

REGIONAL PROJECT **PROMOTING A FAIR BUSINESS ENVIRONMENT IN** **ASEAN**



Empowered lives.
Resilient nations.

Nurturing a culture of integrity in ASEAN public and private sectors for sustainable development

Project Title: Promoting a Fair Business Environment in ASEAN

Project Number:

Implementing Partner: UNDP Bangkok Regional Hub

Start Date: June 2018

End Date: March 2021

Brief Description

The ASEAN Economic Community is the 7th largest economy with a combined Gross Domestic Product of US\$2.6 Trillion, which represents a huge potential for lifting people out of poverty in the region. However poor governance and corrupt practices have been cited as the most significant challenge to doing business, which increases inequalities and threatens the sustainability of economic and social development in the region. There is a momentum created by the ASEAN Vision 2025 and the Agenda 2030 for Sustainable Development to work jointly with governments and private sector in "instilling a culture of integrity within ASEAN".

The Project aims to promote a fair business environment in ASEAN by minimizing corruption risks and encouraging sustainable practices. In specific the Project will:

1. Encourage partnerships between the public and private sectors, as well as civil society and development partners at the regional level, to implement and monitor integrity policies in ASEAN
2. Improve transparency in government contracts and increase compliance with international procurement and trade standards
3. Promote business integrity and sustainable practices for private companies and state-owned enterprises
4. Strengthen anti-corruption strategies, policies and laws and improve redress mechanisms for companies, investors and the broader public.

The Project will target the following countries in ASEAN -- Indonesia, Malaysia, Myanmar, Philippines, Thailand and Viet Nam. Viet Nam and Myanmar will benefit from specific country programmes in the context of objective 4 to further previous engagement with UK FCO in the past.

The three-year Project "Promoting a Fair Business Environment in ASEAN" will be managed by UNDP Bangkok Regional Hub with the support of the UK Prosperity Fund. This Project will provide an overall umbrella for activities that will be implemented by UNDP in cooperation with relevant partners (responsible parties) to leverage on established partnerships of the UK and UNDP with organizations such as the ASEAN Corporate Social Responsibility Network and the Construction Sector Transparency Initiative (COST). Building on the approach successfully used by UNDP projects under the previous Prosperity Fund, the Project will encourage dialogue amongst government agencies and private sector actors, as well as with other stakeholders such as academia, civil society, and youth and women's networks to achieve the above-mentioned objectives.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

Accelerate structural transformations for sustainable development

(Regional Programme Document for Asia and the Pacific 2018-2021, Outcome 2; UNDP Strategic Plan 2018-2021 Outcome 2)

Advance poverty eradication in all its forms and dimensions

*(UNDP Strategic Plan 2018-2021 Outcome 1)***Indicative Output(s):**

National, local and urban governance institutions are transparent and accountable for equitable access to services

(Regional Programme Document for Asia and the Pacific 2018-2021, Output 2.2.; UNDP Strategic Plan 2018-2021 Output 2.2.2)

Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication

(UNDP Strategic Plan 2018-2021 Output 1.2.3)

Total resources required:	7,312,410 USD		
Total resources allocated:	UNDP TRAC:		
	Donor: UK	GBP	5,300,000
		USD	7,312,410
	Donor:		
	Government:		
In-Kind:			
Unfunded:			

Agreed by:

UK Foreign Commonwealth Office	UNDP
Print name:	Print Name:
Date:	Date:

I. DEVELOPMENT CHALLENGE

The ASEAN economic community¹ is the 7th largest economy with a combined Gross Domestic Product of US\$2.6 Trillion. It is expected to grow at an average rate of 5% annually through 2021. With over 622 million people, ASEAN's potential market is larger than the European Union's or North America's ([World Economic Forum, 2017](#)), therefore providing a huge opportunity for lifting people out of poverty in the region.

Despite this potential, poor governance and corrupt practices represent a threat to sustained economic and social development in the region. Corruption has been consistently cited as the single most important obstacle to doing business in the region according to the ASEAN Business Outlook. Corrupt practices increase the cost of doing business, distort the competitive environment, limit opportunities for investment and widen the growing inequalities in the region. Companies operating in ASEAN also report that they often face pressure to bribe public officials to speed up routine government services, which leads to excess costs and inefficiencies ([2017 ASEAN Business Outlook](#)). Corrupt practices also contribute to widening inequalities amongst the people, with 900 million people reporting having to pay a bribe to governments in 2016 to access basic services ([Transparency International, 2017](#)). Corruption particularly impacts on women, young people and marginalised communities which cannot afford to pay a bribe.

With the adoption of [ASEAN Vision 2025](#), member states have committed to creating “a business-friendly, trade-facilitative, market-driven and predictable environment which inspires investor confidence”, including by “instilling a culture of integrity and anti-corruption and by mainstreaming the principles thereof into the policies and practices of the ASEAN Community”. Furthermore, the [ASEAN Economic Blueprint](#) calls on members in ASEAN for active engagement with the private sector, community-based organisations, and other stakeholders to promote the principles of good governance, transparency, and responsive regulatory regimes. “Achieving sustainable development will require developing tools and approaches to address governance bottlenecks in service delivery and boosting transparency and accountability of institutions” (UNDP Regional Programme document for Asia Pacific).

Although ASEAN member states have taken some steps to addressing corruption at the national level, such as ratifying the United Nations Convention against Corruption (UNCAC), much more is urgently needed to stop corruption. If economic integration is not built on a strong foundation of transparency, accountability and integrity then the ASEAN community's vision will be jeopardized. Furthermore, the private sector needs to be seen by ASEAN governments as a partner to co-lead this change, otherwise the commitments under the ASEAN Blueprint 2015 will remain unfulfilled. One positive step has been the recognition of the ASEAN CSR Network as an accredited ASEAN entity, however more systematic engagement and dialogue with the private sector needs to happen both at regional and national levels.

The “Agenda 2030 for Sustainable Development” provides a collective vision that governments and business in ASEAN can pursue jointly to promote sustainable practices and move towards a model of inclusive growth. In this regard, among the 17 global goals and 169 targets, Goals 8, 16 and 17 are particularly relevant to this Project. SDG 8 aims to stimulate sustained economic growth, higher levels of productivity and technological innovation, while SDG 16 on peace, justice and security promotes transparent, effective and accountable institutions and aims to reduce bribery, corruption and illicit financial flows. SDG 17 reaffirms the importance of global partnerships, and particularly the central role of the business sector in advancing sustainable development.

¹ ASEAN was proclaimed a Community through a Declaration signed by ASEAN Leaders at their 27th Summit in Kuala Lumpur on 22 November 2015. This is a historic development and important milestone in the evolution of ASEAN since its founding in 1967. Further information at: <http://asean.org/asean-2025-at-a-glance/>

A major bottleneck to achieving the 2025 vision for ASEAN and the Agenda 2030 for Sustainable Development lies in mismanagement and corrupt practices in public procurement, which is a key interface between governments and private sector. Public procurement - that is how governments spend public money when buying goods, works or services - is a major risk area for corruption because of the financial flows involved. It represents on average 20% of Gross Domestic Product in Southeast Asia ([World Bank, 2015](#)) and affects a substantial share of world trade flows globally, amounting to € 1000 billion per year ([European Commission, 2017](#)). Thus, public procurement is a major entry point for reforms, which has a trickling down effect on the business environment, investment and trade relations. Therefore, the Project will aim at promoting transparency in government contracts and compliance with international procurement and trade standards such as UNCITRAL Model Laws and WTO Agreement on Government Procurement. This will contribute to promoting a level playing field for companies that compete for government contracts within the ASEAN Economic Community.

Promoting a level playing field for business requires an effort not only on the part of government but also on the part of companies and other stakeholders to “put their house in order” and participate in collective action in the region. Cooperation among different actors is essential to implement the commitments made by countries in Asia-Pacific in various global and regional fora, including during the UK Anti-Corruption Summit in 2016 on measures such as public registries of companies' ownership and country-country reporting of multinational profits. Therefore, the Project will also aim to strengthen business integrity and sustainable practices for both private and state-owned enterprises by promoting relevant international standards such as UNCAC, the OECD Guidelines on Corporate Governance and by encouraging companies to join global and regional initiatives that promote sustainable practices. The Project will also encourage collective action amongst private sector actors, in cooperation with the ASEAN Corporate Social Responsibility Network and the UN Global Compact.

Lack of enforcement of anti-corruption laws and the weakness of redress mechanisms are often cited as deterrents for investment in ASEAN countries. The 2017 ASEAN Business Outlook Survey highlights that the failure to enforce anti-corruption laws fairly and efficiently is seen as a substantial challenge by 65% of businesses across ASEAN. In addition, companies often do not trust existing redress mechanisms when faced with corrupt practices on the part of the government. One of the factors behind the lack of law enforcement lies in insufficient interagency cooperation among anti-corruption agencies, financial intelligence units, prosecutorial services and courts, when dealing complex corruption cases. Therefore, the Project will strengthen the capacities of governments to enforce anti-corruption laws, encourage interagency cooperation, and improve redress mechanisms for companies, investors and citizens.

II. STRATEGY

The context presented in the background section highlights the costs of corruption in ASEAN on sustainable development and the unique opportunity for governments and private sector actors to join forces in advancing integrity as a collective agenda for the ASEAN Economic Community. The political commitments articulated in the ASEAN Vision 2025 Blueprint, as well as the Agenda 2030 for Sustainable Development, will need to be translated into demonstrated changes to integrity policies and practices as well as reduced barriers for doing business in ASEAN.

Governments in ASEAN have developed integrity and anti-corruption laws to align with the UN Convention against Corruption, but implementation has been lagging behind. In the last decade UNDP has been working with anti-corruption and other enforcement agencies as one of the entry points for reforms. Building on the lessons learned from this experience, UNDP has expanded its support to all branches of power to mainstream transparency and integrity within governments' operations – particularly ministries of finance/procurement agencies, parliaments, and courts – as part of a whole-of-government preventive strategy against corruption. Another lesson learned is the importance of involving a wide range of stakeholders including private sector, civil society and local communities from the design through the implementation and monitoring of integrity reforms. This is the strategy that the Project will follow, in line with the findings from the UNDP report on *Anti-corruption strategies: What works, what does not, and why, Lessons learned from Asia-Pacific*.

