

**Exposure Draft Plan
for**

A UN-INTOSAI Joint Project: *Compiling a collection of important literature on SAls' Roles in the Fight against Corruption*

(Tentative Title)

Table of Contents

I . Background

- A. Background of the Joint Project
- B. Goal, Objectives and Expected Benefits of the Project
 - 1. Goal
 - 2. Objectives and Expected Benefits

II . Project Overview

- A. Title, Co-Implementers/Partners, and Duration of the Joint Project
 - 1. Title
 - 2. Co-Implementers and Partners
 - 3. Duration
- B. General Directions for Project Implementation, and Division of Responsibilities
 - 1. General Directions
 - 2. Division of Responsibilities
 - a. General Responsibilities
 - b. Collection of Literature
 - c. Joint International Seminar
 - 3. Timeline for Project Implementation

III. Project Details

- 1. Literature Compilation of the Joint Project
 - a. General
 - b. Copyright
- 2. UN-INTOSAI Joint International Seminar

3. Publication of the Compiled Literature and International Seminar Results
4. Reporting on the Results of the 1st UN-INTOSAI Joint Project
5. Follow-up Measures

IV. Division of Responsibilities

A. Platform Chair

1. Project Implementation Method
2. Joint International Seminar
 - a. General
 - b. Costs
3. Publication of the Literature Compilation
4. Reporting on the 1st UN-INTOSAI Joint Project

B. UN DESA

1. Project Implementation Method
2. Joint International Seminar
3. Publication of the Literature Compilation
4. Follow-up Measures

C. INTOSAI General Secretariat and Others

1. Project Implementation Method
2. Joint International Seminar
3. Publication of the Literature Compilation
4. Follow-up Measures

I. BACKGROUND

A. Background of the Joint Project

I .A.1. At the 19th INCOSAI held in November 2007, the “UN-INTOSAI Platform on Public Accountability” was established for the promotion of substantial cooperation between INTOSAI and UN with the SAI of Korea as Chair. However, structural drawbacks of the Platform were pointed out following a suspension of discussion for the Platform work with the UNDESA as the Platform’s partner in the UN. A complete review of the Platform was carried out to find out breakthroughs. Thereafter, the organizational structure, project implementation arrangements, and name of the Platform, among other things, were changed for the approval of the Governing Board of INTOSAI.

I .A.2. The 62nd INTOSAI Governing Board Meeting, held in October 2011, approved the proposal to reorganize the Platform. Under the new Platform, the Chair (SAI of Korea) will select cooperation projects in consultation with the General Secretariat of INTOSAI and international organizations such as the UN. While the Chair will carry out the selected cooperation project with support from the relevant INTOSAI committees and working groups, the external cooperation project partner, for example, the UNDESA, will implement the cooperation project in its own way.

I .A.3. In the past, the UNDESA had been a permanent member of the Platform. However, under the new framework, the UNDESA would be a project partner. The official title of the Platform has been changed to the INTOSAI Platform for Cooperation with the United Nations (hereinafter, the “Platform”).

I .A.4. For the 1st joint project under the new cooperation structure, the Platform, in consultation with the General Secretariat of INTOSAI, has selected the fight against corruption as a priority theme for cooperation with the UN. In order to carry out the joint project, the Platform Chair (SAI of Korea) talked with the INTOSAI General Secretariat and the UNDESA. They reached an agreement that the first UN-INTOSAI joint project would aim to compile a collection of important literature on SAIs’ Roles in the Fight against Corruption. The compiled literature will be presented to the 21st INCOSAI to be held in China in 2013.

I .A.5. The plan for the 1st joint project was also approved by the 62nd INTOSAI Governing Board Meeting held in 2011. The Chair of the Platform, in cooperation with the UNDESA, will establish a concrete implementation plan for the joint project. In addition, the Chair will work together with the Chair (SAI of Egypt) of the INTOSAI Working Group on Fight against Corruption and International Money Laundering and other relevant INTOSAI organizational units.

