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United Nations Development Programme
Project Document

Project Title: Strengthening anti-corruption, transparency and accountability for sustainable development in Timor-Leste

Project Number: 00100646

Implementing Partner: Commission of Anti-Corruption (CAC)

Start Date: 9 July 2018

End Date: 31 December 2019

Brief Description

The project aims to strengthen the transparency and accountability of government institutions at the national and municipal levels and raise awareness among citizens in Timor-Leste about the detrimental impact of corruption on development. First, the project focuses on finalizing the development of an overall anti-corruption policy/strategy, accompanied with capacity development initiatives for civil servants of the national and municipal administrative offices to mitigate corruption in risk areas such as procurement and taxation. Second, preventative mechanisms for enhancing public sector integrity will be developed in cooperation with public and private sector stakeholders. Third, greater civic engagement will be facilitated through increased access to information, youth training initiative and the promotion of a broad-based coalition for integrity. With this comprehensive and multi-stakeholder approach to address corruption, the project envisions, in the longer-term, robust, transparent, and accountable government institutions and empowered citizens who can hold them accountable. These goal and objective are in line with the Timor-Leste Strategic Development Plan (2011-2030) as well as the 'United Nations Development Assistance Framework (UNDAF) for the Democratic Republic of Timor-Leste 2015-2019: Supporting Equitable and Sustainable Development in a Rising Young Nation'. The Timor-Leste Strategic Development Plan for Public Sector Management and Good Governance emphasizes building trust in government through delivering quality public service and promoting civil service values. The Governance Sector plan of the UNDAF is centred on the institutional strengthening in the areas of justice, security, oversight mechanism, and decentralization.

Contributing Outcome (UNDAF/CPD, RPD or GPD):		
State institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups (UNDAF Outcome 4).	**Total resources required:**	USD 350,355.52

Total resources allocated:	USD 350,355.52	
	UNDP TRAC:	-
	Donor (KOICA):	USD 350,355.52
	Government:	-
	In-Kind:	

Capacities and systems of sub-national institutions developed to provide more efficient, accountable and accessible services to citizens, particularly for the rural poor and other disadvantaged (CPD Output 3.3).

Indicative Output(s) with gender marker[2]: GEN1

Unfunded:	0.00

Agreed by (signatures)[1]:

Government (CAC)	UNDP
Print Name:	Print Name:
Date: 9/7/2018	Date: 9/7/2018

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[1] Note: Adjust signatures as needed

[2] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

The Democratic Republic of Timor-Leste is the youngest country in the region, having officially enacted its current constitution in May 2002. Since 2002, Timor-Leste has made substantial progress in establishing a democratic state and achieving its development goals. General elections (presidential and parliamentary) including the most recent ones in 2017 have been conducted without serious violent incidents. According to the Democracy Index for 2016, Timor-Leste ranked the 1st in South East Asia, 5th in Asia, and 43rd of all states assessed for its electoral process, pluralism, and political participation. The country has also achieved progress in meeting some of the MDG indicators such as gender equality in primary and secondary schools and reducing child mortality rate.

Building upon the democratic institutions, Timor-Leste has taken steps to establish a legal and institutional framework for a transparent and accountable state. It has established oversight institutions to address corruption and promote public sector integrity. The Commission on Anti-Corruption (CAC) was established in 2009 with a mandate to both prevent and investigate corruption. Other oversight institutions that make up the national anti-corruption and integrity framework include the Parliament – with its Commission A and C focusing on promoting public sector ethics, and the Inspector General's office (with inspector generals in 15 ministries and agencies) as internal audit and watchdog system, the Prosecutor General's office, the Court of Appeal and Audit, and the Provedoria of Human Rights and Justice (PDHJ). In addition, a Scientific Police Criminal Investigations (PCIC) unit is set up in the Ministry of Justice to investigate money laundering and other crimes.

While all of these institutions have made great progress in their respective areas, they still lack sufficient human and financial resources. Several global indices have been, in part, reflecting the needs for further capacity development of the institutions. On Open Budget Index, Timor-Leste scores 41/100 (2015), which places Timor-Leste within the 'Insufficient Openness Category'. On Resource Governance Index, Timor-Leste's composite score has slipped from 70.5/100 in 2010 and 68/100 in 2013 to 49/100 in 2017. In the Global Economic Forum's Global Competitiveness Index, Timor-Leste's institutional score ranked 136th out of 144 countries in 2014.

