corporate support (financial management and management services, human resources, procurement management) of the UNDP Pacific Office in Fiji and Solomon Islands will also be required to achieve the expected outputs and outcomes of the project. These resources are embedded within the project activities and will be defined further in the Annual Work Plans during the project implementation.

As noted above, this project will be implemented in close coordination and with advisory guidance of UN-PRAC, and Solomon Islands will continue benefiting from the UN regional stream of work in this area. Additional resources will complement TAP through the UNPRAC Team based in UNDP Fiji, which will provide oversight support and experience sharing in the Pacific. Additional resources that will be available are the UNDP Bangkok Regional Hub for Asia and the Pacific and the UNODC Regional Office for South East Asia and the Pacific, from where TAP will be able to draw additional inputs. As the aim will be that the project results are based on cutting-edge knowledge and international best practices. The project can benefit from resources acquired through partnerships with regional players active in this area. More on the partnership's element is noted below.

Partnerships

While the collaboration of UNODC and UNDP is central to effectively implementing the Project, there is a further commitment to strengthen existing partnerships with relevant national integrity institutions such as the Office of the Prime Minister, various Ministries, Ministry of Finance, Parliament, Law Enforcement Agencies, Public Prosecution Office, the Leadership Code Commission, Office of the Ombudsman, the Anti-Money Laundering Commission, the Public Service Commission, the Political Parties Commission, Office of the Auditor General, National Anti-Corruption Strategy (NACS) Steering Committee, the Integrity Forum Group and Committee for Combating Corruption and the Solomon Islands Independent Commission Against Corruption (SIICA). The Government of Solomon Islands through the Office of the Prime Minister is a critical partner as a lead policy and prevention actors (its position reinforced by the Anti-Corruption Act 2018). The Prime Minsters Office further acted as the Secretariat to the NACS 2017 and a joint donor of the Initiation Phase of the project.

The project will also work with civil society organizations including those who are members of the Social Accountability Coalition, Development Service Exchange and civil society selected through the Grants Scheme of the Projects. New partnerships will be also explored and strengthened with the Universities in Solomon Islands and other suitable, interested partners from the private sector. Civil society and academic actors at national/local and regional levels will be supported to develop substantive capacities and influence on a range of anti-corruption issues. Working with CSOs will contribute to the effectiveness of development interventions, especially with these think-tanks to develop diagnostic tools and carry out sectoral based surveys and evidence gathering will lead to informed interventions. Partnerships with the World Bank, ADB, EU donors such as Australia and New Zealand and UNODC will strengthen the Solomon Islands initiatives against corruption. The private sector has a pivotal role in ensuring sustainable development and contributing to job creation, growth, sustainable commodities, and inclusive and green value chains. 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 working in anti-corruption space in Solomon Islands. As noted above, partnerships with regional actors operating in this space will be developed, such as

with the Commonwealth Ombudsman, PILON, APG, Pacific Islands Chiefs of Police Secretariat; Pacific Transnational Crime Coordination Centre; Office of the Ombudsman of New Zealand, including PIFS, etc...

Risks and Assumptions

Project risks are comprehensively identified in the Risk Log attached. The project assumptions are detailed in the Strategy section of this Project Document.

Stakeholder Engagement

Stakeholders were engaged throughout the TAP Initiation Plan as well as through bilateral and focus group consultations conducted in March 2019.

The key stakeholders and at the same time the main beneficiaries of Output 1 and Output 2 are the following integrity institutions: Office of the Prime Minister, various Ministries, Ministry of Finance, Parliament, Law Enforcement Agencies, Public Prosecution Office, the Leadership Code Commission, Office of the Ombudsman, the Anti-Money Laundering Commission, the Public Service Commission, the Political Parties Commission, Office of the Auditor General, National Anti-Corruption Strategy (NACS) Steering Committee, the Integrity Forum Group and Committee for Combating Corruption and the Solomon Islands Independent Commission Against Corruption (SIICAC). These institutions were identified during the Initiation Phase of the Project which undertook a mapping of the integrity instructions in Solomon Islands and their respective powers and functions. Under Output 3, the main beneficiaries are civil society organizations who are part of the Social Accountability Coalition, civil society organization (including youth and women groups) that receive a small grant from the Project and selected private sectors. During the implementation stages, the project will also identify other potentially affected groups and a strategy for engagement to ensure that they are aware of mechanisms to submit any concerns about the social and environmental impact of the project.

Support of the public is necessary as citizens are generally recognized as the strongest supporters of anti-corruption efforts and agencies. The small grants will be of a strategic value and have SIICA get used to work with CSOs and to have outreach programmes. Many anti-corruption agencies have units that work on public education and this can be an avenue to public participation in corruption prevention and awareness raising. Issues of advocacy will also be done in partnership with CSO including awareness programmes so that there are indeed national capacities and not just capacity of the commissioners.

South-South and Triangular Cooperation (SSC/TrC)

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). Through the UNPRAC regional projects the experience and lessons learned of the Solomon Islands TAP project and SIG experience will find a platform for sharing and exchanging with peers, notably in line with the implementation of the UN Convention Against Corruption.

Advantage will be taken of the regional partnership formed with organisations such as the Pacific Association of Supreme Audit Institutions through the regional PFM project.

Knowledge

The project anticipates producing several knowledge products, including manuals and media products to be used under the outreach and public engagement component. Details of the planned knowledge products are outlined in the Multi-Year Work Plan.

Knowledge product will include but not be limited to:

- Prevention tool manuals tailored for Solomon context (corruption risks assessment, simplification tool ...)
- M&E report on the implementation of the NACS;
- Data-gathering report compiling results from output 2 small grants to civil society;

The project will create visibility through preparing press releases about its public events and inviting local media. Information about the activities and achievements of the project will be placed on the Parliament website and UNDP website. Visibility of the project will be increased further by the communication activities of project partners and donors. The project team will include a Communications Officer who will coordinate the activities related to the visibility of the project. Lessons learned generated by the project will be included in the Lessons Learned Log and shared with development partners globally through the UNDP learning platforms and the International Anti-Corruption Conference organised every two years.

