

International Secretariat

Alt-Moabit 96
10559 Berlin, Germany
Tel: 49-30-3438 20-0
Fax: 49-30-3470 3912
Email: ti@transparency.org
<http://www.transparency.org>

Transparency International's Africa Regional Programme

Promoting Transparency, Accountability and Integrity in Africa

Programme Document
Revision #3 – July 2012

TABLE OF CONTENT

TABLE OF CONTENT.....	3
GLOSSARY OF TERMS	4
INTRODUCTION	5
AFRICA REGIONAL PROGRAMME BACKGROUND & LOGIC	10
REGIONAL PROGRAMME IMPLEMENTATION	16
Component A: Institutional, Capacity & Network Strengthening	17
Component B: Anti-Corruption Solutions & Knowledge	26
Component C: People Engagement & Support.....	29
Component D: Public Sector Integrity – Diagnosis & Solutions	37
Component E: Climate Governance Integrity.....	41
Component F: Business Integrity.....	44
RISK ASSESSMENT.....	45
MANAGEMENT ARRANGEMENTS	49
MONITORING, EVALUATION AND LEARNING	55
PLANNING AND REPORTING	61
OVERALL BUDGET	63
ANNEX 1: FUNDING SUPPORT.....	65
ANNEX 2: MONITORING & EVALUATION FRAMEWORK.....	67
ANNEX 3: ACTIVITY SCHEDULING	80
ANNEX 4: PLANNING & REVIEW CYCLE	81
ANNEX 5: RESULT-BASED BUDGET.....	82

GLOSSARY OF TERMS

- **AFD:** Africa Department based at the Transparency International Secretariat in Berlin
- **AEW** Africa Education Watch
- **AU** African Union
- **ALAC:** Advocacy and Legal Advice Centre
- **TI Chapter(s)** A duly established and registered national entity that has an established and formal contractual relationship with TI. The entity can be at different stage of the TI accreditation policy, and either be a "national contact", a "national chapter in formation", or a fully accredited "national chapter"
- **Partner(s)** A national entity, existing or emerging group that does not have a formal contractual relationship with TI
- **TISDA:** Transparency and Integrity in Service Delivery in Africa
- **TI-S:** Transparency International Secretariat
- **The Programme** The Transparency International Africa Regional Programme
- **Key Programmes** The focus areas of the TI Strategy 2015 are outlined in the TI-S Implementation Plan, and separated into six Key Programmes. These are global in nature and aim to facilitate, coordinate and drive common working approaches, strengthening impact and collective actions.
 -  Gender Mainstreaming icon
 -  Child Protection icon
 -  Environmental Impact icon

INTRODUCTION

Transparency International (TI)

TI is the global civil society organisation leading the fight against corruption. TI brings people together in a powerful worldwide coalition to end the devastating impact of corruption on men, women, and children around the world. Its mission is to create change towards a world free of corruption, challenging the inevitability of corruption and offering hope to its victims. Since its founding in 1993, TI has played a lead role in improving the lives of millions around the world by building momentum for the anti-corruption movement. TI raises awareness, diminishes apathy and tolerance of corruption, and devises and implements practical actions to address it.

As a global network of 100+ locally-established entities, TI Chapters fight corruption in the national arena in a number of ways. They bring together relevant players from government, civil society, business and the media to promote transparency, accountability and integrity in various areas, such as public administration, procurement, and business. TI's global network of Chapters and Partners, use evidence-based advocacy campaigns to lobby and support governments and businesses to undertake and implement anti-corruption reforms.

Politically non-partisan, TI does not undertake investigations of alleged corruption or expose individual cases, but at times works in coalition with organisations that do. Without engaging in politics, TI works to facilitate political processes of governance and anti-corruption reforms at national, regional and global levels, and plays a leading role in moving the anti-corruption agenda forward.

The strengths of TI originate from the combined characteristics of its network of Chapters and its international Secretariat based in Berlin which together bring:

- wide-ranging knowledge acquired through worldwide research and advocacy work undertaken at regional, national and local levels;
- recognised international experience and networks of experts on corruption in numerous sectors;
- indices, tools and solutions developed to measure and address corruption in various contexts;
- "constructive criticism" and coalition building approaches that make TI a valued and trusted partner by governments, international organisations, business, media and society around the world;
- independence and non-political partisanship;
- capacity to mobilise and build coalitions of stakeholders.

In November 2010, the TI Movement agreed on a new TI Strategy 2015, outlining shared aspirations and priority areas to guide the direction of TI over the next 5 years. Many of the areas outlined in this strategy are reflected in this Programme document, including the focus on People and on strengthening TI's anti-corruption presence in the region. A key element of TI's work is diagnosing corruption by measuring its occurrence through surveys and indices and developing practical solutions and knowledge products to counter corruption.

Since 2004, TI has operated similar regional programmes mostly in the Asia Pacific region. A 2007 evaluation of this work brought to light a number of very valuable lessons informing the way regional programmes could be more strategically designed and operated. Since 2008, the programmatic work has benefitted considerably from these lessons. The approach, logic, structure, content, management, and execution of this Programme brings to bear all the experience gained through now eight years of running similar regional programmes, plus the much greater focus that the new TI Strategy 2015 brings to our work.

Programme Approach

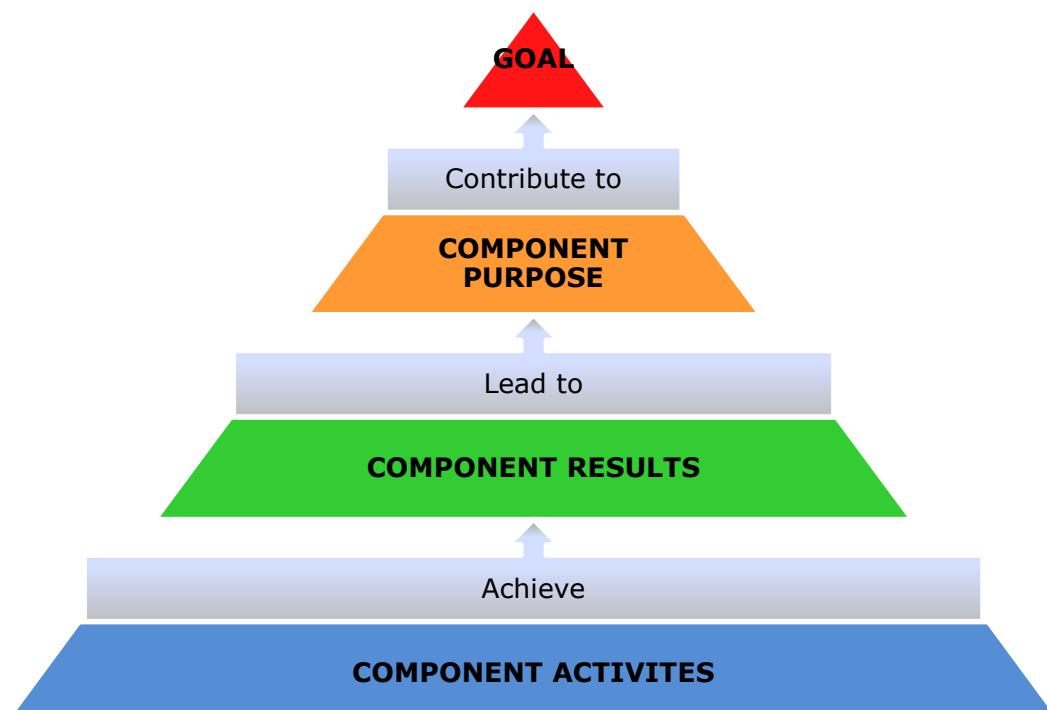
TI's programmatic approach is informed by TI's vision and mission. TI's vision, reiterated in the TI Strategy 2015, is "a world in which government, politics, business, civil society and the daily lives of people are free of corruption".

This coheres with TI's stated mission "to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society". This shall ultimately impact positively on peoples and countries social development, therefore leading to "an improvement of the livelihood of people, with a special focus on those who are the most affected by deeply rooted corrupt practices" – the external goal of the Programme.

To undertake its mission, the programmatic approach of TI seeks to "empower, strengthen the capacities, and engage civil society organisations, civil society coalitions and the public in addressing corruption and promoting transparency, accountability and integrity" – the internal goal of the Programme.

The above rests on the main Programme assumption that a strengthened and empowered civil society which is better equipped and prepared to fight corruption and promote transparency, accountability and integrity, does have an important societal leadership role towards greater demand for anti-corruption reforms, which in turn clearly contributes to the improvement of people's livelihoods and well-being.

Corruption is a multi-dimensional phenomenon that requires a multi-dimensional approach. TI's Key Programmes, based on the TI Strategy 2015 and defined in the TI-S Implementation Plan, are global in nature and broadly aim to facilitate, coordinate and drive common working approaches across regions, as well as strengthening impact and coordinating collective actions. This forms the framework for six distinct yet inter-connected components on which the Regional Programme is based and which represent the regional iteration of the global approach. While the components function independently, they are complementary and contribute to the achievement of the Programme's internal goal of strengthening and empowering civil society's institutional and organisational capacities and networks.

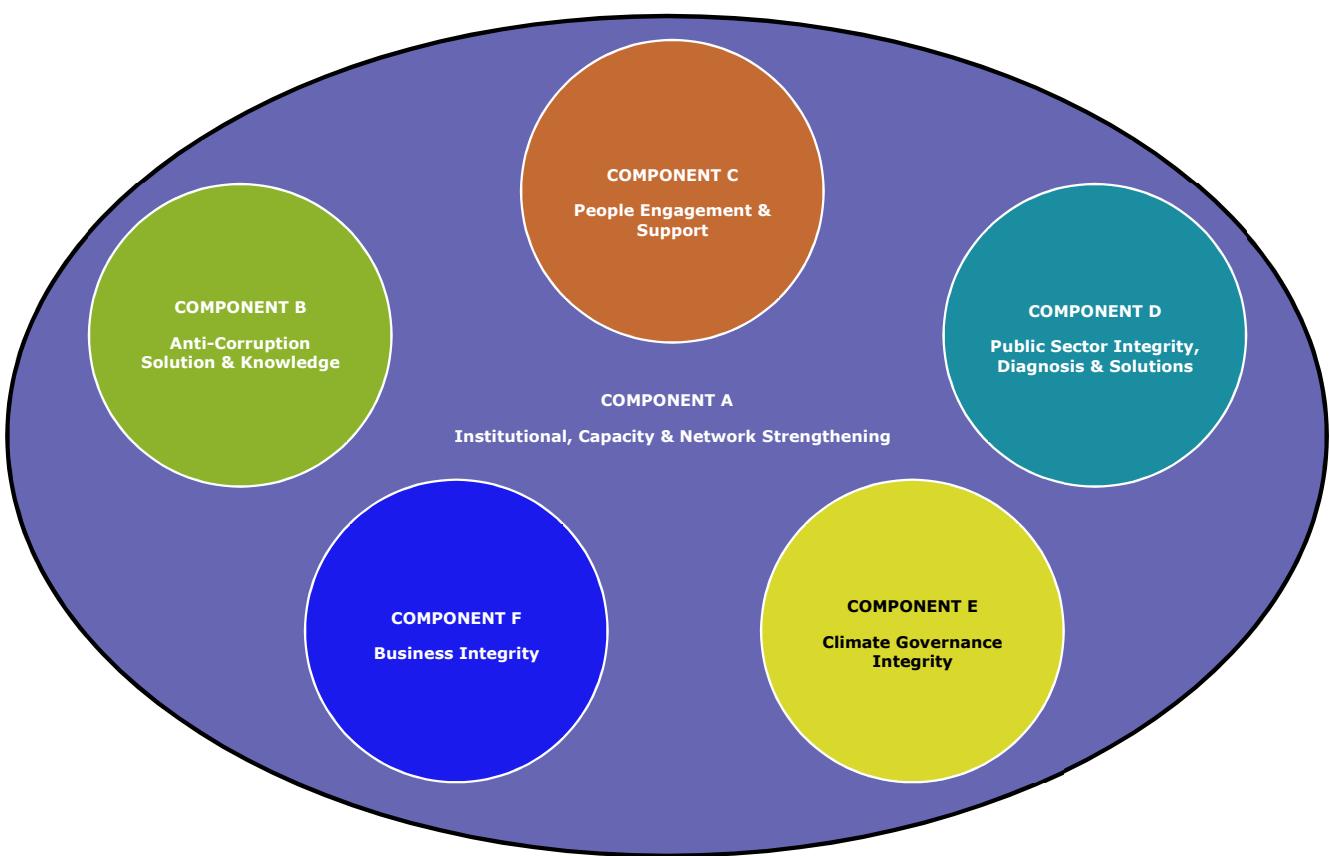


Programme Structure

Leading to and focusing on its internal goal – “to contribute to empowering, strengthening the capacities, and engaging civil society organisations, civil society coalitions and the public in addressing corruption and promoting transparency, accountability and integrity” – the Programme is structured around **six distinct and modular components**.

These Components are made of a number of carefully selected and designed generic activities – adaptable to the regional context – organised around, and aimed at achieving, the stated results of the Component. The Components function independently and yet allow complementary learning and sharing of resources and expertise, and collaboration across the different regions.

It is important to note that Component A plays a central role and forms the largest proportion of this Programme, as it provides the foundation on which each of the other Components build.



⊕ **COMPONENT A: Institutional, Capacity & Network Strengthening**

Developing Capacities of Civil Society Organisations and Building Constituencies, Networks, and Coalitions for Anti-corruption Reform in Sub Saharan Africa

⊕ **COMPONENT B: Anti-Corruption Solution & Knowledge**

Generating, adapting, and disseminating leading anti-corruption knowledge, practices and solutions in Sub Saharan Africa

⊕ **COMPONENT C: People Engagement & Support**

Building Citizen Knowledge and Participation in Anti-corruption in Sub Saharan Africa

⊕ **COMPONENT D: Public Sector Integrity, Diagnosis & Solutions**

Researching and Gathering Evidence to Understand and Map Corruption in Sub Saharan Africa, and Developing Anti-Corruption Tools and Solutions to curtail it

 **COMPONENT E: Climate Governance Integrity**

Developing Capacities of TI Chapters and Stakeholders to Advocate on the Policy Development, Implementation and Monitoring of Climate Finance Governance in Sub Saharan Africa

 **COMPONENT E: Business Integrity** *Section under development*

AFRICA REGIONAL PROGRAMME BACKGROUND & LOGIC

Regional Background

Africa is arguably the region faced with the most persistent and insidious challenges in the fight against corruption. A recent report by the World Bank reveals worrying facts that illustrate very well the magnitude of the problem across the region that arises in various forms in different countries. To name just a few examples: teachers in public primary schools in Uganda being absent 20 per cent of the time; only 1 per cent of non-salary expenditures allocated to primary health clinics in Chad actually reach the clinics; and huge leakages from fertiliser subsidies in Tanzania with elected officials receiving 60 per cent of the vouchers. While teachers' absenteeism is not commonly considered as a corrupt act, it is an example of what is now termed as "quiet corruption" to indicate various types of malpractice of frontline service providers (teachers, doctors, inspectors, and other government representatives) for their individual gain, that do not involve monetary exchange.

In addition to being emblematic of problems facing poor people in Africa, these facts have one more thing in common: they are a reflection of failures of "accountability" at various levels in the chain of relationships in the implementation of public sector policies. Similarly citizens have faced immense difficulties holding politicians accountable. Public institutions tasked with enforcing the rule of law and promoting accountability are often under resourced or lack the required autonomy and independence to effectively perform their mission. Additionally, the level of development and organisation of civil society organisations, seeking to hold public institutions accountable, vary greatly from one country to another.

Despite irrefutable recent democratic improvements in an increasingly growing number of countries in Africa, many government officials continue to abuse their power for their own benefit and political instability is still prominent in others. In many countries, public officials have tried to justify the lack of strong anti-corruption measures by arguing that their priorities are on nation building and sustaining peace, forgetting that the lack of transparency, integrity and accountability has often resulted in instability.

TI shall continue to build constituencies for anti-corruption reform, reaching out to Partners and creating coalitions against corruption at national and regional level. TI has endeavoured to develop and promote tools and solutions to ensure that successes on the anti-corruption front are sustainable and replicable. More importantly, TI shall promote collaboration across the region so that new partners can benefit from the experience and expertise of the more established TI Chapters. Furthermore, we seek that our Partners in Sub Saharan Africa enter into learning and experience sharing collaboration with their counterparts in Latin America and in Asia Pacific. Different collaborative arrangements are currently been explored and developed to ensure such partnerships are built on issues of common interest.

With this Regional Programme for Africa, TI aims for local civil society organisations (CSO) in Sub-Saharan Africa to play a key role in ensuring the transparency and accountability of their leaderships and institutions.

TI Chapters Experience in the Region

The Africa Regional Programme is managed by the Africa Department which is part of the Network, Chapters and Programmes Group of the TI Secretariat (TI-S) in Berlin. Much of the Programme implementation is taking place at country level, undertaken by TI Chapters and Partners in Sub Saharan Africa (SSA).

TI is uniquely placed to work with and mobilise civil society in Sub Saharan Africa in all its shapes and forms and has the necessary neutrality and credibility with local actors. TI has been working in sixteen countries in Sub Saharan Africa for two decades where TI presence in Africa can be traced back to 1995 in the early days of the TI Movement. In addition to gaining the trust of various stakeholders in civil society, TI has also succeeded in building a dialogue with governments in the region, and earning their respect, even when these interlocutors have proven to be challenging.

TI-S, including the Africa Department, has substantial experience in managing similar multi-country projects. Dating as far back as 1999, the Africa Department initiated The Source Book

Adaptation Programme, to the Francophone context. This project, financially supported by the Canadian International Development Agency (CIDA) and the MacArthur Foundation, aimed at promoting TI tools and publications in Francophone Africa. In the past five years, the Africa Department has also implemented large-scale multi-country advocacy projects, including on Africa Education Watch (AEW), Transparency and Integrity in Service Delivery in Africa (TISDA), Poverty and Corruption in Africa (PCA) and set up several Advocacy and Legal Advice Centres (ALACs). These have given the Africa Department a body of experience on which to build the successful management of this Programme.