In terms of government transparency, though mechanisms such as the Transparency Portal exist, information is not in an easily accessible format. In addition, the portal is web-based, and internet connectivity is low. For example, with only 0.14 percent of the population with access to fixed internet and 63 percent to mobile phones,[2] the widespread use of the Transparency Portal may be questionable. With a few exceptions, civil society's role in disseminating and accessing official information related to budgets and expenditures is minimal.

On the other hand, the Timor-Leste's rank on the Corruption Perception Index by Transparency International was 91/180 (scores 38/100) in 2017, 101/176 in 2016 and 112/168 in 2015. This indicates that the level of public perception of the occurrence of corruption in the country is high. CEPAD's 2009 Survey also showed that corruption, collusion, and nepotism (KKN) was identified as a major hindrance to development and peace. The result of the perception index implies that Timorese people would be able to play as a more significant change agent when they have access to information and are informed of the channel to address or fight corruption.

The country has also been slow in adopting the legal framework for anti-corruption. The Law on Anti-Corruption has been pending in the Parliament since 2011, and the country is yet to adopt a National Anti-Corruption Strategy. In an effort to develop a coordinated and comprehensive approach to the national strategy on anti-corruption, the government has established a National Implementation Technical Working Group, chaired by CAC. The technical working group brings together representatives of key ministries and institutions, including incumbent ministers, to develop the strategy on anti-corruption. Despite the support from the executive level, however, the finalization and approval of the national strategy have been delayed mainly due to the lack of human resources and the commitment of the government. The capacity

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[2]   BuddeComm   -   http://www.budde.com.au/Research/East-Timor-Timor-Leste-Telecoms-Mobile-and-Internet.html#sthash.ptEnY2K1.dpuf

development of anti-corruption institutions and strengthened commitment of civil servants and legislators would be instrumental to prevent and combat corruption.

In addition to the national level efforts, transparency of the public administration and integrity of civil servants on the municipal level have recently come into the limelight. The Law on Local Government and the Law on Municipal Elections was approved by the National Parliament in 2017, completing the legislation package for decentralization reform together with the Law on Territorial and Administrative Division, which was passed in 2009. The Government of Timor-Leste plans to strengthen its support to community projects on the municipal and suco (village) levels, which means the flow of fund from the central to municipal governments will increase. The internal and external control mechanisms and work ethics of national and municipal civil servants will be of imperative to ensure transparency and accountability in the decentralization process.

II.   STRATEGY

The Commission of Anti-Corruption (CAC) is an independent national anti-corruption institution mandated to prevent and fight anti-corruption and provide oversight over public officials in case of misconduct and maladministration. According to the mandate of CAC, the two main objectives of the institution are the prevention and investigation of corruption, and with the former pursued through education. Based on the institution's research findings, CAC promotes awareness and dialogue initiatives in the public sector and amongst the general public through publications, workshops and other forms of media. Hence, the CAC primarily targets the government officials and civil servants of Timor-Leste, especially at the national and municipal levels, in addition to targeting the general public through awareness-raising efforts.

The strategic partnership with CAC was decided based on its comprehensive and overarching mandate where UNDP could promote a multifaceted approach to ensure that the anti-corruption efforts benefit to a wider group of beneficiaries including both the public and private sectors as well as citizens. The first phase of the UNDP-CAC partnership was formed in 2011-2013, focusing on enhancing the institutional capacity of the newly established CAC in the areas of civil engagement, outreach, partnership building, and analytical research on corruption issues as well as specialized training program for the investigation staff. This new phase of the partnership, however, will be centred on the preventive aspect of combatting corruption only and exclude the investigative aspect.

A number of consultations with the commissioner and staff of CAC confirmed that awareness-raising and capacity development on combatting corruption amongst government officials are regarded as significant and urgent issues. The general public is also aware of the potentiality of corruption within the government as shown below in the finding of the Public Perceptions Survey commissioned by CAC in 2015:

> 58 percent of the respondents believe that acts of corruption are mostly committed by those who hold power, and 13 percent believe that corruption is mostly committed by government officials. Further, the perception survey reported that corruption exists in all Timor-Leste's sovereign bodies, with the highest prevalence considered to be in government ... 46.5 percent of respondents reported that they considered corruption to be more prevalent and increasing in the preceding two years.[3]

For the last several years, CAC has been striving to prevent wrongdoings of the government officials through various channels. The priority areas, based on the consultation, are to complete policy guidelines and manuals for civil servants, including the National Anti-Corruption Strategy and Integrity Pact for Procurement. Many of these works are pending in CAC due to a lack of human and financial resources.