Sustainability and Scaling Up

The project directly works to build the institutional capacities of the various integrity institutions to effectively perform their roles and responsibilities, better coordinate the anti-corruption activities between the various institutions and enables sharing and pooling of limited resources for maximum impact. The ambition is that the newly established Anti-Corruption Commission will acquire the capacity to take the lead on policy and implementation of anti-corruption policies and strategies within the 4years span of the project. The projects also make significant investments in building the local capacities (in integrity institutions, private sectors and civil society) in integrity standards, the provision of expert guidance and inputs to ensure respect of international standards and international best practice. In terms of civil society capacity, the ambition of the project is to ensure stakeholders are equipped with enough knowledge and confidence to voice their demands and continue to exert their watchdog function. The aim is, that at the end of the project, the various project beneficiaries are sufficiently capacitated with a greater sense of national ownership and sustainability so that the support can be phased out.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in the project management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP) and reviewed regularly through the governance mechanism of the United Nations Development Assistance Framework (UNDAF) in the Pacific Annual Review and the Project Board. In addition, there are specific measures for ensuring cost-efficient use of resources through using a portfolio management approach. This approach by the UNDP Pacific Office - Solomon Islands leverages activities and partnerships among several initiatives and projects in the Pacific and in Solomon Islands. Applying this approach, the project will look to ensure synergies with the Peacebuilding and Electoral projects, which has encouraged debates around concepts of leadership and integrity and electoral transparency. Through its upcoming Access to Justice project, UNDP will further continue to work with the Public Solicitors Office on anti-corruption awareness and legal aid on anti-corruption. The Project will also work closely with the UNDP Pacific Parliamentary Effectiveness Initiative (PPEI), a regional project, which has Solomon Islands as one of its focus countries providing support to the National Parliament and its Parliamentary Committees and works with political parties to strengthen the political party structures. It will also leverage partnership with the Strengthening Public Financial Management (PFM) and Governance Project (regional) which emphasizes transparency and citizens and civil society engagement in the PFM process. As mentioned earlier, the project will continue to work closely with the UNDP-UNODC UNPRAC project to provide technical guidance to the design and implementation of the project.

Like during the Initiation phase of Project, the strategy the full-fledged Project is designed to deliver maximum project results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are specific and clearly linked to the expected outputs, and that there is a sound results management and monitoring framework in place with indicators linked to the Theory of Change. The project aims to balance cost efficient implementation and best value for money with quality delivery and effectiveness of activities. For its capacity building activities, the project will utilise outside experts as well as in-house experts from within UNDP and UN sister organisations.

Project Management

Appropriate management and oversight arrangements of UNDP projects are established under the review mechanisms, as per UNDP Programme and Operations Policy and Procedures (POPP), as well as at the project level to ensure collective accountability for programming activities and the use of resources, while ensuring development results and fostering national ownership.

An annual systematic review according to the UNDP POPP is mandatory. The purpose of the Annual Review process is to:

- Assess the delivery and achievement of the overall annual targets for UNDP fundedactivities in the context of national results/outcomes;
- Identify and address operational issues in implementation, including those that could lead torevisions of the project plan if required;
- Ensure clarity on UNDP's contribution to a systematic comprehensive country level results review process.

The Annual Review seeks to verify that the recommendations of the previous Annual Review process were appropriately followed-up by the parties concerned and provide suggestions/recommendations to seize opportunities identified and overcome any issues raised. The conclusions and recommendations from the Annual Review enable UNDP to update and/or revise programmeinterventions for the coming year, review and finalize

project revisions and AWPs, and prepare inputsinto UNDP's corporate Results Oriented Annual Reporting (ROAR) and other reporting asrequired.

UNDP will be directly implementing the Project in partnership with the Office of the Prime Minister and the Solomon Islands Independent Commission Against Corruption. It will rely on the technical inputs and quality assurance provided by the UNDP Effective Governance Team and the UNODC UN-PRAC regional project, operated out of Suva, Fiji. The overall oversight project management and implementation will be provided by the UNDP Country Manager, the Operations Manager, and the respective teams within the UNDP Solomon Islands.

The project will draw on technical experts/consultants with the expertise required for the various project activities (legislative review, policy formulation, training, awareness and outreach, etc). It willproactively seek to engage with Japanese nationals and organizations such as JICA, Japanese volunteers, and UNDP staff from Japan currently working on Governance and Rule of Law issues in Suva, Fiji. The Project will also seek to establish cooperation with Japan based institutions and academia with expertise on anti-corruption, civil society development and other relevant fields and will facilitate close exchange and cooperation with Solomon Islands Government.

The proposed minimum size project team for the implementation of this project will consist of Anti- corruption Project Manager (UN P3 level international professional), Capacity Building Specialist/Deputy Project Manager (national position UN SB4 level or an international UN Volunteer (UNV)), National Project Officer (SB3) and a national project and finance assistant (national position UN SB3 level). The team will ensure that all activities willcontribute to capacity the project objectives and that the financial and human resources of the projectare utilized effectively and in full transparency. The team will also maintain regular contact with the donor and Government partners to keep them informed on the progress. The team will consists as follows:

Project Manager – P3

Capacity Building Specialist/Deputy Project Manager – SB4

National Project Officer SB3

Project and Finance Assistant SB3

The Project will be supported by the UNDP Solomon Islands core team (finance, procurement, humanresources, and others) to ensure high level of programmatic oversight, operational effectiveness, visibility and communication for the project and the donor. UNDP Solomon Islands will ensure that Japan's contribution and important support is recognized fully and widely by all institutions and partners.

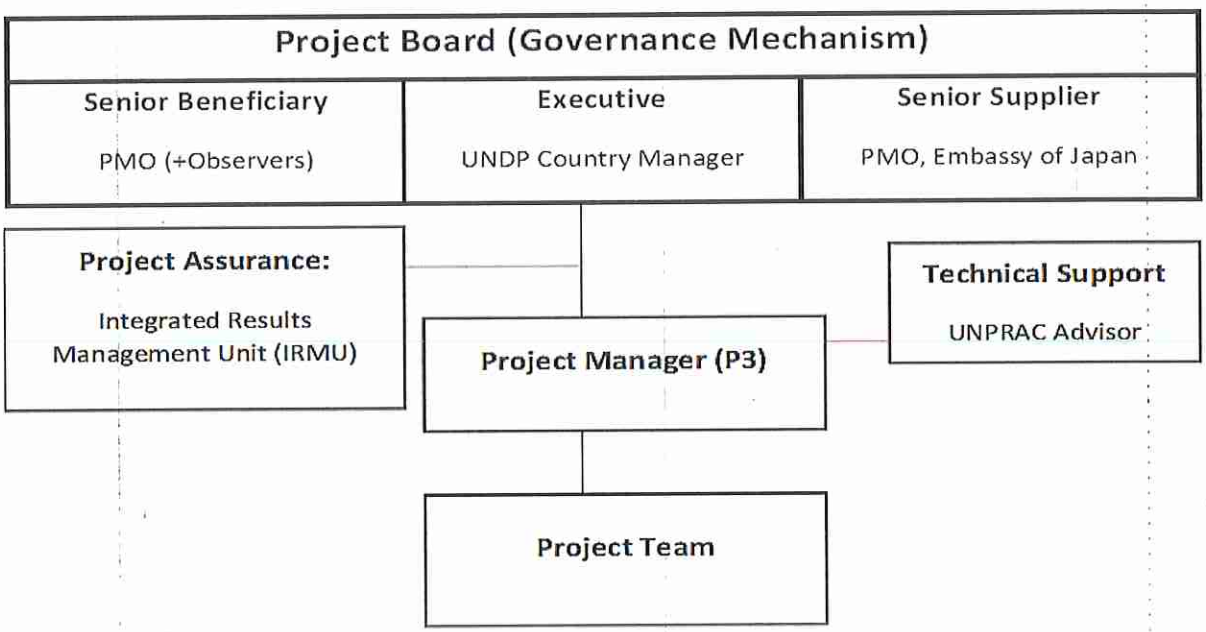
PROJECT DOCUMENT

UNDP Pacific Office - Solomon Islands

Empowered lives. Resilient nations.

