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**Possible technical assistance activities to respond to the
needs identified by States parties during the first year of the
first cycle of the Implementation Review Mechanism**

Note prepared by the Secretariat

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I. Introduction

1. The identification of needs and the delivery of technical assistance to meet such needs are at the core of the mechanism for the review of implementation (“Implementation Review Mechanism”) to facilitate the successful and consistent implementation of the United Nations Convention against Corruption (UNCAC or the “Convention”). This central role was recognized in Resolution 3/4, adopted by the Conference of the States Parties to the UNCAC (“the Conference”) at its third session (CAC/COSP/2009/15).

2. In its Resolution 3/4, the Conference endorsed the approach of country-led and country-based, integrated and coordinated technical assistance programme delivery as an effective vehicle for furthering implementation of the Convention. The Conference further encouraged donors and other assistance providers to incorporate those concepts and capacity-building activities into their technical assistance programmes. In addition, the Conference requested the United Nations Office on Drugs and Crime (“UNODC”) to share with potential technical assistance providers information on technical assistance needs compiled on the basis of responses to the self-assessment checklist, in particular information on needs at the country level.

3. The preliminary summary of technical assistance needs identified by States parties under review in the first year of the first cycle of the Implementation Review Mechanism was presented to the Implementation Review Group at its second session in June 2011 (CAC/COSP/IRG/2011/3) (“Technical Assistance Needs Report”). It was noted that the analysis was mostly based on a review of information contained in the self-assessment reports received from the 22 States parties that had completed the self-assessment process as of 21 May 2011, and that future analysis of technical assistance needs would be based on the findings in the country review reports.

4. The present note sets out a range of technical assistance initiatives envisaged to meet the needs identified through the Implementation Review Mechanism with regard to Chapters III and IV of the UNCAC. With regard to priority areas of technical assistance identified through this analysis, it should be noted that multiple themes have emerged during the first year of the operation of the Implementation Review Mechanism, both through the self-assessment checklist as well as a very preliminary analysis of the outcomes of the review process. Based on this preliminary analysis, and on the recommendations of the Implementation Review Group, it appears that meeting the technical assistance needs of States in connection with the implementation of Chapters III and IV is likely to be accomplished through a three-tiered approach: at the global level; at the regional level; and at the country level. Such an approach offers considerable opportunity to maximize impact, effectiveness and coherence in programming. This approach would be in line with the endorsement by the Conference of a country-led and country-based technical assistance strategy, while taking into full account global and regional trends that require a broader perspective.

5. This note is intended to stimulate discussion regarding delivery options to meet technical assistance needs, and is not meant to be definitive or comprehensive either regarding needs identified through the Implementation Review Mechanism nor regarding the options and modalities for the delivery of technical assistance.

The note is based on several key assumptions, and takes into account a number of parameters, which may affect both the content and the delivery modalities of the technical assistance activities proposed. These key assumptions and parameters are:

(a) The technical assistance areas and needs identified and addressed in this paper are derived from the current analysis of the self-assessment responses. Therefore, they are subject to change after the country reports for Year 1 are completed. The final reports are expected to be the basis for a more accurate and comprehensive analysis, and will contain more detailed information regarding technical assistance needs;

(b) It is important to mention that this note does not address all technical assistance needs identified for the implementation of all of the articles of Chapters III and IV. Rather, it is limited to addressing those articles where the number of requests relative to the number of countries under review reached a certain threshold frequency, which was set forth in the previous report to the Implementation Review Group (CAC/COSP/IRG/2011/3);

(c) UNODC is neither the main nor the only technical assistance provider for the types of assistance listed in this note. It describes the assistance which is necessary to meet the needs identified through the Implementation Review Mechanism, independently of who the provider of such assistance may be;

(d) This note assumes that no assistance has been or is being provided on either a country level or at the global level for the thematic areas mentioned, by either bilateral or multilateral providers, although it acknowledges that invaluable assistance is ongoing at various levels. Information on assistance already provided or being offered by such providers is scant at present. As such information becomes available, it may alter programming parameters and resource calculations;

(e) The costs contained in this paper are indicative estimated costs. Potential in-kind contributions or economies of scale through replication of projects at the regional or global level have not been factored in this note at this stage. Further, the note has not factored in the relevant calculations for project support costs that a technical assistance provider may incur;

(f) The indicative cost estimates do not cover consistent delivery timelines. Some activities may require less than one year, while others may might require several years to complete.