Situational Analysis – Overall Programme Justification¹

Over the past two decades, TI has witnessed an increased recognition by all stakeholders that corruption has damaging impact on the development of Africa. In this challenging context, Civil Society Organizations, understood in the widest sense, are among the most important stakeholders. A heavy burden is placed upon them: to act as watchdogs, independent interlocutors of the respective governments, and to propose concrete and viable reform avenues, with the ultimate common goal of full accountability always in mind.

There is growing enthusiasm and willingness on the part of Civil Society Organisation in Sub Saharan African countries. Last year alone, in countries with socio-political contexts as diverse as Malawi and Senegal, citizens have actively organised and participated in peaceful demonstrations to demand accountable and transparent governments. However, anti-corruption activists would be more efficient if they were supported to strengthen the analytical framework within which they work, to develop tools with which to advocate change, as well as in their collaborative and networking efforts.

It is therefore important that those tasked with designing and carrying out the actual reforms understand the tools used by CSOs, their importance, and the fact that strong, independent, and bottom-up demand for change is a voice that can no longer be disregarded. Anti-corruption work and efforts by civil society remain dissipated, and without cohesive and concerted region-wide efforts it will be difficult to make progress into anti-corruption in the region.

The new TI Strategy 2015 offers clear direction and great prospects for TI to put its vast pool of tools and expertise to best use, in a context that has never before offered such windows of opportunity. TI envisages working on a mid- to long-term programme of CSO empowerment that builds on all the momentum and the thrust which has been developed over the years in Sub Saharan Africa, to support its TI Chapters and Partners to make a real difference five years from now.

To facilitate this network approach, the Africa Department is re-organising its support to Chapters in Sub Saharan Africa according to their geographical, sub-regional groupings. This enables Chapters to build up advocacy strategies at sub regional level and provide timely and effective response to key regional, corruption-related developments².

TI is uniquely equipped to work with civil society in this way. Past regional projects have contributed to intensifying networking among professional groups who have been enlisted in the fight against corruption in the region, thus creating and strengthening the multi-sectoral coalitions which are the basis for TI's work. The regions' decision-makers were involved in determining the anti-corruption strategies appropriate for their own circumstances, which over time should help them design their own country-specific action plans.

TI now faces a tremendous opportunity to put its vast pool of tools and expertise to best use, in a context that has never before offered such openings and windows of opportunity.

¹ Kindly refer to the specific components of the Programme for a more detailed situational analysis for each specific component.

² For instance the 2010 ECOWAS court decision to hold the Nigerian government accountable to ensure that it upholds the right to education amidst received proof of high level corruption in the sector

Logical Framework

External Programme Goal

To contribute to an improvement of the livelihood of people across Sub Saharan Africa, with a special focus on those who are the most affected by deeply rooted corrupt practices.

Internal Programme Goal

To contribute to empowering, strengthening the capacities, and engaging civil society organisations, civil society coalitions and the public in addressing corruption and promoting transparency, accountability and integrity in Sub Saharan Africa.

Programme Component A - Institutional, Capacity & Network Strengthening

Purpose of Component A

To strengthen in Sub Saharan Africa the capacity of TI Chapters and other civil society Partners to effectively work on anti-corruption issues and reforms at the national level and to contribute – individually and collectively – to the global fight against corruption.

Results of Component A

- Result A.1: Strengthened and effectively coordinated TI presence – through TI Chapters or other civil society Partners – and activities in Sub Saharan Africa.
- Result A.2: Enhanced capacity of TI Chapters to operate as well-functioning entities with strong structural, managerial and leadership capacities.
- Result A.3: Enhanced capacity of TI Chapters to realise their strategic objectives and achieve organisational and financial sustainability.
- Result A.4: Enhanced capacity of TI Chapters to initiate and lead multi-stakeholder coalitions and cross-boundary networks for increased anti-corruption impact.

Programme Component B – Anti-Corruption Solutions & Knowledge

Purpose of Component B

To provide anti-corruption activists in Sub Saharan Africa with access to readily available evidence and practical tools to fight corruption and advocate for change.

Results of Component B

- Result B.1: Widely shared knowledge and lessons learnt on existing anti-corruption tools and good practices in Sub Saharan Africa.
- Result B.2: Increased access to anti-corruption expertise through better-linked networks of anti-corruption experts across Sub Saharan Africa.

Programme Component C - People Engagement & Support.

Purpose of Component C

To increase responsiveness to people's demands for transparency, accountability and integrity in the Sub Saharan Africa.

Results of Component C

- Result C.1: Increased public understanding of, support for and engagement in the fight against corruption, with a focus on the engagement of youth, women and entrepreneurs (especially from SMEs).
- Result C.2: Victims and witnesses of corruption in project countries articulate and find solutions to their grievances.

- Result C.3: Improved social programmes and services as a result of citizen demand and engagement.

Programme Component D - Public Sector Integrity, Diagnosis & Solutions

Purpose of Component D

To generate robust evidence on public sector corruption risks in Sub Saharan Africa, and provide anti-corruption activists with the tools and solutions to advocate for change.

Results of Component D

- Result D.1: A new body of knowledge and improved diagnostic expertise on (anti-) corruption is widely available and identifies priority areas for anti-corruption reform in each project country.
- Result D.2: Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in national integrity system.
- Result D.3: Regional level advocacy work supporting stronger anti-corruption reforms at national level.

Programme Component E - Climate Governance Integrity

Purpose of Component E

To support TI Chapters and other civil society Partners to engage effectively in policy development on, implementation of, and monitoring of climate finance and governance in Sub Saharan Africa.

Results of Component E

- Result E.1: Enhanced knowledge of climate finance and governance by TI Chapters, Partners and other relevant national stakeholders.
- Result E.2: Increased cooperation, partnerships and networks on climate finance and governance.
- Result E.3: Increased capacities to advocate and mobilise for change on corruption risks in climate finance among TI Chapters, Partners and other relevant national stakeholders.

Programme Component F - Business Integrity – section under the development

Location & Duration

Activities in the Programme take place within Sub-Saharan Africa. For better clarity in the implementation of the plan and operation of the AFD the entire region is divided into four sub regions:

West Africa: Ghana, Liberia, Niger, Senegal, Sierra Leone.

Central Africa: Cameroon.

Eastern Africa: Burundi, Kenya, Uganda, Rwanda, Ethiopia.

Southern Africa: Madagascar, Mauritius, Mozambique, Zambia, Zimbabwe.

The Programme starts in July 2012 and run for a total of 5 years. The timeframe of implementation of activities, and the detailed work plan of the Programme, are developed together with TI Chapters and Partners.

Benefits to Stakeholders in Sub Saharan Africa

Cutting across the above six components, a key dimension of this Programme is on TI Chapters' and Partners' capacity development, with the view to strengthening their ability to play a leading role in seeking effective and sustained implementation of anti-corruption efforts. Mirroring the diversity in Sub Saharan Africa more generally, the TI Chapters in the region are at different stages of development and possess different degrees of capacity, ranging from TI Chapters with a multi-year budget and a professionalised operation, to Partners that are made up of volunteers and with very little or no funding.

Regardless of their level of capacity, TI Chapters and Partners in Sub Saharan Africa face their own individual challenges and confirm the benefit of participating in the regional Programme and the wider TI Movement. TI Chapters and Partners, as local leaders of the anti-corruption movement, are the primary beneficiaries of the Programme's activities. Given the coalition-building approach of TI, the support provided by the Programme acts as a catalyst to enable more effective civil society leadership for anticorruption and effective governance reform at a national level.

In short, at this stage of its development the Programme seeks:

- ✚ To strengthen the capacity of TI Chapters and other civil society Partners in Sub Saharan Africa to effectively work on anti-corruption issues and reforms at the national level and to contribute – individually and collectively – to the global fight against corruption;
- ✚ To provide anti-corruption activists in Sub Saharan Africa with access to readily available evidence and practical tools to fight corruption and advocate for change;
- ✚ To increase responsiveness to people's demands for transparency, accountability and integrity in Sub Saharan Africa;
- ✚ To generate robust evidence on public sector corruption risks in Sub Saharan Africa, and provide anti-corruption activists with the tools and solutions to advocate for change, and
- ✚ To engage effectively in policy development on, implementation of, and monitoring of climate finance and governance in Sub Saharan Africa.

REGIONAL PROGRAMME IMPLEMENTATION

Building on the TI-S' standard programmatic approach to regional work, the implementation section of this Programme document below shows carefully selected activities. When these are implemented during the Programme duration, they show in black colour. To ensure coherence in the overall Monitoring and Evaluation system of TI-S programmatic work, when the activities are not implemented during the Programme duration, they remain in the document but are shown shaded in grey.

Component A: Institutional, Capacity & Network Strengthening

Developing Capacities of Civil Society Organisations and Building Constituencies, Networks and Coalitions for Anti-corruption Reform in Sub Saharan Africa

Justification

There is no doubt that for governance to improve, and democratic structures to be promoted, citizens have to be effectively mobilised in order to have any hope of effectuating change. This is crucial in a context where, for many years, civil society has been stifled and is now beginning to find a voice and make maximum use of the potential for change.

Civil Society Organisations are active to different degrees in the fight against corruption across Sub Saharan Africa. A strong civil society creates a fertile ground for civic activism, and acts as a catalyst for bottom-up demand for governmental accountability, respect for human rights, and active participation of all sectors and segments of the population, especially those who are usually excluded in the democratic discourse (youth and women).

Despite the enormous potential and the great will shown, the majority of civil society suffers from a two-fold weakness: lack of coordination and lack of expertise. Failing to address either of the two, the necessary policy and institutional changes will be short-lived. By the same token, the key interlocutors in the government fail to react positively to demands for reform. A common hindrance amongst the governmental stakeholders is the infrastructure in which they have to operate. Common characteristics that have emerged are: lack of willingness or ability to enforce the existing legal framework; poor communications; internal competition and reliance on personal influence and connections; and lack of a wider vision to plan a consistent reform framework.

To effectively advocate and support relevant anti-corruption reform, promote anti-bribery systems in the business community, and implement result-oriented national and regional sector specific projects, TI Chapters and Partners need to acquire greater core capacities for effective professional management and the strategic use of anti-corruption skills, tools and expertise.

Logical Framework

Internal Programme Goal

To contribute to empowering, strengthening the capacities, and engaging civil society organisations, civil society coalitions and the public in addressing corruption and promoting transparency, accountability and integrity in Sub Saharan Africa

Purpose of Component A

To strengthen the capacity of TI Chapters and other civil society Partners in Sub Saharan Africa to effectively work on anti-corruption issues and reforms at the national level and to contribute – individually and collectively – to the global fight against corruption.

Results of Component A

- Result A.1: Strengthened and effectively coordinated TI presence – through TI Chapters or other civil society Partners – and activities in Sub Saharan Africa.
- Result A.2: Enhanced capacity of TI Chapters to operate as well-functioning entities with strong structural, managerial and leadership capacities.
- Result A.3: Enhanced capacity of TI Chapters to realise their strategic objectives and

achieve organisational and financial sustainability.

- Result A.4: Enhanced capacity of TI Chapters to initiate and lead multi-stakeholder coalitions and cross-boundary networks for increased anti-corruption impact.

Chapter Groupings

Activities in this Component take place within Sub-Saharan Africa. For effective implementation of these Component activities and operation of the AFD, the TI Chapters in the region are organised along two groupings:

Grouping SSA1: Well Established TI Chapters: Countries which full operational TI Chapters or national contacts across the entire Sub-Saharan region.

Grouping SSA2: Emerging TI Chapters: Countries where the TI Secretariat has established an operational national contact and providing support to become more visible in their countries. These countries at present include Burkina Faso and Guinea Conakry. Also at present there are on-going efforts to establish national contacts in Benin, Mali, Nigeria, South Africa, South Sudan, Malawi and Tanzania.

Activities

Result A.1: Strengthened and effectively coordinated TI presence and activities in Sub Saharan Africa

A lack of coordination among civil society and other key stakeholders in the region has hampered efforts to achieve concrete and lasting progress in regional anti-corruption work. The TI Chapters in Sub Saharan Africa have a wealth of knowledge and a diversity of expertise, which can be mutually beneficial if there are effective mechanisms to capture, share and disseminate such knowledge. Leveraging this knowledge is critical to expanding the TI network and the range of its activities in the region, as new Partners can be supported and mentored by well-established TI Chapters. Knowledge production and sharing requires not only physical resources, but also the strengthening of a sense of ownership amongst regional partners, in order to build over time a stronger sense of cohesion and a strategic vision of advocacy goals. All activities to achieve the desired result A.1 are on-going throughout the entire duration of the Programme.

Activity A.1.1: Undertake national stakeholder scoping missions and support emerging groups and coalitions to become Partners or TI Chapters in Sub Saharan Africa

The Africa Department of the TI Secretariat acts as a facilitator and catalyst for emerging groups and coalitions in Sub Saharan Africa to help build their capacity, drawing on the knowledge and experience of well-established Chapters in the region and the broader international TI Movement.

Dedicated regional coordinators within the Africa Department undertake regular missions to the region to identify professional civil society actors in “new” countries that TI hopes to bring into the TI Movement, and that share an interest in fighting corruption and already have existing activities in that field.

New TI Chapters at the stage of TI “national contacts” and “national chapters in formation” are supported by the Africa Department to reach the governance and performance standards required to become fully accredited “national chapters” in line with the accreditation policy of the TI Movement. In addition, regional coordinators provide emerging Partners with continuous lines of access to thematic experience and expertise available at the TI Secretariat and among TI Chapters from across all regions.

It is important to realise that in countries where TI is seeking to expand its network and activities, there is wide variation in capacity and freedom of manoeuvre for civil society.

Therefore, even if a particular Partner does not manage to fully achieve TI accreditation standards within the timeframe of the Programme, this does not mean that efforts in that respective country have not proved fruitful. In some countries, substantial progress can be made if a functioning Partner is identified and begins work in a cohesive manner even if limited outputs from these new, inexperienced groups reflect their more embryonic state.

To support capacity development, the Programme makes resources available to new TI Chapters to establish operations and consolidate a minimum level of capacity, often referred to as "seed funding".

Activity A.1.2: Develop and implement a regional capacity development programme for TI Chapters in Sub Saharan Africa, their coalition partners and newly emerging Partners in the region

A set of structured capacity development interventions are designed and coordinated by the Africa Department at the TI Secretariat in close cooperation with TI Chapters and Partners in Africa

Areas of strategic capacity development and further cooperation and support will be identified and discussed through missions and visits to the region by regional coordinators from the Africa Department, supported by the Head of Capacity Development. Regular visits to TI Chapters in the region are essential to maintain a good understanding of their work and country context, but also to provide advice, and support them through visits to stakeholders including public and private sector stakeholders, donors, and the media.

Overall the TI Secretariat executes this activity in a number of different ways: as facilitator encouraging capacity development through horizontal learning and knowledge exchange; as coordinator identifying and enabling access to the expertise of others from within or outside of the TI Movement; or as direct provider of organisational and technical expertise, where this is identified as the most effective option for delivery of capacity development support.

Although specific areas for capacity development support are to be confirmed based on the results of organisational capacity assessments, support is structured along the various sub-sections of this Component.

TI has extensive knowledge of anti-corruption issues and applies powerful tools and training packages that ensure that training is targeted towards specific capacity development needs and stakeholders. Such activities include:

- Induction to TI (principles, tools, policies, etc);
- NGO management, governance and strategic planning;
- Project management and financial accountability;
- Effective communication, advocacy and campaign development, project management, financial accountability;
- Monitoring, evaluation and learning systems;
- Fundraising for sustainability;
- Technical skills on anti-corruption tools and diagnostics.

An important part of the development of technical skills on anti-corruption tools and diagnostics is to be targeted at new Partners in "expansion" countries with little or no prior knowledge or experience of TI's tools.

Regional workshops convene local and international stakeholders to present TI'S main tools. Furthermore, the TI Secretariat supports smaller-scale events for specific groups of stakeholders as they are identified throughout the Programme's duration. Workshops, seminars and trainings present TI's key analytical anti-corruption instruments in a format that is accessible and useful to each target group. Also, important thematic issues such as the use of access to information in reporting on corruption, investigative techniques and other topics of relevance are covered.

This approach has the multiplier effect of widening the network of people actively engaged in fighting corruption, and addresses the challenge that the strong interest in combating corruption in Africa is not necessarily matched by adequate knowledge, expertise and support structures.

Activity A.1.3: Facilitate increased interaction, information sharing, and learning from good practice among TI Chapters in Sub Saharan Africa and other regional and global Partners

To transfer knowledge and expertise between countries and thereby foster regional learning, the Programme puts a strong emphasis on facilitating strategic TI Chapter exchanges. Direct Chapter-to-Chapter support is a key channel to allow them to go into further depth on particular subjects of priority interest.

Regular regional meetings are organised to build on this shared learning, exchange best practice, and discuss common strategies. These meetings, which bring together TI Chapters and other local Partners from the Africa region, are vital to tap into the potential for cross-fertilisation of experience. Each of these meetings is designed with a particular focus.

- A Regional Programme Meeting, which typically takes place in the early part of the year, focuses on discussing strategies; sharing experiences and benefiting from lessons learned to further improve implementation of various activities. Such meetings enable TI Chapters and other Partners to discuss not only lessons learned but also to review and revise strategies ahead of the Annual Membership Meeting or biannual International Anti-Corruption Conference (IACC), organised by the TI Secretariat.
- A Regional Governance Meeting, held late in the year to coincide with the TI Annual Membership Meeting, looks at strengthening governance and accountability. This meeting focuses primarily on issues of institutional strengthening and organisational development, which is becoming increasingly important as TI Chapters professionalise their operations and come under increasing scrutiny. Once every two years, this meeting coincides with the International Anti-Corruption Conference.
- The International Anti-Corruption Conference (IACC), the largest global fora on corruption, brings together a variety of stakeholders, from Governments to civil society organisations at all levels (grassroots, research institutions, and think tanks) to law enforcement agencies, private and public sector officers, the media and many more. Attendance to the IACC averages around 1.500 participants, attending plenary sessions, special sessions and workshops.