Therefore, UNDP proposes a three-pronged, interlinked approach to strengthen anti-corruption efforts in the country. First, the project, in collaboration with ministries, civil society, and other stakeholders, will

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[3] 'The Alarming Nature of Corruption in Timor-Leste' (The Diplomat, April 7, 2017)
http://thediplomat.com/2017/04/the-alarming-nature-of-corruption-in-timor-leste/ (accessed 9 July 2017)

share experiences and lessons learnt from both within the country and internationally, to finalize the development of a National Anti-Corruption Strategy as a key policy guideline. This effort will be complemented by capacity development and dissemination training for civil servants on the national and municipal levels. The objective of such effort will be to facilitate access to information, promote the efficient management of resources, and enhance the provision of quality services. The project will, in particular, focus on mainstreaming transparency and accountability at the municipal level by disseminating relevant laws and regulations, such as those on procurement and public-sector reforms, to municipal civil servants in charge of procurement, finance and logistics. Second, at the organizational level, the project will focus on strengthening the capacity of CAC and supporting its collaboration with other oversight institutions, specifically the National Parliament, the civil service commission, PDHJ and the procurement commission to promote public sector integrity and accountability. Here, emphasis will be placed on self-assessments, developing training materials/manuals, and supporting capacity development initiatives related to public sector integrity.

Third, it focuses on raising the awareness among citizens – i.e. increasing public commitment to anti-corruption and influencing the reform processes through multi-stakeholder engagement. UNDP will assist CAC to broadcast public awareness advertisements on anti-corruption based on their research findings and bring together civil society and youth to discuss governance and corruption challenges.

Given that Timor-Leste is still a new country after more than 450 years of colonization and oppression where democracy, civic education, and rule of law were deprived, this comprehensive and multifaceted approach on the national, municipal, and grass-roots levels will help to lay out both the institutional and cultural foundations of anti-corruption.

III.   RESULTS AND PARTNERSHIPS

Expected Results

The goal of this project is to enable Timor-Leste to achieve sustainable peace and prosperity through strong institutions that deliver services in a more efficient, transparent, and inclusive manner to the people of Timor-Leste. The objective of this project is to enhance political will against corruption, mobilise citizens' commitment against corruption, increase institutional capacities to address corruption and mismanagement, and improve transparency and accountability in the quality of service delivery of the public sector.

These goal and objective are in line with the Timor-Leste Strategic Development Plan (2011-2030) as well as the 'United Nations Development Assistance Framework (UNDAF) for the Democratic Republic of Timor-Leste 2015-2019: Supporting Equitable and Sustainable Development in a Rising Young Nation'.[4] The Governance Sector plan of the UNDAF is centred on the institutional strengthening in the areas of justice, security, oversight mechanism, and decentralization.

The project has one outcome and three outputs. The outcome illustrates the long-term target that the project intends to achieve through the implementation of the three outputs. Each output addresses the specific and yet interconnected areas of the project activities.

Outcome: A culture of transparency and rejection to corruption embedded in state institutions and citizens

The project will be implemented through a close partnership with the Commission of Anti-Corruption (CAC), and this outcome is in line with their vision.[5] The results of the project against the outcome will be measured by the indicator, 'Ratio of people who consider corruption as a serious problem'. The data for this indicator will be extracted from the 'Survey on Public Perceptions of Corruption in Timor-Leste,' conducted by CAC every four to five years. According to the survey, 0.7 percent of

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[4] http://www.tl.undp.org/content/dam/timorleste/docs/UNDAF-Revised%2031Jul_signed.pdf

[5] CAC mission statement reads 'Combating corruption through prevention, education, and investigation' and its vision 'A Democratic State of Timor-Leste with a strong culture of rejecting corruption in the interest and prosperity of the people.'

respondents cited corruption as a serious problem out of prelisted social and economic issues in 2011, a number that has significantly increased to 17.6 percent in 2015. The target by the end of 2019 aims for 25 percent.