Management and oversight arrangements are illustrated in the following diagram:

Project Organization Structure



Project Board Roles and Responsibilities

Establishment of Project Board

The Project Board is responsible for making management decisions (by consensus) when guidance isrequired by the Project Manager (PM), including recommendations for UNDP's and IPs approval of project plans and revisions (substantial or budgetary). The Project Board will:

Provide overall guidance and direction to the project, ensuring it remains within the scope of the project.

Address project issues as raised by the PM and IP.

Provide guidance and agree on possible countermeasures/management actions to address specific risks

Agree on PM's tolerances and threshold (as per a %) of budget revisions, asrequired.

Review Project Progress Report(s) and provide direction and recommendations to ensureagreed deliverables are produced satisfactorily according toplans.

Review Combined Delivery Reports (CDR) prior to certification by the IP.

Appraise Project Annual Review Report and make recommendations for the next AWP.

Provide ad-hoc direction and advice for exceptional situations when PM's tolerances areexceeded.

Assess and decide on project changes through project document, work plan orbudget revisions.

Advise on project advocacy and networking/

The Project Board is required to ensure it prepares minutes for every board meeting held, disseminates them (electronically if possible) and files them in the project documentation.

Executive

Executive is the government representation as a commitment to national Programme ownership and co-chairs the Project Board.

The Executive may, where necessary, delegate tasks however to avoid any conflicts of interest, tasks may not be delegated to the Project Manager or Project Management team.

Senior Supplier

Senior Supplier is an individual or a group representing the interests of parties concerned which provide funding and/or technical expertise to the project. The primary function is to provide guidance regarding technical feasibility of the project.

Senior Beneficiary

Senior Beneficiary is representation from the Implementing Partner and/or a group representing the interests of those who will ultimately benefit from the project. The primary function is to ensure the realization of project results from the perspective of project beneficiaries.

In many cases, representatives of relevant line ministries and/or local authorities serve as Senior Beneficiary on the Board.

Project Manager/International Technical Advisor

The Project Manager (PM) is responsible for day-to-day management and decision-making related to the project, within constraints specified by the Project Board. Appointment or recruitment of a PM should be made upon approval/signature of the project document.

The major roles and responsibilities of a PM are:

- Accountable for day-to-day management of UNDP supported project, as the certifying officer and signatory of documents as appointed by the IP through the Project Board.
- Plan activities of the project and monitor progress against Project Document indicators and RRF.
- Mobilize and manages goods and services to initiate activities, including drafting TORs and work specifications.
- Creates requisitions for payments up to $5000 USD.
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports.
- Responsible for preparing and submitting financial expenditures reporting to UNDP and IP on a quarterly basis.
- Manage and monitor project risks initially identified, submit new risks to Project Board for consideration and decision on possible actions if required; update status of these risks by maintaining project Risks Log.
- Prepare the Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Quality Assurance (see below) for clearance to share with Project Board.
- Prepare Annual Review Report and submit report to the Project Board.
- Prepare AWP for the following year, as well as Quarterly Plans as necessary.
- Update ATLAS Project Management module with all mandatory documentation as part of UNDP's commitment to transparency and IATI requirements.
- Review technical reports submitted as part of project activities

Project Quality Assurance

Monitoring project implementation is the responsibility of each Project Board member. The administration project quality assurance functions support the Project Board through provision of independent project oversight and monitoring functions.

Usually, Project Quality Assurance functions are delegated to the UNDP Programme Analyst (and/or Programme Associate) for the project concerned, who ensures general quality assurance and compliance with UNDP's rules and regulations.

Project Quality Assurance will:

- Ensure funds are made available to the project in ATLAS and expenditures are processed in atimely manner.
- Ensure risks and issues are properly managed by the PM (where in place), and that RBM logsin ATLAS are regularly updated by the PM.
- Ensure critical project information is monitored and updated in ATLAS in line with IATIrequirements.
- Review and ensure project's progress reporting towards intended outputs.
- Ensure Project Progress Reports are prepared and submitted on time, and assure reports meetsUNDP quality standards for format, content, and results orientation.
- Perform oversight activities, such as periodic monitoring visits and "spot-checks."
- Knowledge management for dissemination of lessons learnt duringproject implementation.

Project Support

Project Support provides primarily technical project support as required and outlined in the Project Document activities and results, and if justified by the scope or size of the project administrative support to a given PM.

Ideally and to ensure sustainability, Project Support should be undertaken by the IP/beneficiary through the Government's existing human resource capacity. However, when a need exists a project may opt to hire national or international project staff.

For recruitment and management of national project staff, refer to the Section on Recruitment of Project Staff, Experts and Consultants.

Project Support will:

- Collect project related information and data
- Provide substantive advisory services to the beneficiaries
- Establish and maintains project files
- Update plans

- Assists in financial management tasks under the responsibility of the PM
- Helps organize Project Board meetings and othermeetings/workshops
- Compiles, copies and distributes all project reports
- Assists the PM in monitoring activities carried out by responsible parties

V. RESULTS FRAMEWORK[18]

Result Hierarchy	Indicator	Baseline	Target	Means of Verification	Risks & Assumptions
Outcome: Increased government transparency, Accountability and responsiveness to citizen demands, including proper management, collection and distribution of the resources in a fair andequitable manner	**Outcome Indicator 1.:** Number of legislative/policy/administrative changes/reviews taken up by the government and stakeholders, including private sector & CSOs, to increase transparency, accountability and responsiveness to the	The existing legislative/policy/administrative mechanisms & processes need improvements to ensure transparency and accountability of institutionsin Solomon Islands.	At- least 5 legislative/policy/administrative changes/reviews undertaken by the government and other stakeholders.	1. Progress report 2. Case Studies/stories of change 3. Coordination meeting minutes	• Political leadership and institutional leadership of Anticorruption Commission and integrity institutions remain positive for undertaking reforms in Justice Sector. • Support provided for
	Outcome Indicator 2.: Percentage increased in the awareness level of citizens and other stakeholders (CSO, society, media and private sector) about their rights and roles in accountability and integrity	Limited awareness and knowledge of citizens about their rights and roles in accountability and integrity	Increased capacity and knowledge on anti- corruption of at-least 70% ofproject target groups (publicofficials, citizens, CSO, society, media and private sector) reported increased.	1. Beneficiaries' survey report 2. Case Studies/stories of change	

[18] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

	processes for increased government transparency, accountability.	processes.			institutional