In addition to learning and exchange, these regional meetings provide an opportunity to strengthen solidarity across the TI Movement, and to promote chapter-to-chapter communication. Strengthening community practice further improves TI Chapter advocacy and governance and allows them to use in their own work what works in other countries or regions.

Activity A.1.4: Publish regular updates and information about TI activities and developments in Sub Saharan Africa

To increase awareness of TI's activities in the Africa region, the Africa Department ensures the regular upkeep of the Africa section of the TI website, and provides contributions to external and internal media, including TI's Annual Report, TI Newsletter, as well as external media through press releases and interviews.

The Africa Department also facilitates the production and dissemination of English, French and Portuguese translations of appropriate outreach material and publications to encourage more access to information about the TI activities and developments in the region.

In Berlin and in the region, the Africa Department regularly gives presentations to various groups including journalists, diplomats, government representatives, business groups, students, and others.

To serve the growing requests for information about corruption that are being posed to TI

directly, the Africa Department also supports the development of Online Country Pages for each of the countries in which TI works and wishes to work. The Online Country Pages provide a comprehensive information and advocacy platform for country level corruption.

Finally, the Africa Department ensures that the rest of the TI Movement is also kept informed of new developments and best practice from within the TI Africa network, and facilitate contacts between TI Secretariat staff, Board Members, Individual Members and other regions and the TI Chapters and entities in Africa.

Activity A.1.5: Channel support for specific TI Chapter's activities and initiatives in the Sub Saharan Africa region

When opportunities arise, the Africa Department channels specific funding from donors to TI Chapters and Partners. This is only possible in very specific circumstances in which the donors prefer, for oversight or practicality, to provide funding to Chapters in a particular country through the Africa Department rather than to the TI Chapter directly.

Result A.2: Enhanced capacity of TI Chapters to operate as well-functioning entities with strong structural, managerial and leadership capacities

Operating in a very challenging political environment, TI Chapters in Sub Saharan Africa are still struggling to reach a level of organisational sustainability that would enable them to achieve their potential in terms of impact against corruption and to play a leadership role in the country. In several cases this can be attributed to difficulties in accessing the initial resources needed to start up basic operations at an appropriate scale. The activities below provide TI Chapters in Sub Saharan Africa with a solid foundation and the necessary resources to build their anti-corruption outreach and programmes, which can be leveraged to access further institutional and programmatic funding from other sources.

Activity A.2.1: Undertake in cooperation with the TI Chapters in Sub Saharan Africa an assessment of their capacity development needs, informing further priority capacity development interventions

Critical assessment of organisational capacity allows the identification of needs and priorities in an organisational development plan. This assessment, facilitated by the Africa Department is done through a custom-designed TI's Organisational Capacity Assessment Tool (OCAT) which checks TI Chapter's abilities "to be", "to organise", "to achieve", "to relate", and "to adapt and learn".

Based on the results of these assessments, TI Chapters and Partners develop capacity plans that identify key development needs that serve as the basis for the provision of strategic future capacity support, technical assistance, advice, and potential funding drawn from the Entrusted Regional Operational Fund (described below).

Activity A.2.2: Provide funding for selected TI Chapters in Sub Saharan Africa to fulfil their core functions in response to needs identified through the organisational capacity assessment

Based on the agreed plans resulting from the analysis of the organisational capacity assessment, the Africa Department provides core funding on priority areas of capacity development to selected TI Chapters in Sub Saharan Africa, aiming to cover the majority of TI Chapters and Partners by the end of the Programme. Financial support under this activity provides a platform from which TI Chapters can build their outreach and advocacy. It also enables TI Chapters to develop sufficient start-up capacity for them to then fundraise independently and sustain the operations once the Programme ends.

Priority countries to receive funding are identified in alignment with the TI Strategy 2015 objectives on organisational strengthening. The funding will primarily support:

- TI Chapters for whom the lack of staff and office capacity are the primary obstacle to achieving their objectives
- TI Chapters whose core capacities are stretched by growth, or large scale, high impact projects

Activity A.2.3: Provide in depth governance support to TI Chapters in Sub Saharan Africa to ensure high levels of accountability and performance

Effective Board oversight and strong organisational and people leadership also at the executive level are both critical for a TI Chapter's ability "to be" and "to relate" to the outside world. To help an organisation organise its work, effective relations between its board and executive leadership are equally important. Finally, clear and transparent policies have to be put in place to organise membership in a transparent and responsible manner.

The TI National Chapter Accreditation Policy is the primary policy mechanism by which the TI Movement ensures accountability and TI Chapter compliance with governance standards. Recognising that publicly promoting good governance requires impeccable internal governance and transparency, each fully accredited TI Chapter undergoes an accreditation review every three years.

The Africa Department places a high emphasis on its role in facilitating the sound implementation of TI's National Chapter Accreditation Policy. It coordinates this process, maintaining close communication with the TI Chapter leadership. The Africa Department analyses the information gathered throughout the accreditation review process and makes recommendations to the TI Membership Accreditation Committee. In turn, the Membership Accreditation Committee recommends appropriate action to the TI Board of Directors, who decides on the accreditation status of each TI Chapter. This process takes between four to twelve months to complete, and continues afterwards if the TI Board of Directors recommends certain changes or areas to report back on.

Where weaknesses have been identified through the accreditation review process, the Africa Department can also provide carefully managed small grants to strengthen governance and accountability mechanisms of a TI Chapter. This could include support to strengthen membership or governance bodies, or to increase the programmatic transparency of a TI Chapter through annual reports or websites.

Activity A.2.4: Support TI Chapters in developing strong internal systems to effectively manage their finances, people, projects and risk

The capacity to plan and manage both financial and human resources effectively is critical for a TI Chapter's ability "to be" and "to organize". This activity supports TI Chapters in developing systems to maximise the potential of the resources that they have at their disposal, and to effectively manage growth over time.

Financial management systems not only ensure transparency and accountability in the management of any funds made available to the TI Chapters, by donors or other supporters. It also helps TI Chapters plan effectively for future work and to strengthen their sustainability through strategic forecasting and resource allocation.

People are a key asset of non-governmental organisations. The activity therefore also supports TI Chapters in attracting and retaining qualified staff. Clear management systems, professional development plans and opportunities for performance improvement are important elements in this context. In addition, the activity supports TI Chapters in mobilising and managing growing numbers of volunteer supporters as a critical resource for TI Chapter sustainability.

Finally, TI Chapters – especially in the socially and politically challenging environment in the Africa region – need to develop a sound understanding of the legal, reputational and physical risks to which their organisation might be exposed. Supported by the Legal Unit at the TI Secretariat and its "Safeguarding Anti-corruption Fighters' Efforts" (SAFE) project, regional coordinators from the Africa Department works with TI Chapters to help them develop

systems to prevent, mitigate or manage such risks.

Result A.3: Enhanced capacity of TI Chapters to realise their strategic objectives and achieve organisational and financial sustainability

Where core organisational capacities have been strengthened to allow TI Chapters and Partners in Sub Saharan Africa to operate effectively as professionally managed organisations that set standards also for others, building a range of more 'external' capacities is crucial to enhance operational capacity and impact. Growing public awareness and a deeper appreciation of the true scale and scope of the corruption problem in the region also allows TI Chapters to attract new supporters and thus work towards organisational stability beyond this Programme.

Activities within this result build the capacity of regional stakeholders, particularly TI Chapters and other Partners, to play an increasingly active and effective role in combating corruption and advocating for civic rights and political reform. TI Chapters are strengthened in their ability to establish and maintain a reform-oriented dialogue with governmental institutions, with new opportunities for cooperation emerging through the Programme.

Activity A.3.1: Mobilise new funding for regional capacity development and to expand anti-corruption activities in the region in line with the TI Strategy 2015

The sustainability of the Programme is a key aspect of the work that TI is undertaking in the Africa region. The Africa Department continuously seeks to engage others in the implementation of the Programme and donors to support it financially.

Working towards financial sustainability through a combination of donor funding and locally generated income, TI Chapters and Partners in the region are supported in their fundraising efforts by the Africa Department to strengthen their ability "to be", "to organise", and "to achieve". Activities include the development of fundraising plans that can provide a sound basis for donor outreach, and fundraising materials that target different donor audiences and present a compelling business case for supporting the TI Chapters. Beyond "traditional" funding sources, this activity explores a diversification to other sources of income.

In addition, enabling further strategic and systematic anticorruption advocacy programme development for Sub Saharan Africa is a core activity of the Africa Department, which may develop other much targeted (sub) regional projects to implement the strategic objectives outlined in the global Movement's TI Strategy 2015.

Activity A.3.2: Develop strong advocacy and communication skills to translate strategy, research and knowledge into effective anti-corruption advocacy

A strong anti-corruption voice and clear public profile are critical to an organisation's ability "to act" and be seen as a change agent that is capable of responding authoritatively to existing and emerging good governance challenges. Engaging new audiences through a range of communication channels to translate awareness into action is important in this context.

Liaising closely with TI's Advocacy and Communication Departments, this activity supports TI Chapters and Partners in Africa in developing their advocacy and communication skills through horizontal learning as well as targeted training. In an effort to reach new audiences, including the young, activities are closely coordinated with two key programmes of TI: the People Engagement and the Public Sector Integrity programmes.

In addition, the TI Secretariat's Rapid Response Unit coordinates with TI Chapters in Africa on any issues that require immediate public statements.

Activity A.3.3: Help TI Chapters understand, develop and manage Monitoring, Evaluation and Learning (MEL) systems as part of their project and strategic planning cycles

The capacity to understand the strategic and planning value of Monitoring, Evaluation, and Learning (MEL) has become increasingly important to TI as the organisation matures and professionalizes. Using MEL findings to improve performance and thus achieve greater anti-corruption impact are understood as critical for a TI Chapter's capacity to "adapt" and "to achieve".

Supported by the Organisational Development Unit based at the TI Secretariat, this activity engages TI Chapters and Partners in the Africa region in identifying their Monitoring, Evaluation and Learning needs. Building an enhanced understanding of MEL frameworks, from conceptualisation to use, TI Chapters are supported in managing such systems as an integral part of their organisational planning cycles. Regional coordinators from the Africa Department work with TI Chapters to help set clear and measurable goals and objectives, and to review progress and results against them to improve overall performance. Joint learning among TI Chapters in the Sub Saharan Africa region as well as broader exchange with other TI Chapters help TI undertake a holistic assessment of its own effort, and how it can be improved.

TI Chapter-level MEL systems are also integrated into a TI Movement-wide MEL framework, which is currently being developed by the TI Secretariat. This shall ensure that MEL data collected at the national-level can also inform the global TI Movement on progress made towards the objectives identified in TI Strategy 2015.

Result A.4: Enhanced capacity of TI Chapters to initiate and lead multi-stakeholder coalitions and cross-boundary networks for increased anti-corruption impact

Results-oriented cooperation between different anti-corruption stakeholders in Sub Saharan Africa, contributing their individual expertise to a broader effort of building national, regional and international networks is an important element in realising long-term anti-corruption impact in the region.

TI builds on its own experience as a global network of 100+ independent national member organisations (TI Chapters) working as part of multi-stakeholder initiatives, as well as on the coalition-building expertise of its most established TI Chapters. Via TI's previous regional projects (Source Book Adaptation Project, TISDA, AEW, PCA projects), TI Chapters and Partners in Sub Saharan Africa have begun to broaden their reach and profile their work in a regional context.

To multiply the anti-corruption impact that TI Chapters could have on their own, the activities described below widen and consolidate the network of anti-corruption practitioners in Sub Saharan Africa.

Activity A.4.1: Support TI Chapters in undertaking innovative approaches and activities against corruption in Sub Saharan Africa

The capacity to understand the many facets and underlying causes of corruption, and to identify and seize emerging opportunities to scale up the fight against corruption are critical to TI's ability "to achieve".

To foster innovative responses to emerging policy issues and to engage more people than before in the fight against corruption, the Programme funds TI Chapters with proven capacity and expertise to undertake innovative activities around:

- New social media
- Information & Communication Technology
- Cross-boundary Partnerships

Providing such support encourages leadership among the TI Chapters in Africa to develop new approaches and tools to tackle corruption relevant to the context of the region. Whereas the core capacity support funding assists TI Chapters with less capacity, funding channelled through this particular activity assists TI Chapters that are already at the forefront of anti-

corruption advocacy.

Activity A.4.2: Increase TI SSA Chapters contribution to strategic regional and international initiatives and forums

The diversity of expertise across the global TI Movement provides a strong foundation for collective action and for working more effectively together and with others. Developing and scaling up innovative anti-corruption solutions through pro-active outreach to external partners can significantly enhance TI's ability "to relate" and "to achieve". TI-led network initiatives can bring together a range of stakeholders including "cross-boundary" partners, e.g. from academia, the private sector, public institutions or non-governmental organisations active in other areas, allowing all members to work and learn together.

Taking the support for innovative anti-corruption solutions to a higher level, this activity encourages leadership among TI Chapters in Sub Saharan Africa, and support the incubation and start-up of high potential networks led by interested TI Chapters who have already consolidated their basic organisational capacities.

To ensure successful delivery, the Africa Department helps identify and relay information on potential network opportunities between TI Chapters themselves, as well as between TI Chapters, relevant TI Secretariat Departments, or external contact points. The Programme also provides advice on the process of network formation and support the development of effective frameworks for network coordination and governance.

In addition, the activity supports TI Chapters in identifying and supporting potential new coalitions by participating in relevant regional and international fora and inter-governmental initiatives, hosted by different institutions. These include, for example, conferences organized by the African Union and its Regional Economic Communities, UNDP, UNODC, Pan African Think Tanks (such as the Africa Governance Institute), the UN Economic Commission for Africa (UNECA), as well as the UNCAC Conference of State Parties.

Support provided by the Africa Department to these efforts also include advocacy and visibility actions to the AU conducted through missions to Addis Ababa, and contributing to the work of the Africa Union Advisory Board on Corruption (AU – ABC). In addition, advocacy and visibility actions will be targeted to the Pan African parliament (based in Pretoria in South Africa) and to the African Commission on Human and Peoples Rights (based in Banjul / the Gambia).

Component B: Anti-Corruption Solutions & Knowledge

Generating, adapting, and disseminating leading anti-corruption knowledge, practices and solutions in the Africa region

Justification

Effective knowledge sharing and dissemination are critical to supporting and strengthening evidence-based advocacy and policy-making in the region. Yet, anti-corruption research is highly interdisciplinary and cross-cutting. A substantial amount of related research is produced every year by a variety of actors around the world, such as academic institutions, think tanks, NGOs, as well as bilateral and multilateral agencies. The discussion of approaches and findings, however, often remains segmented, confined to a specific community or region and poorly inter-linked with the expertise and knowledge needs of practitioners and policy-makers across the Africa region. The anti-corruption movement's knowledge, expertise and experience needs to be more systematically captured, harnessed and made available in a variety of formats to respond to the needs of a wide variety of anti-corruption stakeholders.

In alignment with the TI Strategy 2015, this Programme component addresses this critical need. Drawing on the organisation's unique expertise in analysing corruption risks and implementing anti-corruption programmes through its network of 100+ Chapters across the world, this component contributes to improving mutual learning, facilitating knowledge sharing, and strengthening cooperation across the Africa region and beyond. This component complements TI's well-established credentials in developing and promoting the measurement and diagnosis of corruption and extends it to a new frontier – that of synthesising knowledge about what works to stop corruption and to promote integrity, accountability and transparency in both the private and public sector. It fosters a culture of sense-making, with the following questions at its core: what has been tried in the field of anti-corruption, both in research and practice, what have we learned, and what do we suggest as ways forward, based on this learning?

A key feature of this component is the demand-driven, needs-based approach to the research and knowledge agenda setting. In practice, this means that the Component is built around a bottom up, inflow of needs from stakeholders from the Africa region. Another key element of the component is to enable a better-linked network of anti-corruption experts to emerge, from TI Chapters to a range of academics, policy and business practitioners and others.

The execution of activities in this component is guided by the following principles:

- Bottom-up process, driven by stakeholder needs
- Networked approach, involving an expanding roster of experts within and outside of the TI Movement
- Flexibility in terms of format, type and length of response
- Integration among Programme components fostering knowledge systematization, efficiency and cross-learning

Logical Framework

Internal Programme Goal

To contribute to empowering, strengthening the capacities, and engaging civil society organisations, civil society coalitions and the public in addressing corruption and promoting transparency, accountability and integrity in Sub Saharan Africa.

Purpose of Component B

To provide anti-corruption activists in the Africa region with access to readily available evidence and practical tools to fight corruption and advocate for change.

Results of Component B

- Result B.1: Widely shared knowledge and lessons learnt on existing anti-corruption tools and good practices in the Africa region
- Result B.2: Increased access to anti-corruption expertise through better-linked networks of anti-corruption experts across the Africa region.

Chapter Groupings

Most activities under this Component take place within the SSA Region and all TI Chapters will benefit from it.

Grouping SSA3: Centres of Research Excellence: This group includes countries where TI intends to expand its activities and where centres of research excellence shall be established or supported by TI: Nigeria, South Africa, Tanzania.

Activities

Result B.1: Widely shared knowledge and lessons learnt on existing anti-corruption tools and good practices in the Africa region

Effective anti-corruption policies must be based on a sound understanding of available evidence on the nature of the problem at hand and experience in addressing it. Anti-corruption practitioners need to have access to available evidence and be equipped with the skills and knowledge to mainstream anti-corruption in all their areas of intervention. One of the missing elements in this regard is the effective and timely generation and dissemination of information and research on what works and what doesn't work in the field of anti-corruption in Africa and beyond. Through this component, TI more systematically tracks research and practice in Africa and beyond with the aim of enhancing shared learning within the anti-corruption community and making it available in a variety of formats to a wide range of stakeholders at the national and regional levels.