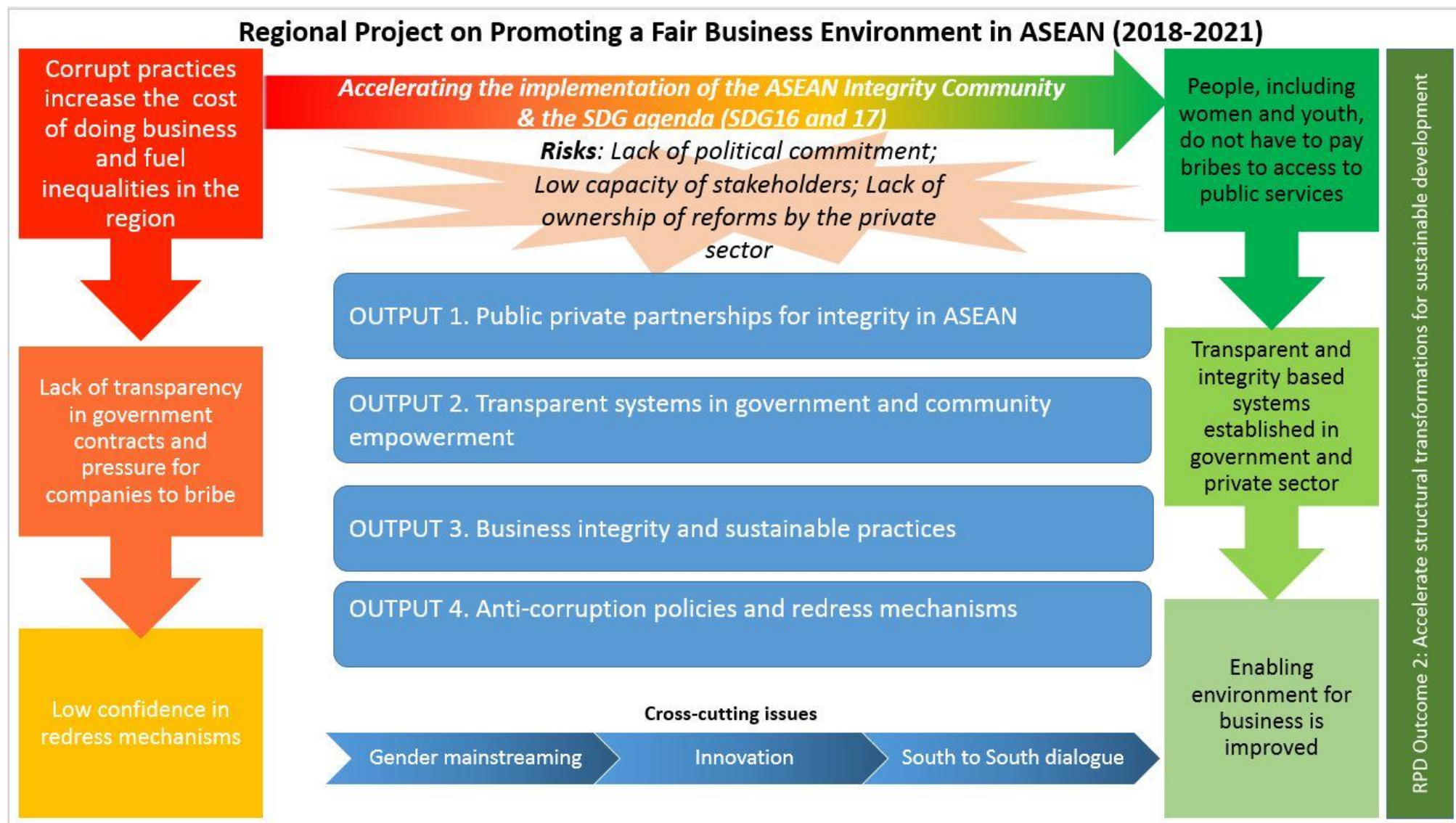
By strengthening engagement across the different branches of government, the Project will foster integrity alliances that can nurture a culture of transparency and integrity in government and the broader society. Furthermore, the Project will use the momentum created by the Bribery Act in the United Kingdom to engage the private sector and other key stakeholders in an effort to promote integrity and sustainable practices in both public and private sectors. Civil society and local communities will also be empowered to play a more active role of check and balance through active disclosure of information on local projects. This approach is very much in the spirit of UNDP's new Strategic Plan 2018 - 2021 which highlights that "inclusive and accountable governance is a key driver of structural transformations for sustainable development".

The Project will build on the tangible results achieved in Southeast Asia by UNDP and the UK/FCO to support transparency and integrity in both government and business operations at country level. Furthermore, by taking a regional approach the Project aims to create a regional reform effort in ASEAN to establish sound, transparent and corruption-free systems both in government and the private sector. This will be achieved by encouraging partnerships between public and private sector actors in ASEAN, establishing a baseline for reforms that can be monitored over time and advocating for change both at country and regional level. This regional effort will build on the momentum created by the ASEAN economic community and the 2nd review cycle of the UN Convention against Corruption.

Expected results

The overall aim of the Project is to promote a fair business environment in ASEAN, by encouraging integrity coalitions, developing transparent systems in both public and private sectors, encouraging sustainable business practices, as well as strengthening rule of law and anti-corruption. The project will contribute to promoting transparency on business opportunities, reducing the cost of doing business in the region and minimising the occurrence of bribes that people, in particular women and marginalised communities, have to pay to access to services.

The graph below illustrates the theory of change for the Project.



More specifically, the Project will follow a four-pronged approach to deliver the following results:

1. **Partnerships strengthened at the regional level between the public and private sectors as well as civil society, to implement integrity policies and adopt sustainable business practices.** The Project will build on UNDP's long-standing experience working with governments on transparency, accountability and anti-corruption reforms and its experience as a convenor between governments, private sector and other stakeholders to encourage dialogue and partnerships. Key partners will include the ASEAN Secretariat, OECD, UNODC and civil society organisations such as national chapters of Transparency International.
2. **Transparency improved in government contracts in line with international procurement and trade standards and communities empowered to monitor projects.** The Project will build on the successes achieved by the UK FCO in the context of the procurement reforms in Thailand² and the regional dialogues amongst ASEAN governments in the area of procurement reforms. UNDP will partner with UNCITRAL, WTO, the World Bank, OECD as well as the UK Construction Sector Transparency Initiative (CoST). CoST will be responsible party for implementing the output on social accountability initiatives in the construction sector.
3. **Business integrity and sustainable practices promoted for private companies and state-owned enterprises.** The Project will benefit from existing efforts of UNDP to promote the Agenda 2030 for Sustainable Development in the region with the private sector through global initiatives such as the Responsible Business Forum, UN Global Compact, and Business Call for Action, in line with [UNDP's Private Sector and Foundations Strategy for the Sustainable Development Goals 2016-2020](#). Key partners will include the ASEAN CSR Network, OECD, UN Global Compact, UNODC and local chambers of commerce.
4. **Anti-corruption policies, strategies and laws strengthened and redress mechanisms improved for companies, investors and citizens, including through alternative dispute resolution.** The Project will focus specifically on Viet Nam and Myanmar, which have been identified, in consultation with the UK posts, as priority countries in the area of anti-corruption, based on successful initiatives in the past. The project will benefit from the long-standing experience of UNDP globally and in the region in building the capacities of law enforcement agencies – such as anti-corruption agencies as well as courts – in promoting integrity, fighting corruption and promoting the rule of law.

Progress made will be monitored through outcome indicators to measure the extent to which the Project has led to changes in policies, practices and behaviours. The outcome indicators include in particular:

- Improvement of ranking on Transparency International's Corruption Perception Index and the Global Corruption Barometer, which also provide the basis for monitoring SDG target 16.5³;

² A procurement risk assessment was carried out in Thailand in 2014, which led to the development of a multi-stakeholder strategy on professionalising procurement. In three years, the project yielded several tangible results – including the development of a procurement law, the introduction of Integrity Pacts, the training of officials on an Integrity Checklist in Public Procurement and the development of a procurement curriculum based on UNDP/UK CIPS standards.

³ The Global indicator framework adopted by the General Assembly (A/RES/71/313) includes the following indicators to monitor progress on SDG 16.5: Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months; Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months.

- Number of countries that have introduced new public procurement laws/policies/systems/solutions as a result of the assessment; Percentage/number of public infrastructure projects disclosing information under COST initiative;
- Percentage/number of companies in ASEAN that have joined the Business Call to Action; Increase in the number of companies which signed the Regional Integrity Pledge (source: ASEAN CSR Network);
- Improvement of country rankings in ASEAN Corporate Governance Scorecard; Percentage of companies in target countries that believe that control of corruption and transparency has improved at the end of the project (ASEAN Business Outlook Survey);
- Number of companies in ASEAN that adopted the Gender Equality Seal;
- Improvement of ranking in the “Enforcing Contracts” indicator of the “doing business” World Bank index; and Improvement of rankings of the World Justice Project Open Government Index.

Description of outputs and activities

The following section describes in details the outputs and activities that will be delivered by the Project.

Output 1: 1. Partnerships strengthened at the regional level between the public and private sectors as well as civil society, to implement integrity policies and adopt sustainable business practices

1.1: Dialogue among governments and private sector conducted to accelerate the implementation of ASEAN commitments on integrity

1.1.1 Regional launch event “Promoting a Fair Business Environment in ASEAN”

This regional event will be held in one of the six countries covered by the project, with the objectives of launching and presenting the new project “Promoting a Fair Business Environment in ASEAN” to all the beneficiaries and relevant stakeholders; reinforcing and building new partnerships among governments (mainly anti-corruption agencies, public procurement agencies, high spending ministries), private sector (ASEAN CSR Network, corporate associations and company representatives), civil society (CoST, Transparency International) and development partners (ASEAN Secretariat, OECD, UNODC, WB, UNCITRAL); identifying specific entry points for cooperation. Country representatives will be invited to share their experience and common challenges will be identified. The event will provide the opportunity to present country contexts, reconfirm priorities at both national and sub-national levels, co-design detailed country level workplans (including partners and resource allocation) and ensure the ownership of national stakeholders to ensure implement smooth implementation of the project. (Event planned in May/June 2018 – around 70 participants).

1.1.2 Regional workshop reviewing progress made over the years 2018-2021

This regional high-level workshop will be held at the conclusion of the third year. Representatives from the six ASEAN countries covered by the project from government, private sector and civil society will be invited, together with development partners and international experts. The objective will be to take stock of the progress made in the region on enhancing transparency in government contracts, accelerating the ASEAN commitments on integrity and facilitating a fair business environment conducive to sustainable development, non-discriminatory and respectful of human rights. During the event the flagship report on “Promoting a Fair Business Environment in ASEAN: Advancing corporate and governments' integrity” will be launched. (Event planned in February/March 2021 – around 70 participants).