Output 1: Strengthen the institutional framework governing transparency, Accountability andanti-corruption in Solomon Islands ***Activities:*** *1. Establish coordination mechanisms to implement NACS; Anti-CorruptionSecretariat* *2. Recruit an expert to develop a monitoring and evaluation framework forthe NACS and the Communication Strategy* *3. Capacity and technical support to Anticorruption Commission and other integrity staff (in drafting of codes, procedures, manualsonanti-corruption)* *4. Improvement of basic infrastructure, equipment,*	**Output: 1.1:** Number of the cases reported through the coordination and communication mechanism(s) established forimplementation of theNational Anti-Corruption Strategy and the Integrity Framework.	No formal coordination and communication established for the implementation of National Anti-Corruption Strategy and the Integrity Framework.	5 casesarereportedthroughthe coordination and communication mechanism(s) established	1. Progress report 2. Case Studies/stories of change 3. Coordination meeting minutes	strengthening improves the functionality of the institutions. - Training improves capacity and sensitization levels of government functionality . - CSOs, media and private sector have an enabling environment to operate.
	Output 1.2: Number of evidence-based knowledge products developed toimprove oversight and information management.	No M&E framework and communication strategy is in place.	5 evidence-based knowledge products developed to improve the oversight of integrity institutions. • 1 M&E framework • 1 Communications strategy • 3 quarterly M&E reports	1. M&E Framework document. 2. Communications strategy document.	

telecommunication facility forintegrity institutions in capitaland provinces *5. Fellowship/on-the-job anti-Corruption training programme*	**Output: 1.3:** Number of trained newly employed public servants have the sufficient knowledge to tackle corruption cases	Limited staff with no formal and comprehensive training held resulted in limited capacity of available officials/staff from Anti- corruption commission and integrity staff.	At-least 75% of newly employed public servants havean increased knowledge tohandle corruption cases 2 years after the training.	1. Training report 2. Trained participants' database 3. Progressreport	

for newly recruited public official *6. Design through user-centred approach public spaces forusers of the SIICAC and other anticorruptioninstitutions* *7. Anti-corruption capacity support on investigation, prosecution and case management techniques, monitoring and evaluationof anti-corruption cases. Also, provision of legal expertadvice to draft codes, procedures, manuals on investigation, judicial integrity and prosecution)* *8. Training of integrity and law enforcement institutions staff on investigation and prosecution techniques* *9. Learning, training, knowledge exchange and international forums on anti- corruption.*	**Output: 1.4:** Number of initiatives undertaken to establish and improve case management, corruption investigation and prosecutorial capabilities for enhanced judicial integrity.	Limited resources andprocesses defined to establish and improve case management, corruptioninvestigation and prosecutorial capabilities for enhanced judicial integrity.	5 initiatives undertaken, - Training of 60 integrityand law enforcementstaff. - 2 Exposure visits for 8 government officials - Development of at-least 1 code, 2 procedures and 2 manuals on judicial integrity and prosecution by the expert. - Refurbishment of 10 integrity offices. - Model Public space redesigned/reconstructed to ensure access of 100 citizens, monthly basis, to ensure safe access and better citizen centric public service and business practices	1. Progress report 2. Case Studies/stories of change 3. Report on the initiative	

Output 2: Strengthening Corruption Preventionmechanisms consistent with NACS to limit leakages,maximize resourceseffectiveness andimprove service delivery. ***Activities:*** *1. Workplans of Responsible Parties identified in ActionPlan based on reviewed and adopted National Anti- Corruption Strategydeveloped* *2. Support the implementation of the National Anti-Corruption Strategy including clear workplan based on NACS Action Plan with responsible parties, including a monitoring and evaluation strategy for NACS.* *3. Conductcorruptionrisk assessments (CRA) with identified government Ministries/agencies and implementation of results and recommendations in priority*	**Output 2.1:** Percentage (%) of capacitated representatives from CSOs, reported improve access as a result of simplified institutional procedures and processes to access public services.	Lack of awareness and limited access to public services capacity building opportunities offered to youth groups and CSO to promote the importance of Anti-corruption and understanding on simplified institutional procedures and processes to access public services.	50% of capacitated representatives from CSOs, reported improve access as a result of simplified institutional procedures and processes to access public services.	1. Training/Awareness s report 2. Trained participants' database 3. Progress report	
	Output 2.2: Number initiatives/actions undertaken by entities, including private and SoEs, to ensure compliance and integrity principles in line with NACS and global standards as a result of newly /formally established partnership.	No formal partnership established for entities including private and SoEs, to ensure compliance andintegrity principles in line withNACS and global standards.	At-least 2 actions undertaken. • Conduct 5 comprehensive Corruption Risk Assessment for institutions. • 5 Joint reviews to institutionalize of integrity code of conducts for entities including; private sector and SoEs.	1. Signed Partnership documents 2. Case Studies/stories of change 3. Meetingminutes 4. Progress report 5. Partnership reports/meeting minutes detailing actions	

sectors *4. Prevention tools and training manuals for key anti-corruption and integrity institutions.* *5. Training for anticorruption advocacy work focusing on civil society organizations* *6. Training on AC and outreach activities with media* *7. Design and pilot simplified process to access public services in select Ministries/agencies* *8. Anticorruption and integrity awareness at national and provincial levels* *9. Establish and strengthen partnership with the private sector and SOEs on compliance and integrity principles in line with NACS and global standards* *10. Support development of software applications to report and track reported corruption cases.* *11. Development and establishment of Pilot initiatives at both national and provincial levels and scale-up of reporting mechanisms in response to corruption complaints.*	**Output 2.3:** Number of tech-based pilot initiative undertaken to improve access to services and tracking and reporting mechanisms in response to corruption.	0 (No tech-based tracking and reporting mechanisms established in response to corruption).	1 tech-based pilot application/solution developed to improve the reporting and tracking of corruption cases.	1. Signed Partnership documents 2. Case Studies/stories of change 3. Meeting minutes 4. Progress report	
	Output 2.4: % of entities (private & SoE) agreed compliance and integrity principles in line with NACS and global standards	Weak compliance and integrity principles in line with NACS and global standards by entities including; private & SoE	50% of entities, engaged in the project, agreed for the compliance and integrity principles in line with NACS and global standards as a result established partnership and capacity building initiatives	1. Signed Partnership documents 2. Case Studies/stories of change 3. Compliance related reports 4. Progress report	