> Activity B.1.1: Provide on-going advice to TI Chapters, Partners and other national and regional stakeholders on a demand-driven basis

In a rapidly changing environment, successful advocacy activities often depend on swiftly pulling together and tailoring informed responses to a given situation. This activity takes the shape of an Anti-Corruption Expert Facility in the form of a Helpdesk servicing TI Chapters and other stakeholders in the region. It makes high-quality expertise, guidance and practical tools on anti-corruption more readily available to a variety of stakeholders in a flexible and timely manner. TI already has more than eight years of experience carrying out this service to donors, via the U4 Anti-corruption Resource Centre, as well as more than 15 years of providing advisory support informally via email, conferences and other fora. The expert facility answers time-sensitive questions posed by TI Chapters and other key stakeholders in the Africa region, directly targeting research to their practical needs. In this sense, the expert facility serves both as a barometer of anti-corruption needs and emerging issues in the region (the input side) as well as a discrete service delivery point for a variety of knowledge, from expert matchmaking to more in-depth research (the output side). TI builds on its existing repository of experts and work laterally, across the TI network, as well as beyond, to ensure that the most relevant expertise feeds into Helpdesk work.

> Activity B.1.2: Systematically capture, publish and disseminate the knowledge generated through this programme via target-oriented channels of communication

At both national and regional level, the knowledge generated through this Programme is captured through the production and publication of a variety of knowledge products (e.g.

working papers, practical guidance notes, policy papers, tool kits, etc.) geared towards relevant target groups and stakeholders. These knowledge products address the issues raised in a variety of languages and formats, some immediate and some more medium and long-term, with the end-users' needs in mind. This diversification of formats strengthen TI's ability both to respond quickly and pragmatically on time-sensitive knowledge needs and, at the same time, to build an integrated programme that takes stock of knowledge needs and creates useful materials that reflect systematic and sustained concerns and demands of our stakeholders in the region vis-à-vis the fight against corruption. Particular emphasis is placed on adapting TI's portfolio of policy tools to the Sub Saharan Africa context as well as learning more systematically from existing methods for measuring and analysing corruption, through TI's "GATEway" project.

Result B.2: Increased access to anti-corruption expertise through better-linked networks of anti-corruption experts across the Africa region.

Another key element of this Programme component is to enable a better-linked network of anti-corruption experts to emerge, from TI Chapters and Partners to a range of academics, policy and business practitioners and others. TI enables more direct stakeholder and expert identification and interaction and fosters the enhancement of its expert networks, supporting academic outreach and training to service needs of all anti-corruption stakeholders at the national and Africa regional levels.

> Activity B.2.1: Mobilise and stimulate anti-corruption expertise across the Africa region's academic community

TI mobilises and leverages the expertise of leading academic institutions in the Africa region through the creation of a platform for scholars and researchers that promotes the development of a collaborative academic network for sharing expertise and ideas on corruption related research, with linkages to the global academic community. This includes providing regular updates on the latest in anti-corruption research at national and regional levels, sharing research opportunities, developing and distributing teaching materials and course curricula and fostering a widening of the anti-corruption research community across disciplinary divides. Building on the well-established Anti-corruption Research Network (ACRN), now entering its third year, TI puts a special emphasis on mobilising the knowledge base of young scholars and researchers based in the Africa region. In addition, TI uses a growing network of university courses to match corruption research needs with the requirements of students working toward degree programmes through its innovative "Research on Tap" project.

Activity B.2.2: Create centres of expertise in a number of key areas at the national and regional levels

Through its network of 100+ TI Chapters across the world, TI has developed a unique diversity of expertise and global breadth of experience in fighting corruption. At the national and regional levels, TI maps and mobilises the expertise available across the TI Movement and beyond on region relevant issues and fosters the creation of national and regional networks of expertise that lead the anti-corruption movement and act as knowledge hubs on issues relevant to the Africa region.

Component C: People Engagement & Support

Building Citizen Knowledge and Participation in anti-corruption in Sub Saharan Africa

Justification

Anti-corruption and the protection of human rights, particularly socio-economic rights, are inevitably linked. Due to various forms of corruption, which can take the shape of non-transparent government, poor service delivery, reduced access to fundamental services (water, electricity, education, employment, housing, land, health, etc.) and the ensuing lack of opportunities (fair and gainful employment; ability to develop as individuals, to live in dignity, to enjoy economic security, to build a family or to start a business etc.), citizens in Sub Saharan are disempowered and in such instances unable to play an active role in society, to take their place as citizens and to advocate for the long-term rights that affect them.

The UN Declaration on Human Rights Defenders asserts the right of everyone to promote and "strive for the protection and realization of human rights and fundamental freedoms"³ and the UN Convention against Corruption (UNCAC) guarantees public participation in anti-corruption efforts⁴. Yet human rights defenders (HRDs) working to fight corruption often have their own rights violated. This happens at a personal level – through intimidation, threats, harassment or attacks – or at an institutional level, where governments clamp down on organisations by changing their registration or reporting requirements, or limiting funding sources.

A key aspect of anti-corruption is to address young people, aged approximately between 15 and 30. It is by raising the consciousness of this generation, as future leaders, that TI helps build both capacity and sustained demand for good governance. Youth of today have a significant opportunity to play a positive role in building a society that recognises and rewards integrity.

TI is also acutely aware that various segments of the youth population in Sub Saharan Africa countries have been developing ideas, projects and initiatives such the Network of African Youths against Corruption (NAYAC), which was founded in 2001 by a group of African youths and students. Due to the political and social constraints as well as to the lack of resources and coordination, most of this potential for innovation remains untapped and unharnessed. TI intends to bring such people together, for a discussion, and help them promote and realise their ideas for democratization, economic development, political reforms and citizen engagement. The TI Secretariat has developed programmes that target youth and the community through social media, with the aim of providing them with tools that on the one hand allow them to actively participate in anti-corruption work, and on the other hand educate them vis-à-vis their own behaviour and becoming models of integrity for their peers and future generations.

One of the possible avenues of engagement to pursue is electoral monitoring, which has been identified by activists themselves as a critical need. Voting being the most basic and inalienable right of a citizen to shape his/her own future, the importance of a thorough electoral monitoring process becomes paramount for all segments of society. For many, including young people, election monitoring can be an effective way of motivating constituencies to become engaged in anti-corruption work and of seeing the significance of transparent procedures. In this instance, TI seeks to build partnerships with other organisations that already have substantial expertise on elections monitoring.

³ Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms , Article; 1

⁴ UNCAC. Article 13 on Public Participation.

Logical Framework

Internal Programme Goal

To contribute to empowering, strengthening the capacities, and engaging civil society organisations, civil society coalitions and the public in addressing corruption and promoting transparency, accountability and integrity in Sub Saharan Africa.

Purpose of Component C

To increase responsiveness to people's demands for transparency, accountability and integrity in Sub Saharan Africa

Results of Component C

- Result C.1: Increased public understanding of, support for and engagement in the fight against corruption, with a focus on the engagement of youth, women and entrepreneurs (especially from SMEs).
- Result C.2: Victims and witnesses of corruption in project countries articulate and find solutions to their grievances.
- Result C.3: Improved social programmes and services as a result of citizen demand and engagement.

Chapter Groupings

Activities in this Component take place within the larger Sub-Saharan Region. For effective implementation of these Component activities and operation of the AFD, the TI Chapters in the region are organised along three groupings. These groupings are based on a combination of regional representation, TI Chapter's interest, and capacity for delivery of results.

Grouping SSA4: TI Chapters selected for Youth and Women outreach activities will be identified during the TI SSA Regional Meeting of June 2012 in Maputo.

Grouping SSA5: TI Chapters selected for their Advocacy and Legal Advice Centres (expansion and reinforcement): Burundi, Cameroun, Ghana, Kenya, Liberia, Madagascar, Mauritius, Niger, Rwanda, Senegal, Zambia, and Zimbabwe.

Grouping SSA6: TI Chapters to partner in the future "integrity for entrepreneur" project to be identified during the TI SSA Regional Meeting of June 2012 in Maputo.

Activities

Result C.1: Increased public understanding of, support for and engagement in the fight against corruption, with a focus on the engagement of youth, women and entrepreneurs.



> Activity C.1.1: Develop outreach to youth to combat corruption

This activity represents a major part of Component C. In its initial phase, it involves a limited number of TI Chapters in Sub Saharan Africa, with expansion in other countries in the region in year four and five of the Programme. This activity reaches out to the youth in Sub Saharan Africa, in easy-to-understand, non-academic formats. It principally targets groups under the age of 30, reaching out to existing initiatives such as NAYAC, covering a broad spectrum of themes of particular relevance to young people across the region.

1. The first aspect of this activity maps the current views, influences, and incentives of youth on corruption through a survey. The Youth Integrity Survey is conducted in participating countries in year 1 to establish a baseline on the current integrity levels of youth and their

level of engagement in anti-corruption. The survey has been developed to move beyond passively capturing views of youth on their ideas of corruption and integrity. It provides targeted information on the systems in which youth exist and pinpoints which aspects of culture and actors in society work to promote and hinder youth integrity, and thus illuminate access points for change within systems. TI Secretariat and international experts support the methodology adaptation to suit the national context. Additionally, on the local level, a national researcher will contribute to this adaptation and implement the survey. A regional workshop is conducted with national level research teams to ensure consistent implementation of the methodology for the purposes of cross country comparison. As an initial stage of advocacy, the survey itself is conducted by youths, trained through a national level workshop, who will form the initial core of a volunteer network. The survey also collects data on gender, socioeconomic status and popular communications tools and platforms that youth use and are influenced by (print, digital, social media, mobile phones, social networking etc.) for effective communication and advocacy targeting. A regional report highlights the key findings and commonalities of the results in all four countries.

2. The second aspect of this activity develops an advocacy strategy to ensure the sustained mobilization of youth integrity. Participating TI Chapters carry out a participatory stakeholder analysis in selected communities to identify actors promoting and preventing the development of youth integrity and anti-corruption in youth. Additionally an analysis of strengths, weaknesses, opportunities and threats (SWOT) provides direction for advocacy and outreach work. This in-depth review establishes a broader picture of the situation youths face and work towards ensuring that the component is targeting issues and actors that will positively contribute to the advancement of youth integrity. A stakeholder workshop is organized to review and validate the findings of the Youth Integrity Survey and the stakeholder analysis. Based on these findings, participants identify key determinants of youth integrity and influencing strategies to engage youth for integrity in selected local communities. Both positive and negative influences on youth are explored. Additionally incentives for the promotion of integrity in communities are also explored. Following the stakeholder workshop, each TI Chapter develops recommendations and a communications and advocacy strategy, as well as key messages and recommendations in consultation with stakeholders and support from international experts through TI Secretariat. These recommendations are then disseminated through engagement with the media, focusing on social media platforms where applicable. While outreach strategies differ depending on national and local circumstances, there is an emphasis on effective targeting of youth through social media where applicable. TI Chapter capacity to carry out these plans is reviewed and support is provided by TI Secretariat when applicable.
3. The third aspect of this activity facilitates and sustains greater participation and engagement by youth in the anti-corruption movement. Building on the basis of volunteers who participated as interviewers in the survey, a volunteer network kick-off event brings together interested individuals and develops a network of volunteers to engage in varying thematic work with the TI Chapters. This complements current TI Chapter priorities, for example engaging youth in advocacy work for a programme on basic service delivery or corruption in parliament. A dedicated project coordinator in each participating TI Chapter facilitates effective mobilisation of youth and develops a volunteer plan. In addition to an increased output of communication and outreach materials, an annual event is held to encourage youth to actively engage in the fight against corruption and provide a stage for young voices to be heard. Ideas and key outcomes of this meeting are incorporated into advocacy plans for the following year. TI Chapters seek to ensure that a gender balance of volunteers is established.
4. The fourth aspect of this activity, builds partnerships and coalitions with existing youth groups and other relevant institutions and organizations, mainstreaming youth integrity and anti-corruption into the national youth agenda. Existing youth groups and organisations are mapped to identify effective and interested partners in forming a local youth integrity coalition. This allows for important opportunities to mainstream gender into the Programme, as TI Chapters have often found in their previous partnerships, the work of youth groups to be strongly gender oriented. In line with the TI Chapters' priorities and previous results, the national programme coordinator engages with national youth

organisations in the fight against corruption. Staff and volunteers from the TI Chapter seek opportunities to attend events of other organisations and make a space for the promotion of youth integrity in the agenda of other relevant organisations and institutions. Additionally opportunities for more formal partnerships or Memoranda of Understanding signed with other stakeholders are sought.

5. The fifth aspect of this activity increases engagement of immediate stakeholders affecting youth integrity, including parents and teachers. Once partnerships are established with community groups and other stakeholders relevant to established key areas, the TI Chapter develops specific projects within the component with these partners. These activities should focus on immediate stakeholders (i.e. parents, employers and teachers, or actors that youth come into contact with on a day-to-day basis). While specific activities are determined by local conditions and needs in each country, it is expected that activities may include:

- The development of educational materials for parents on promoting integrity in the home with parent teacher organisations;
- The development of local and/or national anti-corruption curriculum in schools, focusing particularly on secondary education with the Ministry of Education;
- Social forums, such as radio, T.V., street theatre, social gatherings are employed to promote key messages and the need for supportive communities for youth integrity.

6. The last aspect of this activity develops and promotes tools and solutions for youth integrity. Focusing on youth engagement and interaction with the media, the private sector (particularly with a focus on employment and entering the workforce) or engagement with governments, this part of the activity works towards the development of tools and incentives for promoting youth integrity. It builds on the earlier analysis and partnerships developed. It is envisaged that the tool focuses on one of several areas:

- Engaging the national media to explore ways in which projects such as training for young journalists in investigative journalism, or programming aimed at promoting youth integrity could be supported and facilitated.
- Working with Public or Private Sector to explore ways in which they can promote values of integrity and anti-corruption in youth just entering the workforce and reward integrity in employment practices.

A national workshop on tool development is held presenting work towards developing concrete tools under the designated thematic area. Reaching to other influential youth stakeholders than those previously engaged, this aspect of the activity moves towards a bigger picture approach, seeking to bring about change in the media and the employment practice and incentives of public or private sector organisations. The Africa Department works closely with stakeholders in the public and private sector in the region to develop tools and incentives to provide opportunities for youth to benefit from acting with integrity. This is developed over the course of the component but will reflect:

- Incentives developed by public and private sector employees to promote young employees who act with integrity;
- Incentives to provide positive examples and reward young people who show innovative approaches and effective leadership in integrity and anti-corruption.



> Activity C.1.2: Develop outreach to women to combat corruption

Women often face particular difficulties as they frequently have primary responsibility for childcare and have frequent interaction with service providers (many of whom may be governmental) in the fields of education and health. The tragic reality is that women from lower-income groups are the ones who suffer most, as they are unable to make speed

payments to access basic services. Frequently, these women do not realize that even under local legislation, they have an entitlement to these services without having to pay bribes. An understanding of their rights and of the legal context can empower many women and contribute to changing behaviour long-term.

This activity primarily takes the form of Gender-differentiated awareness-raising and advocacy; working in partnership with local NGOs and women's groups who usually enjoy a high degree of trust on the ground; and developing and ensuring that women are particularly taken into account when planning and implementing activities with citizens during the framework of the Programme.

Additionally, TI will ensure that Gender-differentiated results and analyses provided by other components of the Programme are gathered and provided as input for the work of civil society organisations and other partners working on Gender issues. Similarly, country-specific assessments of women's exposure to corruption risks will be undertaken in order to refine the understanding of the specific challenges faced by women in low-governance societies.

Additionally the Programme will seek to mainstream and further reinforce a Gender-differentiated approach within national projects and activities of TI Chapters. This would be done notably through dedicated training in partnership with the local NGOs and women's groups mentioned here-above.

This two-pronged partnership approach of providing local NGOs and women's groups with Gender-differentiated data and analyses on corruption, while ensuring that their expertise and contribution is sought and taken into account while implementing national projects or activities of this Programme in the participating countries would enable TI to develop functional partnerships beyond simple consultation.

> Activity C.1.3: Develop outreach to entrepreneurs (particularly SMEs) to combat corruption

The local private sector in Sub Saharan Africa is mainly comprised of Small and medium-sized enterprises (SMEs). Many entrepreneurs have also been victims of corrupt networks (also in many instances because they were not aware of their rights); whether trying to obtain a licence; registering a new firm; or perhaps even having to tolerate intervention from corrupt politicians who also wanted a stake in a successful business. Yet, transparent, socially responsible and well-run businesses can function as drivers for a new economy, creating opportunities and employment growth and providing alternatives to an inflated public sector which. This activity develops a better understanding of the challenges facing those wanting to do business transparently and developing common solutions for moving forward.

> Activity C.1.4: Develop a safety-training package for activists

This activity addresses the delicate issue of whistle-blower protection both from the side of victims and witnesses as well as from the activists' perspective. It is crucial to empower project partners to deal with sudden deteriorations of security levels as well as threats to their person and reputation (as individuals and members of partner organisations).

> Activity C.1.5: Inform citizens of their rights and increase their ability to speak out against corruption

Access to information (A to I) is a tool used to hold governments accountable. This activity aims to provide an on-going mapping of A to I legislation, highlighting gaps in existing systems (also on an enforcement level wherever such legislation is already in place).

Indirect actions (e.g. "Know Your Rights" campaigns) could be targeted at the larger public to encourage them to claim their rights but also to learn about their responsibilities as citizens. This could even include cooperation with the education sector to integrate these concepts into the schools' curricula. Particular emphasis is placed on youth, women and other marginalised

groups depending on the country context.

> Activity C.1.6: Provide regular opportunities for dialogue and showcasing of anti-corruption initiatives

This activity aims to host regular events, regionally and nationally, to raise the visibility and profile of TI's work in Sub Saharan Africa. It also fosters horizontal learning and collaboration throughout the TI Movement, focusing especially on "trailblazers" and innovators to collaboratively develop models for replication. Specific examples are a) the use of Information and Communication Technology platforms to fight corruption, b) the engagement of volunteers, c) gender⁵ and d) raising funds from the public to increase sustainability and build credibility. Such events and other fora constitute a public space for citizens to become informed, and also demonstrate their support to the fight against corruption.