Active engagement with the ASEAN Secretariat will be pursued through the UNDP Bangkok Regional Hub and the UN Resident Coordinator in Indonesia who acts as a liaison for the UN with ASEAN.

1.2 Knowledge sharing and documentation of the reform effort to measure progress in establishing transparent and corruption-free systems

1.2.1 Regional flagship report on “Promoting a Fair Business Environment in ASEAN: Advancing corporate and governments' integrity”

This regional flagship report, which will be produced at the end of the project, will assess the progress made over the years by illustrating how international standards and good practices have been put to good use in specific contexts through case studies. Rather than measuring the project's results, the report will summarize the main achievements and the lessons learned, as well as document the policy impact obtained over the years. The report will be produced building on the evidence gathered at country level in the six target countries as well as at the regional level in both the areas of government and corporate good governance and integrity. This report will provide an evidence base to measure progress over time and advocate for change in ASEAN countries. The report will include the findings of the research conducted by ASEAN CSR Network on business integrity and compliance (see output 3.1.2), the lessons learned from the national public procurement risk assessments conducted in the countries, as well as good practices and innovations in the public and private sector alike. The project will aim at collecting sex disaggregated where possible. Data will be collected over the years aiming at showing regional trends and progress from the inception to the conclusion of the project. Data collection and analysis will require a continuous effort during the project implementation, and the flagship report will need to be completed and presented for validation at the concluding regional workshop (see output 1.1.2), in February/March 2021.

1.2.2. Communication and dissemination of tools and good practices

To ensure ownership of the project from the main beneficiaries and stakeholders as well as disseminate lessons learned regionally and globally, it is indispensable to secure adequate time and resources to conduct regular communication throughout the project. Good practices, knowledge products, tools will be produced and disseminated to the relevant stakeholders through the UNDP communications office and networks. Updates on the Project will be disseminated via annual progress reports as well as regularly communicated via news updates, social media, the ASEAN CSR Network Newsletter, as well as the AP-INTACT online community of practice. The Asia Pacific Integrity In Action Network (AP-INTACT), administered by UNDP, is a virtual community of practice counting over 800 members from more than 60 countries, including representatives from anti-corruption agencies, government, civil society, academia, multilateral and bi-lateral development partners that facilitates knowledge sharing among anti-corruption practitioners and experts through daily updates on developments in the Asia-Pacific region, calls for information, surveys, and e-discussions. Advocacy and awareness-campaigns will be also conducted, particularly for the International Anti-Corruption Day (9 December), in cooperation with UNODC, and the “Integrity has no borders” campaign in cooperation with ASEAN CSR Network. Finally, the results of the project will be disseminated to a global audience via the participation in global anti-corruption fora such as those organised by UNODC, OECD and Transparency International.

Output 2: Transparency improved in government contracts and compliance increased with international procurement and trade standards.

2.1: Public procurement systems strengthened through capacity-building

2.1.1 In-country procurement risk assessments to develop multi-stakeholder action plans on transparency, integrity and professionalization in procurement

Integrity Risk Assessment of national public procurement systems will be conducted in three target countries of the project, selected through a call for expressions of interest. The in-country assessments will be conducted based on the methodology devised and tested by UNDP, described in the [Guidebook on Tackling Integrity Risks in Government Contracts](#), building on the successful experience of Thailand and the Philippines. Under the leadership of UNDP Bangkok Regional Hub and the relevant Country Offices and in cooperation with relevant partners such as the World Bank, the risk assessments will be conducted in close cooperation with the government counterparts and ensure wide stakeholders consultations, including representative of private sector, civil society and making sure that the voices of women, youth and marginalized communities are included. The assessment will require the in-country missions of relevant experts, desk research, workshops and roundtables to create ownership in the development of multi-stakeholder action plans on transparency, integrity and professionalization in procurement. The risk assessment will be carried out in up to three countries based on their requests

2.1.2 Strengthening of procurement systems and practices based on international standards, good practices and innovative solutions

To ensure a long-term capacity development approach that leads to stronger procurement systems the project will support the development of procurement capacity development plans and invest in the professionalization of public procurement officials. Capacity development will take the form of adopting procurement certification curricula in cooperation with the UK Chartered Institute of Procurement & Supply as well as encouraging the adoption of technologies and artificial intelligence to improve procurement systems (such as e-procurement, e-contract management solutions). This will be achieved through the provision of experts' advice, missions, and training in three target countries, namely Indonesia, Philippines and Thailand where there are on-going efforts to professionalise the procurement function.

2.1.3 Trainings of trainers (ToTs) to build in-country capacities, both for procurement agencies as well as for procuring entities in high-spending ministries

Building on the findings from the risk assessments carried out in the Philippines and Thailand, Trainings of trainers will be provided in these two countries to ensure that capacities are built internally, and that knowledge is shared among national agencies, high spending ministries and organizations. Training of trainers will benefit governments in the Philippines and Thailand that have already invested efforts into building their internal procurement capacities. This is part of the efforts to ensure sustainability of the reform effort and maximize the impact after the Project will be completed. The organization of the trainings will require missions and intervention of experts.

2.2: Transparency and accountability increased in public procurement and infrastructure projects

2.2.1 Legal advice on alignment with international standards and conducting in-country workshops

UNDP will provide legal and policy advice to governments on the modalities to align national legislation with UNCITRAL Model Law, WTO GPA and UNCAC provisions and other international relevant standards and guidelines. This will be done through in-country missions of experts, as well as organizing workshops and trainings. Thailand, which recently adopted a new procurement law and is currently adapting its policies will benefit from legal and policy advice, including on standard bidding documents and framework agreements. In addition, there will be other opportunities for other target countries to benefit from this legal and policy advice with the support of the UNCITRAL Secretariat.

2.2.2. Transparency and social accountability initiatives in public infrastructure investments

Construction Sector Transparency Initiative will be the responsible party for this output. It is expected that two countries (Indonesia and Thailand) will receive support for implementing national initiatives aimed at driving better value from infrastructure by increasing transparency and accountability in its delivery. Women, young people and representatives of marginalized communities will be empowered in monitoring these infrastructure projects to ensure better quality public services.

Output 3: Business integrity and sustainable practices promoted for private companies and state-owned enterprises.

3.1: Business integrity and corporate governance practices strengthened within private sector companies and state-owned enterprises

3.1.1. Promotion of sustainable business practices

Initiatives that encourage an enabling environment for companies to mainstream SDGs within their business operations will be supported. This might include investment funds that use Environmental and Social Corporate Governance standards to screen potential investments in the context of a company's operations or initiatives. Initiatives might also be driven by communities to report on negative externalities by the private sector. Preference will be given to initiatives that include integrity as part of broader governance considerations. The support will be provided upon request, based on the modality of Calls for Expressions of Interest.

3.1.2 Knowledge product for private sector and state-owned enterprises (SOEs) on business integrity and corporate governance (2018-2021)

The ASEAN CSR Network (ACN) will be the responsible party to conduct research over the three years of the project and collect sex disaggregated data to measure the progress for companies on the adoption of business integrity standards, compliance, and corporate disclosure. Data will be collected on broader corporate governance standards, including environmental and human rights standards where possible. Data will feed into the regional flagship report (1.2.1), aiming at providing evidence for supporting the regional advocacy for the "Integrity has no borders" campaign. In addition, ACN will be expected to develop a handbook on the harmonisation of business integrity standards in ASEAN.

3.2 Collective action initiatives promoted at national and regional levels

3.2.1. Joint regional advocacy on business integrity

Together with the ASEAN CSR Network, regional advocacy will be conducted by UNDP in ASEAN to ensure that private sector accepts the commitments of "Integrity has no borders" campaign, and partnerships with government and civil society in the region will be cultivated to realize an "ASEAN community of integrity". Advocacy includes the annual organization of regional business integrity fora and working groups. In addition, synergies will be sought in doing joint advocacy with the UNDP regional project on Business and Human Rights, which also has an established partnership with the ASEAN CSR Network.

3.2.2. In-country initiatives, including trainings, on corporate governance and business integrity, and effective collective action, involving Chambers of Commerce, multinational enterprises and suppliers, small medium enterprises (SMEs) and state-owned enterprises (SOE)

Together with ASEAN CSR Network and other partners such as Alliance for Integrity and local Chambers of Commerce and Industry, initiatives will be undertaken to provide guidance and training to public and private companies on business integrity, compliance and collective

action. These initiatives will include trainings, as well as the production of guidance material and innovative tools to support companies in tracking their compliance and progress in the adoption of business integrity. Special attention will be given to SMEs, that are usually at a disadvantage compared with multinationals when it comes to implementing compliance programmes. In the selection of companies benefitting from these tools, priority will be given to companies putting in place gender balance and non-discriminatory policies. This specific activity will be delivered through a Call for Expressions of Interest to encourage innovation and carry out pilot testing /upscaling of initiatives with local partners.

In addition, it is also planned to carry out a specific initiative in Viet Nam, the Government business Integrity Initiative (GBII), in cooperation with the Vietnam Chamber of Commerce and Industry (VCCI) and IBLF Global. These organizations have been working together since 2016⁴ through an FCO project to support the Vietnamese Government to improving the business and investment environment by boosting public sector reforms, strengthening law enforcement, enhancing transparency in all areas of government and business, reducing red tape and constraints on enterprises, and creating favourable business environment.

3.3 Companies encouraged to join global/regional initiatives that provide business solutions to achieve the Sustainable Development Goals

3.3.1. Advocacy during the Responsible Business Forum and other relevant events

UNDP will participate in the co-organization of the Responsible Business Forum, aimed at accelerating private sector contribution to the achievement of sustainable development goals. In addition, advocacy on business and SDGS will be conducted in other relevant international/regional fora on business integrity on the International Anti-corruption Day, in partnership with UN Global Compact and relevant partners.

Output 4: Anti-corruption strategies, policies and laws strengthened and redress mechanisms improved through country projects in Myanmar and Viet Nam

Output 4 will focus primarily on Myanmar and Viet Nam to provide continuity to the successful projects that the UK FCO has supported in these two countries in the past.

