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Technical assistance

Possible technical assistance activities to respond to the needs identified by States parties during the first year of the first cycle of the Mechanism for the Review of Implementation of the United Nations Convention against Corruption

Note by the Secretariat

I. Introduction

1. At the core of the Mechanism for the Review of Implementation of the United Nations Convention against Corruption is the delivery of technical assistance to meet identified needs.
2. In its resolution 3/4, the Conference endorsed country-led and country-based, integrated and coordinated technical assistance programme delivery as an effective vehicle for furthering implementation of the Convention and 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 continue 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. A 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 in a note by the Secretariat (CAC/COSP/IRG/2011/3). In that document, it was noted that the analysis was mostly based on a review of

* CAC/COSP/2011/1.



information contained in the self-assessment reports received from the 22 States parties that had completed the self-assessment process as at 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 the implementation of provisions of chapters III and IV of the Convention. 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 operation of the Mechanism, both through the self-assessment checklist and as a very preliminary analysis of the outcome of the review process. According to that preliminary analysis and 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. The approach would be in line with the endorsement, by the Conference in its resolution 3/4, of country-led and country-based technical assistance programme delivery and would take fully into account global and regional trends requiring a broader perspective.

5. The present note is intended to stimulate discussion regarding delivery options to meet technical assistance needs and is not meant to be definitive or comprehensive regarding needs identified through the Implementation Review Mechanism or 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 that may affect both the content and the delivery modalities of the technical assistance activities proposed. The key assumptions and parameters are:

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

(b) It is important to mention that the present note does not address all technical assistance needs identified for the implementation of all of the articles in chapters III and IV. Rather, it is limited to the implementation of those articles for which the number of requests relative to the number of countries under review reached a certain threshold, which was set in the note by the Secretariat on integrating technical assistance into the review process (CAC/COSP/IRG/2011/3);

(c) UNODC is not the main or the only technical assistance provider for the types of assistance listed in the present note. It describes the assistance that is necessary to meet the needs identified through the Implementation Review Mechanism, independently of who the provider of the assistance may be;

(d) The present note assumes that no assistance has been or is being provided at the country level or at the global level (by bilateral or multilateral providers) for the thematic areas mentioned, while 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 given in the present note are indicative cost estimates. Potential in-kind contributions or economies of scale through the replication of projects at the regional or global level have not been factored in at this stage. The relevant calculations for project support costs that a technical assistance provider may incur have also not been factored in;

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

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

A. Global approach

6. Current analysis of the 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. Those tools and guides could form the backbone of a global approach, focusing on the following types of general assistance:

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

(b) Tools for identifying specific needs by sector, including for law enforcement authorities, prosecutors and the judiciary, dealing with and protecting cooperating offenders, witnesses and reporting persons;

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

7. The total indicative cost of development of the global tools, guides and materials, which are described below, is 8,048,500 United States dollars.

1. Cooperating offenders, witnesses and reporting persons (articles 32, 33 and 37)

8. To address the technical assistance needs identified in the note by the Secretariat (CAC/COSP/IRG/2011/3) for the implementation of articles 32, 33 and 37 of the Convention, a series of global products could be developed.

9. As noted in paragraph 6 (a) above, the products would include a compilation and analysis of legislative measures to facilitate the provision of legal advice and provide a compilation of good practices and lessons learned in those areas, taking into account various legal contexts. The indicative cost of the activities is shown in table 1.

Table 1
Legislative measures, good practices and lessons learned

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
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 of the Convention, the second global 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 for witnesses, victims, experts and reporting persons. The 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 agencies, 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 the indicative cost shown in table 2.

Table 2
Sector-specific evaluation tools

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
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 covered in articles 32, 33 and 37 of the Convention, 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 at the country level. The practical guides and training modules would address each of the articles: (a) protection of whistleblowers and reporting persons; (b) cooperation of offenders with law enforcement authorities; and (c) protection of witnesses, experts and victims. The elaboration of the tools would take into consideration action under way in areas such as the ongoing initiative of the Group of Twenty Finance Ministers and Central Bank Governors to develop international guidelines and identify good practices for the protection of whistleblowers. The indicative cost is shown in table 3.

Table 3
Practical guides and training modules

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Substantive expertise	210 000
Validation workshop	112 500
Publication	60 000
Pilot testing	80 250
Subtotal (for one tool)	462 750
Total (for three tools)	1 388 250

2. Foreign bribery and bribery in the private sector (articles 16 and 21)

12. The technical assistance needs identified for the implementation of articles 16 and 21 of the Convention have thus far centred on legal advice and legislative drafting, as well as on the distribution of good practices. Following from the previous thematic area, the first global product to facilitate technical assistance delivery could be a compilation and analysis of legislative measures and good practices and lessons learned in those areas, taking into account different legal contexts. The indicative cost of the activities is the same as shown in table 1 (\$499,500).