Output 1: Anti-corruption policy developed and mechanisms established at the national and local levels to mitigate corruption in risk areas, such as procurement and investment licensing procedure

The Output 1 focuses on strengthening the overall capacity and specific targeted public administration offices through developing national-level guidelines and capacity development training. First, the project aims to finalize the National Anti-Corruption Strategy (NACS) and obtain approval from the Ministry of Justice and/or the National Parliament as an overarching anti-corruption strategy for the country, while building a broad coalition for reforms through consultation on the NACS. This is expected to help expedite the passage of the Anti-Corruption Law, which has been pending in parliament for several years. UNDP will provide the technical assistance for the finalization of the National Strategy and the Working Group.

Second, CAC will host a two-day workshop for civil servants in six targeted municipalities on ethics and integrity and regulations on procurement to increase awareness and compliance. In light of the recent approval of the Law on Local Government and the Law on Municipal Elections, the decentralization process of public administration has been incrementally taking place and is expected to press forward in the country. It is, thus, imperative to promote ethics and integrity among the civil servants of the municipal authorities and administrations, particularly in the procurement process. The project aims to have 80 percent of the participants increase their knowledge on the issues addressed in the workshops.

Third, in response to the issues raised by some development partners with regard to taxation, CAC will provide a workshop for the civil servants who deal with the registration and licensing of foreign investment companies in the Ministry of Justice ('SERVE'). The short-term result of the activity is to enhance the knowledge of the participants and reinforce the will to prevent corruption.

Output 2: Capacities of oversight institutions increased to promote corruption prevention and public-sector integrity

The Output 2 aims to enhance public sector integrity through the development of preventative mechanisms on anti-corruption. First, CAC will develop two manuals to promote value and integrity and establish an inspectoral system in the public sector. UNDP will provide technical assistance to the development of the manuals and support to its dissemination process to civil servants.

Second, CAC will finalize the ongoing process of developing the "Integrity Pact for Procurement." The pact intends to obtain the political consensus of the public and private sector stakeholders to legally bind the parties to the government contracts in terms of ethics and procurement integrity. UNDP will support the dissemination of the pact.

Output 3: National awareness and dialogue initiatives conducted to decrease the level of public tolerance for corruption as well as promote good governance and sustainable development

Corruption of a government takes away the revenue that could be otherwise spent for the welfare of ordinary citizens. Empowering citizens to recognize and combat corruption is, therefore, an imperative matter. Output 3 intends to improve the citizens' awareness of the detrimental effects of corruption on development through increased access to information, workshop training and the promotion of a broad-based coalition to promote integrity throughout the society. More specifically, CAC will use the media outlet to broadcast, as a form of a talk show, their research findings regarding the government subsidies. CAC will also conduct a workshop targeting youth representatives from six pilot municipalities on preventing and combatting corruption. The project aims to have 85 percent of the participants increase their knowledge on the issues addressed in the workshops.

Partnerships and Stakeholder Engagement

In addition to the Anti-Corruption Commission (CAC), the close working partnerships will be established and maintained with other key government partners, UN agencies, and international development partners of CAC. The list below shows the government and other UN agencies with whom CAC is currently in partnership:

- Office of President, Republic Democratic of Timor-Leste;
- Ministry of Justice, RDTL;
- Ministry of Finance, RDTL;
- Ministry of Foreign Affairs, RDTL
- United Nations Office on Drugs and Crime (UNODC);
- Government of Norway (Development Partner of the UNODC)
- Indonesia Commission on Anti-Corruption (KAK);
- The Civil Service Commission;
- Office of the Inspector General (with inspectors general in 15 ministries and agencies);
- The National Parliament of Timor-Leste;
- The Court of Appeal and Audit;
- The National Procurement Commission;
- The Office of the Prosecutor General;
- National Police of Timor-Leste; and
- The Officer of the Provedoria for Human Rights and Justice (PDHJ)

Formal engagement with partners could be fostered, where appropriate, by inviting them as observers to the project management board meetings or/and international stakeholder co-ordination meetings. Informal engagement would be pursued through consultation meetings and briefings. UNDP will support CAC to establish these cooperation with a view that keeping a wide range of stakeholders in the communication loop can help CAC harmonise their development supports per CAC priorities and National Anti-Corruption Strategy.

Risks and Assumptions

The primary risk to this component is potential alterations in the government support for anti-corruption initiatives. UNDP will seek to work closely with the Government of Timor-Leste and all interested stakeholders to ensure that the support for anti-corruption initiatives is maintained. To minimize the risk, it has also been agreed among CAC, UNDP and Development Partners that the project would focus on prevention due to the political sensitivity of the investigation aspect. Moreover, all activities of the project are carefully designed to be focused on technical and capacity building aspects, limiting the political sensitivity to minimum.