4.1 Governments' capacities to fight corruption increased

4.1.1 Technical assistance provided to the Governments of Myanmar and Viet Nam on how to strengthen their anti-corruption legislation, policies and the anti-corruption agency

The Project will provide technical assistance to the governments of Viet Nam and Myanmar to align with UNCAC provisions and strengthen their anti-corruption legislations, policies and anti-corruption agencies. This support will build on the previous support provided by the UK FCO and UNDP to these two countries. In Viet Nam, UNDP has strong existing relationships with the Government Inspectorate as well as the Central Commission on Internal Affairs of the Communist Party of Vietnam. Technical assistance will be provided to strengthen the legislative framework and ensure that it is implemented, as well as monitoring the impact of anti-corruption measures. In Myanmar, UNDP has strong relationships with the Anti-Corruption Commission and the Union Civil Service Board. Technical assistance will be

⁴ The first stage of the project created an SME online toolkit and trained over 1100 SMEs in seven cities of Viet Nam on business compliance and anti-corruption. Based on the feedback from the SMEs, senior stakeholders from government and business provided recommendations for a Government-Business Integrity Initiative (GBII) to the Deputy Prime Minister of Vietnam. A research project, "Fostering a sound business environment through a Government-Business Integrity Initiative in Vietnam" is currently being finalized. The main themes treated by GBII will include: corporate governance in Vietnamese companies; business standards of companies in the supply chains of large domestic and global multinationals; open competition, transparency and responsible business practices; education and training of young entrepreneurs; compliance and integrity in the public sector in areas which most directly impact private companies.

provided in implementing the anti-corruption law, the anti-corruption strategy, and corruption risk mitigations measures.

4.2 Redress mechanisms for companies, investors and citizens strengthened

4.2.1 Development of effective dispute resolution mechanisms, including for investors – state dispute settlements

Technical assistance will be provided to develop effective dispute resolution mechanisms in Viet Nam, with a view to ensuring effective redress mechanisms and fair application of justice, including through the improvement of arbitration mechanisms. This support will build upon the previous support provided by the UK FCO and UNDP in assessing integrity risks in the court system when dealing with business cases.

4.2.2 Integrity initiatives within the court systems through peer-peer learning across countries

Two regional workshops will be held to encourage peer-to-peer learning among judges, judicial associations and other relevant stakeholders from Viet Nam, Myanmar and Judicial Integrity Champions in the region to exchange good practices on court independence and integrity, in compliance with Art. 11 of UNCAC and the Bangalore Principles of Judicial Conduct. A key topic for the workshop will be on redress mechanisms available for different stakeholders – including investors, men, women, and marginalized communities when faced with corrupt practices. In addition in-country support will be provided on judicial integrity reforms.

All the outputs and their related key activities, as well as related budget items are detailed in the multi-year workplan attached separately as an Excel file. It provides an overview of the key activities planned under each output, the budget required per year and the responsible parties.

III. UNDP COMPARATIVE ADVANTAGE AND PARTNERSHIPS

UNDP, as the lead development agency in the UN system, has a long-standing experience with managing large-scale projects that involve a wide range of partners. UNDP has a unique architecture at the global, regional and country levels, which makes it the partner of choice for implementing a large-scale Project for Southeast Asia, with:

- A regional centre, the Bangkok Regional Hub, to provide the overall coordination and management of the Project, facilitate knowledge management, mobilise relevant international/regional experts, and provide backstopping expertise. UNDP Bangkok Regional Hub has a track record in successfully supporting anti-corruption and procurement reforms in the Asia-Pacific region, including in partnership with the UK FCO, as well as other partners such as DFAT Australia and the United States Department of State. In addition, the Project will benefit from existing initiatives in related areas such as the Business and Human Rights project as well as the UNDP Responsible Business Forum.
- Country offices in Indonesia, Malaysia, Myanmar, Philippines, Thailand and Viet Nam, for daily implementation support of the Project.
- Specialised UNDP centres that will be closely involved in the Project: UNDP Istanbul International Center for Private Sector in Development (IICPSD), UNDP's Procurement Centre in Denmark that runs jointly with UK's CIPS the Procurement Certification Project, as well as the UNDP Global Centre for Public Service Excellence in Singapore (GCPSE).

Within the UN system, UNDP plays a crucial role in supporting the implementation of the 2030 Agenda for Sustainable Development, particularly of Goal 16 on Peace, Justice and Security that has specific anti-corruption targets. This builds on UNDP's central role in advocating for corruption to be recognised as a development issue. In addition, UNDP actively engages with private sector in the context of SDG17 through the Business Call to Action and other global and regional initiatives⁵ encouraging companies to become "transformative partners in development", creating innovative inclusive business models that has a major impact on sustainable growth and development. UNDP is uniquely positioned to facilitate meaningful dialogue and engagement among governments, private sector and civil society at the country levels. In addition, UNDP has strong and long-standing partnerships at the regional and global levels with key actors such as the ADB, ASEAN Secretariat, ASEAN CSR Network, OECD, Transparency International, UNCITRAL, UNODC, the UN Global Compact, WTO and the World Bank. This broad network of partners will be critical to continue the successful implementation of the Project in and beyond the Asia-Pacific region.

Partnerships

UNDP will build on its partnerships at global, regional and local levels to deliver the Project. A number of modalities will be used to engage with partners, as described below.

Responsible Parties

UNDP provides an overall umbrella for various organizations to deliver selected outputs of the project. UNDP will maximise the reach and impact of the Project by leveraging the capacity and networks of NGOs/CSOs to act as Responsible Parties, in line with UNDP's policy on engagement with NGOs/CSOs (see Annex 1). Two organisations have been identified together with the UK FCO as "Responsible Parties" for the delivery of components of the Project: ASEAN Corporate Social

⁵ Further information on the global initiative hosted by UNDP IICPSD is available at <http://www.iicpsd.undp.org/content/istanbul/en/home/our-work/overview.html>

Responsibility Network and UK's Construction Sector Transparency Initiative (CoST). Given the strategic nature of the partnership with these INGOs, which won't provide professional services for us, but rather be responsible of some of the outputs, they won't be selected through a procurement process. A due diligence process, instead, will be carried out to ensure that they can be Responsible Parties for the project. UNDP will transfer funds to the aforementioned organizations, based on the budget of the activities under their respective responsibility, which will be indicated in the Responsible Party Agreement which will regulate the partnership

1. CoST will be the Responsible Party for supporting countries deliver better value from public infrastructure by adhering to the principles of transparency, accountability and disclosure of information. CoST will be the Responsible Party for output 2.2 as it relates to initiatives for increasing transparency and social accountability in public procurement and construction projects in Thailand and Indonesia.
2. ASEAN CSR Network: With its mission of promoting and enabling responsible business conduct to achieve sustainable, equitable and inclusive social, environmental and economic development, the ASEAN CSR Network, will be the Responsible Party for the outputs related to business integrity and collective action, building on previous successful cooperation with UK FCO and UNDP.

Other partners

In addition, UNDP will involve other relevant local partners in the delivery of activities at country level through its UNDP country offices in the six target countries. The Project will work specifically with the UK Posts in the 6 target countries and governance heads in UNDP country offices to identify relevant local partners from government, private sector, civil society at the local level. These will include, among others, national Chambers of Commerce and Industry, as well as national business networks and civil society organizations active in the countries. Particular attention will be given to build on and further strengthen existing partnerships in the context of the country programmes, for example with the Vietnamese Chamber of Commerce and Industry in the context of the Government Business Integrity Action in Vietnam. Funds will be disbursed via UNDP country offices to these local partners to carry out country-specific activities as indicated in country specific detailed work plans to be developed within one month from the project launch event.

Last but not least, a number of regional and global partners will be involved in the delivery of activities in various capacities:

- As centres of expertise on procurement reforms – these will include the UK Chartered Institute of Procurement & Supply (CIPS) for the development of procurement curricula, Copenhagen Business School on artificial intelligence to improve procurement systems, as well as the United Nations Commission on International Trade Law (UNCITRAL), World Trade Organization (WTO), and the World Bank for legal reforms. UNDP is currently finalising a Memorandum of Understanding with UNCITRAL to frame their inputs into the project.
- As a source of benchmarks with other countries in the region and beyond – UNDP will capitalise on its existing cooperation with the ADB/OECD Initiative against Corruption, utilizing existing platforms and networks to conduct training of trainers, workshops, seminars and offer knowledge products disseminating findings and lessons learned. In particular, efforts will be made to leverage the partnership with the Organization for Economic Cooperation and Development to facilitate the exchange of good practices with OECD countries, for example in the area of business integrity.
- As a facilitator for high-level dialogue amongst ASEAN members: The cooperation with the ASEAN Secretariat, whose mission is to initiate, facilitate and coordinate ASEAN stakeholders' collaboration in realising the purposes and principles of ASEAN, will be instrumental to the achievement of all the outputs and to maximise the outreach of the project, ensuring buy-in from the national governments of the target countries.

- As a centre of expertise on financial crimes and as the Secretariat of the UN Convention against Corruption – UNODC, with which UNDP is currently establishing an MOU to provide a framework for cooperation and to facilitate collaboration in the areas of anti-corruption; criminal justice reform matters and 2030 Agenda for Sustainable Development.
- As partners to join the integrity coalition that the project aims to encourage. In particular UNDP will work closely with a variety of stakeholders such as [Transparency International](#) (TI), [International Business Leaders Forum](#) (IBLF) Global, the [UN Global Compact](#), [Alliance for Integrity](#), and the [Effective Institutions Platform](#) to maximise the outreach and impact of the programme through collective action.

Risks and Assumptions

To mitigate risks in the delivery of the Project the following risk management measures will be put in place.

One operational-level risk for the regional Project is the implementation of activities in six different countries, which adds management complexities that might hinder progress when compared to stand-alone country-specific projects. To address this risk, the project will rely on a strong project management team in UNDP's regional centre for Asia Pacific and work closely with UNDP governance leads who are based in the country offices in the target countries, providing support in the day to day implementation. Furthermore, all the UNDP Country Directors of the target countries have confirmed their interest in being part of the project.

The project relies on commitments from the national governments, and possible delays may incur due to lack of resources or competing national priorities. This risk will be minimized thanks to the existing close cooperation between government counterparts and UNDP country offices. In fact the vast majority of the initiatives foreseen in the work plan have already been discussed with government counterparts to ensure their buy-in. Delays may occur also in the implementation by the partners of the project, which will be minimized through the inclusive review of annual coordinated workplans and conducting regular monitoring and evaluation. There is also a risk of low ownership by the business sector of the reforms promoted by the project, which will be minimized by ensuring inclusion, consultations with accredited business networks, and regular communication around the project in close cooperation with the ASEAN Corporate Social Responsibility Network.

