Transparency International Asia Pacific Programme

Towards Effective Leadership & Reforms in the Fight against Corruption

Funding Proposal 07.01.2011

TIAP STRATEGY **2012**
TRANSPARENCY INTERNATIONAL ASIA PACIFIC

Glossary of Terms & Table of Contents

- **TI-S:**   Transparency International Secretariat

- **APD:**   Asia Pacific Department based at the TI-S

- **TIAP:**   In the Asia Pacific Region, TI's presence is called "TIAP" and consists of 21 national chapter entities, at different stages of accreditation. In addition, TIAP is currently comprised of four staff members and two interns who make up the APD as well one senior advisor based in Australia.

- **Partnership Framework**   AusAID / TI Asia Pacific Department Partnership Framework in Anti Corruption in Asia Pacific

- **LPDLEC**   Leadership Programme: Developmental Leaders, Elites, and Coalitions

- **TIAP INS:**   TI Asia Pacific Institutional and Network Strengthening 2010 – 2013

- **EROF:**   Entrusted Regional Operational Fund

- **ENCF:**   Entrusted National Chapter Fund

- **ALAC:**   Advocacy and Legal Advice Centre

- **ACDC:**   Anti-Corruption: Delivering Change Programme

- **NICSA:**   National Integrity Context and System Analysis

- **YIP:**   Youth Integrity Promotion

Executive Summary

Background

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 national 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) based on the TIAP Regional Strategy 2008 - 2012, with the overall objectives to seek:

- a strong anti-corruption movement in the Asia Pacific region, including through global and regional anti-corruption initiatives;
- a strong demand for transparent and accountable government and reduced corruption in the Asia Pacific region; and
- a reputable source of corruption knowledge and diagnostics in the Asia Pacific region.

The Partnership Framework outlines four potential areas of collaboration:

1. Building civil society capacity against corruption
2. Developing frameworks and mechanisms to analyse and monitor corruption
3. Building citizen and youth participation in anti-corruption
4. Tackling corruption in priority sectors

This TIAP Programme Proposal ***Towards Effective Leadership and Reforms in the Fight against Corruption*** forms the envisaged implementation of the Partnership Framework, and includes four components that contribute directly to the aims of the Partnership Framework, falling within each of the areas for collaboration outlined above.

Programme Logical Framework

Overall Programme Goal
Strong forms of leadership and agency against corruption, contribute to effective implementation of anti-corruption measures by government, business and civil society in the Asia Pacific region.

Programme Component A: Institutional and Network Strengthening: Building Constituencies and Coalitions for Anti-corruption Reform and Developing Civil Society Capacity (INS)

Purpose
The TIAP INS component strengthens operational and advocacy capacity of anti-corruption civil society constituencies in 25 countries in the Asia Pacific

Results
- Strengthened and effectively coordinated TIAP presence and activities in the region;
- Increased knowledge on anti-corruption best practices and expertise within both TIAP national chapters, anti-corruption coalitions and other regional stakeholders;
- TIAP national chapters have indispensable structural, managerial and financial capacities consistent with their self-defined strategic objectives.

Programme Component B: Advocacy and Legal Advice Centres: Building Citizen Participation in Anti-corruption (ALAC)

Purpose
The TIAP ALAC component 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 in Nepal, Pakistan, Papua New Guinea, Vanuatu, Fiji and the Solomon Islands.

Results
In Nepal, Pakistan, Papua New Guinea, Vanuatu, Fiji and the Solomon Islands:
• 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.

Programme Component C: National Integrity Context and System Analysis: Measuring Anti-corruption Context, Systems and Progress towards Demand for Effective Reform (NICSA)

Purpose
The NICSA component improves effectiveness of the NIS and resulting anti-corruption efforts in Bangladesh, India, Maldives, Nepal, Pakistan, and Sri Lanka.

Results
In Bangladesh, India, Maldives, Nepal, Pakistan, and Sri Lanka
• A new body of knowledge assessing the political and economic context, and effectiveness of the National Integrity System in each project country, is widely available and identifies priority areas for reform;
• Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in the National Integrity System;
• Regional level advocacy work supporting stronger anti-corruption reforms at national level.