South-South and Triangular Cooperation (SSC/TrC)

The project is planning to form the South-South Cooperation through the deployment of an international anti-corruption specialist for the development of the manuals on value, integrity and inspection & monitoring for civil servants.

Knowledge Management

UNDP will, first and foremost, endeavour to utilize the local expertise and collaborate with other national institutions and retain the knowledge within the institutional memory of Timorese institutions. For any gaps identified as barriers, UNDP will seek international expertise as a last

resort. Even so, UNDP will ensure the knowledge gained from the international experts to be imparted and distributed across to the national counterparts through facilitating the collaboration with local staff. UNDP will also liaise with any cooperating national/local institutions to highlight experiences, challenges and learning that may be used to improve the implementation of the project. The Project Management Board meetings will be used as the knowledge/information-sharing platform for identifying challenges, plans of action, and lessons-learned to achieve successful implementation of the project.

Sustainability and Scaling Up

UNDP seeks to mainstream the culture of transparency and accountability in the government, private sector, and the general public through strengthening the 'Prevention and Education' capacity of CAC and the creation of a broad integrity coalition within society. The training workshops are planned for civil servants and youth groups, while the media outlets will be used to promote the awareness. These efforts will be complemented with the establishment of the National Anti-Corruption Strategy in the government that will guide the policy decisions in the longer-term. The establishment of the National Anti-Corruption Strategy, in particular, could be liaised with the parliament project of UNDP to create synergy in the approval process by the National Parliament. The implementation of the prioritized specifics envisaged in the NACS could also be the focus of the project scale-up as well asenhancing transparency and effectiveness in the financial management of the government institutions.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

UNDP and CAC have already agreed to share the costs for some of the activities pipelined in this project. Government cost-sharing would be further discussed when it comes to the second phase of the project development and implementation in the identified priority areas. If this possibility is realised, the current development partner funding could be used as seed funding that will be efficiently scaled-up.

The project aims to strengthen the anti-corruption measures on its prevention, including the establishment of the institutional mechanism and awareness-raising at the national, municipal, and grassroots levels. This comprehensive approach will increase the effectiveness of the project, and so does for the accountability of the Government of Timor-Leste. UNDP has the capacity to take this multifaceted approach as the partnerships between UNDP and the Government of Timor-Leste has been strongly forged for more than a decade and has effectively delivered its promised services to date. This long-term, committed partnership with the Government of Timor-Leste will help the project engage with decision-makers quickly, with low costs, and will have a positive influence on policy planning and implementation.

Project Management

The overall management of the project will be undertaken by UNDP under the Direct Implementation modality in partnership with Anti-Corruption Commission (CAC). CAC will be the responsible party for the implementation of specific project activities as indicated in the Results and Resources Framework. The Project Management Board will provide strategic guidance and oversight to the project and will be represented by CAC, UNDP and Development Partners. Board meetings will be held twice during the project period. However, they can also be convened when needed, upon the request of the Project or the Board members. The Board will review and endorse the annual work plan and budget, monitor results and provide guidance on issues of strategic nature.

A National Project Manager will be assigned by UNDP to be responsible for the day-to-day management of project implementation. Serving as the secretariat, the National Project Manager

will inform the Project Board about the progress of the project implementation on a regular basis and present the annual work plan, the results and critical issues of the project implementation for the Board guidance and decisions. Regular supervision of the National Project Manager will be jointly provided by UNDP through the Country Director/Governance Programme. The National Project Manager will closely work with the CAC's focal point and senior management to ensure effective planning and implementation of the project. The National Project Manager will also actively engage in the mobilisation of inputs and quality assurance of technical assistance provided by national/international advisers contracted under a Letter of Agreement between UNDP and CAC. The National Project Management will ensure quality and consistency of the activities and results, in line with project document, work plan and Project Board decisions.

V. RESULTS AND RESOURCES FRAMEWORK[6]

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:
UNDAF Outcome: State institutions are more responsive, inclusive, accountable and decentralized for improved service delivery and realization of rights, particularly of the most excluded groups (Outcome 4).