Last but not least there is also a risk of overlapping and competing initiatives at country and/or regional levels. The Project will benefit from the long-term established partnerships of UNDP BRH with all major international actors active in promoting business integrity, compliance and government transparency and accountability. These partners will be involved during the launch meeting of the Project and could also be part of the yearly consultations when reviewing the progress of the Project and planning for the following year. Furthermore BRH will work in close cooperation with its country offices to map existing initiatives at country level and build synergies to maximise impact (please refer to the matrix below for more details).

Risks	Impact	Likelihood	Risk Management	Escalation point
The project involves the implementation of activities in 6 countries, which adds management complexities that might hinder progress when compared to stand-alone country-specific projects	High	Low	The project will be grounded into a strong project management team within BRH that will work closely with UNDP governance officers who are based in the country offices in the target countries. These officers provide the main implementation arm for the project on a day-to-day basis. In addition, the country directors in the offices have confirmed their interest in being part of the regional project.	From the inception of the project
The project relies on Governments' commitment to implement activities in the target countries. Possible delays may occur because of other national priorities.	Medium	Low	Close day-to-day coordination by UNDP Country Offices in each country with Government counterparts and with other partners in the initiative to ensure continued Governments' commitment	From the inception of the project
Delays experimented by Responsible Parties in the delivery of specific outputs of the Project	Medium	Medium	Inclusive review of the work plan with the Responsible Parties on a yearly basis, and strong monitoring and evaluation mechanisms within UNDP	Throughout the project
Lack of ownership from the business sector on reforms	Medium	Medium	Close partnership established with the ASEAN Corporate Social Responsibility Network that has established chapters in the target countries of the Programme. Working with accredited business networks at the regional and country level and ensuring regular external communication will increase the understanding of the companies and ensure their ownership and buy-in.	Throughout the project
Parallel or competing initiatives at local/regional level.	Medium	High	UNDP has long-term established partnerships with all major international actors active in promoting business integrity, compliance and government transparency and accountability (such as ADB, OECD, UNODC, ICJ, ASEAN CSR and IMF). These partners will be involved from the inception of the Project and could also be part of the yearly consultations when review the progress of the Project and planning for the following year. Furthermore we will work in close cooperation with our country offices to map existing initiatives and build synergies to maximise impact.	At the inception and throughout of the project

Strong vested interests against reforms proposed or against enforcement of existing rules, regulations (public or private).	High	Medium	Use of advocacy tools, leveraging social media to shift attention, reprioritizing activities into public awareness campaigns, to generate pressure for change at a systemic level.	At the inception and throughout of the project
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Stakeholder Engagement

The Project will target the following target groups:

1. From the government, the primary beneficiaries will be agencies in charge of public financial management and procurement, as well as law enforcement agencies. The Project will encourage inter-agency cooperation and training wherever possible, for example amongst anti-corruption agencies, financial intelligence units and courts.
2. Furthermore, the private sector will be a key beneficiary of the Project – in particular as part of the Project's effort to promote business integrity and sustainable practices for private companies and state-owned enterprises, as well as to strengthen redress mechanisms.
3. The involvement of a range of stakeholders, including civil society and development partners, will be a key element of the Regional Project. In particular, the Project will foster multi-stakeholder alliances among governments, private sector and civil society groups both at the regional level – in the context of the ASEAN Economic Community – and at the country level.

To maximise the impact of the Project, UNDP will adopt a progressive engagement strategy with these target groups and other relevant partners in order to build on previous engagement of UK FCO and UNDP in the region:

1. To secure the political will and commitment of governments, private sector actors and other stakeholders for national activities, the launch meeting of the Project that will provide an opportunity discuss detailed country-level plans for the Project for target countries with all relevant stakeholders.
2. To ensure that the regional project builds on results achieved at the country level in the six target countries, bilateral consultations will be undertaken in the months prior to the Project Launch Meeting between the UNDP country offices, the UK Posts in these countries and relevant stakeholders from government and civil society to reconfirm priority areas for each country and develop detailed country-level plans. Two countries – Myanmar and Vietnam – will benefit from separate country programmes in the context of objective 4 on strengthening governments' capacities to fight corruption and redress mechanisms in order to build on previous successful cooperation with the UK FCO in this area.
3. To be responsive to country needs and encourage innovation the project will use the mechanism of call for Expressions of Interest for the delivery of some outputs. UNDP has in the past successfully used Calls for Expressions of Interest as a mechanism to provide seed funding to encourage innovation and carry out pilot testing of initiatives. This is an inclusive mechanism to reach out to all target countries of the Project and select those that come up with the most successful ideas, based on a number of identified criteria agreed upon by a review panel.

4. Daily implementation and monitoring of the Project will be undertaken by UNDP BRH with the support of UNDP country offices in Indonesia, Malaysia, Myanmar, Philippines, Thailand and Vietnam. Priority countries for the regional project will be Vietnam in Myanmar. National ownership will be ensured by the trustful existing relationships between UNDP and the government counterparts and other stakeholders in these countries. Close cooperation with the ASEAN CSR Network and local chambers of commerce will be also be essential to secure the ownership of the private sector in taking forward these reforms.

The Project's ultimate beneficiaries are women and men living in ASEAN whose lives are improved as corruption is addressed, barriers to growth are alleviated, and inequalities are reduced.

Gender approach

In this regard the Project will also aim to empower local communities, especially women and marginalised community, in monitoring the delivery of development projects, for example in cooperation with CoST for construction projects. The Project will facilitate the engagement of grassroots women's organisations such as networks and federations of self-help groups, cooperatives and other community based groups with local authorities and private sector to enable their active participation in local governance processes.

As an expression of UNDP's commitment to promoting sustainable development that benefits all people and that supports gender equality in all programmes, projects and development contexts, the Project will not only empower local communities, especially women, in monitoring major projects in their communities, but also collect sex disaggregated data where possible.

Besides encouraging women's inclusion in social accountability initiatives, the project will proactively encourage companies in ASEAN to comply with good corporate governance, including gender inclusiveness and gender equality standards, since this will address the power imbalance leading to integrity failures (including corruption and sextortion). Companies joining initiatives such as the [Business Call to Action](#) or the [Gender Equality Seal Programme](#), can be supported by UNDP with tools, guidance and specific assessment criteria to ensure successful implementation and certification. For example, the Gender Equality Seal supports a more efficient and equitable workplace and contributes to the advancement of gender equality and the achievement of the Sustainable Development Goals. Eradicating sexual harassment at work as well as increasing women's presence in companies' executive boards, and in general at decision-making levels, are among the key areas of the programme that can have direct positive impact on a more equitable, inclusive and transparent business environment.

Knowledge

The Project will also plan for a workshop at the end of the period to review progress made and draw lessons learned that will be documented in a flagship report. The flagship report will be developed to measure progress over the three years of the Project, building on the evidence gathered at country level in the six target countries as well as at the regional level. This report will provide an evidence base to measure progress over time and advocate for change in ASEAN countries.

All knowledge products will be disseminated through the UNDP communications office and a network of journalists. Updates on the Project will be disseminated via annual progress reports as well as regularly communicated via news updates, social media, the AP-INTACT online community of practice that is facilitated by UNDP, as well as the ASEAN CSR Network Newsletter. UNDP will specifically encourage advocacy and awareness-campaigns particularly during the International Anti-corruption Day Campaign.

Sustainability and Scaling Up

Project sustainability will be achieved in many ways. The core objective of the Project is to anchor transparent and accountable mechanisms within the public and private sectors through systemic reforms. Once the reforms are implemented, these mechanisms will become part of the operations of government and private sector actors and will remain after the project ends. Similarly, capacity building will not end with the project but will continue by working closely with governments, national training institutes and private sector associations who are partners in project implementation. Specific efforts will be made to carry out Trainings of the Trainers (ToT) to build national capacities. The methodologies, good practices and resources will be shared with regional and national stakeholders for scaling up. The strong advocacy approach at both country and regional levels will result in improved understanding on good governance and anti-corruption across the direct partners to the Project as well as in the broader society. In particular civil society and local communities will be empowered to keep governments and private sectors accountable for their actions. This broader societal change will be supported by regular dialogue across various stakeholders on integrity and anti-corruption and its impact on sustainability in ASEAN. The Project will build an evidence base to measure progress over the course of the project and beyond.

IV. PROJECT MANAGEMENT

This Project will be managed as part of the UNDP Regional programme document for Asia and the Pacific 2018-2021. UNDP BRH will ensure the coordination with different countries and responsible parties (ASEAN CSR Network, CoST), as well as other partners, ensuring the project's activities with these stakeholders are on-track. The project will benefit from UNDP's global advisory knowledge through its UNDP policy centres, in particular the Istanbul International Center for Private Sector in Development Overall guidance on the project will come from the UNDP BRH Chief of Regional Policy and Programmes.

UNDP will be responsible of the overall management of this major project, which is complex and involves many partners at regional and country levels. Therefore the programme management is a central element to the success of the project. The staff structure will be as follows:

- i) A senior advisor that provides the strategic guidance, technical policy advice, quality assurance, and coordinates with the various partners for the project
- ii) A program manager in charge of project implementation and reporting – ensures that the project is on track, manages consultants, liaises with UNDP country offices for project implementation, and coordinates reporting.
- iii) A program analyst that provides the main focal point for workshops' preparation, communication, research and knowledge management.
- iv) An administrative Assistant that provides support to administrative, financial and logistical project operations. Job descriptions are included in Annex II.

Furthermore, the Project will also benefit from UNDP's presence on the ground through its country offices in the target countries. For specific country programmes in Vietnam and Myanmar that require coordination and facilitation of daily implementation on the ground it is estimated that 10% of the amount of the funds will be used by the UNDP country office: depending on the existing level of capacity in the UNDP country office these funds will be used either to compensate for the time of existing staff and/or hire a local consultant for the country programme delivery.

The project will benefit from the technical inputs of other specialists working in relevant policy centres of UNDP: UNDP's Procurement Centre in Denmark that runs jointly with UK's CIPS the Procurement Certification Project, the UNDP Istanbul International Center for Private Sector in Development (IICPSD) as well as the UNDP Global Centre for Public Service Excellence in Singapore (GCPSE). In addition synergies will be actively sought by the BRH team for the output 4 on rule of law and anti-corruption with the Global Programme on Anti-Corruption For Peaceful and Inclusive Societies that is coordinated by the UNDP Global Centre for Public Service Excellence in Singapore.

