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**PROJECT DOCUMENT**  
***UNDP Pacific Office - Solomon Islands***

**Project Title:** Transparency and Accountability Project for Solomon Islands

**Project Number:**

**Implementing Partner:** United Nations Development Programme (Direct Implementation)

**Start Date:** 01 May 2019

**End Date:** 30 April 2023

**PAC Meeting date:** 24 April 2019

**Brief Description**

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

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

**Outcome: Strengthen the government of Solomon Islands (SIG) to contribute to decrease the climate of impunity, ensures public resources are protected and services delivered to communities with minimum leakages and ensures beneficiaries given a voice in how such resources are disbursed and empowered to hold officials' accountable for the proper management, collection and distribution of the resources in a fair and equitable manner**

**Output 1. The institutional framework governing transparency, accountability and anti-corruption in Solomon Islands strengthened.**

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

**Project Output 3: Civil society, private sector and citizens of Solomon Islands' capacity to build coalitions and conduct accountability activities and integrity advocacy work is supported in line with the NACS.**

**Activities: Coordination and Strengthening of Integrity Institutions and Functions**

**Activities: National Anti-Corruption Strategy, Prevention, Awareness and Simplification of processes**

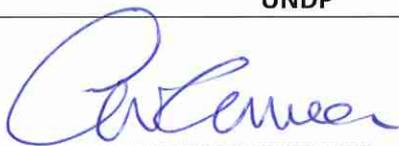
**Activities: Accountability and advocacy with civil society, youth and private sector**

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

**Indicative Output(s) with gender marker:**  
 Output 1. Strengthen the institutional framework governing transparency, accountability and anti-corruption in Solomon Islands. Gen 2.  
 Output 2. Prevention mechanisms consistent with NACS to limit leakages, maximize resources effectiveness and improve service delivery supported. Gen 2.  
 Output 3: Civil society, private sector and citizens of Solomon Islands' confidence to build coalitions and conduct accountability activities and integrity advocacy work is supported in line with the National Anti-Corruption Strategy. Gen 2

<b>Total resources required:</b>		
<b>Total resources allocated: (USD)</b>	<b>UNDP TRAC:</b>	85,400
	<b>SIG:</b>	653,700
<b>Unfunded:</b>		7,416,880

Agreed by (signatures):

Government	UNDP
 ..... Print Name: Dr. Jimmie Rodgers Secretary to the Prime Minister (SPM)	 ..... Print Name: Tony Cameron UNDP Country Manager a.i.
Date: 4 July 2019	Date: 4 July 2019

**I. DEVELOPMENT CHALLENGE**

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

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

**Corruption a Global Governance and Development Challenge**

Over the last three decades issues relating to transparency and accountability have become acknowledged as central to the ability of states to fulfil their obligations to reduce poverty, sustain peace and achieve internationally agreed goals such as SDGs and the 2030 Agenda for Sustainable Development. Those

interlinkages are further defined by the inclusion of corruption specific target and indicators in the Sustainable Development Goals framework, including target 16.5 “Substantially reduce corruption and bribery in all their forms”. This was succinctly stated in the UN General Assembly 2010 outcome document, *“We stress that fighting corruption at both the national and international levels is a priority and that corruption is a serious barrier to effective resource mobilization and allocation and diverts resources away from activities that are vital for poverty eradication, the fight against hunger and sustainable development. We [...] urge all States that have not yet done so to consider ratifying or acceding to the United Nations Convention against Corruption and begin its implementation.”*<sup>1</sup>

Corruption is a root cause of many development challenges including poverty, political instability, uncompetitive business environment and an unresponsive public sector to the needs of the population. For instance, corruption “undermines democracy and the rule of law, leads to violations of human rights and erodes public trust in government.”<sup>2</sup> Corruption hurts the poor disproportionately by diverting funds intended for development, undermining a government’s ability to provide basic services, feeding inequality and injustice, and discouraging foreign investment and aid. Addressing corruption helps address the root causes of many governance and economic ills many countries face today. There are many studies that show a correlation between corruption and high poverty prevalence and low human rights observance records. For instance, according to the World Economic Forum, the global cost of corruption is at least \$2.6 trillion, or 5 per cent of the global gross domestic product (GDP), and the World Bank, estimates that businesses and individuals pay more than \$1 trillion in bribes every year. The United Nations estimates that meeting the 17 SDGs will require global investments of between \$5 to \$7 trillion each year up to 2030 showing a big deficit caused partly by corruption<sup>3</sup>.

### **Challenges to Transparency and Accountability in Solomon Islands**

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

### **Corruption and its impact on various segments of society**

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

Under the TAP project, pilot projects engage communities and civil society directly on what corruption meant for them. In Makira, constituents pointed at missing boats which had been promised, unfinished

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<sup>1</sup> Paragraph 52 of UNGA outcome document 2010 A/65/L1

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

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

<sup>4</sup> Solomon Islands National Anti-Corruption Strategy 2017

schools and roads. In Malaita, youth talked about absent teachers and health workers, unequal access to scholarships, job opportunities and development projects. Those perceptions were further documented by the Peacebuilding Perception Survey of UNDP in 2017. Employment and job opportunities were the most commonly identified important issue to address by respondents in all provinces, except Makira-Ulawa where corruption was the most common response. Overall, corruption was ranked as the second top challenge for Solomon Islands by respondents to the survey.

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

The Constituency Development Funds which were partly initiated as a vehicle to address part of this challenge have also seen their accountability put into question<sup>8</sup>. Those Funds more generally embody the multiple issues arising from the proportional increase of discretionary funds in the Government budget and the corollary increase in the budget directly controlled by Parliamentarians. The TAP project recognizes the need to address those accountability issues, linked to broader reports by the Auditor general which show some endemic issues related to the administrative checks and balances of the government projects and budgets. Those challenges being recognized by several donors focusing their support on Public Finance Management support. UNDP is notably supporting the Public Accounts Committee of the Parliament through its regional Parliamentary Effectiveness Project and its EU-funded Public Finance Management project which notes lack of technical capacity and public understanding which would be required to properly exert oversight functions. Given the existing project and this space, the TAP project will focus on support the demand for accountability and strengthening the checks and balances linked directly and indirectly to those funds.

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

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

<sup>6</sup> WHO, Health Service Delivery Profile, Solomon Islands, 2012

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

<sup>8</sup> Auditor General report on CDF 2012-2014, published December 2018

<sup>9</sup> Idem

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

<sup>11</sup> Gabrielle Lipton, In Solomon Islands, the gendered effects of corporate logging, Gender and Forestry in Solomon Islands, CIFOR News, 2018

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

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

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

## **Overview of the integrity landscape in Solomon Islands**

Solomon Islands joined the UN Convention Against Corruption in 2012. In line with its international obligations it initiated the drafting of a National Anti-Corruption Strategy in 2015 which was endorsed in 2017. The Government worked in parallel to align its Anti-Money Laundering framework. The Strategy identified significant legislative, institutional and coordination objectives for the integrity framework of Solomon Islands which included the passing of the Anti-Corruption Act and Whistle-blower Protection Act. The Strategy partly addresses the issues raised in two reviews of the implementation of the UN Convention

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

<sup>13</sup> National Youth Policy 2017-2030, Solomon Islands Government

<sup>14</sup> UNDP Peacebuilding Youth Survey, 2017

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

<sup>16</sup> Asian Development Bank (ADB), “Asian Development Outlook: Solomon Islands” (Manila: ADB, 2014); and International Monetary Fund (IMF), “IMF Solomon Islands Country Report,” No. 14/170 (Washington, DC: IMF, 2014).