Output 3: Civil society,private sector and citizens of Solomon Islands' confidence to build coalitions and conduct accountability activities and integrityadvocacy work in line with the National Anti-Corruption Strategy ***Activities:*** *1. Produce and disseminate essential awareness material related to a) Anti-Corruption Act; b) National Anti- Corruption Strategy; c) Roles and responsibilities of integrity institutions; d) Oversight role of the CSOs in combating corruption* *2. Developpilotprojectsthrough a partnership between CSOs and integrity institutions on reporting mechanism for corruption complaints* *3. Develop and integrate curriculums within academia and tertiary educational institutions (SINU and USP) on integrity tools and mechanisms.* *4. Strengthenpartnership with national and regional institutions for establishment of training programs and tools*	**Output 3.1:** Number of representatives from civil society, media and private sector capacitated to fully play its role in accountability and integrity process.	Lack of awareness and limited capacity building opportunities offered to CSO, media and private sector to play its role in accountability and integrity process.	430 representatives from civil society, media and private sector capacitated to fully play its role in accountability and integrity process.	1. Training report 2. Trained participants' database 3. Progress report	
	Output 3.2: Number of initiatives/actions undertakenas a result of partnership established with entities at national and regional levels to promote knowledge sharing based on international best practices.	No formal partnership established at national and regional for innovative integration frameworks based on evidence and international best practices.	4 initiatives/actions undertaken through established partnership with entities at national &regional levels • 4 awareness material developed Integrationof • 2 integrity curriculums to the teaching programs of the academia • 2 Pilot projects on reporting mechanisms for corruption complaints • 3 curriculum and guidance material developed through national and regional level partnerships	1. Progress report 2. Case Studies/stories of change 3. Partnership reports/meeting minutes detailing actions	

including knowledge sharing on best practices and lessons learnt from otherrelevant integrity frameworks.					

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify	Annually	Areas of strength and weakness will be reviewed by project		

	project strengths and weaknesses and to inform management decision making to improve the project.		management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan[19]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation						

[19] Optional, if needed

VII. MULTI-YEAR WORK PLAN [2021]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

[20] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[21] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

WORKPLAN 2019

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr		Amount US$
00106742 SOI TAP Project	Anticorruption Compliance S	2/5/2019	30/4/2023	UNDP	30071	SOI	72600	Grants	0.00
				UNDP	30071	SOI	75700	Training, Workshops and Confer	10,000.00
	Partnership strengthened	2/5/2019	30/4/2023	UNDP	04010	UNDP	71200	International Consultants	70,000.00
				UNDP	30071	SOI	71200	International Consultants	70,000.00
				UNDP	30071	SOI	71300	Local Consultants	35,000.00
				SLB_Dev Services Exchange	30071	SOI	71300	Local Consultants	50,000.00
				UNDP	30071	SOI	71600	Travel	15,000.00
				UNDP	04010	UNDP	72600	Grants	64,206.00
				UNDP	30071	SOI	72600	Grants	35,794.00
				UNDP	30071	SOI	74200	Audio Visual&Print Prod Costs	5,000.00
				UNDP	30071	SOI	75700	Training, Workshops and Confer	35,000.00
	Project Management Suppor	2/5/2019	30/4/2023	UNDP	30071	SOI	64300	Staff Mgmt Costs - IP Staff	50,000.00
				UNDP	30071	SOI	74500	Miscellaneous Expenses	17,751.00
				UNDP	30071	SOI	75100	Facilities & Administration	12,510.00
	Strengthen Institutional Fram	2/5/2019	30/4/2023	UNDP	04010	UNDP	71200	International Consultants	15,000.00
				UNDP	30071	SOI	71200	International Consultants	5,000.00
				UNDP	30071	SOI	75700	Training, Workshops and Confer	12,000.00
TOTAL									**502,261.00**
GRAND TOTAL									**502,261.00**

WORKPLAN 2020

Output		Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr		Amount US$
00106742	SOI TAP Project	Anticorruption Compliance S	2/5/2019	30/4/2023	UNDP	30000	BHC-SI	71200	International Consultants	0.00
					UNDP	30071	SOI	71200	International Consultants	0.00
					UNDP	30071	SOI	71600	Travel	0.00
					UNDP	04000	UNDP	72600	Grants	40,000.00
					SLB_Dev Services Exchange	04000	UNDP	72600	Grants	48,084.48
					UNDP	30071	SOI	72600	Grants	0.00
					SLB_Dev Services Exchange	30071	SOI	72600	Grants	0.00
					UNDP	04000	UNDP	74500	Miscellaneous Expenses	4,404.22
					UNDP	30071	SOI	74500	Miscellaneous Expenses	100.00
					UNDP	30071	SOI	75100	Facilities & Administration	60.00
					UNDP	30071	SOI	75700	Training, Workshops and Confer	2,000.00
		Partnership strengthened	2/5/2019	30/4/2023	UNDP	30071	SOI	71200	International Consultants	0.00
					UNDP	30000	BHC-SI	71300	Local Consultants	10,000.00
					UNDP	30071	SOI	71300	Local Consultants	-10,000.00
					UNDP	04000	UNDP	71600	Travel	26,438.88
					UNDP	30000	BHC-SI	71600	Travel	4,521.12
					UNDP	30071	SOI	71600	Travel	0.00
					UNDP	30071	SOI	72600	Grants	0.00
					UNDP	30000	BHC-SI	74200	Audio Visual&Print Prod Costs	6,000.00
					UNDP	30071	SOI	74200	Audio Visual&Print Prod Costs	0.00
					UNDP	04000	UNDP	74500	Miscellaneous Expenses	1,321.94
					UNDP	30000	BHC-SI	74500	Miscellaneous Expenses	926.10
					UNDP	30071	SOI	74500	Miscellaneous Expenses	0.00
					UNDP	30000	BHC-SI	75100	Facilities & Administration	-1,481.76
					UNDP	30071	SOI	75100	Facilities & Administration	0.00
					UNDP	30000	BHC-SI	75700	Training, Workshops and Confer	8,000.90

				UNDP	30071	SOI	75700	Training, Workshops and Confer	0.00
	Project Management Suppor	2/5/2019	30/4/2023	UNDP	30000	BHC-SI	64300	Staff Mgmt Costs - IP Staff	2,071.08
Output	**Key Activities**	**Timeframe**		**Responsible Party**	**Planned Budget**				
		Start	**End**		**Fund**	**Donor**	**Budget Descr**		**Amount US$**
	Project Management Suppor	2/5/2019	30/4/2023	UNDP	30071	SOI	64300	Staff Mgmt Costs - IP Staff	38,000.00
				UNDP	30071	SOI	71300	Local Consultants	1,000.00
				UNDP	30071	SOI	72200	Equipment and Furniture	0.00
				UNDP	30071	SOI	72400	Communic & Audio Visual Equip	7,000.00
				UNDP	30071	SOI	72500	Supplies	0.00
				UNDP	30071	SOI	74100	Professional Services	0.00
				UNDP	30071	SOI	74200	Audio Visual&Print Prod Costs	-7,000.00
				UNDP	30071	SOI	74500	Miscellaneous Expenses	2,053.55
				UNDP	30071	SOI	75100	Facilities & Administration	1,232.13
	Strengthen Institutional Fram	2/5/2019	30/4/2023	UNDP	30071	SOI	71200	International Consultants	0.00
				UNDP	30071	SOI	71300	Local Consultants	0.00
				UNDP	30071	SOI	71600	Travel	15,000.00
				UNDP	30071	SOI	72200	Equipment and Furniture	16,000.00
				UNDP	30071	SOI	74200	Audio Visual&Print Prod Costs	7,000.00
				UNDP	30071	SOI	74500	Miscellaneous Expenses	2,393.01
				UNDP	30071	SOI	75100	Facilities & Administration	1,435.80
				UNDP	30071	SOI	75700	Training, Workshops and Confer	9,860.14
TOTAL									**239,385.11**
GRAND TOTAL									**239,385.11**