B. Goal, Objectives and Expected Benefits of the Project

1. Goal

I .B.1.1. The goal of the joint project is to look back on the SAIs' past achievements in the fight against corruption and to set the direction for future contributions of SAIs. In order to accomplish the goal, the joint project will be composed of compiling important literature, and of a UN-INTOSAI joint international seminar to be held in Seoul, Korea in May 2013. The Platform Chair and UNDESA will be in close partnership throughout the joint project to fulfill the goal.

2. Objectives and Expected Benefits

I .B.2.1. The Platform and UNDESA hope that the joint project will be a valuable opportunity to enhance transparency and accountability in the public sector. The output of the joint project — namely, a compilation of literature — will raise the awareness of, and attention to, not only the varied corrupt practices but also harmful consequences of corruption in the international community. This collected material will also serve as a useful foundational resource for fighting against corruption across the international community on a continuing basis.

I .B.2.2. It is advisable that the joint project would not become a one-off activity. It is expected that the UN (through UNPAN) and/or the INTOSAI (through the INTOSAI Working Group on Fight against Corruption and International Money Laundering) will set up a space for the joint project on their websites so that important future materials on fighting against corruption can be accumulated for easy access by stakeholders.

II. PROJECT OVERVIEW

A. Title, Co-Implementers/Partners, and Duration of the Joint Project

1. Title

II.A.1.1. The tentative title of the Platform's 1st joint project is "A UN-INTOSAI Joint Project: Compiling a Collection of Important Literature on SAIs' Roles in the Fight against Corruption." The papers to be included in the compilation of literature are to be in the English language.

2. Co-Implementers and Partners

II.A.2.1. The Chair (SAI of Korea) of the Platform and the UNDESA are the co-implementers of the joint project.

II.A.2.2. The General Secretariat of INTOSAI will provide the co-implementers with consultation. The SAI of Egypt, as the Chair of the INTOSAI Working Group on Fight against Corruption and International Money Laundering, and INTOSAI regional working groups will assist with the joint project in document collection, and will participate in the joint international seminar which will be held as part of the joint project.

3. Duration

II.A.3.1. The joint project will begin in 2012 and be implemented through October 2013.

B. General Directions for Project Implementation, and Division of Responsibilities

1. General Directions

II.B.1.1. The 1st joint project aims to review the SAIs' achievements in and contributions to the fight against corruption and to seek advisable future directions through evaluation of relevant literature and the international seminar.

II.B.1.2. In order to achieve the desired outputs of the joint project, responsibilities must be divided in a reasonable manner among the implementers and partners of the Project — namely the Platform Chair, the UNDESA, and the General Secretariat of INTOSAI; and the INTOSAI Working Group on Fight against Corruption and International Money Laundering, and INTOSAI regional working groups.

2. Division of Responsibilities

a. General Responsibilities

II.B.2.a.1. The Platform Chair and the UNDESA will jointly lead the 1st UN-INTOSAI Joint Project, including the compilation of literature and the international seminar scheduled for May 2013.

II.B.2.a.2. The Platform Chair, in cooperation with the UNDESA, will devise a plan for the compilation of literature and the organization of the international seminar. Jointly, they will secure the necessary resources.

II.B.2.a.3. The General Secretariat of INTOSAI will provide consultation to the Platform Chair and the UNDESA when they discuss the plans to implement the 1st UN-INTOSAI joint project. The General Secretariat of INTOSAI will play a supporting role mainly by, but not limited to, raising the awareness of importance of the joint project among the INTOSAI members.

II.B.2.a.4. The UNDESA will carry out responsibilities for the collection, evaluation and publication of literature jointly with the Chair of the Platform. It will also organize the international seminar to be held in May 2013 jointly with the Chair of the Platform.