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

Against Corruption conducted in 2014 and 2018. The passing of both the Anti-Corruption and the Whistle-blower Protections Acts in 2018 as well as the revision of the Ombudsman and Electoral legislation in this sense take a step further in the direction of the implementation of the UNCAC.

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

The high number of institutions makes for a crowded space. The establishment of the Anti-Corruption Commission will further require realignment of mandates and priorities. Stakeholders generally view the multiplicity of institutions as added-value in the hope that a coalition of willing institutions playing their part will deflect the difficulty that could be faced by a single institution. However, practical challenges have impacted the effectiveness and impact of these integrity institutions. This includes i. lack of effective policy leadership, ii. low utilization of institutional coordination mechanisms, iii. lack of established capacities trained and acquainted with integrity standards including expert guidance and inputs to ensure respect of international standards and international best practice; and most importantly iv. lack of financial and human resources of integrity institutions. Institutions additionally struggle with the lack of available data on occurrences and perceptions of corruption.

### **Civil Society and Media in Solomon Islands**

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

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

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

civil society organization, many lacks the organizational and analytical skills and capacity to develop and implement robust anti-corruption activities.

### UNDP Anti-Corruption Engagement in the Pacific and Solomon Islands

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

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



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

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

### UNDP Anti-Corruption Engagement.

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

The project falls directly under the UNDP sub regional programmed document (SRPD) for the Pacific Island Countries and Territories (2018-2022) and responds to Strategic Plan Outcome 2: Citizen expectations for

voice, development, the rule of law and accountability are met by stronger systems of democratic governance. The project corresponds to the Indicative Indicator 5.2.2 Number of countries that address more than 60% of gaps identified in the UNCAC reviews and responds effectively to SRPD Output 5.2. Increased transparency and accountability in governance institutions and formal and informal decision-making processes.

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

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

### **Comparative Advantages**

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

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

UNDP notably over the past year of the TAP project and the 5 years of implementations of the UNPRAC project, in partnership with UNODC, has:

- Developed insider's expertise, network and understanding of the integrity framework in Solomon Islands, including the existing coordination mechanisms and the Anti-Corruption Working Group of the Prime minister's Office;
- Provided extensive technical support on the development and implementation of key anti-corruption legislation and conducted corruption risk assessments of prominent sectors;
- Partnered with the Education Ministry and higher education institutions to conduct anti-corruption activities;
- Nurtured a networks of civil society organisations and supported the development of a coalition of champions amongst formal and informal groups promoting accountability and advocating for more transparency and integrity.

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

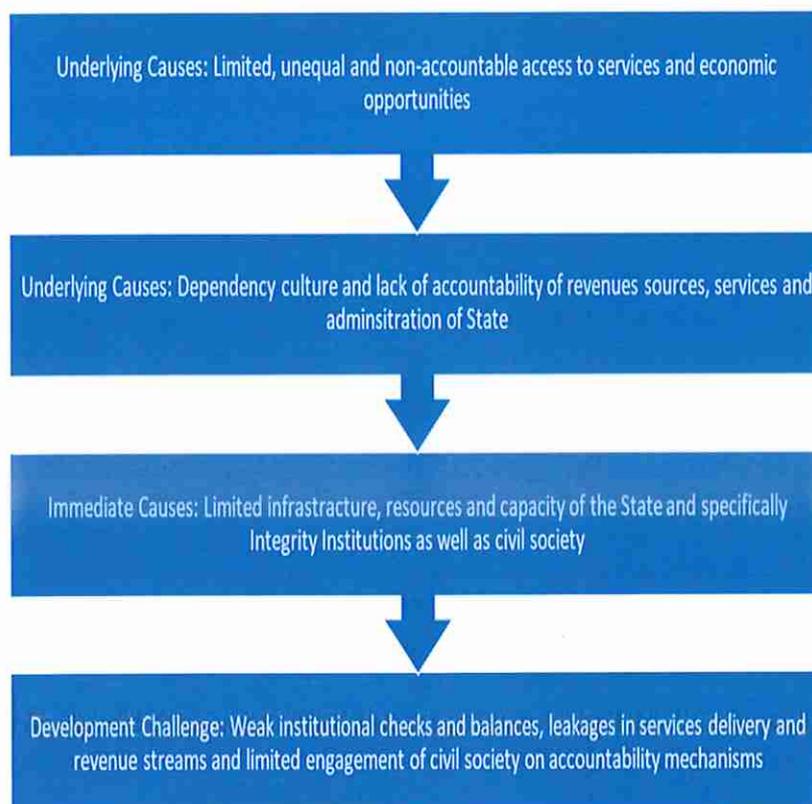
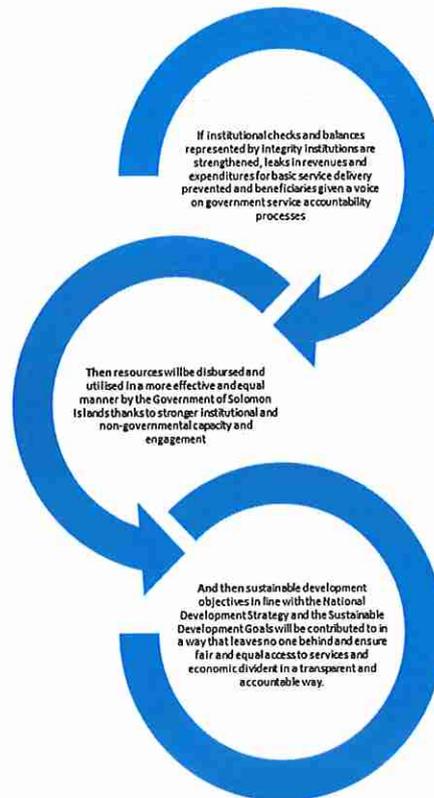
- Leadership and integrity expertise developed under the Peacebuilding Project UNDP Solomon;
- Parliamentary oversight and strengthening expertise and experience developed under the Parliamentary Effectiveness and Public Finance Management regional projects.

## Theory of Change

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

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

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



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

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

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

#### *Expected Results*

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



#### **Development Result 1 (Project Output 1): The institutional framework governing transparency, accountability and anti-corruption in Solomon Islands strengthened.**

This project output will focus on working with integrity institution, from training and developing tools and procedures for the soon-to-be-established SIICAC as well as supporting the coordination and whole-of-government approach as advocated by the Prime Minister's Office and in line with the vision of the National Anti-Corruption Strategy. Under this Output, the project will work with Leadership Code Commission (LCC), Office of the Auditor General, Ombudsman and the Public Service Commission on the legislation they are pushing through as well as supporting the development of a coordinated communication and outreach support for all these integrity institutions.