WORKPLAN 2021-2023

TRANSPARENCY AND ACCOUNTABILITY FOR PEOPLE OF SOLOMON ISLANDS PROJECT (TAP) WORK PLAN (Budget RevisionDecember 2020 to programme TRAC Funds)																				
Expected outputs	Planned Activities	Timeframe												Respons ible Party	Planned budget			2021 Budget	2022 Budget
		M	A	M	J	J	A	S	O	N	D				Fundin g	Budget Description	Account Code		
Outcome 1 The integrity framework of Solomon Islands is equiped with effective, practical and relevant training, tools and coordination mechanisms to address the climate of impunity																			
Baseline: SIICAC not established																			
Indicator: SIICAC established and openned to public. Progress:																			
Output 1: Strengthen the institutional framework governing transparency, accountability and anti-corruption in Solomon Islands	**1.1: Coordination and communication mechanism(s) linked to the implementation of the National Anti-Corruption Strategy and the Integrity Framework are**																		
	1.1.1. Establish coordination mechanisms to implement NACS; Anti-Corruption Secretariat in the Prime Minister's Office; **Activity** - undertake 4 x 5 days Training/workshops for 100 participants (The amount is inclusive of transport, accommodation, catering, venue, printing costs, stationaries)													UNDP	Japan	workshop	75700	8,000.00	8,000.00
	Project Manager (P3)													UNDP & PMO	Japan	Project Manager	61200	11,500.00	11,500.00
	1.1.2 Recruit an expert to develop a monitoring and evaluation framework for the NACS and the Communication Strategy;													UNDP & PMO	Japan	IC internationnl	71200	10,000.00	10,000.00
	Project Manager (P3)													UNDP & PMO	Japan	Project Manager	61200	4,600.00	4,600.00
	Sub-Total - Activity 1.1																	**34,100.00**	**34,100.00**
	Activity 1.2: Strengthening the Institutional capacity of AC/integrity institutions through training, technical, and material support.																		
	1.2.1. Capacity and technical support to Anticorruption Commission and other integrity staff (in drafting of codes, procedures, manuals on anticorruption) - International Anitcorruption expert recruited													UNDP	Japan	International consultant (IC)	71200	10,000.00	10,000.00
	Project Manager (P3)													UNDP	Japan	Project Manager	61200	4,600.00	4,600.00
	1.2.2 Improvement of basic infrastructure, equipment, telecommunication facility for integrity institutions in capital and provinces; 20 computers, 10 offices refurbished and furniture, 10 video conferencing equipment													UNDP	SIG	IT Equipment and Office Refurbishment in Honiara and Provinces	72200	$ 68,688.56	$ 68,688.56
	1.2.2 Improvement of basic infrastructure, equipment, telecommunication facility for integrity institutions in capital and provinces; 20 computers, 10 offices refurbished and furniture, 10 video conferencing equipment													UNDP	Japan	IT Equipment and Office Refurbishment in Honiara and Provinces	72200	$ 22,114.75	$ 22,114.75
	Project Manager (P3)													UNDP	Japan	Project Manager	61200	11,000.00	11,000.00
	1.2.3: Design through user-centred approach public spaces for users of the SIICAC and other anticorruption institutions; -1 Participatory/behavioral insight expert recruited													UNDP	Japan	National consultant	71300	2,000.00	2,000.00
	1 public space redesigned and reconstructed to provide user-centered public services and business practices													UNDP	Japan	Infrastructure	72200	20,000.00	20,000.00
	Project Manager (P3)													UNDP	Japan	Project Manager	61200	9,200.00	9,200.00
	Sub-Total - Activity 1.2																	**147,603.31**	**147,603.31**
	Activity 1.3: Establish and improve corruption investigative and prosecutorial capabilities and enhancement of judicial integrity and case management																		
	1.3.1. Anti-corruption capacity support on investigation, prosecution and case management techniques, monitoring and evaluation of anti-corruption cases. Also provision of legal expert advice to draft codes, procedures, manuals on investigation, judicial integrity and prosecution) - 2 Legal and anti-corruption prosecution experts recruited (15 working days each)														Japan	International Consultant	71200	10,000.00	10,000.00
	Project Manager (P3).														Japan	Project Manager	61200	4,600.00	4,600.00
	1.3.2. Training of integrity and law enforcement institutions staff on investigation and prosecution techniques. - 3 x 4 days trainings for 60 officials (The amount is inclusive of														Japan	Workshop	75700	10,000.00	10,000.00