II. Strategy for meeting technical assistance needs identified through the Implementation Review Mechanism

A. Global approach

6. The current analysis of technical assistance needs identified through the Implementation Review Mechanism suggests that there is an overarching need for the development of tools and guides that could be tailored to a particular regional or country context or request. The development of such tools and guides would form the backbone of a global approach, and would focus on the following types of general assistance:

(a) Legislative analysis and legal advice, summaries of good practices and lessons learned;

(b) Tools to identify specific needs on a sectoral basis, including for law enforcement, prosecutors and the judiciary in dealing with and protecting cooperating offenders, witnesses and reporting persons; and

(c) Practical guides and training modules that reflect UNCAC requirements and which could be adapted to country-specific contexts.

7. The total estimated indicative cost for the development of the global tools, guides and materials described below is **\$8,048,500**.

Cooperating Offenders, Witnesses and Reporting Persons (articles 32, 33 and 37)

8. To address needs identified in the Technical Assistance Needs Report for these articles, a series of global products could facilitate technical assistance.

9. First among these, as noted above, would be a compilation and analysis of legislative measures to facilitate the provision of legal advice, and provide compilations of good practices and lessons learned in these areas, accounting for various legal contexts. Indicative costs for these activities are contained in Table 1.

Table 1: Legislative measures, good practices and lessons learned

Item	Indicative Costs
Substantive expertise	\$297,000
Legal advisory missions	\$102,500
Legal advisory workshops	\$100,000
TOTAL	\$499,500

10. In the context of articles 32, 33 and 37, the second global-level product to facilitate technical assistance could be the development of sector-specific tools to identify training needs and measure progress in strengthening operational capacity to engage cooperating offenders, and provide protective measures to witnesses, victims, experts and reporting persons. This capacity would not be confined to particular institutions, but, depending on the country's institutional framework, could be developed through the empowerment of law enforcement, prosecution services and/or the judiciary, each of which require different kinds of capacity to address such matters. The development of three sector-specific tools would involve indicative costs set forth in Table 2.

Table 2: Sector-specific evaluation tools

Item	Indicative Costs
Substantive expertise	\$150,000
Validation workshop	\$112,500
Publication	\$25,000
Pilot testing	\$80,250
TOTAL	\$367,750

11. For each of the substantive areas set forth in these articles, global tools — in the form of both a practical guide and a training module for capacity-building activities — would facilitate delivery of technical assistance on the country level. The practical guides and training modules would address each of the articles above, specifically: (1) protection of whistleblowers and reporting persons; (2) offender cooperation with law enforcement; and (3) protection of witnesses, experts and victims. The elaboration of these tools would take into consideration action underway in the respective areas, such as, for example, the ongoing G-20 process to develop international guidelines and best practices on whistleblower protection. The indicative costs are set forth in Table 3.

Table 3: Practical guides and training modules

Item	Indicative Costs
Substantive expertise	\$210,000
Validation workshop	\$112,500
Publication	\$60,000
Pilot testing	\$80,250
Total per tool	\$462,750
TOTAL (3 Tools)	\$1,388,250

Foreign Bribery and Bribery in the Private Sector (articles 16 and 21)

12. The technical assistance needs identified for these articles have thus far centred on legal advice and legislative drafting, as well as on the distribution of good practices. As a result, and following from the previous thematic area, the first global-level product to facilitate technical assistance delivery could be a compilation and analysis of legislative measures, and distribution of good practices and lessons learned in these areas, accounting for different legal contexts. Indicative costs for these activities under these two articles are the same as in Table 1 (**\$499,500**).

13. For each of the substantive forms of bribery addressed in these two articles, global tools — in the form of both a practical guide and a training module for capacity-building activities — would facilitate the delivery of technical assistance on the country level. As the types of bribery address are significantly distinct and implicate different considerations and contexts, separate guides would be required. The costs are indicated in Table 4.

Table 4: Practical guides and training modules

Item	Indicative Costs
Substantive expertise	\$150,000
Validation workshop	\$112,500
Publication	\$25,000
Pilot testing	\$80,250
Total per tool	\$367,500
TOTAL (2 Guides/Modules)	\$735,500

Laundering of Proceeds of Crime (article 23).