Three sets of activities are envisaged under this Output: (i) establishment if required by the 2019 National Anti-Corruption Strategy and enhancement of a new or existing coordination and communication mechanism linked to the implementation of the National Anti-Corruption Strategy and the Integrity Framework, (ii) enhancement of the capacities of integrity institutions through training, technical support and enabling legislation, policies and regulations, (iii) strengthening the corruption investigation, case management and prosecution capacities of selected integrity institution.

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

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

Specific results described in the results framework include improved coordination between institutions, increased proportion of press articles referring to integrity institutions reports and increased knowledge and capacity of integrity institutions staff.

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

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

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

*Activity 1.1.2 Establishment monitoring and evaluation framework for the coordination mechanisms*

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

*Activity 1.1.3 Communication mechanisms for the NACS and joint solutions for outreach*

Beyond the communication on results described in the previous activity, this activity will target specifically the capacity of the government to articulate and communicate results and vision around the strategy and its anti-corruption policy effort. One of the specific objectives of this activity is to pilot joint communication and outreach activities for integrity institution and whole-of-government approach to communication. Given the small budgets and limited capacity of integrity institutions, in the past, RAMSI had successfully piloted the possibility to conducted joint awareness activities. The Project builds on this success and takes a step further by proposing that the outreach and communication strategy of those institutions could be better articulated jointly. Centralized support to integrity institutions on press statement drafting, joint outreach exercise (such as the ones already conducted by the Office of the Ombudsman and the Public Service Commission) and coordinated provincial awareness tours will be provided as part of the coordination support.

*Activity Result 1.2: enhancement of the capacities of integrity institutions through training, technical support and enabling legislation, policies and regulations*

Under this Activity Result, the focus is on the provision of technical and expert advice to the Anti-Corruption Working Group and the SIICAC members to effectively undertake and fulfil their roles and responsibilities, build the capacities of integrity institution staff and to facilitate the establishment of physical spaces and public access to integrity institutions. The activities will additionally provide opportunities for international exposures of integrity institution staff and promotion of the Solomon

Islands experience and emerging expertise. The Project proposes to do this by focusing on the following sub-activities:

*Activity 1.2.1. Technical support to the initial drafting of codes, procedures and establishment of SIICAC*

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

*Activity 1.2.2. Training and capacity building of integrity institutions staff*

The newly established SIICAC will not be able to tap into a well-established pool of candidate trained and acquainted with integrity standards. The two main concerns of the integrity institutions, with regards to the new integrity framework created by the Anti-Corruption Act, is retaining their resources and distribution of labor. This concern has been particularly voiced by the Department of Public Prosecution, the Office of the Ombudsman and the Leadership Code Commission. All institutions currently have unfilled positions in their organigramme and are struggling to recruit and retain their staff. Therefore, under this activity, training will include initial training programme for the SIICAC staff as well as on-going training opportunity on areas identified jointly with the integrity institutions. Integrity Officers will be considered for this activity as part of the target pool for training and their capacity building will be decided in coordination with SIICAC.

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

*Activity 1.2.3. Fellowship programme for young graduate and employees of integrity framework*

A general complaint for integrity institutions is their difficulty to recruit, train and retain staff. The objective of this activity will be to increase the available pool of candidates for integrity institutions staff by providing on-the-job training for graduates. Given the current rate of youth unemployment (80%) and overwhelming large youth population (70% under 34years old in 2017), investing in graduate and youth to join integrity institutions and increase their capacity seems an obvious option.

Through this activity, two (2) Fellows and three (3) graduate trainees will be selected (2 civil servants under 30 and 3 Graduate matching requirements for vacant or opening positions) for an intensive knowledge and skills training. The training will alternate theoretical training (introduction to broad and technical concepts of integrity and anti-corruption with mentors and specially designed curriculums) with practical hands on experience both in Solomon Islands and abroad. Selection criteria will ensure that female, and disadvantaged groups candidates, are given priority.

*Activity 1.2.4. Support to physical presence of integrity institutions, establishment of public spaces in integrity institutions designed through participatory methodologies.*

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

*Activity 1.2.5. Technical and advisory support to integrity institutions to develop, promote and implement key legislation, policies and regulations participating to an enabling environment.*

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

*Activity Result 1.3: Corruption investigative and prosecutorial capabilities strengthened; case management and judicial integrity enhanced.*

This Result will be implemented by UNODC under the guidance of the UNODC UN-PRAC Advisor based in Suva, Fiji. The activities will be conducted in line with UNCAC and focus on: firstly, strengthening the corruption investigative and prosecutorial capabilities of select integrity institutions, with a focus on SIICAC staff; and secondly, on enhancing case management and judicial integrity. These activities will seek to strengthen the criminal justice chain, and therefore aim to close the accountability loop and ensure the impunity climate in Solomon Islands is prioritized.

*Activity 1.3.1. Technical support to SIICAC's draft codes, procedures and manuals on investigation, case management and prosecution provided.*

The drafting of codes procedures and manuals was included in the roadmap adopted by the Government in 2018 to establish SIICAC. The roadmap was drafted in a way the process would benefit from technical advice to various relevant Solomon Islands institutions, as the availability of experts is scarce and some specific technical expertise is not present in the Solomon Islands. As the Secretariat to the UNCAC, UNODC is well placed to provide this technical support, drawing on regional and international best practices.

*Activity 1.3.2. Training for integrity and law enforcement officers on investigative and prosecutorial techniques, focusing on SIICAC staff, provided*

The SIICAC will not be able to tap into a well-established pool of candidate trained and acquainted with integrity standards. The two main concerns of the integrity institutions, with regards to the new integrity framework created by the Anti-Corruption Act, is retaining their resources and distribution of labour. This concern has been specifically voiced by the Department of Public Prosecution, Office of the Ombudsman and Leadership Code Commission. All institutions currently have unfilled positions and are struggling to recruit and retain their staff. Therefore, under this activity, training will include an initial training programme for the SIICAC staff on related investigative and prosecutorial techniques. Where there are specific requests by other integrity

institutions for a similar training, these may be included on an ad hoc basis in these trainings or separately trained. SIICAC staff are to benefit from on-going, related training opportunities in line with approved workplans of the SIICAC and its strategic priorities. Female staff will be given priority to attend these trainings.

*Activity 1.3.3. Ad-hoc technical advice and capacity building on investigation, prosecution and judiciary integrity provided*

This activity aims to provide technical advice, upon request, to ensure compliance with UNCAC and draw on regional and international best practices in supporting the establishment of the investigative and prosecutorial units of the SIICAC. After the establishment of the Commission, technical support might be periodically provided to these units as well as support to the Director General of the SIICAC, Department of Public Prosecution, Ministry of Justice and the Judiciary, as well as the RSI Police Force to strengthen their investigative, prosecutorial and judicial capacity through trainings and peer-to-peer learning opportunity with a focus on Pacific-to-Pacific exchanges.