13. For each of the substantive forms of bribery covered in articles 16 and 21 of the Convention, 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 at the country level. As the types of bribery to be covered are distinct and involve different considerations in different contexts, separate guides would be required. The indicative cost is shown in table 4.

Table 4
Practical guides and training modules

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Substantive expertise	150 000
Validation workshop	112 500
Publication	25 000
Pilot testing	80 250
Subtotal (for one tool)	367 750
Total (for two guides and modules)	735 500

3. Laundering of proceeds of crime (article 23)

14. Although there are currently numerous international guides and training tools that address issues related to money-laundering in the international context, the analysis of the self-assessment reviews for the first year of the first review cycle revealed significant needs for further assistance in this area. Some of the needs could be met through the use of existing tools and guides. To enhance compliance with the Convention, there seems to be a need to produce an updated compilation and analysis of legislative measures and good practices and lessons learned in that

area, taking into account different legal contexts. The indicative cost of the development of the material is the same as that shown in table 1 (\$499,500).

4. Prosecution, adjudication and sanctions (article 30)

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

5. Mutual legal assistance (article 46)

16. Although there are fewer technical assistance needs identified for the implementation of chapter IV of the Convention than for chapter III in the self-assessment reports, requests for technical assistance in the form of mutual legal assistance accounted for the largest number of requests. Accordingly, 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 cost of the legal guidance, good practices and lessons learned is the same as that shown in table 1 (\$499,500). The indicative cost of the development of an online course for guidance and training purposes that would build on similar courses related to international cooperation is shown in table 5.

Table 5

Online course for guidance and training purposes

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Substantive expertise	230 000
Validation workshop	112 500
Publication	35 000
Pilot testing	80 250
Total	457 750

6. Law enforcement cooperation (article 48)

17. The technical assistance needs identified in the area of law enforcement cooperation centred on the development of model agreements and arrangements and the distribution of good practices and lessons learned. For the purpose of determining the indicative cost, it is assumed that the development of model agreements and arrangements would require expertise in different legal contexts and traditions. The indicative cost of the model agreements, good practices and lessons learned is the same as that shown in table 1 (\$499,500), while the indicative cost of the practical guides and training modules is the same as that shown in table 4 (\$367,750).

7. Joint investigations (article 49)

18. Technical assistance needs for the implementation of article 49 of the Convention identified through the self-assessment review process were similar to those identified for article 48. While article 48 focuses on law enforcement cooperation in terms of communication and information-sharing, article 49 addresses the conduct of joint investigations and the possible establishment of joint investigative bodies, which entails operational issues and challenges not covered 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 those involving Eurojust. The indicative cost of the legislative measures, good practices and lessons learned is the same as that shown in table 1 (\$499,500), while the cost of the practical tools and training materials is the same as that shown in table 4 (\$367,750).

8. Special investigative techniques (article 50)

19. Technical assistance needs identified for the implementation of article 50 of the Convention focus primarily on legal advice, good practices and lessons learned, although there is a need to provide more capacity-building assistance, which could be facilitated 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 that shown in table 1 (\$499,500), while the costs for the guides and training modules are the same as that shown in table 4 (\$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, one avenue through which such tools could be made available is the Tools and Resources for Anti-Corruption Knowledge (TRACK) portal, which would be supported by the Stolen Asset Recovery (StAR) Initiative 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 on Governance and the U4 Anti-Corruption Resource Centre, among others. Guidance and resource materials to improve technical assistance delivery could be included on the TRACK platform, together with a legal library designed to generate and disseminate knowledge on national legislation adopted or modified with a view to implementing the Convention. While this is not meant to suggest that TRACK is the only mechanism through which such technical assistance could be delivered, for the purposes of the global technical assistance described below, it is assumed that TRACK will be utilized, and the indicative cost reflects that assumption.

B. Regional approach

21. At the regional level, technical assistance needs could be met and coordinated through a regional network of anti-corruption advisers. The deployment of anti-corruption experts on a regional basis would help to foster regional cooperation and coordination, better address issues arising at the regional and subregional levels

and provide rapidly deployable technical assistance capacity enabling States parties to meet ad hoc requests for assistance both within and outside of the review cycle period. In addition, the deployment 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. Those experts would also organize and deliver subregional workshops to bring practitioners and sector leaders together at the regional level for capacity-building activities in core areas of the identified technical assistance needs.