Programme Component D: Youth Integrity Promotion: Encouraging and Enabling Youth and Young Leaders to Act with Integrity and Reject Corruption (YIP)

Purpose
The YIP component increases engagement of youth in the fight against corruption and greater opportunities and incentives for youth to act with integrity in Indonesia, Fiji, South Korea, and the Maldives.

Results
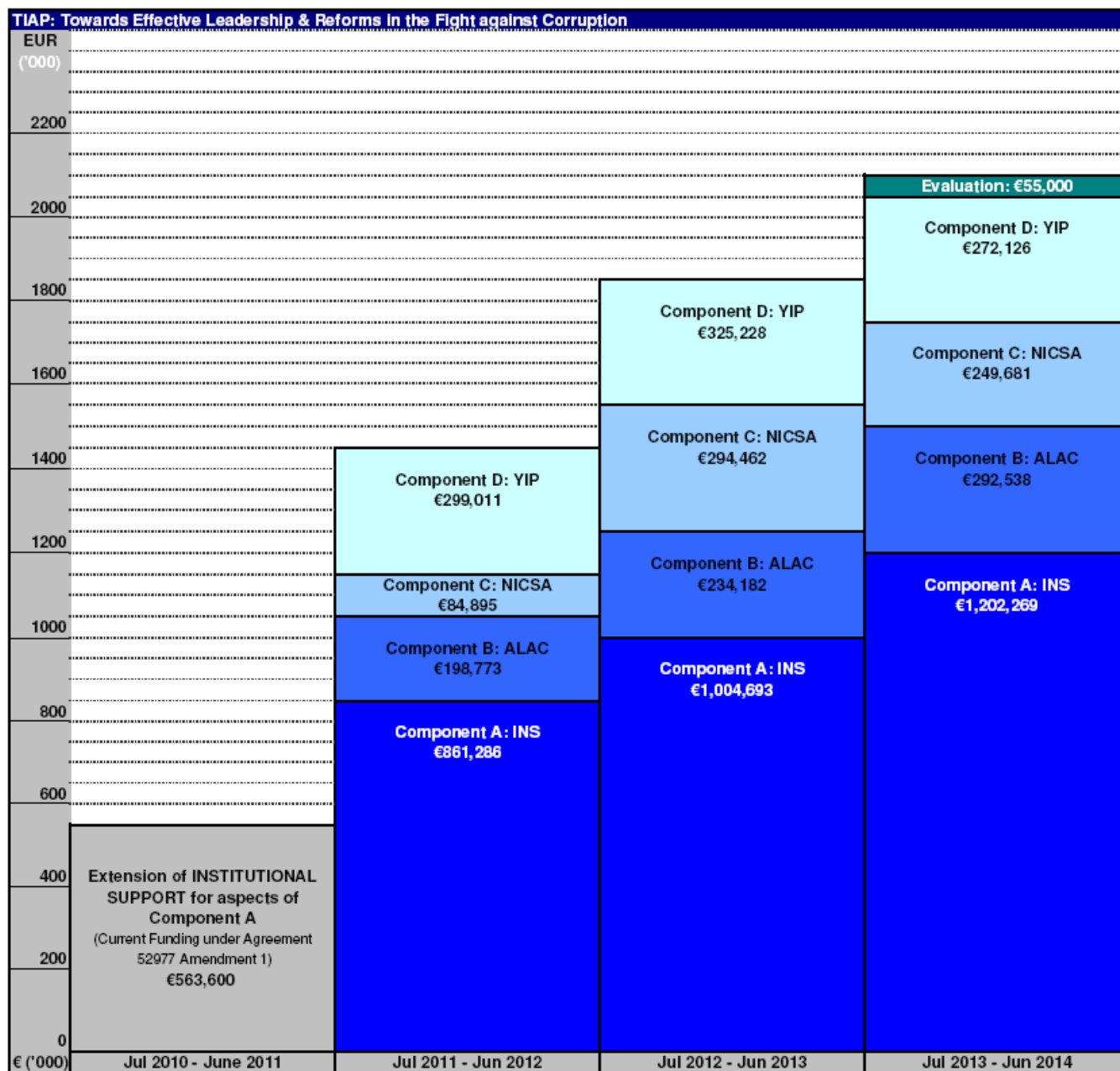In Indonesia, Fiji, South Korea, and the Maldives:
• Increased engagement of youth in the anti-corruption movement as a force for change;
• Increased mobilisation of relevant stakeholders to foster greater integrity amongst youth;
• Incentives for youth and young leaders to act with integrity are mainstreamed into relevant institutions (government, private sector and media) through concrete tools and solutions.