Result C.2: Victims and witnesses of corruption articulate and find solutions to their grievances in project countries.

TI has developed Advocacy and Legal Advice Centres (ALACs) to respond to a previously unmet demand in the region. The ALAC concept has been embraced by TI groups in Sub Saharan Africa, with 25 ALACs operated in 13 countries (Burundi, Cameroon, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Mauritius, Niger, Rwanda, Senegal, Zambia and Zimbabwe) collecting hundreds of complaints and complementing the activities of the respective TI Chapters. ALACs provide legal information, free advice and assistance to victims and witnesses of corruption, enabling them to know and assert their rights to pursue corruption-related complaints. ALACs aim to empower citizens to take up the fight against corruption. ALACs compile and analyse the reported cases of corruption, providing an important source of information for identifying the weak points in the laws and procedures that allow corruption to thrive. This unmatched data provides a profile of how corruption works and its detrimental effect on people, generating highly credible information that is critical to designing effective advocacy strategies aimed at strengthening the ability and willingness of institutions to act upon corruption-related complaints. In this way, systemic legal, administrative and institutional improvements that can counteract and prevent corruption become achievable. Advocacy campaigns around these improvements create a virtuous circle, helping to establish the profile and reputation of the ALACs, which in turn encourages more citizens to join in and take action against corruption.

> Activity C.2.1: Provide safer spaces for citizens seeking redress from corrupt practices or willing to speak out against it

Building citizen participation in anti-corruption, the TI ALAC approach empowers victims and witnesses of corruption to redress their grievances, and achieves systemic change in the policy and practice of public and private actors to fight against corruption. This results in:

- Improved access to legal advice and services for victims and witnesses of corruption;
- Improved response to corruption related complaints by public institutions;
- Increased demand for improved governance based on persuasive evidence

As the ALACs' approach to citizen engagement has proven to be successful one in many countries in Sub Saharan Africa, this activity consolidates, replicates, adapts and expands this model in other countries and brings the ALACs closer to the citizens through satellite ALACs operated outside of the capital city, thus providing citizens with a venue where they can safely speak out against corruption, seek legal advice and seek redress to it. Depending on the context, ALACs may operate in many shapes and forms, receiving complaints from petty corruption to huge "state-capture" related affairs.

⁵ Transparency Rwanda (TI Chapter in Rwanda) has initiated an interesting debate in the country following the publication of its report on Gender Based Corruption in the workplace (August 2011)
Revised on Thursday, 09 August 2012

This high-sensitivity type of operation requires top-of-the-range security equipment and training, all the more pertinent in the Sub Saharan Africa region; the ability to screen out the cases which cannot be followed up with and those unrelated to corruption. Moreover, privacy protection, whistle-blower protection, data management and data security are key issues when it comes to anti-corruption walk-in centres or hotlines.

TI provides training in these areas, as well as continuous support for the safe management of data. In addition to this, the vast amount of data to be collected shall provide strong indicators of where corruption is most pervasive, thus substantiating requests for reform in other advocacy activities. In order to sustain the spread of this model, it is envisaged that targeted operational grants to bridge funding gaps as well as seed funds will be disbursed. In order to equip the ALACs with functional and scalable databases, provisions are made in this Programme component for the management and development of the database software and hardware (from data encryption to the security of the premises and personnel).



> Activity C.2.2: Produce and analyse ALAC case-based evidence to assess trends and support reform demands

In this activity, statistics from complaints are fed into the research upon which to ground the advocacy actions. Common international trends are also highlighted so as to draw the attention of the international community to the issues and put pressure on relevant governments in the Sub Saharan Africa region. As part of this activity, actions are taken to ensure that appropriate data collection, management and analysis tools are developed and disseminated. In this way the security of citizens, those collecting information, and any sensitive information is increased. This promotes the establishment of a virtuous cycle of trust between CSOs and citizens, encouraging them to speak out against corruption.

Activity C.2.3: Develop a pool of expertise on investigative journalism and build journalistic skills to improve engagement in anti-corruption work

This activity provides training on investigative journalism to increase media coverage on corruption and transparency-related issues. The emphasis of the workshop/training is on obtaining and verifying information, documents and corroborating claims and conducting interviews. Topics that could also be covered include: journalists' security, data protection and in general the responsible and sensible use of new tools such as those stemming from the use of social media. In order to achieve synergies, partnerships are built with schools of journalism in Sub Saharan Africa to ensure that anti-corruption skills are better taken on board. In addition, the on-going informal partnership with the Network of African Journalists against Corruption is formalised and expanded to ensure a wider coverage of corruption issues across the region.

Result C.3: Improved social programmes and services as a result of citizen demand and engagement.

The underlying principle of this result area is that of social accountability and citizen oversight in the delivery of basic services and social programmes. This is particularly significant in the case of traditionally marginalized population groups, empowering them and in turn ensuring that institutions and duty bearers are responsive to their needs.

> Activity C.3.1: Identification of key risk areas in the delivery of services and social programmes

This activity aims to highlight problem areas for, and risks to transparency and accountability in the delivery of basic services (e.g. education, water, health) or social programmes (such as conditional cash transfers). These risks may manifest themselves as errors of exclusion (and

inclusion), ineffective citizen oversight and grievance mechanisms or other governance weaknesses. Participatory approaches, such as the implementation of integrity risk maps and other social accountability tools (e.g. participative reporting by citizens through report cards, participatory videos or other interactive media use) seek to ensure a comprehensive understanding of the key problem areas throughout the cycle of a given initiative.

> Activity C.3.2: Mitigating risks through social accountability

Taking into account the different stages and cycles of social programmes and service delivery, this activity aims to mitigate the risks identified in C.3.1. Depending on the needs and risks highlighted in a given area, appropriate mechanisms are identified. The aim is to generate favourable conditions for the involvement of beneficiaries in accountability processes and help encourage, shape and empower citizen participation and oversight in the provision of said programmes and services. The choice of approach is dependent on the type of service or social programme, the socio-political and economic context, and the specific risks to integrity identified.

Component D: Public Sector Integrity – Diagnosis & Solutions

Researching and Gathering Evidence to Understand and Map Corruption in the Sub Saharan Africa region, and Developing Anti-Corruption Tools and Solutions to curtail it

Justification

A key element of TI's work is diagnosing corruption and assessing anti-corruption efforts through a comprehensive research portfolio. Based on its findings, TI raises awareness of particular types of corruption and the effectiveness of anti-corruption programmes; monitors trends in the incidence of corruption and in the implementation of anti-corruption measures; and advocates for reforms in laws, policies and practices. Based on in-depth research, TI develops practical tools to counter corruption and implements solutions, working through coalitions of actors from civil society, the public and the private sectors. TI publications and indices have been a source of informed reference for many individuals and organisations, be it academically, or, most importantly, as tools for advocacy for change.

While TI has already contributed to increasing the evidence available on integrity, accountability and transparency, for example through previously conducted NIS assessments in 19 countries in Sub Saharan Africa, updated and further analysis is required to ensure relevant and strategic anti-corruption interventions by a wide range of stakeholders. TI has tools that can provide a baseline assessment on the one hand and measure progress in reform efforts on the other hand. The implementation of such diagnostic assessments provides a unique opportunity to work constructively with key stakeholders in Sub Saharan Africa. Particularly in countries where, for a variety of reasons, there is little knowledge of the exact nature and extent of corruption.

TI's tools cover a wide range of topics and map out the cycle of corruption at all stages and from all angles. Such tools are well known but not necessarily well understood. CSOs wishing to use them to strengthen their advocacy actions, TI Chapters and Partners wishing to adapt and replicate them to local contexts, governmental institutions with an interest in responding to their recommendations need to become familiar with their respective methodology and scope.

Logical Framework

Internal Programme Goal

To contribute to empowering, strengthening the capacities, and engaging civil society organisations, civil society coalitions and the public in addressing corruption and promoting transparency, accountability and integrity in Sub Saharan Africa.

Purpose of Component D

To generate robust evidence on public sector corruption risks in Sub Saharan Africa, and provide anti-corruption activists with the tools and solutions to advocate for change.

Results of Component D

- Result D.1: A new body of knowledge and improved diagnostic expertise on (anti-) corruption is widely available and identifies priority areas for anti-corruption reform in each project country.
- Result D.2: Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in national integrity system.
- Result D.3: Regional level advocacy work supporting stronger anti-corruption reforms at

national level.

Chapter Groupings

Activity involving NIS Assessments will be conducted on explicit request from TI Chapters and Stakeholders in a given country.

Grouping SSA7: Benin, Burkina Faso, Guinea Conakry, Malawi, Mali, Nigeria, South Africa, South Sudan, Tanzania will be concerned by some activities under this Component in the second half of the Programme

Activities

Result D.1: A new body of knowledge and improved diagnostic expertise is widely available and identifies priority areas for public sector reform in each project country.

TI's public sector diagnostic tools, both the established ones and those currently undergoing adaptation, have provided the foundation for a strong, objective, evidence-based set of advocacy campaigns, carried out at national level. Assessments such as the NIS (National Integrity System) are based on a sound methodology. Profiling diagnostic work in this way serves to depoliticize what can be sensitive issues in the region. Improving the regional familiarity with these tools ensures that TI's non-confrontational, participatory approach is well grasped by those CSOs tasked with their development and use.

Moreover, a thorough training programme ensures that the recommendations put forth by the reports can be used nationally, for reform demands, and regionally, to highlight common trends and weak spots. The aim is to generate: a) an improved understanding of the strengths and weaknesses of the country's National Integrity System within the anti-corruption community; b) momentum among key anti-corruption stakeholders for addressing priority areas in the National Integrity System.

> Activity D.1.1: Undertake/update National and Local Integrity System assessments in Sub Saharan Africa

The NIS assessment approach provides a framework that anti-corruption organisations can use to analyse both the extent and causes of corruption in a given country as well as the effectiveness of national anti-corruption efforts. This analysis is undertaken via a consultative approach, involving the key institutions and actors in government, civil society, the business community and other relevant sectors with a view to building momentum, political will and civic pressure for relevant reform initiatives.

This kind of assessment is part of TI's holistic approach to countering corruption. It describes the problem of corruption and its impact, and - more importantly - presents a comprehensive strategy for combating corruption based primarily on prevention rather than punishment. The strategy - the National Integrity System (NIS) - lies at the core of TI's approach to tackling corruption and has a special emphasis on diagnosing public sector integrity risks. The NIS is based on 13 'pillars' or institutions, ranging from an elected legislature through an independent judiciary to a free press, which function to underpin (or undermine) national integrity.

This activity envisages that NIS assessments are carried out and updated when the context allows in the Programme countries. A new methodology for a Local Integrity System assessment (LISA) is also introduced based on the current NIS methodology. Local Integrity Systems assessments are carried out within targeted Sub Saharan Africa countries, focusing on local governments, to identify and address the weaknesses which, at a more macro level, would be overlooked or de-prioritized.

Under this activity, part of the funds is used to conduct feasibility studies / scoping missions in

those countries where the space for civil society has been particularly limited or utterly denied for decades, so as to gather information, map-out all stakeholders and devise a public sector integrity plan to account for the particularly challenging context.

In addition, gap analyses assess Sub Saharan Africa countries' compliance with the most important and relevant conventions such as the UNCAC. Similar to the NIS/LIS, a gap analysis is used as an advocacy tool and to put forth recommendations for reform.

> Activity D.1.2: Promote the Corruption Perceptions Index

The TI Corruption Perceptions Index (CPI) has become a global reference for the perceived state of public sector corruption in many countries around the world. It is important that the methodology and the impact of the CPI are clearly understood by those using it to promote anti-corruption reforms, or reporting on corruption. As part of this activity, TI organises events around the release of the CPI to provide media representatives and the general public with detailed information about the results, in particular with regard to implications for anti-corruption work in Sub Saharan Africa. A regional launch is held in Sub Saharan Africa, each year in a different country. This takes place annually to coincide with the release of the global CPI.

> Activity D.1.3: Produce the Global Corruption Barometer survey

The Global Corruption Barometer (GCB) is the only worldwide public opinion survey on views and experiences of corruption. As a poll of the general public, it provides an indication of how corruption is viewed at national level and how efforts to curb corruption around the world are assessed on the ground. It also provides a measure of people's experience of corruption in the past year. The 2010 Barometer, the seventh edition, reflects the responses of 91,781 people in 86 countries. It is envisaged that over the five-year period, several national Barometer surveys will be conducted across Sub Saharan Africa in different countries. The GCB supports the result of the NIS and the CPI on any progress or set-backs, and ensure that citizen's experiences of corruption are also taken into consideration when developing a strategy to deal with corruption.

> Activity D.1.4: Develop and adapt other public sector integrity diagnostics

A holistic approach to corruption monitoring relies on the development and integration of research tools. The research tools from TI are firmly established on the international scene as global tools when measuring corruption and assessing its impact. TI strives to continuously improve and fine-tune its tools and, when new ones are developed, to promote them and wherever possible to adapt them to specific local needs. This activity supports the local development and adaption of appropriate measurement tools. Building on the experience of TI groups in Latin America, the Africa department promotes cross regional collaboration to equip groups in Sub Saharan Africa with tools developed by their counterparts in the Americas. With decentralisation/devolution processes taking place in Sub Saharan Africa more recently than in Latin America, this cross regional collaboration will help reinventing the wheel while at the same time strengthening ties between TI groups around the two regions.

Result D.2: Increased demand and momentum from national and regional anti-corruption stakeholders for effective anti-corruption national level reforms and for addressing priority areas in national integrity system.

> Activity D.2.1: Design and implement national and regional advocacy interventions to engage key stakeholders on public sector integrity issues

Using data and evidence gathered in Components B, C and D, this activity consists in developing advocacy plans, tools and applications (public sector integrity pacts, model laws,

best practice codes) to be used by TI Chapters and Partners to engage with public sector officials in active reform initiatives.

> Activity D.2.2: Produce Anti-Corruption Toolkits for different segments of civil society

In parallel with and complementing the various activities undertaken under Component C, this activity produces and disseminates, at both national and regional level, informative material geared towards relevant target groups such as youth, women, politicians, media, and personnel from the judiciary. Unlike the more technical and academic studies produced in result D.1, this material, designed to provide a highly focused blueprint for action in a specific area of the public sector, can be quickly grasped and replicated by users and relatively inexperienced activists.

Activity D.2.3: Disseminate knowledge products on public sector integrity to public and expert audiences

To achieve the results set in this Component of the Programme, this activity includes the organisation of independent national advocacy and awareness raising events (e.g. local conferences, round tables, stakeholder consultations etc.) as well as structured media outreach interventions (e.g. TV / Radio spots, talk shows, presence on national and regional media outlets, SMS campaigns etc.). These are essential to ensure that the content produced in result D.1 is effectively disseminated.

Result D.3: Regional level advocacy work supporting stronger public sector anti-corruption reforms at national level.

Activity D.3.1: Influence policy and regional agenda setting

This activity provides resources to promote anti-corruption reforms and influence Africa regional processes towards greater transparency, integrity and accountability, thus facilitating the adoption of related reforms at national level in Sub Saharan Africa countries. This activity notably focuses on supporting TI-S' partnership building efforts with Africa regional institutions and organizations (Africa Union and its Regional Economic Communities, the Pan African Parliament, the African Commission for Human and Peoples Rights). This includes the preparation work and subsequent active participation in relevant regional fora.

Activity D.3.2: Quality control and monitor progress on public sector advocacy engagement in Sub Saharan Africa

To support TI Chapters and Partners' advocacy efforts within Sub Saharan Africa, the Advocacy and Outreach Department of TI-S supports various advocacy interventions by providing expert advice, guidance and quality control of material produced. This ensures greater effectiveness, positioning, impact, sustainability, as well as risk management of the intended advocacy interventions. The department also monitors progress made by advocacy interventions against the Programme objectives and the broader TI Strategy 2015.

Component E: Climate Governance Integrity

Developing Capacities of TI Chapters and Stakeholders to advocate on the Policy Development, Implementation and Monitoring of Climate Finance Governance in Sub Saharan Africa

Justification

The effects of climate change are expected to increase in scale and intensity well into the next century. Leaders of developed countries have pledged up to US \$100 billion by 2020 to support adaptation and mitigation activities in developing countries. Beyond this, governments around the world are investing heavily in increasing energy security and long-term low carbon pathways.

Climate finance poses governance challenges for developed and developing countries alike. As new climate money flows increase, concerns are mounting regarding the transparency, accountability and integrity of how spending decisions are being taken, for what and how. Insufficiently developed regulatory systems and funding channels provide opportunities for corruption. Countries in Sub Saharan Africa that are earmarked to receive climate finance face a number of governance challenges, including the capacity to control corrupt abuse.

TI is committed to helping ensure that public money made available for climate change actions is not diverted through corruption by promoting viable anti-corruption safeguards and preventative measures at global and national levels.

Logical Framework

Internal Programme Goal

To contribute to empowering, strengthening the capacities, and engaging civil society organisations, civil society coalitions and the public in addressing corruption and promoting transparency, accountability and integrity in Sub Saharan Africa.

Purpose of Component E

To support TI Chapters and other civil society Partners to engage effectively in policy development on, implementation of, and monitoring of climate finance and governance in Sub Saharan Africa

Results of Component E

- Result E.1: Enhanced knowledge of climate finance and governance by TI Chapters, Partners and other relevant national stakeholders.
- Result E.2: Increased cooperation, partnerships and networks on climate finance and governance.
- Result E.3: Increased capacities to advocate and mobilise for change on corruption risks in climate finance among TI Chapters, Partners and other relevant national stakeholders.

Chapter Groupings

Activities in this Component will take place in Sub-Saharan Africa along the following groupings.

Grouping SSA8: For effective implementation of these Component activities, the first TI Chapters to engage will be from countries that have a larger impact on climate change or that are particularly affected by it.

Grouping SSA9: Kenya is already working in this area as part of another project of the TI Secretariat. In 2013 other countries are anticipated to join this grouping.