II.B.2.a.5. The Platform Chair and the UNDESA will work together for the selection of experts/specialists and others, from INTOSAI, the UN and other international organizations, whose participation in the international seminar is desirable. The Platform Chair and the UNDESA will also work together for the selection of academics and other external specialists whose participation in the international seminar is desirable.

II.B.2.a.6. Once the publication of the collection of literature is complete, the Platform Chair will provide a minimum number of printed copies to the UNDESA. Should the UNDESA need more, it may wish to make further prints at its own cost. The Platform Chair will make the PDF files of the printed version ready for further printing by the UNDESA to meet its own needs.

b. Collection of Literature

II.B.2.b.1. The UNDESA, INTOSAI Working Group on Fight against Corruption and International Money Laundering, and the Secretariats of the INTOSAI regional working groups, respectively, will collect and evaluate literature which is thought to be contributing greatly to the theme of the joint project. The finally-selected papers will be submitted to the Platform Chair in electronic format (MSWord or PDF). The submitted papers will be once again screened by the Platform Chair and the UNDESA for inclusion in the compilation.

c. Joint International Seminar

II.B.2.c.1. The Platform Chair and the UNDESA will invite the interested stakeholders, — such as the INTOSAI Working Group on Fight against Corruption and International Money Laundering, and the Secretariats of INTOSAI regional working groups, the UN, other relevant international organizations, and other interested entities — the academics and other external specialists to attend the international seminar scheduled to be held in Seoul, Korea in May 2013. The invitees will attend the seminar at their own cost. The Platform Chair and the UNDESA will be jointly responsible for the necessary travel expenses of those academics and external specialists who are expected to contribute to a great deal to the international seminar.

3. Timeline for Project Implementation

June 2012	1. Platform Chair and UNDESA will discuss and agree upon the detailed plans of the 1 st UN-INTOSAI Joint Project (titles of the Compiled Literature and Joint International Seminar; division of responsibilities among Platform Chair, UNDESA, and other partners; composition/contents of literature compilation, selection criteria for literature
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	<p>compilation, scope of literature selection; implementation procedure for the joint project).</p> <p>2. Platform Chair and UNDESA will sign and then exchange a Letter of Intent for the 1st UN-INTOSAI Joint Project.</p>
June ~ Dec 2012	<p>1. In accordance with the agreed selection criteria and scope, Platform Chair and UNDESA will jointly evaluate the papers collected by UNDESA, INTOSAI General Secretariat, Chair (SAI of Egypt) of the INTOSAI Working Group on Fight against Corruption and International Money Laundering, and INTOSAI regional working groups.</p> <p>2. Details of the UN-INTOSAI Joint International Seminar such as the venue (Seoul, Korea), title/theme and subthemes, presenters, and panelists will be finalized, and letters will be sent out to inform the invitees and other prospective participants of the Seminar.</p> <p>3. Platform Chair and UNDESA will come up with the guidelines for writing papers for the presenters of the joint international seminar in order to harmonize the formatting of their writing. The guidelines will be sent out as early as possible.</p>
Jan. ~ Feb. 2013	<p>1. Platform Chair, in cooperation with UNDESA, will analyze and select the literature to be included in the compilation in order to ensure unity of the compiled work and to avoid overlap.</p> <p>2. The Platform Chair will open a website for papers and comments regarding the international seminar.</p>
Mar. 2013	<p>1. Platform Chair will make a list of registered participants in the international seminar. Invitations will be sent to those who have been found interested in the international seminar.</p> <p>2. Platform Chair will send general information on the international seminar to the prospective participants.</p>
Apr. 2013	<p>Platform Chair will send the seminar package (including the papers to be presented at the seminar) to the presenters, panelists, and other participants.</p>
May 2013	<p>The Joint International Seminar, jointly organized by Platform Chair and UNDESA, will be held in Seoul, Korea. At the Seminar, SAIs' contributions to the fight against corruption will be evaluated, and the future orientation for improvement will be sought.</p>
Jun. ~ Aug. 2013	<p>1. Platform Chair will make a draft compilation based on the collected literature and the output of the joint international seminar.</p> <p>2. The draft compilation will be circulated for gaining feedback from UNDESA, INTOSAI General Secretariat,</p>