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
Public sector oversight, accountability and transparency institutions, mechanisms and processes strengthened (3.2)

Applicable Output(s) from the UNDP Strategic Plan: Strengthen effective, accountable and inclusive governance (Signature solution 2)

Project title and Atlas Project Number: Support Anti-Corruption Project (00100646)

EXPECTED OUTPUTS	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019	
Output 1 Anti-corruption policy developed and mechanisms established at the national and local levels to mitigate corruption in risk areas, such as	*1.1* National Anti-Corruption Strategy finalized and approved	CAC	0	2017	National/international specialist recruited to draft CAC National Anti-Corruption Strategy	The National Anti-Corruption Strategy finalized and socialised	CAC and UNDP's monitoring activity Report of the working group for National Anti-Corruption Strategy

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

[7] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

procurement and investment licensing procedure	1.2 Municipality civil servants' awareness on ethics & integrity and regulations on procurement increased	CAC	64.2% of respondents believes corruption exists in procurement services (proxy baseline)	2015	80% of participants knowledge and awareness increased in 2 Municipalities,	80% of participants knowledge and awareness increased in 4 Municipalities,	Pre and Post-tests of the training
	1.3 % of civil servants who deal with tax collection and licensing of foreign investment companies increased their knowledge on the prevention of corruption	CAC	N/A	N/A	80% of civil servant in the SERVE increase their knowledge on the prevention of corruption	N/A	Pre and Post-tests of the training
Output 2 Capacities of oversight institutions increased to promote corruption prevention and public-sector integrity	2.1 Manuals to promote integrity and inspectoral system in public sector developed and distributed to civil servants	CAC	0	2017	Two manuals developed and distributed in the government	Preventing corruption through Inspection & monitored by civil engineer	CAC and UNDP's monitoring activity
	2.2 Integrity Pact for Procurement agreed by all stakeholders and its implementation in place	CAC	0	2017	Integrity Pact for Procurement agreed by all stakeholders	Integrity Pact for Procurement implemented by all stakeholder	CAC and UNDP's monitoring activity
Output 3 National awareness and dialogue initiatives conducted to decrease the level of public tolerance for corruption as well as promote good governance	3.1 Citizens' awareness of combatting corruption improved through outreach campaign	CAC	25% (% of people who do not know what corruption is)	2015	15% of citizen do not know what corruption is	15% of citizen do not know what corruption is	Public Perception Survey (CAC)

and sustainable development	3.2 % of the participants whose knowledge on the prevention of corruption increased (Baseline: N/A, Annual Targets: 85%)	CAC	N/A		85% of participants increased their knowledge on prevention of corruption	N/A	Pre and Post-Test Training

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VI. MONITORING AND EVALUATION

Monitoring Plan

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

	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.	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 disseminate project results and lessons learned with relevant audiences.	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 [89]

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

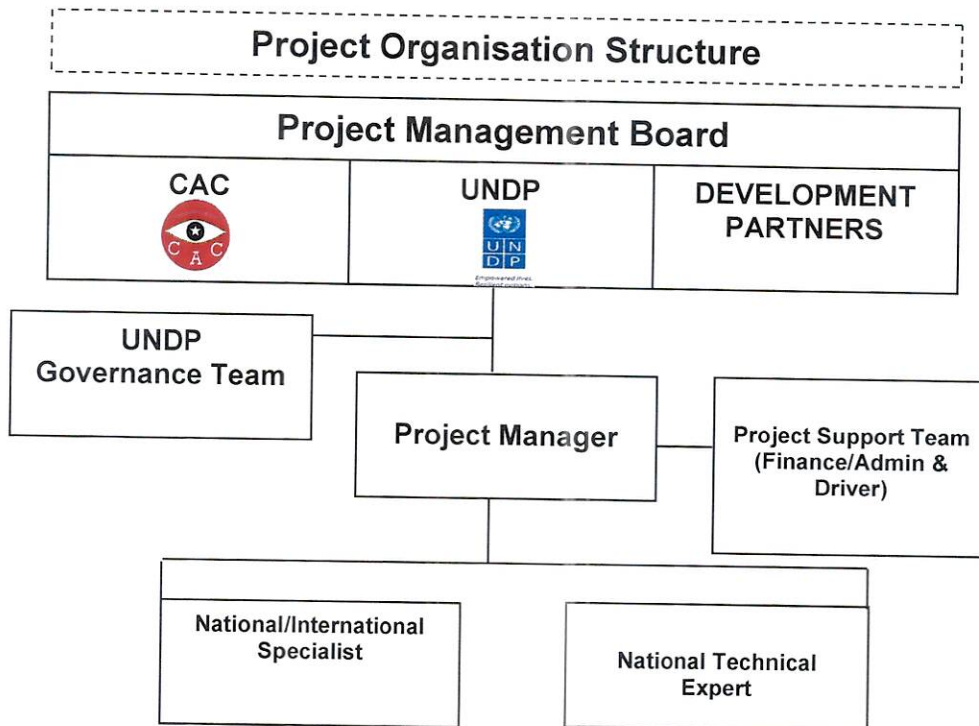| EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019		Funding Source	Budget Description	Amount
Output 1: Anti-corruption policy developed and mechanisms established at the national and local levels to mitigate corruption in risk areas, such as procurement and investment licensing procedure	1.1 Finalize the National Anti-Corruption Strategy	$0	$30,500			Salary, workshop, communication, audio visual, travel cost and project management	$30,500
	1.2 Conduct Awareness-raising seminars on ethics & integrity and regulations on procurement at all Municipalities	$6,800	$13,390	CAC, UNDP	10712	Workshop, communication, audio visual, travel cost and project management	$20,190
	1.3 Conduct a seminar for civil servants (SERVE) on preventing corruption in the tax collection and licensing of foreign investment companies	$3,000	$0			Workshop, audio visual, venue, catering	$3,000
	MONITORING	$32,100	$12,100			Project Management	$44,200
	Sub-Total for Output 1						$97,890
Output 2: Capacities of oversight institutions increased to promote corruption prevention and public-sector integrity	2.1 Develop Manuals on value & integrity and inspection & monitoring for civil servants	$55,500	$7,500	CAC, UNDP	10712	Salary, workshop, communication, travel cost and project management	$63,000
	2.2 Draw a consensus on the Integrity Pact for Procurement among stakeholders	0	$5,500			Training workshop, audio visual	$5,500