Activities

This Component of the Programme helps ensure that climate financing decisions and actions taken in Sub Saharan Africa are conducted with sufficient transparency, accountability and integrity to prevent corruption from undermining climate goals. It seeks to increase civil society capacities to contribute to climate finance governance policy development, implementation and oversight.

Result E.1: Enhanced knowledge of climate finance and governance by TI Chapters, Partners and other relevant national stakeholders.

Climate finance is critical to achieving important global and national climate change adaptation and mitigation goals. It is important that the development and implementation of climate finance policies, financing priorities, uses and decisions are transparent, accountable and involve robust integrity – to ensure goals are met and money is not lost to corruption. Civil society engagement on climate finance governance remains relatively low and unengaged due to its highly complex and technical nature and organisation. Building the technical knowledge of Civil Society Organisation in Sub Saharan Africa to better engage in policy development, implementation and monitoring is therefore crucial to ensure robust accountability, integrity and anti-corruption safeguards. With the current and anticipated large financial flows to, from and in both developed and developing countries, urgent action is needed to build that capacity. TI Chapters maintain a high level of expertise and knowledge regarding governance and anti-corruption. This expertise can be effectively applied to climate finance governance when such knowledge and capacities are increased.

> Activity E.1.1: Develop knowledge and understanding of climate finance mechanisms in Sub Saharan Africa

TI Chapters and Partners participate in e-learning and training courses designed by TI and others to increase learning, knowledge and understanding of global and national climate finance mechanisms and their governance. They then contribute to the development and roll out of the TI model e-learning course on global climate finance. This includes adapting the e-learning course to the local contexts in Africa, translating materials into French and Portuguese for local stakeholders and other actions to encourage local take up and participation in the course. TI Chapters, Partners and their local stakeholders participate in learning events on climate finance such as conferences, meetings, and workshops locally and, in limited proportion, globally. Having gained climate finance understanding / knowledge, TI Chapters and Partners possibly in cooperation or partnership with local stakeholders provide trainings and further capacity-building or knowledge resources to serve as a conduit for climate finance governance learning at national and local levels.

Result E.2: Increased cooperation, partnerships and networks on climate finance and governance.

Developing, forming and maintaining networks to support advocacy, learning and research can be a powerful way to achieve common goals amongst an array of actors. This is particularly important and relevant for climate finance as it encompasses a very wide range of issues requiring an equally large spectrum of expertise. This can include issues, concerns, projects, policies related to land, water, forests, agriculture, construction, coastal resilience, energy, power and electricity sector, carbon markets, emission trading, public subsidies including feed-in-tariffs, irrigation systems, trade, finance/banking, transportation, heavy industries and so on.

of issues but that TI works with expert organisations and/or individuals at national or regional levels on important issues where TI can contribute and lend its own anti-corruption expertise, knowledge and tools. This means opening up the people and groups TI works with in the climate sector to ensure corruption is minimised.

This can be around climate change policy decisions to ensure for example that choices for transition to green economy or specifically a national choice of what kind of sustainable energy sources best fits long term climate change goals are taken in fair, transparent and accountable ways and that conflicts of interest and other forms of corruption do not influence those decisions. In this example, various expertise would be required to take the best value for money, climate, environment and people decision. TI can contribute its anti-corruption expertise but would need to work in cooperation or networks to ensure the best outcomes. This concept applied to advocacy, monitoring and learning actions likewise.

> Activity E.2.1: Network and partner with other national and regional expert groups on climate finance and governance related issues

TI Chapters and Partners develop, form and maintain cooperative alliances, networks and/or communities of practices around particular national, regional, global issues, projects or policies to contribute to better governance of climate finance.

Result E.3: Increased capacities to advocate and mobilise for change on corruption risks in climate finance among TI Chapters, Partners and other relevant national stakeholders.

> Activity E.3.1: Map and assess national climate finance actors and institutions

This mapping activity done by TI Chapters and Partners provides a comprehensive overview of all financial flows to, from and in the country from source to recipient, decisions-making processes, monitoring and evaluation processes, chains of accountability and vulnerability of institutions to corruption. The assessment focuses on the national institutions and processes most vulnerable to corruption. It follows indicators related to transparency, accountability, integrity and independence.

> Activity E.3.2: Contribute to policy and knowledge work on the governance of climate finance

TI Chapters and Partners produce policy, working or technical papers, reports, and other written and electronic media recommending changes in climate finance and its governance.

Component F: Business Integrity

This component is currently under development and shall be available in the next version of the Programme document.

RISK ASSESSMENT

Any governance related programme implemented in Sub Saharan Africa inherently faces important risks and challenges. The table below represents an initial risk assessment. The chief risks in Sub Saharan Africa are related to political and institutional stability.

While various government officials in Sub Saharan Africa have gradually joined the governance discourse and have over the years promised reforms aimed at strengthening transparency, accountability and participation in the conduct of public affairs, the hard reality is that very few have lived up to their promises. Therefore, TI cannot guarantee that informed advocacy by capable civil society organizations will automatically lead to reform. But it is certain that without strong and informed demand and pressure, no reforms can be brought about. Across the region, there are examples that confirm that pressure from civil society (both organised and unorganised) can bring about change; however the sustainability and nature of that change has proven to be challenging.

The success of the advocacy activities requires that governments are prepared to permit and listen to constructive criticism and demands for reform from civil society. The Africa department addresses this aspect by hosting regular high-level delegations (Ministers, Ambassadors, etc.) and by responding to requests (from Burundi, Guinea, Togo, etc.) to facilitate cabinet retreat on anti-corruption tools.

TI's method of operation is to address resistance to reform through coalition-building and a non-confrontational approach, both nationally and internationally. At the national level, bridge building and outreach to the private sector and reform minded government officials have paid off in successful outcomes. Advocacy campaigns focus not just on the national authorities but utilize international and regional fora to raise policy-makers' awareness of problems caused by corruption and the need for anti-corruption reforms.

At the level of program implementation, one of challenges is to find and maintain qualified staff to work within the countries as well as to join the Africa department in Berlin. Due to a shortfall on qualified staff, it has been increasingly difficult to attract qualified staff to civil society organisations.

Risk	Likelihood	Impact	Mitigation
Governments hostile to civil society's anti-corruption efforts in Sub Saharan Africa	MEDIUM	MEDIUM	<ul style="list-style-type: none"> TI's policy of constructive criticism and engagement allows it to work productively with governments
Serious socio-political/economic instability in some countries	HIGH	MEDIUM	<ul style="list-style-type: none"> Close monitoring of the country context and taking appropriate action Previous experience in promoting safety of anti-corruption activists. Building partnerships with human rights organisations
Key (governmental) actors withdraw their cooperation from TI chapters	LOW/MEDIUM	LOW	<ul style="list-style-type: none"> Continuous and participatory engagement with all stakeholders General TI policy of constructive criticism and engagement
Donors withdraw support to the Programme before the end of activities	LOW	HIGH	<ul style="list-style-type: none"> Support provided by the TI-S with its well-established donor relation management

			<ul style="list-style-type: none"> • A diversified donor basis
TI Chapters and Partners do not have the capacity to deliver on implementation or the accountability requirements on funding provided	LOW/MEDIUM	HIGH	<ul style="list-style-type: none"> • Frequent communication ensures concerns are recognised early • Well-developed guidelines and reporting templates • Careful on-going monitoring • Capacity development component • Dedicated regional and programme coordinators to assist TI Chapters
The Africa department and TI Chapters have difficulties recruiting program staff with the appropriate level of expertise	Medium	Medium	<ul style="list-style-type: none"> • Carefully prepared and adjusted to needs of new staff induction programs • Recruitment process starts at least 4 to 5 months before actual implementation of program date
TI Chapters fall into disrepute in the national context	LOW	HIGH	<ul style="list-style-type: none"> • TI's accreditation policy which requires annual reporting and financial auditing and acts as a quality assurance mechanism • Careful monitoring of TI Chapter progress • Peer learning and support and Chapter-to-Chapter exchange
TI Chapters are discredited	LOW	HIGH	<ul style="list-style-type: none"> • Continuous monitoring of chapter governance and provision of capacity support and assistance with conflict resolution • Quality assurance standards regarding NC accreditation in the first instance
Coalition building becomes challenging due to resistance from Partners and unwillingness to build alliances	MEDIUM	MEDIUM	<ul style="list-style-type: none"> • Africa Department support and coaching to TI Chapters and Partners • Africa Department has good relations with many external stakeholders • Experience of bridge-building and resolving conflicts
Untimely delivery and low quality research products	MEDIUM	MEDIUM	<ul style="list-style-type: none"> • High quality assurance standards by TI Secretariat Knowledge and Research Group • Careful monitoring by Africa Department of research

			<p>progress</p> <ul style="list-style-type: none"> Initial training regarding methodologies for the researchers
Fear and apprehension from citizen regarding participation in anti-corruption activities	MEDIUM	MEDIUM	<ul style="list-style-type: none"> Well thought out and appropriate messaging On-going consultation with TI Chapters and Partners on the ground SAFE unit experience in minimising risk for activists
Government clampdown on activists and restriction of space for civil society	LOW/MEDIUM	HIGH	<ul style="list-style-type: none"> Long-standing experience of TI activists regarding operating under difficult conditions TI's policy of constructive criticism and engagement allow it to work productively with governments

MANAGEMENT ARRANGEMENTS

The Programme is implemented by TI Chapters, emerging Partners and other contact groups in Sub Saharan Africa under the coordination of the Africa Department at the TI Secretariat in Berlin.

The Africa Department is structured to provide focused TI Chapter support and project management. Dedicated regional coordinators are responsible for liaison with and support of TI Chapters and Partners, organising regional meetings and events. Dedicated programme coordinators assigned to specific Components are responsible for the timely and professional coordination and reporting of activities under these Components. All Programme oversight and accountability rest on the TI Secretariat Regional Director for Africa who is heading the Africa Department.

Decision Making & Oversight

Decisions with wider implications on governance and global TI policies are guided by existing policies, for example on accreditation or TI policy formation. The ultimate decision-making takes place at the Annual Membership Meeting, with representation by the Board of Directors, which sets out policy directions for the global TI Movement.

Following the RAPID⁶ model for good decision-making and in keeping with TI's overall structure of autonomous TI Chapters determining national agendas, decisions about the Programme are made in consultation with the TI Chapters. Decisions regarding advocacy plans are made by each TI Chapter, in consultation with its coalition partners and decisions with national implications are made in consultation with each Chapter's Governing Board.

Institutional and broad operational decisions which have implications on the Programme's structure and financial and human resources beyond the dedicated Programme's budget are made by the Group Director for Network, Chapters and Programmes.

Operational decisions related to the implementation of the Programme's activities and budget are made by the Africa Regional Director in alignment with wider TI-S policies and processes, with input from the Africa Regional Programme Manager, the Africa Regional Outreach Manager, and on the advice of Regional and Programme Coordinators within the Africa Department. The Africa Department ensures oversight of the disbursement of funds transferred to TI Chapters in accordance with agreed guidelines, templates, and timelines.

Integration and coordination concerning regional programme management approaches and systems, including but not limited to coordination of revisions, updates to programme documents, development of new synergistic processes, integration of key support services, and implementation of key management decisions and policies across Regional Programmes, is undertaken by the Group Integration and Learning Coordinator.

Expertise & Advice

A range of internal and external resource persons provides expertise and advice for the Programme. TI internal resource persons, including voluntary Senior Advisors and TI-S staff looking at policy and research, advocacy, communications, key programme, capacity development and monitoring and evaluation, provide technical expertise on priority areas of anti-corruption. External consultants, partners, and experts provide specific inputs and perspectives on various areas and as the needs arise.

At national level, TI Chapters and Partners have also access to high-level expertise on corruption in their country, often in the form of members of the Chapter's Board, but also through external networks and contacts.

⁶ RAPID stands for Recommend, Agree with, Perform, Input and Decide
Revised on Thursday, 09 August 2012



Gender Mainstreaming

While specific findings may vary on how gender and corruption interact, it is clear that corruption undermines attempts by countries and citizens to tackle poverty and gender inequality. According to TI's survey work on the general public's experience of corruption, the Global Corruption Barometer⁷, corruption acts as a regressive tax on poor families who face more bribe demands when accessing state services. Since women and girls represent a higher proportion of poor people, they are considerably more exposed to these abuses. At the same time, corruption helps exacerbate systemic discrimination that women already face in areas such as education, access to justice, health care, and employment.

Bringing a gender focus to the fight against corruption ensures that everyone benefits equally from policy interventions. To be effective, anti-corruption initiatives should also consider the unique concerns and experiences of men and women when designing programme activities. Within the Programme, the People Engagement and Support component specifically addresses gender and has clear gender objectives, whilst in other components particular attention is paid to integrating gender issues in designing and implementing activities where it is relevant. Such activities are flagged with a "gender icon" (see glossary) throughout the Programme document and are also covered to a large extent within the M&E framework indicators. Recent efforts in mainstreaming gender have highlighted some areas that should be part of promoting this activity and policy alignment⁸. These areas are as follows:

- Gathering gender-specific information
Disaggregated data shall be gathered through research undertaken as part of the Anti-Corruption Solutions and Knowledge component [*see activity B.1 and B.2*], as well as through TI's Advocacy and Legal Advice Centres (ALACs) databases, through which the compilation and analysis of reported corruption cases are an important source of gender-specific information [*see activity C.2*].
- Efforts to engage women in combatting corruption
The People Engagement and Support component offers a more specific link to gender-related activities, as well as a more general focus on engaging equally with citizens. More specifically, *activity C.1.2* looks at outreach to women specifically; the ALACs [*see activity C.2*] also run special sessions targeted at vulnerable groups, including women, who might otherwise have difficulty accessing these centres; and *activity C.3* looks at social programmes and basic service delivery, an area where women are often affected to a high degree.
- Gender-sensitive approaches in anti-corruption efforts
This includes ensuring gender-balanced viewpoints and participation in training workshops, conferences and research, as well as in participatory planning and monitoring activities. More generally this involves developing the capacity of Chapters to perceive and include gender more holistically in their work, and providing gender training to develop awareness amongst staff. This is addressed more generally by the Institutional, Capacity and Network Strengthening component [*see activities A2 – A4*], as well as the People Engagement and Support component, which looks at featuring women leaders and sharing good practices around gender issues.

⁷ Global Corruption Barometer 2007 and 2009, see <http://www.transparency.org/research/gcb/>

⁸ See TI Working Paper, #3/2007, "Gender and Corruption: Understanding and Undoing the Linkages"

Revised on Thursday, 09 August 2012



Child Protection

TI fully supports the rights of children and youth and is committed to their safety and well-being. As such TI aims to ensure that all employees, partners and associates working with TI understand and respect a common responsibility and obligation to the prevention and reporting of child abuse observed in connection with their work. As TI begins to engage more widely with citizens, and in particular with youth around the world, in the fight against corruption the issue of protecting the rights of children and young people becomes more important.

In the framework of the overall Programme, the TI-S Child Protection Policy and Code of Conduct provide guidelines and principles for Secretariat staff. These outline what constitutes child abuse and present procedures for raising concerns when faced with a breach of policy during programmatic or advocacy work by the organisation or its partners.

As the TI Movement begins to interact more directly with youth in its programmatic activities, particularly with reference to activities in Component C.1.1, clearer guidelines and protection measures shall be put in place for both TI staff and others contracted to work with TI. This consists of the inclusion of child-safe recruitment and screening processes, as well as clear guidelines for mitigating and mechanisms for reporting any possible abuses, for all personnel who are involved in these activities with TI Chapters.



Environmental Impact

TI pays particular attention to environmental responsibility in its work. As almost all the TI-S staff is based in Berlin, the large amount of air travel presents an environmental challenge to our work. While acknowledging the importance of personal contact and face-to-face dialogue, we try to minimise the number of trips and seek to find the most environmentally friendly flight routes in planning travel, incorporating as many visits and meetings in any single trip. Telecommunications, including video- and teleconferencing, is also used to the greatest extent possible to reduce the amount of travel required. There is also significant investment in the development of the TI Movement's Intranet system, which aims to allow increasingly for communications, project management, knowledge-sharing and learning to take place at a distance.

Environmental considerations are also integrated into the everyday running of the TI-S office, with measures including an office-wide recycling programme and conversion to 100% green energy. A TI-S initiative, the Green Task Force, is developing a strategy to promote environmental awareness amongst our employees, interns and volunteers and encourage them to work in an environmentally responsible manner. Waste is reduced through re-use and recycling and by purchasing recycled, recyclable or re-furbished products and materials where these alternatives are available, economical and suitable.

Quality Assurance

TI places great importance on quality assurance in its work. Existing support functions within the TI Secretariat ensure financial accountability and project management oversight.

TI Chapters are obliged under TI's Accreditation Policy and Agreements to report annually on their work and to produce externally audited financial reports. The Membership Accreditation Committee plays an important role in quality assurance of Chapters, paying particular attention to issues of internal governance and accountability.

The expansion of ALAC-related work within the TI Movement has brought a new dimension of citizen engagement to TI's anti-corruption activities. This introduces an important element of verification of the relevance of TI's national anti-corruption initiatives through evidence brought forward by victims and witnesses of corruption. It also raises expectations of the public as to TI's capacity to act upon complaints, and raises the stakes as to TI's credibility

and reputation, and therefore quality control of the Programme and its activities is a key issue. Research standards are ensured by TI policy and research staff as well as by the Africa Department. Model terms of reference and job descriptions as well as guidance and learning tools, such as shared intranet portals, podcasts, manuals, and checklists are also prepared to ensure a shared understanding of capacities needed for the implementation of the project. The set-up of national advisory groups and external reviews of reports ensure the views reflected in the reports represent more than just those of the individual researcher. Finally, all TI publications are vetted by an interdepartmental editorial committee and libel checked by TI lawyers prior to publication.

Efficiency

Activities and inputs required are driven by relevance and purposefulness to the Programme intended results. From Programme design to evaluation, TI seeks economy, efficiency and cost effectiveness in its activities through:

- Careful monitoring of expenditure and benchmarking the cost of comparable activities;
- Systematic inquiry into the purpose and relevance of expenditures to objectives;
- Careful monitoring of procurement.