14. Although significant international guides and training tools presently exist to address issues related to money-laundering in the international context, the analysis of the self-assessment reviews for Year 1 revealed significant needs for further assistance in this area. Some of these needs could be met through the application of tools and guides currently in existence. To further enhance compliance with UNCAC specifically, however, there seems to be a need to produce an updated compilation and analysis of legislative measures, and distribution of good practices and lessons learned in this area, for different legal contexts. Indicative costs for the development of these materials are the same as contained in Table 1 (**\$499,500**).

Prosecution, Adjudication and Sanctions (article 30)

15. The technical assistance needs for article 30 focused on legal guidance and distribution of a compilation of good practices and lessons learned. Other technical needs identified for this article dealing with on-site expert assistance and development of an action plan are to be addressed at the regional and country levels. On the global level, the indicative costs for the legal materials and compilation of good practices are the same as in Table 1 (**\$499,500**).

Mutual Legal Assistance (article 46)

16. Although in general, technical assistance needs for Chapter IV of the Convention were fewer than for Chapter III, mutual legal assistance generated the most requests for technical assistance in the self-assessment reports submitted. In response, priority is to be given at the global level to legal guidance, good practices, lessons learned, a practical guide and training materials to be used as a basis for country-level capacity-building activities. The indicative costs for the legal guidance, good practices and lessons learned are the same as contained in Table 1 (**\$499,500**). The estimated costs for the development of an e-course for guidance and training purposes that would build on similar courses related to international cooperation are set forth in Table 5.

Table 5: E-course for guidance and training purposes

Item	Indicative Costs
Substantive expertise	\$230,000
Validation workshop	\$112,500
Publication	\$35,000
Pilot testing	\$80,250
TOTAL	\$457,750

Law Enforcement Cooperation (article 48)

17. Technical assistance needs in the field of law enforcement cooperation centred on the development of model agreements and arrangements, and distribution of good practices and lessons learned. For the purpose of identifying indicative costs, it is assumed that the development of model agreements and arrangements would require expertise in different legal contexts and traditions. The indicative costs for

the model agreements, good practices and lessons learned are the same as in Table 1 (\$499,500), while for the practical guides and training modules, the indicative costs are the same as those in Table 3 (\$367,750).

Joint Investigations (article 49)

18. Technical assistance needs for article 49 identified through the self-assessment review process were similar to those identified for article 48. While article 48 centres on law enforcement cooperation in terms to communication and information-sharing, article 49 addresses the conduct of joint international investigations, and the possible establishment of joint investigative bodies, which entails operational issues and challenges not contemplated in article 48. Practical tools and training materials to be developed at the global level to assist technical assistance delivery at the country level would build upon other international cooperation initiatives already under way, such as, for example, through EUROJUST. The indicative costs for the legislative measures good practices and lessons learned are the same as in Table 1 (\$499,500), while the practical tools and training materials are the same as in Table 3 (\$367,750).

Special Investigative Techniques (article 50)

19. Technical assistance needs for article 50 focused primarily on legal advice, good practices and lessons learned, although there was need for more capacity-building assistance, which would be aided by the development of a practical guide and training modules. The indicative costs for the legal guidance, good practices and lessons learned are the same as in Table 1 (\$499,500), while the costs for the guides and training modules are the same as in Table 3 (\$367,750).

20. With regard to the tools related to knowledge management, including legal advice, good practices and lessons learned, as well as model legislation, treaties, and arrangements and agreements on international cooperation in criminal matters, it is worth noting that one avenue through which these tools could be made available is the soon-to-be-launched Tools and Resources for Anti-Corruption Knowledge (“TRACK”), supported by the Stolen Asset Recovery (“StAR”) Initiative and with assistance from the International Association of Anti-Corruption Authorities, the United Nations Development Programme, the World Bank, the Asian Development Bank, the Organization for Economic Cooperation and Development, the Basel Institute of Governance and the U4 Anti-Corruption Resource Centre, among others. Guidance and resource materials to improve technical assistance delivery could be included on this platform together with a legal library that is designed to generate and disseminate knowledge on national legislation adopted or modified to implement the Convention. While this is not meant to suggest that TRACK is the only mechanism through which this type of technical assistance could be delivered, for the purposes of the global technical assistance described below, it is assumed that TRACK is being utilized, and indicative costs reflect that assumption.