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

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

	MONITORING	$27,100	$12,100		Project Management	$39,200
	Sub-Total for Output 2					$107,70(
Output 3: National awareness and dialogue initiatives conducted to decrease the level of public tolerance for corruption as well as promote good governance and sustainable development	3.1 Broadcast TV/Radio talk shows on the prevention of corruption	$14,000	$14,000	CAC, UNDP	Salary, workshop, communication, travel cost and project management	$28,000
	3.2 Conduct a youth workshop on the prevention of corruption	$10,400	$0	UNDP	10712	Training workshop, audio visual	$10,400
	MONITORING	$0	$0		Project Management	$0
	Sub-Total for Output 3					$38,400
Evaluation (as relevant)						
General Management Support	Staff Support	$7,150	$7,800	CAC, UNDP	10712	General support management	$14,950
	Admin & Logistics	$10,048	$10,200			$20,248
	Sub-Total for General Management Support					$35,198
CO and HQs Overhead	$33,333	$37,834	CAC, UNDP	10712		$71,167
TOTAL						$350,355

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This new project will be overseen by a National Project Manager, who will provide an overall review and management role over the project. The Project Manager will be assisted by financial and training personnel. Furthermore, a Korean professional, who will be primarily responsible for quality assurance and coordination support with development partners, will also provide communication and reporting support with respect to the project. Where the project is established, an implementation framework will need to be established. This project would be implemented under the framework as below:

Project Organisation Structure

Project Management Board

| CAC | UNDP | DEVELOPMENT PARTNERS |

UNDP Governance Team

Project Manager — Project Support Team (Finance/Admin & Driver)

National/International Specialist — National Technical Expert

Project Management Board

The Project Management Board (PMB) will be responsible for project oversight and making key decisions on project implementation, to ensure that the project remains relevant and responsive through changing circumstances. The PMB is responsible for: a) reviewing activities and guiding project management on any impending issues; b) approving work plans, budget, and risk log; c) approving project revisions based on changes in the situation. The PMB will meet either once or twice a year. The PMB will be co-chaired by UNDP Country Director and a representative of government counterparts. The representatives of the development partners will be invited to observe the process. Key cooperating organizations or stakeholders may also be a part of the PMB.

National Project Manager

The National Project Manager (NPM) will manage the project on a day-to-day basis on behalf of the Project Management Board. S/he will ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified time and cost. In addition, his/her role will be to ensure coherence and coordination of all project components in accordance with project strategy and objectives. The NPM will be responsible for project administration, human resources, finance, procurement and recruitment. Additionally, where appropriate, the NPM will be supported by Individual Contractors where a particular service or skill-set is required.