22. The total indicative cost of a regional network of anti-corruption advisers, support and backstopping and the regional and subregional workshops described below is \$20,280,625. A regional approach to providing technical assistance would include all countries in the respective subregions, not only those under review in a particular year.

23. Based on a strategic analysis of technical assistance needs identified in the first year of the review cycle, 11 regional anti-corruption advisers would be deployed in each of the regions listed below. That deployment would also require resources for administrative support and the delivery of technical assistance at the regional level in:

- (a) Africa: East Africa; West Africa; Southern Africa; and North Africa;
- (b) Asia and the Pacific: the Middle East; South-East Asia; South Asia; the Pacific; and Central Asia;
- (c) Latin America and the Caribbean: Central America and the Caribbean; and South America.

24. The indicative cost associated with a regional network of anti-corruption advisers (operational for 24 months) is shown in table 6.

Table 6

Regional network of anti-corruption advisers

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Regional adviser	360 000
Administrative support	80 000
Seed funds for activities	200 000
Subtotal (for one adviser)	640 000
Total (for 11 advisers)	7 040 000

25. In order to adequately support the regional network of anti-corruption advisers, it will be necessary to establish a headquarters capacity in order to provide backstopping support, substantive advice and policy guidance and to disseminate tools, materials, resources and policies developed at the global level. In addition, to ensure the coherence and cohesion of technical assistance delivery throughout the regional network of anti-corruption advisers, it would be highly beneficial to organize an annual meeting to discuss challenges in the field and to identify emerging issues so that an effective response to emerging needs could be provided.

The indicative cost of that capacity and two workshops (one per year over a 24-month period) is shown in table 7.

Table 7

Coordination of the anti-corruption advisory network

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Substantive expertise	1 264 000
Two annual workshops	132 750
Total	1 396 750

26. In addition, to strengthen the network of anti-corruption advisers, and to facilitate the establishment of 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 the exchange of knowledge on anti-corruption efforts. The concept for such a project is already being considered as a partnership between UNODC and the United Nations Development Programme to equip and train States in the Convention's requirements, build capacity and facilitate and promote the exchange of information and knowledge. The indicative cost of the forums (for a 24-month period), including seven workshops, is shown in table 8.

Table 8

Forums for sharing knowledge and information

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Workshops	718 000
Substantive expertise	420 000
Total	1 138 000

1. Africa

27. Analysis of the technical assistance needs identified through the self-assessment process revealed several thematic areas and priorities that are well suited to the delivery of technical assistance at the regional level in Africa, particularly in the areas of international cooperation and meeting common challenges to regional law enforcement authorities. Two regional workshops are proposed for Africa:

(a) A workshop to discuss model treaties to facilitate mutual legal assistance (article 46 of the Convention);

(b) A workshop to discuss model agreements and arrangements for law enforcement cooperation and for joint investigations (articles 48 and 49).

28. The two workshops would bring together national authorities from Africa and would be based on the global resources and tools described in section II above. The indicative cost for the two workshops is shown in table 9.

Table 9
Africa: regional workshops

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Workshop	488 500
Substantive expertise	30 000
Subtotal (for one workshop)	518 500
Total (for two workshops)	1 037 000

29. Analysis of the self-assessment process identified thematic areas that are well suited to the delivery of technical assistance at the level of practitioners in each subregion in Africa. Workshops on the thematic areas would build upon the global tools, good practices and lessons learned that are described in section II above and would each cover the following areas of priority technical assistance:

(a) Implementation of the provisions related to cooperation with law enforcement authorities (article 37 of the Convention); 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).

30. Table 10 shows the total indicative cost of 16 subregional workshops in Africa, assuming that in each of the four subregions in Africa (East Africa, West Africa, Southern Africa and North Africa), a separate workshop would be conducted on each of the four thematic areas listed above.

Table 10
Africa: subregional workshops

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Workshop	129 625
Substantive expertise	30 000
Subtotal (for one workshop)	159 625
Total (for 16 workshops)	2 554 000

2. Asia and the Pacific

31. Analysis of technical assistance needs identified through the self-assessment process revealed several thematic areas and priorities for Asia and the Pacific (similar to those for Africa) that are well suited to the delivery of technical assistance at the regional level, particularly in the areas of international cooperation and meeting common challenges to regional law enforcement authorities. The following regional workshops are proposed for Asia and the Pacific:

(a) A workshop to discuss model legislation to counter the laundering of proceeds of crime (article 23 of the Convention);

(b) A workshop to discuss model treaties to facilitate mutual legal assistance (article 46);

(c) A workshop to discuss model agreements and arrangements for law enforcement cooperation and for joint investigations (articles 48 and 49).