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

By focusing on simplifying mechanisms and investing in preventive measures, this output embraces the strategic preventive focus of the government. In the National Anti-Corruption Strategy (NACS) endorsed by Parliament and Cabinet in 2017, establishes a diagnosis of corruption levels and impacts in the country and has an Action Plan of 18 months planned to expire in 2019. With the enactment of the Anti-Corruption Act 2018, the Act provides that the NACS needs to be revised within 6 months of its commencement date. The commencement of this Act on the 10th of December 2018 therefore marks the start of the countdown for the NACS to be revised. Therefore, this Output will be focused on accompanying the implementation of the National Anti-Corruption Strategy, supporting evidence-based and data-driven diagnosis and workplans, and simplifying procedures while proposing concrete tools to fight conflicts of interests.

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

*Activity Result 2.1. Development and adoption of workplan for responsible parties identified by NACS and its Action Plan.*

In line with the Anti-Corruption Act 2018, the Government of Solomon Islands has endorsed a process of revision of the NACS and its Action plan. The Government envisions a whole-of-government approach to the revision of the Strategy and intends to ensure all government institutions take measures and participate to the integrated efforts to fight corruption. The Action Plan of the NACS therefore identifies a list of institutional actors and line Ministries and specific targets for each of them.

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

#### *Activity 2.1.1. Revision of NACS through inclusive process*

National Anti-Corruption Strategy Steering Committee<sup>18</sup> will be the lead forum tasked with the revision of the 2017 NACS with the following objectives: (i) view lessons learnt and implementation achievements from the 2017 NACS; (ii) establish a cost-effective consultation process inclusive of informed and less well-informed stakeholders; (iii) ensure that draft NACS and Action Plans are prepared on time for the new government to conduct final validation process and adopt them within the allocated time (until June 2019).

This activity result will therefore support the technical and consultation capacity of the Steering Committee and PMO Working Group in line with the timeline established by the Government.

#### *Activity 2.1.2. Development of workplans with responsible parties identified by the NACS and its Action plan*

This activity targets the implementing parties of the Strategy's Action Plan and supports line ministries, institutional partners, civil society or private sector in establishing workplan to implement and report on obligations created by Strategy.

#### *Activity 2.1.3. Conduction of Corruption Risks Assessments with responsible parties when required*

To support the implementation of activity result 2.1.2 this activity will support the tailoring of a Corruption Risk Assessment methodology and the implementation of the methodology and resulting recommendations in priority sectors.

#### *Activity 2.1.4. Work with Responsible parties to implement and report on workplan*

To support the implementation of activity result 2.1.2, this activity will support the implementation of selected activities identified by implementing parties of the Strategy's Action plan. All activities will be complemented by strong monitoring and evaluation and communication support to ensure a culture of accountability and transparency is created around the implementation of the Anti-Corruption Strategy.

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

This Activity Result is focused on implementing soft approaches to accountability and responsiveness. For this preventive and collaborative approach to be effective, awareness, research and prevention activities need to be clearly aligned with and fed back to the Anti-Corruption Strategy. The Project proposes to do this by focusing on the following sub-activities:

#### *Activity 2.2.1. Refining and finalization of communication, awareness and monitoring and evaluation plan in line with newly adopted NACS.*

This activity will provide support to the NACS coordination body and the Anti-Corruption Commission to develop communication, awareness and monitoring and evaluation plan as well as products.

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<sup>18</sup> The government's revision plan for the National Strategy identifies the National Anti-Corruption Strategy Steering Committee as the leading forum to guide the revision process and maintains the Prime Minister Office as primarily responsible for implementing and follow-up on the activities.

*Activity 2.2.2. Participatory development, training on and implementation of selected prevention tools and methodologies for key integrity institutions and NACS Action Plan responsible parties*

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

*Activity 2.2.3. Capacity building and small grants to civil society in line with NACS for awareness, evidence gathering and monitoring and evaluation activities (setting-up baselines for NACS)*

Based on the communication and awareness strategy associated with the NACS and of integrity institutions a grant scheme will be created to support awareness, evidence gathering and monitoring and evaluation activities. This grant scheme will build upon the work done by the Oxfam social accountability project and provide support to selected groups to develop baseline and monitoring activities for the NACS. All grants will include a policy influencing component and include presentations to either Parliamentary group or relevant institutional partners. One of the grants will be used to ensure monitoring of the press and integrity-related news over the course of the project.

*Activity 2.2.4. Youth-specific anti-corruption and integrity awareness campaigns are co-designed with youth*

This activity takes as a point of departure the idea that youth are best placed to design youth communication campaigns. It will combine capacity building on campaign and graphic design, messaging, and data collection for monitoring and evaluation of the campaigns impacts. The labs will be supported by the Innovation Lab UNDP hosts in Fiji. Co-design lab will take place every year in a different Province in partnership with Provincial Youth hubs and groups as possible, the project will consider the possibility to hold girls-only labs or ensure gender parity in selection of participants.

**Activity Result 2.3. Civils society and members of the public made aware of simplified institutional procedures and processes to secure services**

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

Under the Initiative Phase, UNDP TAP has been working with the Leadership Code Commission and the Behavioral Insight Team of the UK to simplify its asset declaration form, therefore reducing the cost and time linked to collection of the declarations forms for the Commission and reducing number of breaches of the Leadership Code. To simplifying process, the Project proposes to do this by focusing on the following sub-activities:

*Activity 2.3.1. Simplification methodology developed, and intervention implemented in selected government departments (SimpliciTEAM).*

The SimpliciTEAM will be a small group of dedicated individuals (3persons), mix of fresh graduates and a more experienced team member. Their objective will be to work with government to identify

red tape and complex systems where a behavioral approach could provide tools to simplify processes and nudge individuals to automatically adopt desired solutions. This could for example be a user-centered (variation of participatory methodologies) design of custom declarations for foreign companies, reducing the power of intermediaries in the processes, or simplify access to scholarship applications for rural youth, increasing their chances of transparent selection.

An area of focus will be reducing occurrences of non-declared conflicts of interests as nepotisms and favoritism is recurrently identified as a major challenge in the Solomon Islands administration and is known globally to have a disproportionate negative impact on women who are less likely to benefit from networks and connections. In the eventuality the Right To information Bill is be passed by Parliament, simplifying request for government documentation could be supported.

#### *Activity 2.3.2. Monitoring and evaluation of impact of simplification activities.*

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

#### *Activity 2.3.3. Awareness and communication on simplified processes and mechanisms in partnership with selected departments.*

This activity will intervene during and after the intervention of simplification and target the specific users of the process and mechanisms impacted by the intervention. Communication and awareness activities will ensure users take advantage of the simplified process.

### **Activity Result 2.4: Inclusive and transparent mechanisms to report and track corruption cases are developed and strengthened**

The Inception Plan of the TAP project completed a scoping mission looking at potential corruption reporting mechanisms in Solomon Islands taking the successful Phones Against Corruption model used in PNG with UNDP support as a foundation. It reviewed the current systems in place, including police reporting, complaints to the Ombudsman and the Leadership Code Commission and reports to the Auditor General. Lessons learnt from those existing mechanism is the requirement to multiply the channels and formats available to citizens and users to report complaints and information, this is particularly essential given the unequal level of education and access to transports.