	Project Manager (P3)				Japan	Project Manager	61200	6,900.00	6,900.00
	1.3.3 Learning, training, knowledge exchange and international forums on anti-corruption. -2 Travels for 8 Government officials (The amount is inclusive of transport, accommodation, catering)				Japan	Travel	71600	17,250.00	17,250.00
	Project Manager (P3)				Japan	Project Manager	61200	4,600.00	4,600.00
	Capacity Building Specilaist/ Deputy Project Manager - SB4				Japan	National Project Staff (SB3)	71300	5,200.00	5,200.00
	National Project Officer - SB3				SIG	National Project Staff (SB3)	71300	5,000.00	5,000.00
	Project and Finance Assistant				Japan	National Project Staff	71300	3,562.50	3,562.50
	Sub-Total - Activity 1.3							**67,112.50**	**67,112.50**
	Total Output 1 - Japan							**197,242.00**	**197,242.00**
	Total Output 1 - SIG							**73,688.56**	**73,688.56**
	Output 1 DPC -SIG				SIG	DPC	74500	**1,105.33**	**1,105.33**
	Output 1 DPC - Japan				Japan	DPC	74500	**2,958.63**	**2,958.63**
	Output 1 - GMS - SIG				SIG	GMS	75100	**2,210.66**	**2,210.66**
	Output 1 GMS - Japan				Japan	GMS	75100	**15,779.36**	**15,779.36**
	Total Output 1 - Japan							**215,979.99**	**215,979.99**
	Total Output 1 SIG							**77,004.55**	**77,004.55**
Output 2: Prevention Mechanisms consistent with NACS to limiting leakages, maximise resource effectiveness and improve service delivery supported:									
Baseline: No tailored baselines for NACS									
Indicator: NACS baseline established. Progress:									
Output 2: Strengthening Corruption Prevention mechanisms consistent with NACS to limit leakages, maximize resources effectiveness and improve service delivery.	**2.1: Workplans of Responsible Parties identified in Action Plan based on reviewed and adopted National Anti-Corruption Strategy developed**								
	2.1.1.Support the implementation of the National Anti-Corruption Strategy including clear workplan based on NACS Action Plan with responsible parties, including a monitoring and evaluation strategy for NACS. -4 NACS outreach workshop country wide x 3 days for 100 participants (The amount is inclusive of transport, accommodation, catering, venue, printing costs, stationaries)				Japan	Workshop	75700	8,000.00	8,000.00
					Japan	Travel	71600	8,000.00	8,000.00
	Project Manager (P3)				Japan	Project Manager	61200	9,200.00	9,200.00
	2.1.2. Conduct corruption risk assessments (CRA) with identified government Ministries/agencies and implementation of results and				Japan	IC-International	71200	20,000.00	20,000.00
	Project Manager (P3)				Japan	Project Manager	61200	6,900.00	6,900.00
	Sub-Total - Activity 2.1							**52,100.00**	**52,100.00**
	2.2: Partnership between oversight institutions and civil society enhanced through awareness, monitoring and evaluation, evidence gathering								
	2.2.1. Prevention tools and training manuals for key anti-corruption and integrity institutions. -Development of 3 Training curriculum 1. Expert fees for contracted entities/companies, hired through an open and competitive process as per UN Procurement Framework. 2. Printing cost for curriculum material.				Japan	International Consultant	71200	10,000.00	10,000.00
					Japan	Printing	74200	500.00	500.00
	Project Manager (P3)				Japan	Project Manager	61200	6,900.00	6,900.00
	2.2.2. Training on Anti-Corruption and outreach activities with media -6 x 3 days Outreach events for 100 participants (The amount is inclusive of transport, accommodation, catering, venue, printing costs, stationaries)					workshop	75700	10,000.00	10,000.00
					Japan	Travel	71600	10,000.00	10,000.00
	Project Manager (P3)				Japan	Project Manager	61200	6,900.00	6,900.00
	Sub-Total - Activity 2.2							**44,300.00**	**44,300.00**
	2.3: Citizens made aware of simplified institutional procedures and processes to access public services								

	2.3.1. Design and pilot simplified process to access public services in select Ministries/agencies -5 innovative pilot processes are identified based on researches						Japan	International IC	71200	22,500.00	22,500.00
	Project Manager (P3)						Japan	Project Manager	61200	6,900.00	6,900.00
	2.3.2. Establish and strengthen partnership with the private sector and SOEs on compliance and integrity principles in line with NACS and global standards -3 x 3 days workshops for 60 participants from 4 state owned enterprises and 30 SMEs from private sector (The amount is inclusive of transport, accommodation, catering, venue, printing costs, stationaries)						Japan	workshop	75700	10,000.00	10,000.00
	Project Manager (P3)						Japan	Project Manager	61200	6,900.00	6,900.00
	2.3.3. Support development of software applications to report and track reported corruption cases. -1 software developer recruited and 1 application produced						Japan	International IC	71200	10,000.00	10,000.00
	Project Manager (P3)						Japan	Project Manager	61200	4,600.00	4,600.00
	2.3.4. Development and establishment of Pilot initiatives at both national and provincial levels and scale-up of reporting mechanisms in response to corruption complaints. -6 provincial anti-corruption initiatives supported						Japan			20,000.00	20,000.00
	Project Manager (P3)						Japan	Project Manager	61200	9,200.00	9,200.00
	Sub Total output 2.3									**90,100.00**	**90,100.00**
	Capacity Building Specialist/Deputy Project Manager - SB4						Japan	National Project Staff SB4		**9,100.00**	**9,100.00**
	National Project Officer - SB3						SIG	National Project Staff SB3	71300	**8,750.00**	**8,750.00**
	Project and Finance Assistant						Japan	National Project Staff SB3		**3,562.50**	**3,562.50**
	Total Output 2 - SIG									**8,750.00**	**8,750.00**
	Total Output 2 - Japan									**199,162.50**	**199,162.50**
	Output 2 Project Recovery Costs - SIG						SIG	DPC	74500	**131.25**	131.25
	Output 2 Project Recovery Costs - Japan						Japan	DPC	74500	2,987.44	2,987.44
	Output 2 (GMS (SIG)						SIG	GMS	75100	262.50	262.50
	Output 2 GMS (Japan)						Japan	GMS	75100	15,933.00	15,933.00
	Total Output 2 SIG									9,143.75	9,143.75
	Total Output 2									**218,082.94**	**218,082.94**
Output 3: Civil society, private sector and citizens of Solomon Islands' confidence to build coalitions and conduct accountability activities and integrity advocacy work in line with the National Anti-Corruption Strategy											
Baseline: Existing coalition lacks											
Indicator: Anti-corruption mechanism operational. Progress: ToR of NACS SC adopted by Cabinet.											
Output 3: Civil society, private sector and citizens of Solomon Islands' confidence to build coalitions and conduct accountability activities and integrity advocacy work in line with the National Anti-Corruption Strategy	**3.1: Strengthening the capacity of the Civil society, academia, media and private sector to and fully play its role in accountability and integrity process.** 3.1.1. Produce and disseminate essential awareness material related to a) Anti-Corruption Act; b) National Anti-Corruption Strategy; c) Roles and responsibilities of integrity institutions; d) Oversight role of the CSOs in combating Corruption - 4 awareness material developed						Japan	National Expert - Fees and insurance as per UN Rates	71300	8,000.00	8,000.00
							Japan	Printing - 2000 copies x 4 of awareness materials	72400	10,000.00	10,000.00
							Japan	Project Manager (P3)	61200	16,100.00	16,100.00
	3.1.2. Develop pilot projects through a partnership between CSOs and integrity institutions on reporting mechanism for corruption complaints						Japan			10,000.00	10,000.00
	Project Manager (P3)						Japan	Project Manager	61200	13,800.00	13,800.00