B. Regional approach

21. At the regional level, technical assistance needs could be met and coordinated through a regional anti-corruption advisor network. The deployment of anti-corruption experts on a regional basis would help to foster geographical-based cooperation and coordination, better address issues that arise on regional and subregional levels, and provide rapidly deployable technical assistance capacity to States parties to meet ad hoc requests for assistance that arise both within and outside of the review cycle. In addition, the placement of anti-corruption experts at the regional level could assist in the establishment and facilitation of regional anti-corruption coordination mechanisms for national authorities that would engage in international cooperation activities, joint investigations and data-sharing. These experts would also organize and deliver subregional workshops that bring practitioners and sector leaders together on a regional level for capacity-building activities in core areas of identified technical assistance needs.

22. The total estimated indicative costs for a network of regional anti-corruption advisors, support and backstopping expenses, and regional and subregional workshops described below are **\$20,280,625**. It should be noted that a regional approach to technical assistance would include all countries in the respective subregions, and not only those under review in any particular year.

23. Based on a strategic analysis of technical assistance needs identified in Year 1 of the Implementation Review Mechanism, eleven regional anti-corruption advisors would be deployed in each of the regions below. Such deployment would also foresee resources for administrative support and the delivery of technical assistance on a regional level:

(a) Group of African States: East Africa; West Africa; Southern Africa; and North Africa;

(b) Group of Asian and Pacific States: Middle East; South-East Asia; South Asia; Pacific; and Central Asia;

(c) Group of Latin American and Caribbean States: Central America and the Caribbean; and Southern Latin America.

24. The estimated indicative costs associated with a regional anti-corruption advisor network (operational for 24 months) are set forth in Table 6.

Table 6: Regional anti-corruption advisor network

Item	Indicative Costs
Regional advisor	\$360,000
Administrative support	\$80,000
Seed funds for activities	\$200,000
Total for one advisor	\$640,000
TOTAL for 11 advisors	\$7,040,000

25. In order to adequately support the envisaged anti-corruption advisor network, it will be necessary to establish a headquarters capacity in order to provide

backstopping support, substantive advice and policy guidance, and dissemination of tools, materials, resources and policies elaborated on the global level. In addition, to ensure coherence and cohesion of technical assistance delivery across the envisaged regional anti-corruption advisor network, it would be highly beneficial to host an annual meeting to discuss challenges in the field, and identify emerging issues in order to provide an effective response to meet emerging needs. The indicative costs for this capacity and two workshops (one per year over 24 months) are set forth in Table 7.

Table 7: Coordination of anti-corruption advisory network

Item	Indicative Costs
Substantive expertise	\$1,264,000
Annual workshop (x 2)	\$132,750
TOTAL	\$1,396,750

26. In addition, to strengthen the anti-corruption advisory network, and to better establish ties with experts, including representatives of bilateral assistance providers, in the various regions, in order to share information and knowledge, it is proposed to establish regional forums for anti-corruption knowledge exchange. Such a project is already in concept form as a partnership between UNODC and the United Nations Development Programme (“UNDP”) to equip and train the membership in the Convention’s requirements, build capacity, and facilitate and promote information and knowledge exchange. The indicative costs for these forums (for 24 months), including seven workshops, are set forth in Table 8.

Table 8: Forums for knowledge and information sharing

Item	Indicative Costs
Workshops	\$718,000
Substantive expertise	\$420,000
TOTAL	\$1,138,000

Group of African States

27. Based on the analysis in the Technical Assistance Needs Report of the technical assistance needs identified through the self-assessment process, several thematic areas and priorities have emerged that are well suited to technical assistance delivery on a regional level, particularly in terms of international cooperation and common challenges to regional law enforcement. Following this analysis, it can be determined that regional workshops would be beneficial to serve the following purposes:

- (a) To discuss model treaties to facilitate mutual legal assistance (article 46);
- (b) To discuss model agreements and arrangements for law enforcement cooperation and for joint investigations (articles 48 and 49).

These two workshops would consist of national authorities from the region and be based on the global resources and tools described in the previous section. The indicative costs (for two workshops) are set forth in Table 9.