The project also conducted consultations with civil society, which resulted in a set of ten (10) recommendations which were then handed over to the Prime Minister on Anti-Corruption Day 2018. Some key recommendations include: to demand the importance of protection, anonymity option and feedback mechanism. Consultation with integrity institutions and the government highlighted the openness of institutions to pilot a joint reporting mechanism under the leadership of the Anti-Corruption Commission. The Office of the Ombudsman and the Office of the Prime Minister have both held follow up consultations with practical enquiries into complaints mechanisms and tracking systems with the Government ICT unit. To support the development of inclusive and transparent mechanisms to report and track corruption cases, the proposes to do this by focusing on the following sub-activities:

#### *Activity 2.4.1. Reporting mechanism developed in an inclusive manner and training of sectoral focal points and complaint handling unit*

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

all time in a cost-effective manner should remain available to the government at all time to ensure ownership and use.

#### *Activity 2.4.1. Pilot and scale up implementation of reporting mechanisms*

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

#### *Activity 2.4.3. Awareness and evaluation of reporting mechanism*

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

### **Development Result 3 (Project Output 3): Civil society, private sector and citizens of Solomon Islands' capacity to build coalitions and conduct accountability activities and integrity advocacy work is supported in line with the NACS.**

By altering power relationships based on access to information and resources, this outcome aims at supporting demand for accountability and general responsiveness from the government working with private sector and with civil society including youth, women and faith-based groups. International exposure and promotion of Solomon Islands success and experience on the international and regional scene will also be supported. To empower society, media and private sector is actively and fully play its role in accountability and integrity process, the project proposed the following sub-activities:

#### *Activity 3.1.1. Small grants to civil society in line with NACS for activities*

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

#### *Activity 3.1.2. Capacity building of civil society and media on social accountability and integrity tools and principles*

One of the key lessons learnt of the Inception phase was the huge added value derived from strong mentorship, capacity building and support in documenting and identifying results. Given the novelty of the topic, anti-corruption- and the lack of experience in social accountability, it is essential that a programme of capacity and coalition building is developed around the grant scheme which may include the participation of selected non-grantees to participate in ad-hoc trainings. Capacity building will not be restricted to anti-corruption and technical tools but an overall support to civil society groups willing to tackle difficult topics and innovative methodologies.

#### *Activity 3.1.3. Capacity building of private sector and SOE on compliance and integrity principles in line with NACS and global standards*

In line with the NACS, private sector will be sensitized and accompanied as they develop compliance programmes and other corruption reduction collective or individual actions. Awards will be dedicated to the most pro-active company in that field.

*Activity Result 3.1.4. Students and Educators of Solomon Islands located University campuses are provided with knowledge and tools of the integrity framework*

Under this activity, integrity institutions will be invited to speak once a semester to the University campus in a regular seminar series. This activity has been piloted with success with SINU and students have indicated having benefited greatly from the direct interactions with police and integrity institutions. Governmental and non-governmental institutions taking part in the seminars will be provided with support to prepare interactive session linked to specific challenges encountered by students and young professionals. Seminars focusing on gendered impact of corruption will be organized. Seminars reports will be drafted by students of journalists and shared in press and university newsletter. The content can be complemented by UNODC's Education for Justice (E4J) Initiative under the Doha Programme (<https://www.unodc.org/e4j/>).

Integrity clinics will use tools such as corruption risk assessments to work with Professors and students to identify risks of corruption on campuses. And design solutions for students to follow-up, awards will be provided to students implementing solutions. Legal aid clinic will also be provided on corruption topics in partnership with the Public Solicitors Office and civil society (in partnership with UNDP Legal Aid Project).

Building on entry points identified in the curriculum mapping under the Initiation Phase, the Project, will support the development of anti-corruption curriculum activities and case studies to integrate in curriculums in partnership with UN-PRAC project, Universities and Ministry of Education.

*Activity Result 3.1.5. Youth are empowered and becomes an integral part of the anti-corruption fight by working with institutions and stakeholders to design and implement solutions to corruption risks and bottlenecks*

The specific objectives of this activities are to support youth groups in developing their own accountability tools and solutions tailored to their priorities and the context of Solomon Islands. Tools and solutions will be inspired by previous experience of the UNPRAC project with the Youth Against Corruption Toolkit, partnership with the Youth Co-lab and the UNPRAC Trainings of Trainers. In order to do so the activity will take place over to main phases succeeding each other. The first phase focuses on a competitive knowledge and skills building training enrolling 10 diverse teams of youth with various sets of skills for 6months. The teams will be taught (i) specific technical knowledge related to integrity principles and accountability tools, data-driven policy making, data collection; (ii) skills sets ranging from establishing trust, reliability, and handling a problem-solving workshop with government officials.

5 teams will then be selected to respond to established integrity challenges. They will be asked to design solutions aiming at either a) building the database and knowledge around the specific challenge or b) creating solutions responding to the integrity challenge. Teams will be provided with mentorship and methodologies for the entire implementation of their projects. Funding for implementation of solutions designed by the teams will be made available for 3 teams.

Priority will be given to a) responding to risks identified as priority corruption risks by the Corruption Risks Assessments of SIICAC and the Project; b) to corruption challenges and bottlenecks having a disproportionate impact on women and girls; c) policy areas currently under review and where openings exists for influencing.

The Challenge will be repeated twice over 4 years.

### ***Resources Required to Achieve the Expected Results***

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

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

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

### ***Partnerships***

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

The project will also work with civil society organizations including those who are members of the Social Accountability Coalition, Development Service Exchange and civil society selected through the Grants Scheme of the Projects. New partnerships will be also explored and strengthened with the Universities in Solomon Islands and other suitable, interested partners from the private sector. Civil society and academic actors at national/local and regional levels will be supported to develop substantive capacities and influence on a range of anti-corruption issues. Working with CSOs will contribute to the effectiveness of development interventions, especially with these think-tanks to develop diagnostic tools and carry out sectoral based surveys and evidence gathering will lead to informed interventions. Partnerships with the World Bank, ADB, EU donors such as Australia and New Zealand and UNODC will strengthen the Solomon Islands initiatives against corruption. The private sector has a pivotal role in ensuring sustainable development and contributing to job creation, growth, sustainable commodities, and inclusive and green value chains. The aim of strengthening partnerships is to draw on comparative advantages of different partners, as well as to leverage each other's resources and influence. This, in turn, can complement the work of others working in anti-corruption space in Solomon Islands. As noted above, partnerships with regional actors operating in this space will be developed, such as with the Commonwealth Ombudsman, PILON, APG, Pacific Islands Chiefs of Police Secretariat; Pacific Transnational Crime Coordination Centre; Office of the Ombudsman of New Zealand, including PIFS, etc...