	<p>and INTOSAI Working Group on Fight against Corruption and International Money Laundering.</p> <p>3. Platform Chair, in cooperation with UNDESA, will reflect the feedback, as necessary, to make the final version.</p>
Oct.~ Nov. 2013	<p>1. Platform Chair will publish the final version of the compilation of selected literature and the seminar output, both in printed copy and in electronic PDF format.</p> <p>2. Platform Chair will report the result of the 1st UN-INTOSAI Joint Project, including the submission of the publication to the 21st INCOSAI. Platform Chair will also send the result of the joint project together with an appropriate number of hard copies of the publication to UNDESA.</p>

III. PROJECT DETAILS

III.1. Tentatively, the title of the compilation of literature will be called “UN-INTOSAI Joint Project – SAIs’ Roles in the Fight against Corruption: *Retrospect and Prospect*.” The Platform Chair and the UNDESA will decide on the final title.

1. Literature Compilation of the Joint Project

a. General

III.1.a.1. On the completion of the literature compilation, it will be published as a book. The outer size of the book will be 190mm × 250mm (Crown Quatro, C4). The length of the book will be approximately 500 pages.

III.1.a.2. The detailed table of contents may include sections such as: (1) Definitions and Types of Corruption, Measures to Control Corruption, Retrospect on the SAIs’ Efforts in Fight against Corruption, and Prospect on the SAIs’ Roles and Challenges or (2) Corruption and Governance: Causes and Consequences, Fighting Corruption and Promoting Integrity in Public Area, Best Practices in Anti-Corruption Auditing / SAIs’ Experiences in fighting and Controlling Corruption, and Challenges and Opportunities: Lesson Learned. The detailed table of contents will include the SAIs’ contributions to fight against corruption and the future directions. The Platform Chair and the UNDESA will be asked to

agree on more specific contents in consultation with the partners of the joint project such as the INTOSAI Working Group on Fight against Corruption and International Money Laundering.

III.1.a.3. Each of the four sections will include approximately less than ten papers. Therefore, a total of approximately less than forty papers will be included in the book. Additionally, a bibliography of relevant academic works of importance will be included in the book as valuable references.

III.1.a.4. The compiled literature will be selected from the reports/papers submitted to the meetings of the INTOSAI (working groups, regional working groups, symposia) and to the UN and other international organizations held during the past ten years. Further, selected papers and reports submitted to other major international organizations and of academia will also be included in the literature compilation. In addition, the papers submitted to and the summary of the discussions at the UN-INTOSAI Joint International Seminar will be included in the book.

III.1.a.5. The Platform Chair will carefully review these papers, reports, and summary of discussions to write introductory remarks for the whole and each section of the book.

b. Copyright

III.1.b.1. The literature compilation will include literature written in English or translated into English. Where copyright protection is at stake, those who search for papers/reports for inclusion in the literature compilation should solve the copyright protection problems, for example, by obtaining the author's permission for reprinting in the literature compilation.

2. UN-INTOSAI Joint International Seminar

III.2.1. An international seminar will be jointly organized by the Platform Chair and the UNDESA in Seoul, Korea in May 2013. The tentative name of the international seminar is the UN-INTOSAI Joint Seminar — SAIs' Roles in the Fight against Corruption: *Retrospect and Prospect*. The INTOSAI and the UN

will discuss the name of the seminar for final decision. The seminar, conducted in English, will be composed of presentations and discussions on the SAIs' contributions, past and future, to the fight against corruption. Simultaneous interpretation will not be provided.

III.2.2. The one-day seminar will consist of one or two key note speeches (20 minutes each), approximately 10 presentations (20 minutes×10 people=200 minutes), and discussions (1-2 hours). Thus, the total substantive time for the seminar will be approximately six hours (with additional time for coffee breaks and lunch).