Table 9: Regional workshops

Item	Indicative Costs
Workshop	\$488,500
Substantive expertise	\$30,000
Total per workshop	\$518,500
TOTAL for 2 workshops	\$1,037,000

28. On the subregional level, the analysis of the self-assessment process identified particular thematic areas that would lend themselves to technical assistance delivery at the practitioner level through each subregion in the Group of African States. These thematic workshops would build upon the global tools, good practices and lessons learned described in the previous section, and would each cover the following areas of priority technical assistance:

(a) Provisions related to cooperation with law enforcement authorities (article 37); protection of witnesses, experts and victims (article 32); and protection of reporting persons (article 33);

(b) Good practices and lessons learned as well as legal advice with regard to provisions related to foreign bribery and bribery in the private sector (articles 16 and 21);

(c) Good practices and lessons learned with regard to provisions related to mutual legal assistance (article 46);

(d) Good practices and lessons learned with regard to provisions related to law enforcement cooperation (article 48) and joint investigations (article 49).

For each of the subregional workshops, the indicative costs are reflected in Table 10. Operating on the assumption that each subregion in the Group of African States (East Africa, West Africa, Southern Africa and North Africa) would conduct one workshop on each of the thematic areas identified above, the extrapolated total cost accounts for 16 workshops.

Table 10: Subregional workshops

Item	Indicative Costs
Workshop	\$129,625
Substantive expertise	\$30,000
Total per workshop	\$159,625
TOTAL for 16 workshops	\$2,554,000

Group of Asian and Pacific States

29. Based on an analysis of the technical assistance needs identified through the self-assessment process, several thematic areas and priorities — similar to those for

the Group of African States — have emerged that are well suited to technical assistance delivery on a regional level, particularly in terms of international cooperation and common challenges to regional law enforcement. Following this analysis, such regional workshops would serve the following purposes:

- (a) To discuss model legislation on laundering of proceeds of crime (article 23);
- (b) To discuss model treaties to facilitate mutual legal assistance (article 46);
- (c) To discuss model agreements and arrangements for law enforcement cooperation and for joint investigations (articles 48 and 49).

These three workshops would consist of national authorities from the region and be based on the global resources and tools described in the previous section. The indicative costs (for three workshops) are set forth in Table 11.

Table 11: Regional workshops

Item	Indicative Costs
Workshop	\$434,125
Substantive expertise	\$30,000
Total per workshop	\$464,125
TOTAL for 3 workshops	\$1,392,375

30. On the subregional level, the analysis of the self-assessment process identified the same thematic areas that would lend themselves to technical assistance delivery at the practitioner's level through each subregion as the Group of African States with an additional theme that arose for this Group. These thematic workshops, as with the others, would build upon the global tools, good practices and lessons learned described in the previous section, and would each cover the following areas of priority technical assistance:

- (a) Provisions related to cooperation with law enforcement authorities (article 37); protection of witnesses, experts and victims (article 32); and protection of reporting persons (article 33);
- (b) Good practices and lessons learned as well as legal advice with regard to provisions related to foreign bribery and bribery in the private sector (articles 16 and 21);
- (c) Good practices and lessons learned with regard to provisions related to mutual legal assistance (article 46);
- (d) Good practices and lessons learned with regard to provisions related to law enforcement cooperation (article 48) and joint investigations (article 49);
- (e) Good practices and lessons learned as well as legal advice with regard to provisions related to special investigative techniques (article 50).

For each of the subregional workshops, the indicative costs are reflected in Table 12. Operating on the assumption that each subregion in the Group of Asian and Pacific States (Middle East, South-East Asia, South Asia, Pacific and Central

Asia) would conduct one workshop on each of the thematic areas identified above, the extrapolated total cost accounts for 25 workshops.

Table 12: Subregional workshops

Item	Indicative Costs
Workshop (per workshop)	\$129,625
Substantive expertise	\$30,000
Total per workshop	\$159,625
TOTAL for 25 workshops	\$3,990,625

Group of Latin American and Caribbean States

31. Based on an analysis of the technical assistance needs identified through the self-assessment process, few thematic areas and priorities have emerged for this Group that are well suited to technical assistance delivery on a regional level. Following this preliminary analysis, only one regional workshop would be suitable to serve the following purpose:

(a) To discuss model legislation to address bribery in the private sector (article 21).

This workshop would consist of national authorities from the region and be based on the global resources and tools described in the previous section. The indicative costs are set forth in Table 13.