### ***Risks and Assumptions***

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

### ***Stakeholder Engagement***

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

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

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

### ***South-South and Triangular Cooperation (SSC/TrC)***

Global experience demonstrates that sharing lessons from similar contexts is more likely to result in a better reform uptake in developing countries. In that context, this Project aims to promote and apply the lessons and experiences of in particular SIDS, drawing on the UN's extensive networks from across the Pacific and globally. UNDP's and UNODC's global and regional structures will be utilized to support this exchange, such as the global programmes and the regional presence offices (including the UNDP Bangkok Regional Hub for Asia and Pacific and UNODC Regional Office for Southeast Asia and the Pacific). Through the UNPRAC regional projects the experience and lessons learned of the Solomon Islands TAP project and SIG experience will find a platform for sharing and exchanging with peers, notably in line with the implementation of the UN Convention Against Corruption.

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

### ***Knowledge***

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

Knowledge product will include but not be limited to:

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

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

### ***Sustainability and Scaling Up***

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

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

### ***Cost Efficiency and Effectiveness***

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

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

**Project Management**

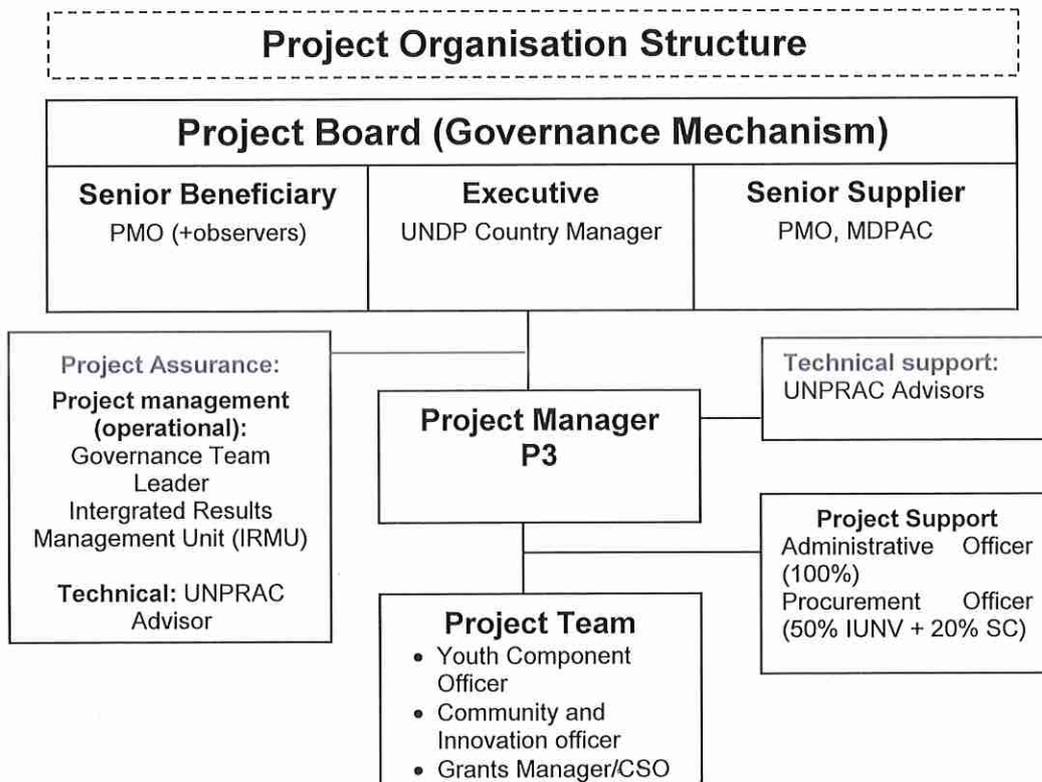
At the UNDP Pacific Office – Solomon Islands, all project implemented are directly executed by UNDP. Therefore, UNDP will be the implementing partner with the Project implemented by the UNDP Effective Governance Team in Solomon Islands with technical inputs and guidance provided by the UNDP and UNODC Anti-Corruption Specialist based in Suva, Fiji. UNODC UN-PRAC Specialist will additionally provide the overall output management and technical assurance for the UNODC component. Technical experts with the expertise required for the various project activities will be recruited on a need’s basis. The project’s Multi-Year Work Plan provides all details of associated management expenses to be incurred over the project duration.

The project team for the direct implementation of the project will comprise of a minimum team of six technical and one administrative officer. The strong substantive team will enable the project to invest fully in capacity building of partners and future resources for anti-corruption initiatives in Solomon Islands. The team has been designed so that each of the activities envisaged in the prodoc relies mostly on building local capacity and has limited dependence on external consultants.

- Project Manager – P3
- Grants Manager/CSO Capacity Building Officer – SB4
- Youth Officer – SB4
- Community Engagement and Innovation Officer – SB4
- Communication, Awareness and Press Officer – SB4
- Data and Learning Analyst – SB4
- Administrative Officer SB3

The associated Direct Project Costing (DPC) that will be incurred by UNDP in providing project management and technical project implementation support is effectively indicated in the Multi-Year Work Plan.

The project’s Multi-Year Work Plan also includes a General Management Support (GMS) charge that covers the costs for UNDP that are not directly attributable to specific projects or services, but are necessary to fund the corporate structure, management and oversight costs of UNDP as per global UNDP practices. The GMS is applied to all projects funded by either member governments at 3% for projects implemented directly in those member countries, and at 8% for contributions from other development partners for all projects that are implemented by UNDP around the world.



## V. RESULTS FRAMEWORK<sup>19</sup>

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>20</sup>	DATA SOURCE	BASELINE		TARGETS/YEAR				FINAL	DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4		
<b>Output 1</b> Strengthen the institutional framework	1.1 Improved coordination between integrity institutions and stakeholders delivering the National Anti-Corruption Strategy	Minutes of the coordination meetings	4	2019		3	3	3	10	Report of the Integrity Group meetings, NACS Steering Committee, or other coordination body established under the NACS, reports will be specifically scanned for number of MoUs signed between integrity agencies and taken as a proxy. Those MoUs are envisaged in the Aca legislation 2018.
	1.2 Increased proportion of press articles referring to reports and communication by integrity institutions and coordination mechanisms.	Press and social media pieces relaying information and data from integrity institutions	10 articles	2019		+20%		+10%	+30%	Small grant issued under activities 2.2.3. for monitoring of press article and publications

<sup>19</sup> 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.

<sup>20</sup> 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.

	<p><b>1.3 Increased [confidence in] knowledge and capacity to deliver results in their job of staff working on integrity prevention and investigation in integrity institutions</b></p>	<p>Survey of integrity institution staff (training pre and post-test and qualitative feedback from staff of integrity institution)</p>	-	2019	+20%		At least 50% of staff reporting being confident	At least 50% of staff reporting being confident	Baseline to be established through survey conducted every other year with full staff of integrity institutions and at the beginning and end of every workshop.
<p><b>Output 2. Partnership between oversight institutions and civil society enhanced through awareness, monitoring and evaluation, evidence gathering</b></p>	<p><b>2.1 Increased capacity of implementing parties identified in the NACS to deliver results according to NACS Action Plan</b></p>	<p>Integrity institutions and institutional annual reports and TAP quarterly reports</p>	0 sectoral workplan	2019	2		2	4	Number of workplans established by implementing parties as reported by their and TAP quarterly workplans
	<p><b>2.2 Increased capacity of NACS implementing parties and integrity institutions to prevent leakages linked to corruption</b></p>	<p>Integrity institutions and institutional annual reports and TAP quarterly reports</p>	0 tools available	2019			1	3	Number of prevention tools reported used by the integrity institution in the annual workplan. As noted above if the annual workplan are not made public/delayed, TAP reports will be used as a source to document use of tools developed by institutions.
	<p><b>2.3 Simplified systems are in place to reduce opportunity for corruption in institutional processes and access to services</b></p>	<p>Baseline and surveys established by activity 2.3.2</p>	0 simplified system	2019			2	1	Monitoring and evaluation of implication intervention impact.