UNDP will be responsible of the overall management of the project, including transferring the funds to responsible parties for specific outputs, and therefore all the amounts are subject to UNDP standard administrative charges⁶. Having UNDP as the overall umbrella organisation managing the project will reduce the transactional costs for the FCO's regional office since UNDP will be in charge of administering all the funds, transferring them and monitoring progress with Responsible Parties. UNDP BRH has done this successfully in a variety of programs in the past.

6 The standard administrative charges for all projects administered by UNDP include the General Management Support (GMS) and the Implementation Support Services:

- In accordance with the decisions and directives of UNDP's Executive Board, a fee equal to at least 8% should be charged as a contribution to cost recovery for the provision of general management support (GMS). GMS encompasses general oversight and management functions, and include the following specific services: project identification, formulation, and appraisal; determination of execution modality and local capacity assessment; briefing and de-briefing of project staff and consultants; general oversight and monitoring, including participation in project reviews; receipt, allocation and reporting to the donor of financial resources; thematic and technical backstopping through bureaus and systems, it infrastructure, branding, knowledge transfer.

- Implementation Support Services (ISS): These are costs incurred by UNDP to support project implementation by Operations units, including services related to finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services and information and communications technology. These costs are not fixed, but depend on each transaction cost. Normally it is estimated that ISS is around 2% of the whole project.

V. RESULTS FRAMEWORK

UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards, and puts its best efforts to ensure 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.

The regional project “Promoting a fair business environment in ASEAN contributes to overall Prosperity Fund’s theory of change, as outlined in the table below.

<p>Impact</p>	<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  <p>Higher rates of sustainable growth <i>Improved conditions and reforms promote sustainable economic growth—as per SDG8</i></p> </div> <div style="text-align: center;">  <p>Greater investment flows <i>Improvements in the business environment lead to higher investor confidence and greater investment flows</i></p> </div> <div style="text-align: center;">  <p>Greater trade flows <i>Businesses explore new opportunities in PF economies and internationally</i></p> </div> </div> <p>Promote a fair business environment in ASEAN, by minimizing corruption risks and encouraging sustainable practices, in public and private sectors</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Global Competitiveness Index ranking, produced by the World Economic Forum, which looks at competitiveness as “the set of institutions, policies and factors that determine the level of productivity of a country. Productivity leads to growth, which leads to income levels and hopefully, at the risk of sounding simplistic, improved well-being”. • Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months • Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months <p>Source: the Global Indicator Framework adopted by the General Assembly (A/RES/71/313) to monitor progress on SDG 16.5, reflected in the ranking on Transparency International’s Corruption Perception Index and the Global Corruption Barometer</p>
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Outcomes



Improved environment
*for trade and economic growth
in partner countries*

Accelerate structural transformations for sustainable development (UNDP Regional Programme Document Outcome 2)

Indicators:

- Improved redress mechanisms measured by ranking in the “Enforcing Contracts” indicator of the “doing business” World Bank index
- # of companies in target countries that believe that control of corruption and transparency has improved at the end of the project (source: ASEAN Business Outlook Survey)

Intermediate Outcomes



Ease of doing business

PF countries are on paper and in practice easier places to do business. Positive experiences of investors and other private sector actors become well known.



Investment in infrastructure

Improvements in infrastructure support business growth and facilitate participation in the global economy.

(especially through COST initiative)

Partnerships strengthened between the public and private sectors, as well as civil society and development partners for sustainable development

Indicators:

- # of SDG country platforms established (source: UNDP)

Transparency improved in government contracts and compliance increased with international procurement and trade standards

Indicators:

- # of public procurement systems strengthened through assessments and capacity building (source: UNDP);
- # of public infrastructure projects disclosing information under COST initiative (source: COST)

Responsible Business Practices adopted by companies

Indicators:

- # of companies in ASEAN that have joined the Business Call to Action (source: UNDP);
- # of companies in ASEAN adopting Gender Equality Seal (source: UNDP);
- # of companies which signed the Regional Integrity Pledge (source: ASEAN CSR Network)

Anti-corruption strategies, policies and laws strengthened and redress mechanisms improved (particularly in Myanmar and Viet Nam)

Indicators:

effective measures (policies, strategies, laws) adopted to mitigate and remedy corruption risks at: (a) National level; (b) Sub-national level; (c) Sector level

		<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Project Results and Resource Framework: The overall aim of the Project is to promote a fair business environment in ASEAN, by minimizing corruption risks and encouraging sustainable practices, in both public and private sector. The project will contribute to the RPD Outcome 2: Accelerate structural transformations for sustainable development</p>							
		<p>Applicable Output(s) from the UNDP Strategic Plan: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication (UNDP Strategic Plan 2018 – 2021, Output 1.2.3)</p>							
		<p>Project title: Promoting a fair business environment in ASEAN</p>							
OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			PARTNERS	DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3		
Output 1 Partnerships strengthened between the public and private sectors as well as civil society and development partners	1.1 Number of platforms for Government – private sector policy dialogue	UNDP	0	2017	1	1	1 (3 by the end of Y 3)	ASEAN Secretariat, ASEAN CSR Network, Alliance for Integrity, ADB, OECD, Transparency International, UNODC	Collection of news items, blog and communication material produced around the project
	1.2 Number of knowledge and communication products, including newsletters, tools and guidelines, prepared and disseminated.		0	2018	2	2	2		

Output 2 Transparency improved in government contracts and compliance increased with international procurement and trade standards.	2.1 Number of countries that establish open and innovative service delivery mechanisms (Indicator 2.2.2 in RPD)	<i>UNDP</i>	1	2017			4 by the end of Y3)	UNDP's procurement Center; Chartered Institute of Procurement & Supply (CIPS); World Bank; Effective Institutions Platform (EIP), OECD, Copenhagen Business School	Project info disclosure reports by COST
	2.3 Percentage of women participating in CoST initiatives as citizen monitors or in other capacities	<i>CoST</i>	0	2018			30% by the end of Y3	Responsible Party: Construction Sector Transparency Initiative (CoST)	Project info disclosure reports by COST
Output 3 Business integrity and sustainable practices promoted for private companies and state-owned enterprises.	3.1 Number of countries supported to develop or update preventive anti-corruption policies, plans or strategies (Indicator 2.2.1 in RPD) on business integrity	UNDP	0	2018	1	1	4 countries supported by the end of Y3	Responsible Party: ASEAN CSR Network	UNDP
	3.2 Percentage of women participating in trainings, on corporate governance and business integrity, and effective collective action	ASEAN CSR Network	0	2018			30% by the end of Y3	Other partners: Alliance for Integrity, ADB, Transparency International, UNODC, UNDP Global Centre for Public Service Excellence, UNDP Istanbul International Center for Private Sector in Development	Agenda, participants lists of trainings ACN

Output 4 Anti-corruption strategies, policies and laws strengthened and redress mechanisms improved through country projects in Myanmar and Viet Nam	4.1 Number of countries supported to develop or update preventive anti-corruption policies, plans or strategies (Indicator 2.2.1 in RPD)	UNDP	0	2018	1	1	2 countries supported by the end of Y3	UNDP Singapore Centre for Public Service Excellence, ICJ, OECD, Consortium for International Framework for Court Excellence UNODC	Participants lists of judicial integrity workshops; members of the peer-peer learning platform on Judicial Integrity Champions
	4.2 Number of judges, judicial associations and other relevant stakeholders that participated in peer to peer exchange	UNDP	30	2018			50 by the end of Y3		

VI. MONITORING AND EVALUATION

The monitoring and evaluation framework will be designed in a way to ensure that it is line with UNDP regional Project requirements while tracking contributions to the achievement of the UK FCO Regional Business Environment Project. UNDP BRH has an internal unit which monitors and evaluates progress of the Project following a robust internal M&E plan (see generic template below). Quarterly reports will provided to the UK FCO Prosperity Fund to report on progress.

The Regional Project will be monitored based on the targets and indicators set in the Results and Resources Framework. Every country that will be supported within the framework of this Project will have developed country-specific work plans with a results framework against which semi-annual and annual reporting will be provided to the UNDP Bangkok Regional Hub Project Management Team. Where appropriate, the M&E framework will include gender equality indicators and disaggregate all data about people by sex, for example to measure participation in workshops. As needed, the UNDP BRH team will conduct country visits to monitor the progress of the country-level activities.

Based on the approved three-year results framework of the Project, the Annual Work Plan will be reviewed on a yearly basis in consultation with UNDP Country Offices, Responsible Parties (namely ASEAN CSR Network and UK CoST) and UK British Commission in Singapore. UNDP Bangkok Regional Hub will prepare annual progress reports alongside the next annual work plan for discussion at annual review meetings between UNDP and the UK FCO. An Annual Report on the activities implemented in the previous year will be submitted by mid-February to allow UK FCO to release funds for the implementation of activities for that year. In addition, certified accounts (expenditure report) will be submitted at the end of June every year.

The Project will be also audited at the end of the project cycle in compliance with UNDP requirements and regulations. At the end of the project, a final evaluation will be undertaken to assess the overall contribution of the project. The final evaluation will use quantitative and qualitative indicators to measure results. The evaluation will take into account whether the project has achieved its stated objectives by delivering the proposed outputs.

Monitoring Plan

5% of the total amount of outputs costs during the three years has been allocated for monitoring and evaluation costs (data collection, analysis, report production, consultations with UK Posts and development partners, responsible parties and partners, etc.) as highlighted in the budget and workplan attached in a separate file (see session VII. Multi-Year Work 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 project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by 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.		

VII. MULTI-YEAR WORK PLAN ⁷⁸

The multi-year workplan provides an overview of the key activities planned under each output, the budget required per year and the responsible parties, when UNDP is not directly responsible for implementation. The multi-year workplan, including related budget, is attached separately as an Excel file.

⁷ Cost definitions and classifications for Project and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁸ 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 Project 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.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This Project will be managed as part of the Regional programme for Asia and the Pacific 2018-2021. UNDP BRH, as the Implementing Partner, will be responsible of the overall management of the UK FCO project, through a dedicated team. A senior advisor will provide the strategic guidance and overall coordination with partners, and will supervise a program manager in charge of project implementation and reporting, a program analyst for event coordination, research and communication, and an administrative assistant for administrative, financial and logistical project operations (see Annex II). UNDP BRH will coordinate with relevant centres of expertise within UNDP at global, regional and country level.