32. The three workshops would bring together national authorities from Asia and the Pacific and would be based on the global resources and tools described in section II above. The indicative cost of the three workshops is shown in table 11.

Table 11

Asia and the Pacific: regional workshops

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Workshop	434 125
Substantive expertise	30 000
Subtotal (for one workshop)	464 125
Total (for three workshops)	1 392 375

33. Analysis of the self-assessment process identified thematic areas that are well suited to the delivery of technical assistance at the level of practitioners in each subregion of Asia and the Pacific that are the same as those identified for Africa. For Asia and the Pacific, additional thematic area was identified. The subregional workshops for Asia and the Pacific, like those for Africa, would build upon the global tools, good practices and lessons learned described in section II above, and would each cover the following areas of priority technical assistance:

(a) Implementation of the provisions related to cooperation with law enforcement authorities (article 37 of the Convention); 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).

34. Table 12 shows the total indicative cost of 25 subregional workshops in Asia and the Pacific, assuming that in each of the five subregions in Asia and the Pacific (the Middle East; South-East Asia; South Asia; the Pacific; and Central Asia) a separate workshop would be conducted on each of the five thematic areas listed above.

Table 12

Asia and the Pacific: subregional workshops

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Workshop	129 625
Substantive expertise	30 000
Subtotal (for one workshop)	159 625
Total (for 25 workshops)	3 990 625

3. Latin America and the Caribbean

35. Analysis of the technical assistance needs identified through the self-assessment process revealed few thematic areas and priorities that are well suited to the delivery of technical assistance at the regional level in Latin America and the Caribbean. Only one regional workshop is proposed for Latin America and the Caribbean: a workshop to discuss model legislation to address bribery in the private sector (article 21).

36. The workshop would bring together national authorities from Latin America and the Caribbean and would be based on the global resources and tools described in section II above. The indicative costs of the Workshop are shown in table 13.

Table 13

Latin America and the Caribbean: regional workshop

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Workshop	488 500
Substantive expertise	30 000
Total	518 500

37. Analysis of the self-assessment process identified three thematic areas that are well suited to the delivery of technical assistance at the level of practitioners in each subregion of Latin America and the Caribbean. Workshops on the thematic areas would build upon the global tools, good practices and lessons learned that are described in section II above, and would each cover the following areas of priority technical assistance:

(a) Implementation of provisions related to cooperation with law enforcement authorities (article 37 of the Convention); 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).

38. Table 14 shows the total indicative cost of the subregional workshops for Latin America and the Caribbean, assuming that on each of the two subregions in Latin America and the Caribbean (Central America and the Caribbean; and South America), a separate workshop would be conducted on each of the three thematic areas listed above.

Table 14

Latin America and the Caribbean: subregional workshops

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Workshop	129 625
Substantive expertise	30 000
Subtotal (for one workshop)	159 625
Total (for six workshops)	957 750

4. Eastern Europe

39. On the basis of the analysis of the technical assistance needs identified through the self-assessment process, one regional workshop is proposed for Eastern Europe: a workshop to discuss good practices and lessons learned with regard to the provision related to countering the laundering of proceeds of crime (article 23 of the Convention).

40. The workshop would bring together national authorities from Eastern Europe and would be based on the global resources and tools described in section II above. The indicative cost is shown in table 15.

Table 15

Eastern Europe: regional workshop

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Workshop	225 625
Substantive expertise	30 000
Total	255 625

C. Country-level approach

41. The costs and activities for the 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 the first year of the first review cycle had been completed by the time that the present note was prepared. Provided below is a rough estimation of the indicative cost based on the analysis of the self-assessment reviews and the country-level technical assistance that would likely be requested in most instances.

42. The total indicative cost of the delivery of country-level technical assistance for the first year of the first review cycle, including the activities described below is \$11,264,000. That figure excludes technical assistance other than that described

below, including material resources (such as information technology, software tools and office supplies), which could result in significantly higher overall costs for comprehensive technical assistance.

1. Post-review follow-up at the sectoral level and development of an action plan

43. In many of the self-assessment reviews, States parties indicated a need for assistance in developing a technical assistance 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 the provision of 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 a realistic, time-bound and action-oriented action plan whose costs are well estimated;

(d) Implement the technical assistance action plan.