Table 13: Regional workshop

Item	Indicative Costs
Workshop	\$488,500
Substantive expertise	\$30,000
TOTAL	\$518,500

32. On the subregional level, the analysis of the self-assessment process identified a higher number of thematic areas that would lend themselves to technical assistance delivery at the practitioner's level through each subregion rather than for the regional level as a whole. These thematic workshops, as with the others, would build upon the global tools, good practices and lessons learned described in the previous section, and would each cover the following areas of priority technical assistance:

(a) Provisions related to cooperation with law enforcement authorities (article 37); protection of witnesses, experts and victims (article 32); and protection of reporting persons (article 33);

(b) Good practices and lessons learned with regard to provisions related to mutual legal assistance (article 46);

(c) Good practices and lessons learned as well as legal advice with regard to provisions related to special investigative techniques (article 50).

For each of the subregional workshops, the indicative costs are reflected in Table 14. Operating on the assumption that each subregion in the Group of Latin American and Caribbean States (Central America and the Caribbean and Southern Latin America) would conduct one workshop on each of the thematic areas identified above, the extrapolated total cost accounts for six workshops.

Table 14: Subregional workshops

Item	Indicative Costs
Workshop (per workshop)	\$129,625
Substantive expertise	\$30,000
Total per workshop	\$159,625
TOTAL for 6 workshops	\$957,750

Group of Eastern European States

33. Based on an analysis of the technical assistance needs identified through the self-assessment process, only one regional workshop is proposed:

(a) To discuss good practices and lessons learned with regard to the provision related to laundering of proceeds of crime (article 23).

This workshop would consist of national authorities from the region and be based on the global resources and tools described in the previous section. The indicative costs are set forth in Table 15.

Table 15: Regional workshop

Item	Indicative Costs
Workshop	\$225,625
Substantive expertise	\$30,000
TOTAL	\$255,625

C. Country approach

34. The indicative costs and activities for delivery of technical assistance at the country level are the most difficult to estimate, given that the needs are diverse and country-specific, and few final country reports for Year 1 of the Implementation Review Mechanism have been completed at the time this note was prepared. Nevertheless, it will provide a rough estimation for these indicative costs based on the analysis of the self-assessment reviews and the country-level technical assistance that would likely be requested in most instances.

35. The total estimated indicative costs for the country-level technical assistance delivery for Year 1 of the Implementation Review Mechanism, including the activities described below are **\$11,264,000**. This figure excludes technical assistance beyond that accounted for below, including material resources (such as information technology, software tools, office supplies, etc.), which could result in significantly higher overall indicative costs for comprehensive technical assistance.

Post-review follow-up at the sector level and development of an action plan

36. In many of the self-assessment reviews, States parties indicated a request for assistance in developing a technical assistance implementation action plan. In all cases where technical assistance is requested, the first activity to follow the finalization of the country report would be an analysis of the report and consultation with the national authorities to develop a technical assistance action plan in order to achieve the following objectives:

(a) Further define the technical assistance needs required to strengthen compliance with Chapters III and IV of the Convention;

(b) Contextualize the technical assistance needs identified in terms of the overall structural requirements of the country by taking into account the broader areas of governance, public administration or the criminal justice system;

(c) Prioritize technical assistance requirements in order to develop an action plan that is realistic, time-bound, action-oriented and well-costed;

(d) Implement the technical assistance action plan.

The indicative costs for providing assistance in the development of the technical assistance implementation action plan following the finalization of the country review report are set forth in Table 16. Based upon the self-assessment reviews, this report assumes that 16 States parties, which represents the number (out of the 22 reporting) of the States which requested technical assistance, will benefit from this activity in Year 1.

Table 16: Development of a technical assistance action plan

Item	Indicative Costs
Substantive expertise	\$75,000
National Workshops	\$27,000
Translation and delivery of action plan	\$10,000
TOTAL for one country	\$112,000
TOTAL (16 States parties)	\$1,792,000

Legislative support

37. One the most common requests for technical assistance arising from an analysis of the self-assessment reviews is the need for legal advice, legislative guidance and drafting expertise to facilitate the strengthening of relevant legislation to ensure compliance with Chapters III and IV of the Convention. This assistance would include not only drafting new legislation to the extent that there exist legislative gaps, but would also encompass guidance for amending existing legislation to bring those laws in line with the requirements set forth in the Convention. The indicative costs for this assistance are set forth in Table 17, which assumes that 16 States parties would request some sort of legislative assistance and that such assistance would cover relevant topics in both Chapters III and IV.