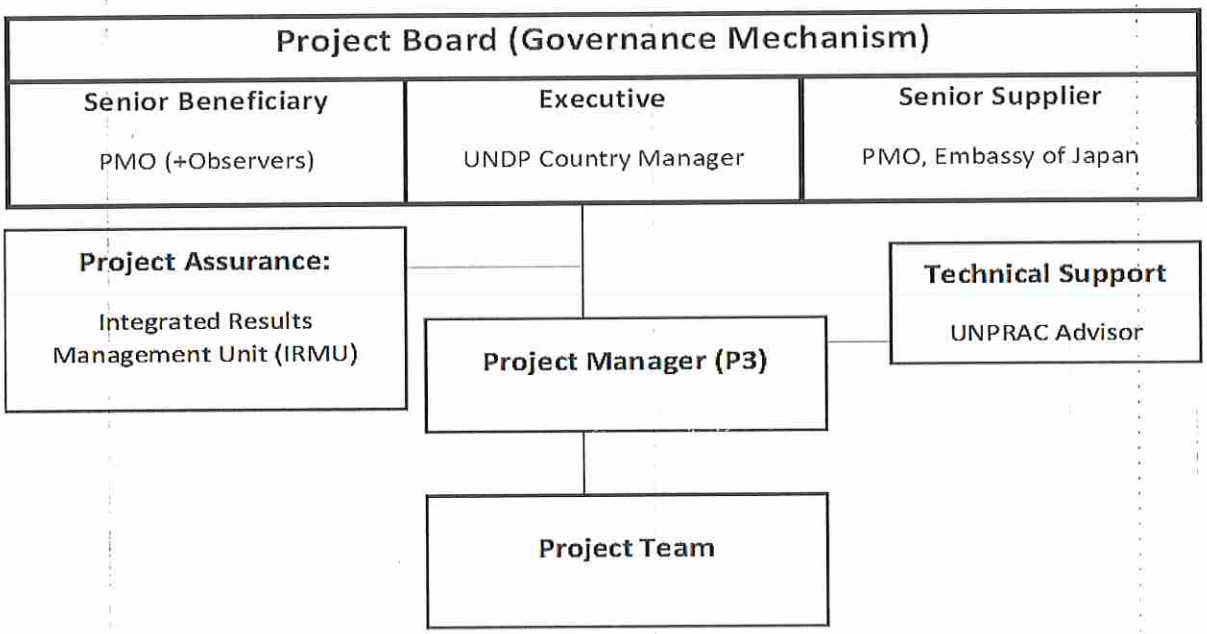
	3.1.3. Develop and integrate curriculums within academia and tertiary educational institutions (SINU and USP) on integrity tools and mechanisms. - Two curriculumn developed and adopted													Japan	International consultants	71200	14,000.00	14,000.00
	Project Manager (P3)													Japan	Project Manager	61200	13,800.00	13,800.00
	3.1.4. Strengthen partnership with national and regional institutions for establishment of training programs and tools including knowledge sharing on best practices and lessons learnt from other relevant integrity frameworks - 3 curriculum and guidance material developed													Japan	International consultants	71200	10,000.00	10,000.00
	Project Manager (P3)													Japan	Project Manager	61200	13,800.00	13,800.00
	Activity 3.1.5. Small grants to civil society in line with NACS for activities													SIG	Small Grants	72600	60,000.00	60,000.00
	Capacity Building Specialist/Deputy Project Manager - SB4													Japan	National Project staff (SB4)	71300	11,700.00	11,700.00
	National Project Officer - SB3													SIG	National Project Staff SB3	71300	11,250.00	11,250.00
	Project and Finance Assistant - SB3													Japan	National Project staff (SB3)	71300	3,562.50	3,562.50
	Total Output 3 Japan																**246,862.50**	**246,862.50**
	Total for Output 3 - SIG																**71,250.00**	**71,250.00**
	Output 3 Project Recovery Costs - Japan - 5%													Japan	DPC	74500	**3,702.94**	**3,702.94**
	Output 3 Project Recovery Costs - SIG - 5%													SIG	DPC	74500	**1,068.75**	**1,068.75**
	Output 3 GMS - Japan - 8%													Japan	GMS	75100	**19,749.00**	**19,749.00**
	Output 3 GMS SIG - 3%													SIG	GMS	75100	**2,137.50**	**2,137.50**
	Total output 3 Japan																**270,314.44**	**270,314.44**
TOTAL OUTPUTS	**Total Output 3 SIG**																**74,456.25**	**74,456.25**
Consultant														**Japan**	**Expert Fee - Project Evalaution**		**10,000.00**	**10,000.00**
Project Management Support - Establish Effective Project Management	Project Manager													Japan	Project Manager	61200	57,500.00	57,500.00
	Project Technical Assistant													Japan	Natiopnal Project Staff	71300	3,562.50	3,562.50
	Communications and Monitoring													Japan	UNDP Project Cost share	64300	10,000.00	10,000.00
	Results Based Manager and Quality Assurance													Japan	Program oversight	64300	40,000.00	40,000.00
	Procurement HR Finance Support													Japan	Implementation support service UNDP co-shared	64300	10,000.00	10,000.00
	Rent													Japan	Office Space	72800	11,000.00	11,000.00
	Equipment/computers and /telecoms	x	x	x	x	x	x	x	x	x				Japan	Project operational support	72800	4,000.00	4,000.00
	Sub-total Project Management																**146,062.50**	**146,062.50**
		x	x	x	x	x	x	x	x	x				Japan	DPC	74500	2,190.94	2,190.94
		x	x	x	x	x	x	x	x	x				Japan	GMS	75100	11,685.00	11,685.00
	Total Project Management Costs - Japan																**159,938.44**	**159,938.44**
	Coordination Levy 1% -																**17,639.00**	**17,639.00**
Grand Total 2021 Japan																	**881,954.80**	**881,954.80**
Grand Total 2021 SIG																	**160,604.55**	**160,604.55**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Governance of the project is expected to be undertaken by the Project Board which will convene at least twice a year and more frequently if decided so by the Board. The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project plans and revisions. To ensure accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with UNDP. In addition, the Project Board plays a critical role in UNDP-commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. The Terms of Reference for the Project Board are annexed. The Project Board structure is provided in the diagram below.

On a day-to-day basis, the Project Manager based at UNDP has the authority to run the project on behalf of UNDP with the constraints laid down by the Project Board and in accordance with the UNDP Programme and Operations Policies and Procedures (POPP). The Project Manager is responsible for the everyday management and decision-making of the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the Project Document to the required standard of quality and within the specified constraint of time and cost. UNDP appoints the Project Manager, who is different from the UNDP representative on the Project Board. Project backstopping and quality assurance will be provided by the UNDP Regional Anti-Corruption Specialist (Senior Technical Adviser) based at the UNDP Pacific Office in Suva and the Governance Team Leader and IRMU Team based in Honiara. All major technical products and support to the government will be cleared by the Regional Anti-Corruption Specialist to ensure alignment with international standards and best practices.

Project Organization Structure



IX. LEGAL CONTEXT

*[NOTE: Please choose **one** of the following options, as applicable. Delete all other options from the document]*

Option a. Where the 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 Standard Basic Assistance Agreement between the Government of (Solomon Islands) and UNDP, signed on (XXX). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by United Nations Development Programme (UNDP) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

*[NOTE: Please choose **one** of the following options that corresponds to the implementation modality of the Project. Delete all other options.]*

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][22] [UNDP funds received pursuant to the Project Document][23] 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

[22] To be used where UNDP is the Implementing Partner

[23] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

    b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

    c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

    d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

    e. If an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

    f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's

Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are

adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

5. All financial accounts and statements shall be expressed in United States dollars.

6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

(a) [...%] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

(b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

XI. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Risk Analysis.
4. Project Board Terms of Reference and TORs of key management positions