Output 3: Civil society, private sector and citizens of Solomon Islands' confidence to build coalitions and conduct accountability activities and integrity advocacy work is supported in line with the National Anti-Corruption Strategy	3.1. Increased capacity of civil society and private sector to hold institutions accountable in line with the National Anti-Corruption Strategy	TAP workshop reports (feedback from grantees)	Weak capacity (TAP Grant Manager final report)	2019				+80%	+80%	Collection of feedback from grantees during workshop and other meetings, feedback forms will also collect request for further capacity building and technical support.
		TAP baseline and survey on self-evaluation of students in SINU	-	2019	+10%	+10%			Monitoring and evaluation activities undertaken under output 3, a local CSO will be contracting to conduct baselines and support grantees in defining and documenting results.	
	3.2. Increased self-evaluation of empowerment and ability to fight corruption amongst students in Solomon Islands									

## VI. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	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.		
<b>Monitor and Manage Risk</b>	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.		
<b>Learn</b>	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.		
<b>Annual Project Quality Assurance</b>	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.		
<b>Review and Make Course Corrections</b>	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.		

<b>Project Report</b>	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)		
<b>Project Review (Project Board)</b>	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.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

#### Evaluation Plan<sup>21</sup>

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid term Evaluation				2021	Integrity institutions, CSO	
Final evaluation				2013	TAP stakeholders	

<sup>21</sup> Optional, if needed

## VII. MULTI-YEAR WORK PLAN <sup>2223</sup>

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	EXPECTED Results (indicative)	PLANNED ACTIVITIES	Planned Budget by Year (USD)				
			2019	2020	2021	2022	2023
<b>Output 1.</b> Strengthen the institutional framework governing transparency, accountability and anti-corruption in Solomon Islands	1.1: Coordination and communication mechanism(s) linked to the implementation of the National Anti-Corruption Strategy and the Integrity Framework are enhanced	1.1.1. Support the establishment of coordination mechanisms necessary for the implementation of NACS (steering committee, SIICAC secretariat, drafting of TOR and nomination processes) training of coordination body)	12000	10000	5000	5000	5000
		1.1.2 Support to establishment and implementation monitoring and evaluation framework for the NACS and survey commanded by anti-corruption coordination mechanism	2000	15000	15000	10000	10000
		1.1.3 Communication mechanisms for the NACS + joint solutions for outreach	5000	25000	25000	25000	20000
	Gender marker:	MONITORING					
		<b>Sub-Total for Output 1</b>	<b>19000</b>	<b>50000</b>	<b>45000</b>	<b>40000</b>	<b>35000</b>

<sup>22</sup> 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

<sup>23</sup> 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.

	1.2.1.1. Technical support to the initial (drafting of codes, procedures, manuals)	20000	5000	5000	5000	5000	5000
	1.2.2. Training and capacity building of integrity institutions staff	55000	70000	70000	70000	70000	30000
	1.2.3. Fellowship programme for young graduate and employees of integrity framework	50000	100000	100000	100000	100000	70000
	1.2.4. Support to physical presence of integrity institutions, establishment of public spaces in integrity institutions designed through participatory methodologies	30000	25000				
	1.2.5. Technical and consultation support to integrity institutions to develop, promote and implement key legislation, policies and regulations participating to an enabling environment (in line with NACS)	25000	35000	35000	35000	35000	15000
	MONITORING including baselines and independent evaluation	10000	10000	50000	10000	50000	50000
	<b>Sub-Total for Output 1.2</b>	<b>190000</b>	<b>245000</b>	<b>260000</b>	<b>220000</b>	<b>170000</b>	
<i>Gender marker:</i>	1.2.1. Technical support to drafting of SIICAC codes, procedures, manuals in investigation, judicial integrity and prosecution	20000	40000	25000	25000	25000	25000
	1.2.2. Training of integrity and law enforcement institutions staff on investigation and prosecution techniques	20000	60000	60000	60000	60000	60000
	1.2.3. Ad-hod technical support and capacity building support on investigation, prosecution and case management techniques, monitoring and evaluation	10000	60000	60000	60000	60000	60000
	MONITORING						
1.2: Institutional capacity of integrity institutions enhanced through training, technical support and enabling legislation, policies and regulations							
Activity Result 1.3: Corruption investigative and prosecutorial capabilities strengthened; case management and judicial integrity enhanced.							

Gender marker:		Sub-Total for Output 1.3		50000	160000	145000	145000	145000
Sub-Total for Outcome 1.		1919000	259000	455000	450000	405000	350000	145000
2.1. Workplans of Responsible Parties identified in Action Plan based on reviewed and adopted National Anti-Corruption Strategy developed		2.1.1. Revision of NACS through inclusive process	80000		80000			20000
		2.1.2. Development of workplans with responsible parties identified by the NACS and its Action plan	15000	20000	10000	20000	10000	10000
		2.1.3. Conduction of Corruption Risks Assessments with responsible parties when required		50000	20000	20000	20000	20000
		2.1.4. Work with Responsible parties to implement and report on workplan		40000	40000	40000	40000	25000
		MONITORING						
Gender marker:		Sub-Total for Output 2.1	95000	110000	150000	80000	75000	75000
Output 2. Prevention mechanisms consistent with NACS to limit leakages, maximize resources effectiveness and improve service delivery supported		2.2.1. Refining and finalization of communication, awareness and monitoring and evaluation plan in line with newly adopted NACS	2000					
		2.2.2. Participatory development, training on and implementation of selected prevention tools and methodologies for key integrity institutions and NACS Action Plan responsible parties		50000	50000	50000	25000	25000
		2.2.3. Capacity building and small grants to civil society in line with NACS for awareness, evidence gathering and monitoring and evaluation activities (setting-up baselines for NACS)	20000	70000	70000	70000	50000	50000
		2.2.4. Youth-specific anti-corruption and integrity awareness campaigns are co-designed with youth	10000	80000	80000	80000	20000	20000
		MONITORING						
Gender marker:		Sub-Total for Output 2.2	32000	200000	200000	200000	95000	95000