TI's procurement guidelines require competitive bidding for procurement of goods or services over EUR 5000. This includes consultancies, travels, publications and other activities, and ensures economy of cost for the input needed. TI's travel policy further requires that all staff travel economy class, and ensure that accommodation is reasonably priced at a 3-star standard, while taking safety and country costs into account.

Sustainability

Firstly, financial sustainability will be sought mostly through the implementation of component A. It will seek to durably increase the programme management and strategic capacities of TI Chapters in the region, including their capacity to raise funds to maintain and scale up their anti-corruption and good governance activities. The in-built strengthening in fundraising capacity of TI Chapters through the Programme shall help them fundraise independently for other specific local projects.

Secondly, programmatic sustainability is sought mostly through two approaches: long-term embedding of programme components within the national strategies of the TI Chapters; and through the establishment of national and regional partnerships with other stakeholders. As the Programme is implemented over a long period – as far as civil society planning is concerned – TI Chapters will have time and incentives to durably embed the different thematic components within their own strategies, which should ensure that they will be in a position to further the work initiated by this Programme.

Additionally, the different partnerships and networks established during the five years of the Programme, be it at national or regional level (e.g. with youth groups, women's groups, the private sector, researchers and academia, etc.), will enable TI to ensure that identified expertise, advocacy momentum and commitment to the work on good governance in the region is shaped in a more systemic and sustainable manner. The partnerships and networks shall continue to exist beyond the scope of the Programme and provide theme-specific platforms to expand the work initiated by it.

Lastly, the approach to funding taken for resourcing this Programme over a 5-year period includes the mobilisation of funds from new non-bilateral donors, including multinationals and high net worth individuals from the region.

Contact Details

Chantal Uwimana

Regional Director
Africa

Transparency International
Alt Moabit 96, 10559 Berlin Germany

T: +49 30 34 38 20 35
F: +49 30 34 70 39 12
E: cuwimana@transparency.org

Larissa Schuurman

Integration & Learning Coordinator
Network, Chapters & Programmes Group

Transparency International
Alt Moabit 96, 10559 Berlin Germany

T: +49 30 34 38 20 657
F: +49 30 34 70 39 12
E: lschuurman@transparency.org

MONITORING, EVALUATION AND LEARNING

Monitoring and Evaluation

The comprehensive Programme MEL framework that has been developed complements the Regional Programme Logical Framework, which is included at the beginning of this document, and offers a concrete way of measuring the achievement of programme results. This framework is aligned to the TI Movement-wide Planning, Monitoring, Evaluation and Learning Framework that is being designed to address the need to monitor the Movement-wide work of TI.

This section outlines the rationale of the proposed MEL system; emphasises what needs to be in place to ensure its smooth implementation; briefly defines the roles and responsibilities of those involved in the implementation; and briefly sets out the approach to data quality assurance.

In Annex 2, the M&E and performance frameworks of the Monitoring, Evaluation and Learning (M&EL) system developed for TI-S regional programmes is presented.

Rationale of the M&E system

All regional programmes are organised around 6 main components, each committed to the achievement of very concrete results. The designed M&EL system is made of:

- Six results-based frameworks, one for each component.
- Six performance-based frameworks, one for each component.
- A mid-term evaluation for all Regional Programmes.
- The evaluation of the overall programme impact.

The rationale behind the proposed system is to ensure that the monitoring and the evaluation of the programmes focus on the:

- Achievement in the components' results, globally (across regions) as well as regionally.
- Performance of the TI Chapters and TI Secretariat which are intimately related to the success achieved in the components, and in the regions.

Finally, and more broadly, the system in place is designed to:

- Manage and serve multiple accountabilities: to donors, the TI Movement, and the ultimate target groups of constituents or beneficiaries.
- Promote a learning-based and evidence-based approach to planning and decision-making, i.e. on the basis of the findings from the monitoring, it will be possible to introduce real-time mid-course corrections to ensure that:
 - Programmes are able to deal with regional and contextual contingencies.
 - Programmes are able to steer direction towards the achievement of concrete results.
- Be aggregated at two levels. The frameworks for the components can be aggregated at two levels, reducing the labour-intensity in data collection, as well as the costs associated to M&EL:
 - Regional.
 - Cross-regional (global).
- Be adapted to the diversity of TI Chapters. Given that this is a global framework which will be applied across many different countries, the framework is made of multi-level indicators, i.e. indicators that can be applied to the different levels of TI Chapters' organisational development and capacity.

Implementation of the M&E system

In order to ensure that the M&EL system runs efficiently and fulfils its function, the following measures are being put in place:

- Comprehensive and clear guidelines regarding the roles and responsibilities associated to data collection and aggregation, and reporting.
- Comprehensive M&EL calendar for the entire duration of the programme.
- Uniformed reporting templates, available in a low-tech platform accessible to those who will lead on M&EL regionally and at TI Secretariat level.
- Baseline data collection will take place before the programme starts in July 2012 and will continue being collected in the second semester of 2012. The purpose of the baseline is to:
 - Assess where regions are in terms of the different programme components.
 - Assess the gaps in the regions regarding their capacity to provide data for the M&E frameworks.
 - Ensure diachronic comparison.
- Targets will be set regionally for all result areas. The current practice in TI is evidence-based target-setting, to ensure targets are realistic and appropriate to context. Hence targets are set only after the submission of baseline findings, and revised annually, after the submission of the annual monitoring reports.
- Multi-stakeholders' regional discussions of the MEL findings at regional meetings to ensure findings are communicated and learning exchanges take place.
- Scheduling of mid-term evaluations, which will be conducted by independent evaluators.
- Scheduling of a final evaluation, to be carried out one year after the end of the programme.

Self-assessment

Data to populate some indicators in the framework will be collected through self-assessment exercises. Self-assessment indicators are widely used, particularly by human rights and advocacy organisations. However the validity of the data may be of concern.

In order to control the validity of self-assessment data the TI Secretariat will organise learning workshops, i.e. workshops mediated by independent facilitators who will facilitate the collection of this data. These learning workshops will be organised annually, in each region, and will be attended by representatives of all TI Chapters of the particular region, and by some external stakeholders.

The main purpose of these learning workshops is to control data validity, to allow TI Chapters' representatives to constructively reflect about their and other Chapters' work, and to impartially analyse and articulate 'successes', good practices, and 'areas for improvement'.

Overall, these learning workshops:

- Preclude the use of self-completion surveys, which may pose considerable problems regarding data validation.
- Promote peer review; e.g. Chapters will be able to peer review each other's work.
- Promote standardisation and contextualisation of concepts such as 'success' and 'failure', which will be negotiated and agreed by all participants bearing in mind the national contexts.
- Promote and facilitate meaningful and focussed exchanges between TI Chapters.

For example, to collect data for self-assessment indicators on the impact level of advocacy campaigns on awareness, the following three steps must be followed:

1. Prior to the workshop, each TI Chapter will be asked to think of, and identify, advocacy campaigns that they have been running in the context of the Programme and map the following:
 - o Stage of the campaign(s) - initial, half-way, matured, near the end
 - o Target group
 - o Geographical spread/ representation (e.g. urban, rural)
 - o Main activities
 - o Estimated overall cost so far
2. On the basis of the above, the debate is facilitated as to whether or not these campaigns have generated public debate, caught the media attention, gathered the support of other CSOs and other influential stakeholders, or finally led to visible and concrete changes in the public/ private rhetoric.
3. The main points of the debate are recorded and after the workshop the qualitative data collected is organised under the following categories in a four point scale:

Basic	1	<i>Despite advocacy campaigns, public debate is virtually non-existent or incipient and there is minimal dialogue on the issue at policy level.</i>
Moderate	2	<i>As a result of advocacy campaigns, there is some dialogue at policy level and initial public debate on the issue, which is taken up by some mainstream media.</i>
Considerable	3	<i>As a result of advocacy campaigns, the debate is firmly in the public domain, with multiplier advocates (e.g. other CSOs, citizens groups), the issue is taken up by most of the mainstream media, and supported by key 'influential' stakeholders.</i>
High	4	<i>As a result of advocacy campaigns, the public profile of the issue has been raised. Hence there is vibrant public debate, an increased number of multiplier advocates, and spill-over public initiatives. The issue has gathered greater visibility in all the major mainstream media. There is a marked change in (public/private) rhetoric, which is backed and supported by key 'influential' stakeholders.</i>

Roles and Responsibilities

According to the submitted proposals, different components of TI's work will be implemented in the regions. Internally this involves the collaboration between regional teams and the heads of Key Programmes (components).

- Regional Teams: *Ensure data is collected at country/ regional level against the agreed indicators.*
- Head of Key Programmes (components): *Ensures regional data is aggregated at component level.*
- M&EL Unit: *Assures quality of data by supporting regional teams and heads of key programmes reviewing completed frameworks; and by bringing all the data together in the global evaluation report*
- Integration & Learning Coordinator: *Coordinates collection of regional data and ensures dissemination to the Heads of Key Programmes.*

Data Quality Assurance

The data collected is validated on three levels:

Level 1 – Regional Team level, by regional programme managers.

Level 2 – Key Programmes (component) level, by heads of Key Programmes

Level 3 – M&EL level, by M&EL team. Additionally the M&EL unit in TI Secretariat works with a small number of external peer reviewers to assure the quality, independence, and impartiality of all our strategic evaluation reports.

		Focal points
Level 1	Africa	Chantal Uwimana
	Americas	Alejandro Salas
	Asia Pacific	Srirak Plipat
	Middle East & North Africa	Annette Kleinbrod / Pascal Fabie
Level 2	Component A	Doris Basler
	Component B	Robin Hodess
	Component C	Janine Schall-Emden
	Component D	Finn Heinrich
	Component E	Lisa Elges
	Component F	Karen Egger
Level 3	MEL	Rute Caldeira External peer reviewer

Compatibility with AusAID QAI

A number of donors use the Development Assistance Committee (DAC) criteria to evaluate grantees' programmes. The current M&EL system for the Programme is aligned with such criteria.

- **Relevance:** the regional programmes clearly define the higher outcomes or results for each component area, and in each region; hence alignment against these is easily monitored and evaluated.
- **Effectiveness:** the Programmes will have a baseline, on the basis of which annual targets will be set. Therefore it will be possible to assess the extent to which objectives are likely to be met.
- **Efficiency:** in all Programmes, each component performance will also be monitored and measured. TI Secretariat is also in process of developing its own approach to Value for Money (VfM) in the work that we do. TI's approach to VfM will be finalised in the second semester of 2012.
- **Sustainability:** the frameworks developed also incorporate long-term impact indicators (e.g. uptake of policies and laws). Furthermore, an impact evaluation is to be carried out some time after the end of the Programme.
- **Gender Equality:** the indicators in the framework, where feasible, possible and appropriated will be gender disaggregated.
- **Monitoring, Evaluation and Learning:** an M&EL system has been designed to support the Programmes, and the M&EL team will dedicate time to overseeing the process.

Monitoring, Evaluation and Learning Costs

The overall Programme budget includes the internal MEL costs of the Programme, which are calculated as an increasing percentage of the total budget per year (2% / 3.5% / 4.5% / 5% / 5%). These costs include the TI Secretariat MEL Coordinator, the support given to TI Chapters to build capacity to use and maintain the systematic collection of monitoring data, the development of software that enables data storage and analysis, as well as the translation of various M&E materials into the main languages of the region for further advocacy use.

This MEL budget does not include provision for an overall Independent Mid-Term Review and End-of-Programme Evaluation. Independent reviews per Components would simply be too costly. The TI Secretariat recognises that a Programme of this dimension should include both an overall mid-term review and an end-of-programme evaluation that are independent from the on-going internal monitoring and evaluation process. As such TI is committed to ensuring that this external monitoring and evaluation takes place in the middle and at the end of the overall Programme cycle.

The activities related to the Independent Review and Evaluation, include:

- Work with local independent reviewers (LIRs) that have in-depth knowledge of the regions and are fluent in the main regional languages.
- A strong component of fieldwork and collection of feedback data in selected countries in the regions. The overall sample includes 15 countries.
- Use of purposive sampling to select the countries to be visited, as well as the aspects of the Programmes to be particularly focussed on. Donors to be consulted in this process.
- Support to the TI Chapters on MEL related preparations and overall coordination of the logistics to be carried out by the TI Secretariat MEL Coordinator. The MEL Coordinator works with regional teams of LIRs and obtains regional reports to be compared and synthesised at TI Secretariat.
- The overall costs for consultant rates, per diems, and travel.

PLANNING AND REPORTING

The planning, review and reporting process of this Programme follows a clear and structured approach, with different tools and cycles occurring at different levels, and contributing to the successful implementation of the Programme within the timeframe.

The process of planning and review is particularly important, on the one hand to ensure the on-going effective and successful completion of planned activities, but also with regard to continually monitoring and evaluating our work. This provides the space for organising our work in a way that takes into account various (the local, national and regional) contexts whilst striving for the most impact with the available resources. The concept of Value for Money (VfM) is a key approach, by which to assess activities, plan work accordingly and report on effected changes.

In addition to its on-going project tracking in project software, this planning, review and reporting process brings together the following items during each 12-month period:

- 1 rolling Annual Programme Work Plan per region
- 4 quarterly Intermediary Reports per region on progress and expenditure (internal only)
- Biannual Programme Review Meetings per region
- 1 Annual Regional Programme Report
- 1 consolidated summary Global Report of all regions

The Review Meetings allow us to take stock of progress for the previous six-month work period, looking back at information provided in the two intermediary Quarterly Reports. The Review Meetings also allow us to present, discuss and agree upon necessary significant adjustments to the annual Programme Work Plan and Budget, or to changes to the next Programme revision with interested contributors (donors, partners, service providers, etc.).

Whether or not donors participate in the Review Meetings, significant changes to the programme structure, activities or significant adjustments to budget lines shall be clearly communicated to and agreed upon with donors.

The end of year Review Meeting is closely linked with preparations for the annual Global Programme reporting, and in addition to reviewing progress on implementation, the meeting shall provide space for and take into account lessons learnt over that period, which will be crucial for developing the Programme Work Plans for the following 12 months. Annex 3 provides the current work plan for the year.

Independent from this internal process, an independent Mid-term Review and End of Programme Evaluation shall provide input and insight into the planning of the Programme and provide lessons learnt for future engagement.

Annex 4 will present an overview of the cycle of planning and review for the Programme.

OVERALL BUDGET

The table below provides an outline of the Programme budget over the next five years, broken down by components, and including contributions to monitoring and evaluation. The Regional Programmes are designed to be funded by multiple donors, potentially from different sectors. Annex 1 provides an overview of current funding support for the programme.

Africa	Year 1	Year 2	Year 3	Year 4	Year 5
	July 2012 to June 2013	July 2013 to June 2014	July 2014 to June 2015	July 2015 to June 2016	July 2016 to June 2017
Component A:	€569,230	€689,430	€761,840	€773,840	€794,840
Component B:	€29,220	€49,220	€54,770	€54,770	€54,770
Component C:	€725,960	€1,103,910	€1,400,670	€1,415,670	€1,622,670
Component D:	€234,120	€402,570	€555,400	€571,200	€614,100
Component E:	€0	€0	€205,040	€284,240	€259,240
Component F:	€0	€0	€301,910	€401,910	€401,910
Subtotal 1	€1,558,530	€2,245,130	€3,279,630	€3,501,630	€3,747,530
Monitoring, Evaluation & Learning	€31,171	€78,580	€147,583	€175,082	€187,377
Integration, Learning and Coordination	€27,900	€27,900	€27,900	€37,200	€69,750
Evaluations			€39,967		€41,965
Total	€1,617,601	€2,351,610	€3,495,080	€3,713,912	€4,046,622

COMPONENT A: Institutional, Capacity & Network Strengthening

Developing Capacities of Civil Society Organisations and Building Constituencies, Networks, and Coalitions for Anti-corruption Reform in the SSA region

COMPONENT B: Anti-Corruption Solution & Knowledge

Generating, adapting, and disseminating leading anti-corruption knowledge, practices and solutions in the SSA region

COMPONENT C: People Engagement & Support

Building Citizen Knowledge and Participation in Anti-corruption in the SSA region

COMPONENT D: Public Sector Integrity, Diagnosis & Solutions

Researching and Gathering Evidence to Understand and Map Corruption in the SSA Region, and Developing Anti-Corruption Tools and Solutions to curtail it

COMPONENT E: Climate Governance Integrity

Developing Capacities of TI Chapters and Stakeholders to Advocate on the Policy Development, Implementation and Monitoring of Climate Finance Governance in the SSA region.

COMPONENT F: Business Integrity

Section under development

A more detailed result-based budget showing the costs breakdown, for administration and overheads, activity implementation and overall costs per result, is appended in Annex 5.

ANNEX 1: FUNDING SUPPORT

This Programme is designed to seek contributions from multiple donors from various sectors. The establishment of a Joint Funding Agreement (JFA) sets forth jointly agreed terms and procedures for financial support and serves as a coordinating framework for procedures of disbursement, for reporting and audits, as well as for reviews of programme implementation. Whilst the JFA provides a common approach, Donors will establish bilateral arrangements with the TI-Secretariat that outline their financial contributions to the Programme, and set conditions which are, as far as possible, compatible with the spirit and provisions expressed in the JFA. To date the following donors are contributing to the Programme:

AusAid

Duration: 4 years

Years	Contracted Requested	Indicative Conversion **
2011 – 2012	Aus\$1,500,000	€1,215,000
2012 – 2013	Aus\$1,500,000	€1,215,000
2013 – 2014	Aus\$1,500,000	€1,215,000
2014 – 2015	Aus\$1,500,000	€1,215,000
2015 – 2016		
Total Amount:	Aus\$6,000,000	€4,860,000

** Euro amount calculated on the basis of exchange rate on 23 January 2012

Partnership: Since 2004, AusAID and TI have cooperated at regional and international level through support to the Asia Pacific Department (APD) based at the TI Secretariat (TI-S) in Berlin, as well as through direct support from AusAID country programmes to TI Chapters in the region. A 2007 evaluation of AusAID support to the TI APD recommended the development of a long term strategic partnership aimed at developing a synergistic relationship to mutually enhance work in the fight against corruption in the Asia Pacific region. In January 2009, TI APD and AusAID signed a five-year Partnership Framework in Anti-corruption in Asia Pacific (hereafter referred to as the Partnership Framework). Building on the success in Asia Pacific, this Partnership Framework in Anti-corruption shall be extended to other regions in May 2012. As a key partner of TI, staff members of AusAID are as usual welcome to participate in the regional meetings organised by TI in each region.