Table 17: Legislative support

Item	Indicative Costs
Substantive expertise	\$150,000
National legislative support Workshops	\$24,400
TOTAL for one country	\$174,400
TOTAL (16 States parties)	\$2,790,400

Capacity-building

38. The third most common country-level technical assistance need identified during the self-assessment review process is sector-based capacity-building activities, which would primarily consist of training programmes. The amount of capacity-building support needed by a particular country will vary considerably depending on the present capacity and the capacity required as identified through an analysis of the country report and the post-review action plan development. In all cases, however, it is proposed that capacity-building take place in three stages: basic training, advanced training and training of trainers. For Chapters III and IV of the Convention, the sectors most likely to require capacity-building activities would include law enforcement, financial investigation units, anti-corruption agencies, prosecutors, the judiciary, central authorities and the private sector. The estimated indicative costs for a capacity-building programme are set forth in Table 18, and assumes three courses per sector (basic, advanced, training of trainers), four sectors targeted for training and 16 States parties in Year 1 requesting some form of capacity-building assistance, which would be based on the guides and training materials developed on the global level and later tailored to the country-specific context.

Table 18: Capacity-building programme

Item	Indicative Costs
Substantive expertise (four sectors targeted for training, three courses per sector)	\$180,000
Training workshops (12 workshops)	\$237,600
TOTAL for one country	\$417,600
TOTAL (16 States parties)	\$6,681,600

39. In addition to these areas of country-level technical assistance, there will, without doubt, be additional areas of technical assistance requested in order to ensure compliance with Chapters III and IV of the Convention. This assistance would likely include, but not be limited to the following: development and implementation of a comprehensive case management system; establishment and management of databases and information-sharing systems at both the national and regional levels; and material resource requirements (described above) to establish and operationalize institutions, such as central authorities, anti-corruption agencies

or specialized law enforcement and prosecution units. These technical assistance needs are almost impossible to predict more accurately based on the information known at the time of drafting this note, but the indicative costs associated with meeting such needs are likely to be considerable.

III. Conclusions and recommendations

40. It should be emphasized that this note is intended to stimulate discussion regarding delivery options to meet technical needs, and is not meant to be definitive or comprehensive regarding needs identified through the Implementation Review Mechanism nor the options and modalities for their delivery. This paper serves as a preview of what some of those needs are likely to be and proposes a strategy to meet those needs.

41. Although based on the preliminary indications of technical assistance needs, this note demonstrates that meeting these needs will require considerable resources. The total indicative costs enumerated above to meet the technical assistance needs of States parties in Year 1 of the Implementation Review Mechanism are **\$39,593,125**. As a result, it will be imperative to the efficient and effective delivery of technical assistance that adequate resources be made available to technical assistance providers. States parties may wish to consider modalities for ensuring adequate resources are provided for technical assistance on a multi-year basis, to account for subsequent years of the Implementation Review Mechanism, to ensure stability and predictability for medium- and long-term planning.

42. It will also be fundamental to the delivery process that technical assistance be well coordinated, strategic and avoid duplication. In this regard, synergies should be sought with work under way in related areas of crime prevention and criminal justice, and assistance needs are to be considered within broader development programmes. To further this objective, effective coordination mechanisms need to be fostered throughout the community of assistance providers, including the United Nations, other international organizations and bilateral assistance providers. States parties may wish to consider concrete modalities that may need to be established or strengthened in order to facilitate such coordination on global, regional and country levels, including providing information regarding ongoing technical assistance activities taking place.

43. It is expected that technical assistance guides and tools on the global level will facilitate technical assistance delivery well beyond Year 1 of the Implementation Review Mechanism. In addition, the regional activities described above should recur in order to strengthen regional networks to share information and best practices and to promote transnational cooperation, and will also be beneficial for other countries in the subregion beyond the ones undergoing review.

44. It is recommended that resources to implement technical assistance activities envisaged at the global and regional levels in order to develop training materials and practical guides, collect best practices and lessons learned, and strengthen regional anti-corruption networks, be made available as soon as possible, to facilitate country-level implementation following the completion of the review process.