IX. LEGAL CONTEXT

Where the country has signed the <u>Standard Basic Assistance Agreement (SBAA)</u>

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

X. RISK MANAGEMENT

UNDP (DIM)

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

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][10] [UNDP funds received pursuant to the Project Document][11] 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. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

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

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

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

    a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

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

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

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

      ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

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

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

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

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

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

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

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

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

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

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

i. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Theory of Change Table
2. Social and Environmental Screening Template
3. Risk Analysis.

Annex 1. Theory of Change Table

	Causes	Causal consequences	Problems to be solved	Activities to solve defined problems	Outputs	Outcomes	Objective	Goal
Anti-Corruption	A lack of strong work ethic and self-discipline among civil servants	Alleged corruption cases, both small-scale and larger, in the civil service	Prevalence of corrupt practices in the public sector of Timor-Leste	Activity 1.1.1 Finalize the National Anti-Corruption Strategy Activity 1.1.2 Conduct Awareness-raising seminars on ethics & integrity and regulations on procurement at all Municipalities Activity 1.1.3 Conduct a seminar for civil servants (SERVE) on preventing corruption in tax collection and licensing of foreign investment companies	Output 1.1 Anti-corruption policy developed and mechanisms established at the national and local levels to mitigate corruption in risk areas, such as procurement and investment licensing procedure	A culture of transparency and rejection to corruption embedded in state institutions and citizens	Enhancing the accountability of the public sector in Timor-Leste through institutional strengthening in the areas of anti-corruption, decentralized administration, and electoral assistance at the Municipal level	Enabling Timor-Leste to achieve sustainable peace and prosperity through strong institutions that deliver services in a more efficient, transparent, and inclusive manner to the people of Timor-Leste
	A lack of guidelines/regulation for civil servants in public administration	Arbitrary and unregulated administration with corruption problem		Activity 1.2.1 Develop Manuals on values & integrity and inspection & monitoring for civil servants Activity 1.2.2 Develop a consensus on the Integrity Pact for Procurement among stakeholders	Output 1.2 Capacities of oversight institutions increased to promote corruption prevention and public-sector integrity			
	A lack of knowledge on and commitment to anti-corruption among citizens	Few civil society watchdog organizations present; Possibility of diffusion of corrupt behaviour among citizens		Activity 1.3.1 Broadcast TV/Radio talk shows on the prevention of corruption Activity 1.3.2 Conduct a youth workshop on the prevention of corruption	Output 1.3 National awareness and dialogue initiatives conducted to decrease the level of public tolerance for corruption as well as promote good governance and sustainable development			

Annex 2. Social and Environmental Screening Template

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The project enhances transparency and accountability of the public sector to better meet the needs of people.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
The project ensures gender balanced representation and participation in the project activities.
Briefly describe in the space below how the Project mainstreams environmental sustainability
N/A

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*	QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.

No Risks Identified

QUESTION 4: What is the overall Project risk categorization?

Select one (see SESP for guidance)		Comments
Low Risk	X	
Moderate Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply		Comments
Principle 1: Human Rights	☐	
Principle 2: Gender Equality and Women's Empowerment	☐	
1. Biodiversity Conservation and Natural Resource Management	☐	
2. Climate Change Mitigation and Adaptation	☐	
3. Community Health, Safety and Working Conditions	☐	
4. Cultural Heritage	☐	
5. Displacement and Resettlement	☐	
6. Indigenous Peoples	☐	
7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	**Answer (Yes/No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [12]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No

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[12] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[13] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No

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[13] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 4: Cultural Heritage	
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No

Standard 5: Displacement and Resettlement	
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[14]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No

Standard 6: Indigenous Peoples	
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No

Standard 7: Pollution Prevention and Resource Efficiency	
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of	No

[14] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 3. Risk Analysis

#	Description	Category	Probability and Impact	Countermeasures / Management response
1	The Nat'l/Int'l specialist delay in finalizing the National Anti-Corruption Strategy due to the shortage of time for consultations.	Political Institutional	P = High I = High	CAC and UNDP oversee and provide supports to the specialist to draft and finalize the development of the National Anti-corruption Strategy.
2	The training courses for the municipal civil servants and SERVE staff on the prevention of corruption could lead to no behavioral changes.	Institutional	I = Medium	CAC and UNDP ensure that the training will put a strong emphasis on the quality service delivery and invite the managerial level and key civil servants to participate.
3	The lack of the functioning government from late 2017 to mid-2018 delays the project implementation.	Political	P= High	CAC and UNDP proceed with the activities less relevant to the political situation.