44. The indicative cost of providing assistance in the development of the technical assistance action plan following the finalization of the country review report is shown in table 16. According to the self-assessment reviews, 16 of the 22 reporting States parties requested technical assistance; those 16 States parties will benefit from that activity in the first year of the first review cycle.

Table 16

Development of a technical assistance action plan

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Substantive expertise	75 000
National workshops	27 000
Translation and delivery of the action plan	10 000
Subtotal (for one State party)	112 000
Total (for 16 States parties)	1 792 000

2. Legislative support

45. According to the analysis of the self-assessment reviews, among the most common forms of technical assistance needed are legal advice, legislative guidance and drafting expertise to facilitate the strengthening of relevant legislation to ensure compliance with the provisions of chapters III and IV of the Convention. Such assistance would include not only drafting new legislation to fill any legislative gaps that may exist, but also providing guidance on amending laws to bring them in line with the requirements set forth in the Convention. The indicative cost of such assistance is shown in table 17 and is based on the assumption that 16 States parties would request some sort of legislative assistance and that such assistance would be related to the implementation of provisions in chapters III and IV.

Table 17
Legislative support

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Substantive expertise	150 000
National legislative support workshops	24 400
Subtotal (for one State party)	174 400
Total (for 16 States parties)	2 790 400

3. Capacity-building

46. Another common form of country-level technical assistance needed, according to the self-assessment reviews, 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 existing capacity and the required capacity identified through an analysis of the country report and the post-review action plan. In all cases, however, it is proposed that capacity-building take place in three stages: basic training, advanced training and training of trainers. For the implementation of the provisions of chapters III and IV of the Convention, the sectors most likely to require capacity-building activities would include law enforcement agencies, financial investigation units, anti-corruption agencies, prosecutors, the judiciary, central authorities and the private sector. The total indicative cost of the capacity-building programme, shown in table 18, assumes three courses per sector (basic training, advanced training, training of trainers), four sectors targeted for training and 16 States parties requesting in the first year of the first review cycle some form of capacity-building assistance, which would be based on guides and training materials developed at the global level and later tailored to each country's specifications.

Table 18
Capacity-building programme

<i>Item</i>	<i>Indicative cost (United States dollars)</i>
Substantive expertise (four sectors targeted for training, three courses per sector)	180 000
Training workshops (12 workshops)	237 600
Subtotal (for each State party)	417 600
Total (for 16 States parties)	6 681 600

47. In addition to the above-mentioned areas of country-level technical assistance, there will undoubtedly be additional areas of technical assistance requested in order to ensure compliance with the provisions of chapters III and IV of the Convention. Such assistance is likely to 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. At the present time, those technical assistance needs are almost impossible to predict

more accurately using the information currently available, but the costs associated with meeting such needs are likely to be considerable.

III. Conclusions and recommendations

48. The present note is intended to stimulate discussion regarding delivery options to meet technical assistance needs and is not meant to be a definitive or comprehensive assessment of the needs identified through the Implementation Review Mechanism or the options and modalities for their delivery. The note provides a preview of what some of those needs are likely to be; and it contains a strategy that is proposed to meet those needs.

49. Although it is based on the preliminary indications of technical assistance needs, the discussion above shows that meeting those needs will require considerable resources. The total indicative cost of the above-described activities to meet the technical assistance needs of States parties in the first year of the first review cycle is \$39,593,125. It will be essential to the efficient and effective delivery of technical assistance that adequate resources be made available. States parties may wish to consider modalities for ensuring that adequate resources are provided for technical assistance on a multi-year basis, to account for subsequent years of the Implementation Review Mechanism and to ensure stability and predictability for medium- and long-term planning.

50. It will also be essential that the delivery of technical assistance be well coordinated and strategic and avoid duplication. To that end, synergies should be sought with work under way in related areas of crime prevention and criminal justice, and assistance needs should be considered within broader development programmes. To further that objective, effective coordinating 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 what modalities may need to be established or strengthened in order to facilitate such coordination at the global, regional and country levels, including by providing information regarding technical assistance activities currently taking place.

51. It is expected that technical assistance guides and tools at the global level will facilitate the delivery of technical assistance well beyond the first year of the first review cycle. In addition, the regional activities described above should be continued in order to strengthen regional networks, to share information and good practices and to promote transnational cooperation and should also benefit countries in the subregion other than the ones undergoing review.

52. It is recommended that resources to implement technical assistance activities envisaged at the global and regional levels with a view to developing training materials and practical guides, collecting good practices and lessons learned and strengthening regional anti-corruption networks be made available as soon as possible to facilitate country-level implementation following the completion of the review process.