III.2.3. Representatives from the Platform Chair, the UNDESA, the INTOSAI General Secretariat, the INTOSAI Working Group on Fight against Corruption and International Money Laundering, and INTOSAI Regional Working Groups, among others, will make presentations and/or will participate in the discussions. In addition, representatives from other international organizations and academics (approximately 6 people) will make presentations and/or participate in the discussions.

III.2.4. In addition to the presenters and panelists, people will be invited to the seminar in order to share views and opinions on the fight against corruption.

3. Publication of the Compiled Literature and International Seminar Results

III.3.1. The overall compilation includes the collected literature and also a summary of the output of the seminar. After the draft compilation is prepared, the Platform Chair will distribute the copies to the UNDESA, the INTOSAI General Secretariat, and the INTOSAI Working Group on Fight against Corruption and International Money Laundering. The Platform Chair will reflect their comments and opinions on the draft in the process of advancing to the final version of the compilation in cooperation with the UNDESA.

4. Reporting on the Results of the 1st UN-INTOSAI Joint Project

III.4.1. The Platform Chair will report on the publication of the compiled literature to the 21st INCOSAI, which will be held in China during 20 - 27 October 2013. The Platform Chair will distribute a printed copy to each INTOSAI member and to the participants of the UN-INTOSAI Joint International Seminar.

III.4.2. The UNDESA will report to the UN on the results of the 1st UN-INTOSAI Joint Project. It will also report on the results to international organizations and the stakeholders in the fight against corruption, as deemed appropriate.

III.4.3. The Platform Chair will send a minimum number of printed copies needed by the UNDESA. If the UNDESA should need additional copies, then it is expected to print hard copies on its own to meet the demand. For this purpose, the Platform Chair will provide the PDF files of the book for print and press to the UNDESA.

5. Follow-up Measures

III.5.1. After reporting to the 21st INCOSAI, the Platform Chair will upload onto the INTOSAI webpage and other appropriate websites the activities of the Platform and the output of the 1st UN-INTOSAI Joint Project.

III.5.2. The UNDESA will upload and manage the output of the 1st UN-INTOSAI Joint Project in an appropriate place (e.g., UNPAN) on the UN webpage.

III.5.3. The Platform Chair, the UNDESA, and the INTOSAI General Secretariat will continuously manage the output of the 1st UN-INTOSAI Joint Project so that it can be utilized to become a focal point for the research on fight against corruption.

IV. DIVISION OF RESPONSIBILITIES

A. Platform Chair

1. Project Implementation Method

IV.A.1.1. The Platform Chair and the UNDESA take the joint responsibilities for the 1st UN-INTOSAI Joint Project.

IV.A.1.2. The Platform Chair and the UNDESA will agree on the title, contents, volume, number of papers, criteria for the selection of papers of the book containing the compiled literature. They will also agree on the method of collecting papers/reports to be included in the book, planning of the joint international seminar. Other aspects of the 1st UN-INTOSAI Joint Project, such as timeline, project implementation method, division of responsibilities and co-financing principle, etc. will also be agreed upon by the Platform Chair and the UNDESA. On reaching a comprehensive joint agreement, the Platform Chair and the UNDESA will sign a Letter of Intent on the 1st UN-INTOSAI Joint Project.

2. Joint International Seminar

a. General

IV.A.2.a.1. The Platform Chair and the UNDESA will jointly organize this event and, thereby, the Platform Chair will consult with the UNDESA on all matters regarding the planning and the organization of the UN-INTOSAI Joint International Seminar, for instance, seminar themes, speakers, and venue.

IV.A.2.a.2. After the Joint International Seminar, the Platform Chair will take the responsibility for including a summary of the seminar output in the product (compiled literature) of the 1st UN-INTOSAI Joint Project.