The UNDP Country Offices will facilitate the implementation of the national and local level activities in the target countries for the project. For specific country programmes in Vietnam and Myanmar that require coordination and facilitation of daily implementation on the ground it is estimated that 10% of the amount of the funds will be allocated to the UNDP country office to compensate for their involvement. Depending on the existing level of capacity in the UNDP country office these funds will be used either to compensate for the time of existing staff and/or hire a local consultant for the country programme delivery.

A Project Board will be set up with the overall responsibility for providing strategic guidance and oversight for the implementation of the Project. The Project Board is responsible for making consensual management decisions concerning project issues and risks, and will provide advice and guidance when required to the Senior Advisor. Approval of any significant project revisions and approval of Annual Work plan (AWP) is also a key role of the Project Board. The Project Board will also be used as a mechanism for leveraging partnerships and mobilization of resources for the implementation of the Project. Project reviews by the Project Board will be made at designated decision points during the running of the project. The Senior Advisor will consult the Project Board for decisions if/when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. The composition of the Project Board will be as follows:

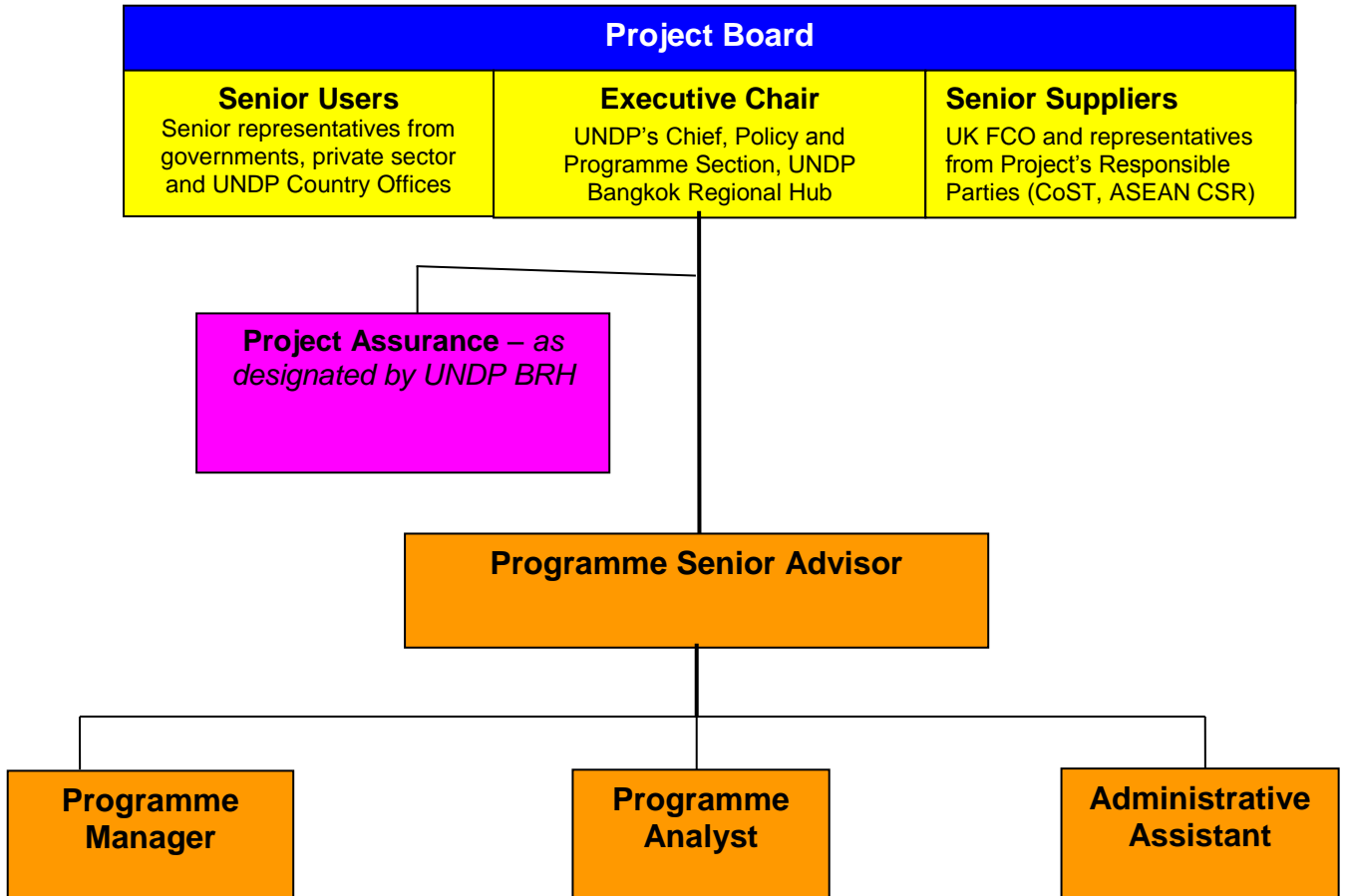
- a) The Executive will be represented by UNDP's Chief, Policy and Programme Section, UNDP Bangkok Regional Hub;
- b) The Senior Supplier role will be represented by the UK FCO and UNDP's Responsible Parties, namely CoST and ASEAN CSR Network;
- c) The Senior Beneficiaries on the Board will be represented by: 1 senior representative from government, 1 senior representative from chamber of commerce, and 1 senior representative from a UNDP Country Office in one of the target countries of the Project.

Project Quality Assurance is the responsibility of each Project Board member; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent from the Senior Advisor; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Senior Advisor.

The Project will also ensure that yearly consultations are undertaken with UK posts, UNDP country offices and relevant development partners (UNODC, OECD) to review progress against the work plan, adjust it if needed as well as build synergies with other existing initiatives in the target countries (this is also referred to under the monitoring and evaluation section).

UNDP Regional programme for Asia and the Pacific 2018-2021

Project Board Organogram



IX. LEGAL CONTEXT AND RISK MANAGEMENT

This Project forms part of an overall programmatic framework under which several separate associated country-level activities will be implemented. When assistance and support services are provided from this project to the associated country-level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the Supplemental Provisions hyperlinked to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof.

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds 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 into under this Project Document.
3. Consistent with UNDP's Project and Operations Policies and Procedures, 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. The Responsible Parties shall: (a) conduct project 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 Project 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.
5. This Project will be implemented by UNDP 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 a Responsible Party 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.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any Project 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.

ANNEX I - UNDP Policy 'Engaging CSO/ NGO as a Responsible Party'

1. The UNDP may extend the reach and effectiveness of its programmes by leveraging the capacity and networks of NGOs/CSOs (including community-based groups, youth associations and others) through collaborative relationships.
2. Senior Management will lead, with input from programme and operations staff, the operationalization of CSO/NGO engagement through the establishment of appropriate contractual relationships and review progress regularly. Accountabilities towards NGOs/CSOs shall be vested in the head of the Business Unit, with final decisions on modalities and formalities resting on the Head of the Officer or his/her designee.
3. UNDP will ensure on-going scoping: "A strategic analysis of the comparative advantages of organizations on the ground and mapping of their strengths and weaknesses that facilitates the identification of appropriate partners" of the NGO/CSO environment.
4. NGOs/CSOs engagement through appropriate contractual relationships, will be guided by the following considerations:
 - a. The overall objectives, strategy, and expected results of the project; the geographical scope and span of its activities; and the types of interactions with beneficiaries envisaged for the project;
 - b. Mapping NGOs/CSOs by programme staff which will allow the Business Unit to have a wide pool of potential collaborations and will allow it to quickly replace a collaborative relationship that may be compromised or need to be scaled up;
 - c. The level of development and maturity of the civil society's role in the country as may be defined by the availability of NGOs/CSOs, the breadth and depth of their interventions, and the general conduciveness of the political and legislative environment for enabling NGOs/CSOs operations and involvement;
 - d. The institutional capacity of NGOs/CSOs;
 - e. The legitimacy and quality of the contribution and values that NGOs/CSOs can provide for the attainment of development results and maximizing the development impact of a programme/project.

Depending on the combination of these criteria and associated risks, Business Units shall decide whether to engage NGOs/CSOs as Implementing Partners or as Responsible Parties (including Grantees) based on the most appropriate engagement modality. For Responsible Party definition, please refer to [Defining Project page at Programme and Project Management](#).
5. All collaborative relationships with NGOs/CSOs involving engagement of NGOs/CSOs as Implementing Partners or as Responsible Parties (including Grantees) are subject to a vetting process, which requires a mapping exercise followed by programmatic engagement or strategic selection.
6. The decision to select NGOs/CSOs as Implementing Partner (IPs) or as a Responsible Party (RPs) shall be based on the result of a capacity assessment and risk management framework.
7. The risk management framework must be based on the premise that the level of institutional capacity, evidenced by a positive verification result, is proportional and directly responsive to the scope of the envisaged nature and scope of the engagement.
8. Collaborative relationships require clear accountability frameworks. COs shall ensure that work plans, activities, inputs, and persons responsible are articulated and identified as required by project needs.

9. A further simplified capacity assessment checklist can be used when a crisis has been declared by a UN Agency, or the Government of the host country, or if UNDP Senior Management has set up a mechanism to respond to a crisis situation.
10. There are three (3) ways through which UNDP can engage with NGOs/CSOs. The appropriate instrument depends on the particular set of shared goals and planned results:
- a. **Programmatic engagement.** As Implementing Partners (IP), whereby the NGO/CSO is responsible for the overall accountability and management, including financial management, of an entire project and delivery of all its results. IPs are transferred resources to assist in carrying out its roles, and take on responsibilities for the delivery of project activities, sharing risks and responsibilities with UNDP. Any NGO/CSO that is engaged to act as IP is subject to and must comply with the HACT policy (i.e., micro-assessment and assurance activities).
When an NGO/CSO has been selected to become an IP of a UNDP project, the agreement between UNDP and the NGO/CSO shall be formalized through the signing of a Project Cooperation Agreement (PCA).
 - b. **Strategic Selection.** As Responsible Parties (RP), whereby the NGO/CSO is responsible for the implementation of project activities or specific components of a project, including the provision of specific inputs and/or delivery of agreed outputs. RPs receive funding against the achievement of milestones or the provision of goods and services under the specific components of a project, and may receive advanced funds as per the applicable Financial Regulations and Rules governing prepayment. When the amount exceeds \$ 30,000, offices follow the applicable HACT policy (e.g. micro-assessment and assurance activities). NGOs/CSOs may be engaged as RP through any of the following modalities:
 - i. **Based on the assessment of NGOs/CSOs collaborative advantage**
The selection of NGOs/CSOs as RPs based on their collaborative advantage shall be used only for projects that are directly implemented (DIM) by UNDP, or whenever UNDP renders direct CO support to a NIM project, and are subject to existing corporate assurance measures.
Management projects may use the modality when there are well-positioned NGOs, with specific knowledge, which senior management has identified as being beneficial to UNDP as an organization. The decision of senior management must be recorded in a note to file.
 - ii. **Based on a competitive selection process**
This modality is appropriate for engaging NGOs/ CSOs when they are expected to provide specific project inputs and/or undertake well-defined project activities. These are also the situations where competition is most valuable and can optimize results.
Depending on the scope of engagement and availability of NGO/CSO services in a country/location, the selection of NGOs/CSOs as RPs based on competitive selection process can be undertaken through either of the following:
 - When a procurement process is limited to NGO/CSOs offerors who will be engaged as a responsible party, the awarding of the contract will be based on a **Quality-Based Fixed Budget Selection (QB-FBS)**. This means that the budget will be disclosed at the time of the Call for Proposal, and the NGOs/CSOs will submit proposals based on that fixed budget.
 - Standard competitive procurement process. The standard [RFP Selection Process](#) whereby NGOs/CSOs can participate in any UNDP selection of service providers to its projects; or
 - Direct contracting NGOs/CSOs, using the UNDP policy for justifying [Direct Contracting](#)
 - c. Through Micro-capital grants, the UNDP may support an activity proposed by an NGO/CSO, within a project, by entering into a [Micro-Grant Agreement](#). Grantees will be responsible for the achievement of grant objectives, which shall be monitored by the CO.