Scope of funding: Activities funded by AusAID are those presented in Component A, B, C, D, E for year 1 to 4, except those showing in light shaded grey. Year 5 is unfunded. Activities take place in 22 countries: 16 existing groups (Burundi, Cameroon, Kenya, Uganda, Ethiopia, Zambia, Zimbabwe, Mauritius, Madagascar, Mozambique, Senegal, Liberia, Sierra Leone, Ghana, Rwanda and Niger) and 6 "new" countries (South Africa, Nigeria, Tanzania, Benin, Mali and Guinea Conakry).

Reporting: A full Annual Report (including financial, narrative and summary) based on the agreed log frame shall be submitted to AusAID no later than the 31st of January of the following AusAID financial year.

Eligibility: Funding from AusAID shall not be used for activities undertaken by TI Chapters or Partners in non-ODA eligible countries.

Other donor - To be confirmed

Duration:

Amount:

Scope of funding:

Reporting:

ANNEX 2: MONITORING & EVALUATION FRAMEWORK

Framework for Component A - Institutional Capacity & Network Strengthening

Developing capacities of Civil Society Organisations and building constituencies, networks and coalitions for anti-corruption reform in the region

Purpose

To strengthen in region the capacity of TI Chapters and other civil society partners to effectively work on anti-corruption issues and reforms at the national level and to contribute – individually and collectively – to the global fight against corruption

Results-based Framework

Results	Indicators	Data sources	Activities	Periodicity
Strengthened and effectively coordinated TI presence – through TI Chapters or other civil society Partners – and activities in the region	# of advocacy campaigns or other activities led by TI Chapters that dynamically address the most critical corruption issues in their own countries	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data	Activities A1.1 to A1.5	Annually
	# of external actors that required TI Chapters' participation and/ or advice on corruption related issues	TI Chapters' reports –report to TI Secretariat who is responsible for aggregating regional-level data		
	Impact level of TI Chapters' regional exchanges	Self-assessment ran at the regional meetings		
Enhanced capacity of TI Chapters to operate as well-functioning entities with strong structural,	# of TI Chapters implementing a basic M&EL system and consistently collecting and analysing M&EL data	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data	Activities A2.1 to A2.4	Annually
	% of capacity building objectives, agreed in TI Chapter capacity development plans, achieved	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data		

Results	Indicators	Data sources	Activities	Periodicity
managerial and leadership capacities	# of TI Chapters with a core professional human resource capacity to address corruption	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data		
Enhanced capacity of TI Chapters to realise their strategic objectives and achieve organisational and financial sustainability	# of TI Chapters monitoring implementation of projects and programmes on the basis of agreed annual work plans	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data	Activities A3.1 to A3.3	Annually
	# of TI Chapters demonstrating progress towards objectives identified in multi-annual strategic plans	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data		
	# of TI Chapters with strategies in place to diversify funding streams	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data		
	% of increase in annual TI Chapters budgets	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data		
Enhanced capacity of TI Chapters to initiate and lead multi-stakeholder coalitions and cross-boundary networks for increased anti-corruption impact	# of TI Chapters leading/ coordinating regional or cross-regional multi-stakeholder networks, or similar collective action	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data	Activities A4.1 to A4.2	Annually
	# of TI Chapters actively engaged in regional or cross-regional anti-corruption multi-stakeholder networks, or similar collective action	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data		
	Impact level of multi-stakeholder coalitions and cross-boundary networks led by TI Chapters	Self-assessment ran at the regional meetings		

Performance Framework

Performance areas	Programme-related key performance indicators	Data sources	Periodicity
TI Chapters' implementation	# TI Chapters with finalised work plans and budgets # TI Chapters with finalised M&EL frameworks # TI Chapters equipped with financial management procedures # of TI Chapters with developed capacity building plans # of staff development activities organised, including training in strategic planning, financial management and M&EL	TI Chapters' reports, aggregated by TI Secretariat coordinator, reported to donor Recorded by TI Secretariat coordinator, reported to donor	Annually
TI Secretariat support to TI Chapters in the region	# of missions to TI Chapters # and value of TI Secretariat regional departments' core expenses funded through the programme # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result	Recorded by TI Secretariat coordinator, reported to donor TI Chapters' 'Have Your Say' survey	Annually

Framework for Component B – Anti-corruption Solutions and Knowledge

Generating, adapting, and disseminating leading anti-corruption knowledge, practices and solutions in the region

Purpose

To provide anti-corruption activists in the region with access to readily available evidence and practical tools to fight corruption and advocate for change

Results-based Framework

Results	Indicators	Data sources	Activities	Periodicity
Widely shared knowledge and lesson learnt on existing anti-corruption tools and good practices in the region	# of TI Chapters leading on or contributing to the identification and publication of good practices on anti-corruption work	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data	Activities B1.1. to B1.2. in the proposal	Annually
	Impact level of the use of knowledge TI Secretariat products and services on approaches to corruption	Self-assessment ran at the regional meetings		
Increased access to anti-corruption expertise through better-linked networks of anti-corruption experts across the region	# of TI Chapters accessing networks of expertise on anti-corruption issues	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data	Activities B2.1. to B2.2. in the proposal	Annually
	Impact level of participation in expert networks	Self-assessment ran at the regional meetings		

Performance Framework

Performance areas	Programme-related key performance indicators	Data sources	Periodicity
TI Chapters' implementation	# of TI Chapters engaged in research independently from TI Secretariat # of TI Chapters producing their own publications on corruption issues	TI Chapter' reports, aggregated by TI Secretariat coordinator, reported to donor	Annually
TI Secretariat support to TI Chapters in the region	# of TI Chapters identifying the ASK as the Movement's knowledge hub on anti-corruption # of TI Chapters using TI Secretariat anti-corruption knowledge products and services # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result	Recorded by TI-S coordinator, reported to donor TI Chapters' 'Have Your Say' survey	Annually

Framework for Component C – People Engagement & Support

Building Citizen Knowledge and Participation in Anti-corruption in the region

Purpose

To increase responsiveness to people's demands for transparency, accountability and integrity in the region

Results-based Framework

Results	Indicators	Data sources	Activities	Periodicity
Increased public understanding of, support for and engagement in the fight against corruption, with a focus on the engagement of youth, women and entrepreneurs (especially from SMEs)	# of TI Chapters' advocated recommendations/policies/ laws, which directly affect particularly the most for marginalized and vulnerable populations, that have been taken up by targets Impact level of uptake of advocated recommendations/ policies/ laws	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level data Self-assessment, run at the regional meetings	Activities C1.1. to C1.6. in the proposal	Annually

Results	Indicators	Data sources	Activities	Periodicity
Victims and witnesses of corruption in project countries articulate and find solutions to their grievances	# of corruption-related grievances reported to the ALACs, and % of those successfully resolved ⁹	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level	Activities C2.1 to C2.3	Annually
	Impact of ALAC services on clients	FGDs with ALAC clients, organised by TI Chapters supported by TI Secretariat. TI Secretariat is responsible for aggregating regional-level data		
	% of TI Chapters running advocacy actions on the basis of citizens' complaints (e.g. ALACs)	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		
	# of changes in policy and practice resulting from advocacy and campaigns based on ALAC cases and complaints	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		
	% of TI Chapters with projects/ initiatives/ response mechanisms which include aspects of safeguarding anti-corruption activists	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		
	% of TI Chapters working to strengthen the link with investigative journalism	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		
Improved social programmes and services as a result of citizen demand and engagement	% of TI Chapters working to improve service delivery and / or social programmes	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level	Activities C to C3.1 to C3.2	Annually
	# of changes in social programmes' policy(ies) and practice(s) in targeted countries	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		

⁹In principle, 'successfully resolved' means that the complaint is referred to the appropriate forum to lodge and follow through with the submitted complaint.

Performance Framework

Performance areas	Programme-related key performance indicators	Data sources	Periodicity
TI Chapters' implementation	<p>% of TI Chapters with effective security measures to safeguard their staff, information (e.g. ALAC data) and premises</p> <p>% of TI Chapters' funding dedicated to People Engagement approaches</p> <p># of TI Chapters with Gender strategies in place</p>	TI Chapter' reports, aggregated by TI Secretariat coordinator, reported to donor	Annually
TI Secretariat support to TI Chapters in the region	<p># of TI Chapters supporting and adopting the People's Charter</p> <p># and quality of new approaches to People Engagement implemented, shared and replicated throughout the TI Movement</p> <p># of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result</p>	<p>Recorded by TI Secretariat coordinator, reported to donor</p> <p>TI Chapters' 'Have Your Say' survey</p>	Annually

Framework for Component D – Public Sector Integrity; Diagnosis and Solutions

Researching and Gathering Evidence to Understand and Map Corruption in the region, and Developing Anti-Corruption Tools and Solutions to curtail it

Purpose

To generate robust evidence on public sector corruption risks in the region, and provide anti-corruption activists with the tools and solutions to advocate for change

Results-based Framework

Results	Indicators	Data sources	Activities	Periodicity
A new body of knowledge and improved diagnostic expertise on (anti-) corruption is widely available and identifies priority areas for anti-corruption reform in each project country	% of TI Chapters using public integrity diagnostic tools' findings (e.g. NIS, CPI) to inform their advocacy actions nationally and regionally	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level	Activities D1.1 to D1.4	Annually
	Increased recognition of the validity and reputation of TI's public integrity diagnostic tools	External stakeholders feedback, and self-assessment ran at the regional meetings		
Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in national integrity system	# of TI Chapters organising independent national advocacy and awareness raising events and structured media outreach interventions (e.g. radio spots, talk shows, presence on national media outlets, etc.) in their national and regional contexts	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level	Activities D2.1 to D2.3	Annually
	Impact level of national advocacy and awareness raising events at national and regional levels	Self-assessment ran at the regional meetings		
Regional level	# of advocated recommendations based on	TI Chapters' reports - report to TI Secretariat	Activities	Annually

Results	Indicators	Data sources	Activities	Periodicity
advocacy work supporting stronger anti-corruption reforms at national level	public integrity diagnostic tools' findings which have been taken up by national, regional and supra-national targets	who is responsible for aggregating regional-level	D3.1 to D3.2	
	# of TI Chapters using public integrity diagnostic tools' findings (e.g. NIS, CPI) as a launch pad for setting up strategic partnerships and collaborations	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		
	Impact level of collaborations on uptake of recommendations	Self-assessment ran at the regional meetings		

Performance Framework

Performance areas	Programme-related key performance indicators	Data sources	Periodicity
TI Chapters' implementation	<p># of TI Chapters actively engaged in the conceptualisation of regionally tailored diagnostic tools</p> <p># of TI Chapters actively engaged in the production of advocacy materials based on the implementation of public integrity diagnostic tools</p>	TI Chapter' reports, aggregated by TI Secretariat coordinator, reported to donor	Annually
TI Secretariat support to TI Chapters in the region	<p># of TI Chapters using public integrity diagnostics tools</p> <p>% of TI Chapters actively engaged and consulted in the implementation of supranational public integrity diagnostic tools</p> <p># of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result</p>	Recorded by TI Secretariat coordinator, reported to donor TI Chapters' 'Have Your Say' survey	Annually

Framework for Component E – Climate Governance Integrity

Developing Capacities of TI Chapters and Stakeholders to advocate on the Policy Development, Implementation and Monitoring of Climate Finance Governance in the region

Purpose

To support TI Chapters and other civil society partners to engage effectively in policy development on, implementation of, and monitoring of climate finance and governance in the region

Results-based Framework

Results	Indicators	Data sources	Activities	Periodicity
Enhanced knowledge of climate finance and governance by TI NCs, partners and other relevant national stakeholders	% of TI Chapters and targeted stakeholders actively engaged in issues of climate finance and governance issues	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level	Activities E1.1	Annually
	# of TI Chapters recognised as go-to organisations in climate finance training and capacity building in the region	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		
Increased cooperation, partnerships and networks on climate finance and governance	# of TI Chapters engaged in networks / partnerships that aim to contribute to climate finance and governance policy development in their country	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level	Activities E2.1	Annually
	Impact level of collaborations	Self-assessment ran at the regional meetings. Reported to donor		
	Impact level of advocacy/ awareness raising	Self-assessment ran at the regional meetings. Reported to donor		
Increased capacities to advocate and mobilise for change on corruption risks	# of TI Chapters using the results of their climate change governance research and specifically of their mapping and governance assessments of climate finance to inform their advocacy	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level	Activities E3.1 to E3.2	Annually

Results	Indicators	Data sources	Activities	Periodicity
in climate finance among TI Chapters, partners and other relevant national stakeholders	# of recommended changes in climate finance and its governance taken up by advocacy targets	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		

Performance Framework

Performance areas	Programme-related key performance indicators	Data sources	Periodicity
TI Chapters' implementation	# of TI Chapters monitoring their own environmental performance # of TI Chapters internally equipped with expertise on climate governance issues	TI Chapter' reports, aggregated by TI Secretariat coordinator, reported to donor	Annually
TI Secretariat support to TI Chapters in the region	# of TI Chapters supported through the programme consider they have strengthened their effectiveness as a result	Recorded by TI Secretariat coordinator, reported to donor TI Chapters' 'Have Your Say' survey	Annually

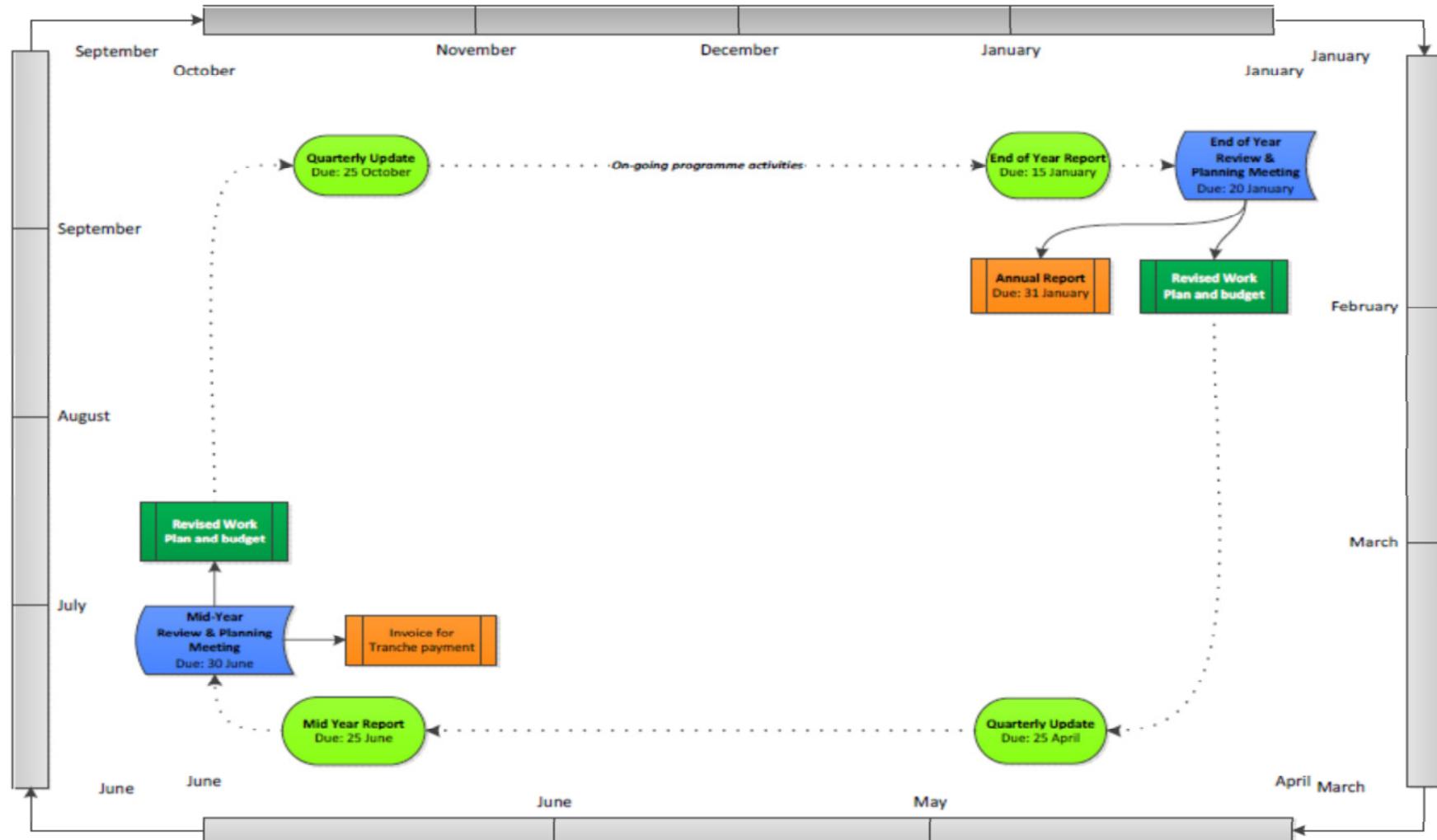
ANNEX 3: ACTIVITY SCHEDULING

The activities of each Component described in this Programme document are currently going through a detailed analysis as they are inputted into the TI project management software.

In Revision 4 of the Programme document, Annex 3 will include the Gantt Chart of the Programme illustrating the schedule, dependency, and relationships between activities.

ANNEX 4: PLANNING & REVIEW CYCLE

The overall cycle for planning and review within the Regional Programme is included here, and provides a clear outline of critical recurring milestones and deliverables in the Programme



ANNEX 5: RESULT-BASED BUDGET

The current Programme overall budget forecast is being reshaped through a systematic costing of each result for each year of the Programme. This Annex 5 includes an outline of this result-based budget (RBB).