IV.A.2.a.3. The Platform Chair and the UNDESA, after consulting with the INTOSAI General Secretariat and others, will send out invitations to the prospective participants from the relevant organizations and individual participants.

IV.A.2.a.4. The Platform Chair will be responsible for the preparation and conduct of the 1st UN-INTOSAI Joint International Seminar.

IV.A.2.a.5. In addition to the presenters and panelists, the Platform Chair will consult the UNDESA to make up a list of prospective participants from, for instance, the relevant international organizations, the academia, and the Korean public sector.

b. Costs

IV.A.2.b.1. The Platform Chair and the UNDESA will share the cost of the joint international seminar. However, the Platform Chair will cover the cost of the venue, and other necessary expenses for the conduct of the seminar.

IV.A.2.b.2. Representatives/participants from the UNDESA, the INTOSAI General Secretariat, the INTOSAI Working Group on Fight against Corruption and International Money Laundering, and INTOSAI regional working groups will be asked to bear their own cost of participation in the event.

IV.A.2.b.3. However, a limited number of representatives from other international organizations and academia (approximately 4~6 people) will travel at the shared expense of the Platform Chair and the UNDESA – covering airfare, accommodations, meals, etc. The Platform Chair and the UNDESA will cover the travel expenses of 2~3 persons respectively.

IV.A.2.b.4. The Platform Chair will be wholly responsible for the publication of the product of the compiled literature which includes the result of the seminar.

3. Publication of the Literature Compilation

IV.A.3.1. The Platform Chair will draft a summary of the seminar.

IV.A.3.2. The Platform Chair and the UNDESA will agree upon the following issues regarding the literature compilation: title, detailed table of contents, overall length, number of printed copies, and the selection criteria and the collection method for the literature to be included in the compilation.

IV.A.3.3. The Platform Chair will send out the draft of the compilation for feedback from the UNDESA, the INTOSAI General Secretariat, and the INTOSAI Working Group on Fight against Corruption and International Money Laundering. Thereafter, in consultation with the UNDESA, the Platform Chair will reflect the feedback on the final draft of the compilation.

IV.A.3.4. The Platform Chair will print a necessary number of hardcopies, and also will publish an electronic version of the compilation.

4. Reporting on the 1st UN-INTOSAI Joint Project

IV.A.4.1. The Platform Chair will report on the progress and the results of the 1st UN-INTOSAI Joint Project to the INTOSAI Governing Board Meeting and to the INCOSAI.

IV.A.4.2. The UNDESA will report on the results of the 1st UN-INTOSAI Joint Project to the UN and to other relevant international organizations in an appropriate manner.

B. UNDESA

1. Project Implementation Method

IV.B.1.1. The UNDESA and the Platform Chair take the joint responsibilities for the 1st UN-INTOSAI Joint Project.

IV.B.1.2. The UNDESA and the Platform Chair will agree on the title, the table of contents, volume, number of papers, criteria for the selection of papers of the book containing the compiled literature. They will also agree on the method of collecting papers/reports to be included in the book, planning of the joint international seminar. Other aspects of the 1st UN-INTOSAI Joint Project, such as timeline, project implementation method, division of responsibilities and co-financing principle, etc. will also be agreed upon by the UNDESA and the Platform Chair. The UNDESA and the Platform Chair will sign a Letter of Intent on the 1st UN-INTOSAI Joint Project.

IV.B.1.3. The UNDESA and the Platform Chair will jointly secure necessary resources for the hosting of the joint international seminar and the publication of the literature compilation.

IV.B.1.4. The UNDESA will promote interest in the 1st UN-INTOSAI Joint Project among the UN and other international organizations.

IV.B.1.5. The UNDESA will search for papers/reports submitted to international meetings hosted by the UN or other international organizations for inclusion in the literature compilation based on the selection criteria. In addition, it will also make a bibliography of academic monographs and other publications as deemed contributing to the purpose of the 1st UN-INTOSAI Joint Project. It will send the bibliography to the Platform Chair.