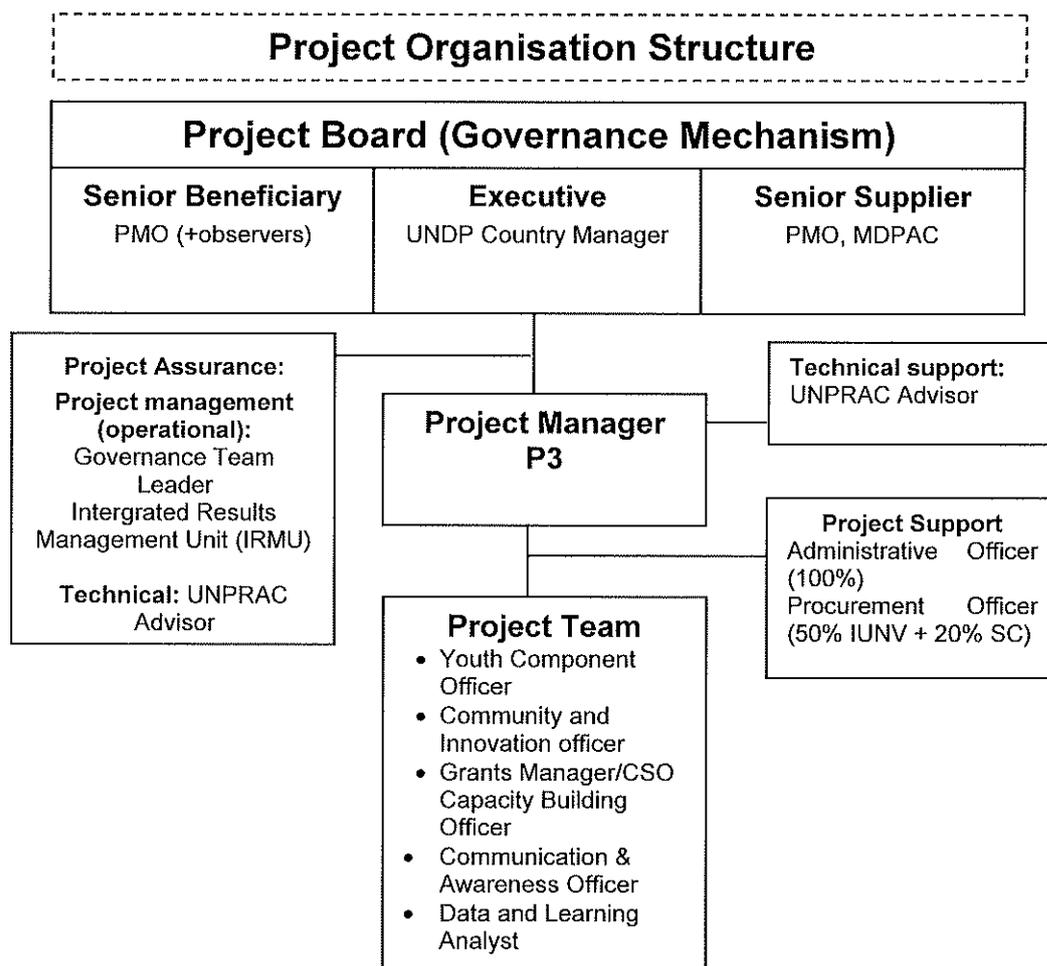
<p><b>2.3. Civils society and members of the public made aware of simplified institutional procedures and processes to secure services</b></p> <p><b>2.3.1. Civil society and citizens of Solomon Islands' confidence to build coalitions and conduct accountability activities and integrity advocacy work is supported in line with the National Anti-Corruption Strategy</b></p>	<p>2.3.1. Simplification methodology developed, and intervention implemented in selected government departments (SimpliciTEAM)</p>	80000	200000	220000	220000	150000
	<p>2.3.2. Monitoring and evaluation of impact of simplification activities</p>		30000	25000	25000	25000
	<p>2.3.3. Awareness and communication on simplified processes and mechanisms in partnership with selected departments</p>		10000	10000	10000	10000
	<p>MONITORING</p>					
	<p><b>Sub-Total for Output 2.3</b></p>	<b>80000</b>	<b>240000</b>	<b>255000</b>	<b>255000</b>	<b>185000</b>
	<p>Sub-Total for Outcome 2.</p>	207000	550000	605000	535000	355000
	<p>3.1.1. Design Workshops and small grants for civil society accountability and participatory budgeting activities in line with NACS</p>	20000	100000	100000	100000	50000
	<p><b>3.1.1. Capacity building of civil society and media on social accountability and integrity tools and principles</b></p>	10000	20000	20000	20000	20000
	<p><b>3.1.2. Capacity building of private sector and SOE on compliance and integrity principles in line with NACS and global standards</b></p>	15000	15000	15000	15000	15000
	<p><b>3.1.3. Students and Educators of Solomon Islands located University campuses are provided with knowledge and tools of the integrity framework</b></p>	10000	40000	40000	40000	25000
<p><b>3.1.4. Youth are empowered and becomes an integral part of the anti-corruption fight by working with institutions and stakeholders to design and implement solutions to corruption risks and bottlenecks</b></p>	50000	170000	170000	170000	100000	

		MONITORING results workshop and establishment of baselines for grantees activities	10000	20000	20000	20000	20000	20000
Gender marker:		<b>Sub-Total for Output 2.3</b>	<b>115000</b>	<b>365000</b>	<b>365000</b>	<b>365000</b>	<b>365000</b>	<b>230000</b>
Sub-Total for Outcome 3.		1440000	115000	365000	365000	365000	365000	230000
Evaluation (as relevant)		EVALUATION						
<b>General Management Support</b>			265291.285	436182.57	436182.57	436182.57	436182.57	315655.0467
Project Manager/Anti-Corruption Specialist			150000	240000	240000	240000	240000	170000
Civil Society Grant and Capacity Building Manager			20000	26000	26000	26000	26000	20000
Youth Officer			13,845	27,690	27,690	27,690	27,690	18,460
Community Engagement and Innovation Officer			13,845	27,690	27,690	27,690	27,690	18,460
Communication and Press Officer			13,845	27,690	27,690	27,690	27,690	18,460
Data and Learning Officer			13,845	27,690	27,690	27,690	27,690	18,460
Governance Team Lead 20%			3,500	6,600	6,600	6,600	6,600	6,600
Procurement officer 50% +20%			25,000	30,000	30,000	30,000	30,000	30,000
Admin officer 100%			11412.285	22824.57	22824.57	22824.57	22824.57	15216.38
GMS			74994.88	161642.88	161642.88	161642.88	157642.88	99562.88
<b>TOTAL</b>		<b>8155980.442</b>	<b>921286.165</b>	<b>1967825.45</b>	<b>2017825.45</b>	<b>2017825.45</b>	<b>1898825.45</b>	<b>1350217.93</b>

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

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



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## IX. LEGAL CONTEXT

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

### Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

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

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

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## X. RISK MANAGEMENT

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

### Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>24</sup> [UNDP funds received pursuant to the Project Document]<sup>25</sup> 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](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
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-

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<sup>24</sup> To be used where UNDP is the Implementing Partner

<sup>25</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner



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

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

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

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

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

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

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

The contribution shall be charged:

- (a) [...] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

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

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

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## **XI. ANNEXES**

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