11. In the above modalities (10.2), the engagement of an NGO/CSO as RP, regardless of the selection process applied, shall be formalized through the signing of a Responsible Party Agreement (RPA).
12. RPs must be legally constituted and fully registered, taking into account that funds may be channeled to non-legally constituted or non-registered NGOs/CSOs through micro-capital grants.
13. Under exceptional circumstances, when the legal status or registration of a potential RP is under consideration by appropriate authorities and the CO's Senior Management has determined that the engagement as an RP of an NGO/CSO or its members is critical to delivery and in the best interests of UNDP, the head of the Business Unit may authorize the use of the IC modality with one or more of the principals. The value of each individual contract shall be capped at the established threshold for micro purchasing. (USD 5,000).
14. The UNDP may address capacity gaps identified through the engagement through the provision of technical expertise aimed at unleashing, strengthening, creating, adapting and maintaining the capacity of RPs, IPs and Grantees although the UNDP does not have a specific mandate for capacity building for NGOs/CSOs as part of the contractual relationship established with NGOs/CSOs as Implementing Partners or as Responsible Parties (including Grantees).
15. The Vendor Sanctions policy of UNDP also applies to NGOs/CSOs and their members, regardless of the process undertaken to engage them as RPs. The cumulative thresholds for the submission to Procurement Review Committees shall also apply to NGOs/CSOs engaged as RPs.
16. When selecting NGOs/CSOs, UNDP may conduct the mapping, capacity assessment exercise and risk assessment with the objective of establishing a Business Unit NGO/CSO roster.
17. Where the NGO/CSO RP is expected to receive an amount exceeding USD 100,000, the conduct of the capacity assessment shall be mandatory. Below this amount, the UNDP BU may exercise the option to apply either:
 - a. The Simplified Capacity Assessment prescribed for humanitarian situation, or
 - b. The full capacity assessment applicable to those receiving USD 100,000 and above.
18. In cases when UNDP seeks an engagement for a specific TOR without existence of a NGO/ CSO roster the overall approach remains the same, although certain steps can be combined and others will be conducted in different order. Below are the main issues to be considered:
 - a. The first step will be the development of the engagement TOR.
 - b. Sending RFI & CACHE can be combined in a single step
 - c. Steps to conduct the capacity assessment and the risk assessment will remain significantly the same although at this stage it will be conducted from the TOR perspective.

ANNEX II: Regional Project Staff (at BRH)

Programme Senior Advisor (P5)

The Programme Senior Advisor provides the strategic guidance for the regional project and is responsible of the overall partnerships' coordination. He/she establishes and maintains productive cooperation with the various partners, including the Responsible Parties involved in the delivery of the project. The Programme Senior Advisor is also responsible for delivering advisory support to countries in the region. The Senior Advisor will also play an essential role in anchoring the project within the broader UNDP's work on the Sustainable Development Goals, from the perspective of governance, anti-corruption, private sector engagement, and government financing.

Duties and Responsibilities

- Strengthen partnership with governments in the region, with a special emphasis on identifying national priorities in the context of the regional programme and specific entry points for the development and implementation of national action plans.
- Provide policy and advisory support to target countries. Lead the regional project by ensuring that the highest calibre policy advice and substantive support is provided to target countries in the areas of transparency, accountability, and integrity.
- Provide overall leadership to project, being responsible for overall management and quality assurance of the project including the result-based management and reporting. Supervise and mentor the regional project team members.
- Serve as a primary focal point for the project to mobilize additional resources from donor partners.
- Provide guidance and assure quality of knowledge products developed by the regional project team.

Qualifications and Work experience

Education

An advanced degree in public administration, management, law, social science, science or related disciplines

Work experience

- A minimum of 15 years professional experience
- Experience working in the Asia-Pacific region is highly desirable;

Language

Fluency in English, both written and oral. Working knowledge of another UN language is an asset.

Programme Manager (P4)

Under the overall supervision of the Project Senior Advisor, the Programme Manager will be responsible for coordinating, planning, monitoring and implementing the regional programme. He/she establishes and maintains productive cooperation with the UNDP country offices of the target countries, coordinates the activities of the Responsible Parties and ensure punctual and accurate periodic reporting.

Duties and Responsibilities

- In consultation with the Senior Advisor, develop project workplans and ensure that they adhere to the business case of the regional programme. Revise workplans and the programme budget according to the decision of the Board (if necessary).
- Responsible for day-to-day management of the project in cooperation with the Senior Advisor and Programme analyst, including drafting TORs, identifying consultants, arranging their recruitment, backstopping their work, tracking project expenditures including ensuring that all financial transactions are properly recorded. Review the quality of products/deliverables. Ensure project deliverables are completed on time. Monitor staff, Responsible Parties and subcontractor's performance to ensure technical quality of the output. Oversees the organization of expressions of interest and grant allocations to Country Offices and Responsible Parties.
- Assist Senior Advisor in providing advisory service to government agencies and private sector counterparts, as well as in building partnership with different actors, including civil society.
- Assist with resource mobilization, including through the development of concept notes, project documents and detailed budget plans.

- Supervise the work of the Programme Analyst and Administrative Assistant, providing guidance to ensure that communication around the project and dissemination of knowledge products produced by the team are carried out to maximize outreach and impact of the project.

Qualifications and Work experience

Education

An advanced degree in public administration, management, social science, An advanced degree in public administration, management, law, social science, science or related disciplines

Work experience

- A minimum of 10 years professional experience
- Experience working in the Asia-Pacific region is highly desirable;

Language

Fluency in English, both written and oral. Working knowledge of another UN language is an asset.

Programme Analyst (P2)

Under the supervision of the Project Senior Advisor and the Programme Manager, the incumbent will be responsible for event coordination, research and communication. She/he will support also day-to-day implementation of the regional programme.

Duties and Responsibilities

- Provide programme management support through effective planning, administration, coordination with country offices and partners, as well as reporting;
- Support country offices in developing and implementing programmes, and projects on transparency, accountability and anti-corruption, particularly in light of the 2030 Agenda;
- Incorporate gender equality and human rights'-based approach in policy and programming work.
- Coordinate the production of relevant research and analysis for policy advice and programme support that responds to country office needs and verify that knowledge sharing and content management is in line with guidelines and performed using corporate tools;
- Liaise with relevant project partners and communications focal points to share relevant resources, lessons learnt and best practices;
- Coordinate team contributions and support to corporate KM activities, at region-specific level to help influence/advance policy dialogue in the thematic area in collaboration with policy teams at HQ and in the Bangkok Regional Hub.
- Coordinate events with partners to provide high visibility to the thematic area and prepare policy materials, briefing notes and speeches;
- Advocate the importance of transparency, accountability and anti-corruption reforms for sustainable development by using various communication channels and participating in relevant regional and global fora;
- Assist with resource mobilization, including through the development of concept notes and project documents.

Qualifications and Work experience

Education

Advanced university degree (Master's or equivalent) in law, governance, political science, other social sciences or related disciplines.

Work experience

- Minimum 2 years of professional work experience providing policy advice and programme support in the areas of transparency, accountability and anti-corruption.
- Experience with designing, administering and managing regional anti-corruption projects is a strong asset;
- Experience working in the Asia-Pacific region is highly desirable;
- Experience in the design and implementation of actions for the promotion of and awareness of anti-corruption agenda is an asset.

Language

Fluency in English, both written and oral. Working knowledge of another UN language is an asset.

Administrative Assistant (GS)

Under the supervision of the Project Senior Advisor and the Programme Manager, the Administrative Assistant is in charge of the administrative, financial and logistical project operations.

Duties and Responsibilities

1. Supports formulation of programme strategies and the Country Programme Action Plan focusing on achievement of the following results:

- Collection, analysis and presentation of information for identification of areas for support and programme formulation/ implementation.

2. Provides effective support to management of the CO programme focusing on the achievement of the following results:

- Creation of projects in Atlas, preparation of budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial closure of a project.
- Presentation of information for audit of NEX projects.

3. Provides administrative support to the Programme Unit focusing on achievement of the following results:

- Preparation of non-PO vouchers for development projects.
- Maintenance of the internal expenditures control system including timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
- Creation of requisitions in Atlas for development projects, register of goods receipt in Atlas.
- Making budget check for requisitions, POs and vouchers.

4. Supports resource mobilization focusing on achievement of the following results:

- Review of contributions agreement, managing contributions in Atlas.
- Prepares reports on resource mobilization targets as requested.

5. Supports knowledge building and knowledge sharing in the CO focusing on achievement of the following results:

- Participation in the trainings for the operations/ projects staff on programme.
- Contributions to knowledge networks and communities of practice.

Qualifications and Work experience

Education

Secondary Education preferably with specialized certification in Accounting and Finance. University Degree in Business or Public Administration, Economics, Political Sciences and Social Sciences would be desirable, but it is not a requirement.

Work experience

5 years of relevant administrative or programme experience is required at the national or international level. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.

Language

Fluency in English, both written and oral. Working knowledge of another UN language is an asset.