2. Joint International Seminar

IV.B.2.1. The UNDESA will plan and organize the UN-INTOSAI Joint International Seminar to be held in Seoul, Korea in May 2013 jointly with the Platform Chair. It will consult with the Platform Chair on all matters regarding the seminar. It will also recommend to the Platform Chair prospective presenters, panelists, and other participants.

IV.B.2.2. Representatives/participants from the UNDESA, the INTOSAI General Secretariat, the INTOSAI Working Group on Fight against Corruption and International Money Laundering, and INTOSAI regional working groups will be asked to bear their own cost of participation in the event.

IV.B.2.3. However, a limited number of representatives from other international organizations and academia (approximately 4~6 people) will travel at the shared expense of the UNDESA and the Platform Chair – covering airfare, accommodations, meals, etc. The Platform Chair and the UNDESA will cover the travel expenses of 2~3 persons respectively.

3. Publication of the Literature Compilation

IV.B.3.1. In case the UNDESA needs a large number of printed copies of the literature compilation for distribution to the UN and other international organizations, it will print the literature compilation in a needed number at its own cost. The Platform Chair provides the UNDESA with the PDF files of the literature compilation for print and press.

4. Follow-up Measures

IV.B.4.1. The UNDESA will report on the results of the 1st UN-INTOSAI Joint Project to the UN and other international organizations as appropriate.

IV.B.4.2. The UNDESA will operate a Documents Section on the UN website (e.g., UNPAN) regarding the 1st UN-INTOSAI Joint Project in order for the 1st Joint Project continuously to contribute towards further study on the fight against corruption. It is expected that the Documents Section will be managed in such a way that similar literature will be uploaded subsequently onto the section. As a result, the accumulated literature can contribute to eradicating corruption continuously.

C. INTOSAI GENERAL SECRETARIAT AND OTHERS

1. Project Implementation Method

IV.C.1.1. The INTOSAI General Secretariat will consult with the Platform Chair and the UNDESA on the signing of the Letter of Intent for the 1st UN-INTOSAI Joint Project by reviewing the draft.

IV.C.1.2. The INTOSAI General Secretariat will promote interest in the 1st UN-INTOSAI Joint Project among the members of INTOSAI. It also plays a supporting role for the joint project by encouraging the INTOSAI Working Group on Fight against Corruption and International Money Laundering and regional working groups to submit candidate papers/reports and bibliographies of relevant monographs and other valuable research work to be included in the literature compilation.

IV.C.1.3. The INTOSAI Working Group on Fight against Corruption and International Money Laundering and regional working groups will search for valuable papers/reports of the INTOSAI, international organizations, and academia for inclusion in the literature compilation. They are also requested to make up a list of academic monographs and other valuable research works for inclusion in the literature compilation. They are requested to send their selected papers/reports and bibliographies to the Platform Chair.

2. Joint International Seminar

IV.C.2.1. The INTOSAI General Secretariat, the INTOSAI Working Group on Fight against Corruption and International Money Laundering, and regional working groups will recommend appropriate persons under their jurisdiction to take part in the joint international seminar to be held in Seoul, Korea in May 2013.

IV.C.2.2. Representatives from the INTOSAI General Secretariat, the INTOSAI Working Groups and regional working groups will travel to attend the joint international seminar at their own expenses.

3. Publication of the Literature Compilation

IV.C.3.1. The INTOSAI General Secretariat, the Working Group, and regional working groups will cooperate with the Platform Chair on the issues regarding the 1st UN-INTOSAI Joint Project, and will provide to the Platform Chair their feedback on the draft compilation of literature.

4. Follow-up Measures

IV.C.4.1. The INTOSAI Secretariat, the Working Group, and regional working groups will make efforts to ensure that the literature compilation is continuously utilized and that future work relevant to the fight against corruption is accumulated onto the product of the 1st UN-INTOSAI Joint Project for easy and maximal utilization.