Budget Overview and Timeline

The total costs and funding request to AusAID for the TIAP Programme **"Towards Effective Leadership and Reforms in the Fight against Corruption"** is projected at **EUR 5,374,144** over three years.

An overview of the budget breakdown per year and per component is outlined below.

TIAP: Towards Effective Leadership & Reforms in the Fight against Corruption

EUR ('000)	Jul 2010 - June 2011	Jul 2011 - Jun 2012	Jul 2012 - Jun 2013	Jul 2013 - Jun 2014
				Evaluation: €55,000
			Component D: YIP €325,228	Component D: YIP €272,126
		Component D: YIP €299,011	Component C: NICSA €294,462	Component C: NICSA €249,681
		Component C: NICSA €84,895	Component B: ALAC €234,182	Component B: ALAC €292,538
		Component B: ALAC €198,773	Component A: INS €1,004,693	Component A: INS €1,202,269
	Extension of INSTITUTIONAL SUPPORT for aspects of Component A (Current Funding under Agreement 52977 Amendment 1) €563,600	Component A: INS €861,286		

Key Management Arrangements

The TIAP Programme Proposal *Towards Effective Leadership and Reforms in the Fight against Corruption* is managed by the APD, with much of the implementation taking place at country level being undertaken by the TIAP national chapters.

The APD has substantial experience in managing similar programmes. The AusAID funded Institutional Support Project has been implemented since 2004, supporting organisational capacity strengthening as well as increased coordination in the region. In the past five years, the APD has also implemented large scale multi-country advocacy programmes, including on advocacy and legal advice centres, forest governance integrity, measuring anti-corruption (undertaking National Integrity System Studies), transparency in public contracting, and promoting integrity in humanitarian relief and reconstruction. This experience has given the APD guidance and a body of lessons learnt on which to build successful management of this programme.

It is important to note that Component A of the Programme - Institutional and Network Strengthening - provides the foundation on which each of the other programme components build, and it therefore plays a central role and forms the largest proportion of this Proposal. Beyond this, the Programme follows a modular design that allows each of the components to function independently, while allowing complementary learning and sharing of resources and expertise across the different activities.

Benefits for TIAP national chapters

A central focus for the TIAP Programme Proposal *Towards Effective Leadership and Reforms in the Fight against Corruption* is on national chapter 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 the Asia Pacific region more generally, TIAP national chapters are at different levels of development and possess different degrees of capacity, ranging from TI Bangladesh, TI's largest national chapter with over 200 professional staff and a multi-million dollar annual budget, to TI Japan, with a small core group of voluntary Directors and little funding. Regardless of their level of capacity, TIAP national chapters face their own individual challenges and confirm the benefit of participating in the region and the wider TI movement.

The TIAP national chapters, as local leaders of the anti-corruption movement, are the primary beneficiaries of the programme 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 anti-corruption and effective governance reform at a national level.

Links to the Development Leadership Programme

TI's wider overall strategic priorities as articulated in the new TI Strategy 2015 as well as in the existing TIAP Strategy 2012 for the Asia Pacific region, are well aligned with the increased interest within AusAID on leadership as a political process. The interest of AusAID in exploring the role of elites, coalitions and leaders in the broad development agenda echoes strongly with the role of coalitions such as those formed by many TI national chapters and by TI at a global level, to foster change and facilitate positive anti-corruption reforms at a systemic level.

TI's key strength is drawn both from its high level of access to influential elites at national and international level, and its capacity to mobilise broad coalitions of support from across civil society, the private sector and government. Each component within this Proposal supports the objective of forging new and stronger coalitions and networks at national and regional levels to support anti-corruption reforms.

Programme Introduction

What is 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. TI's mission is to create change towards a world free of corruption. TI challenges the inevitability of corruption, and offers 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 and diminishes apathy and tolerance of corruption, and devises and implements practical actions to address it.

TI is a global network including more than 90 locally established national chapters and chapters-in-formation. These bodies 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 in various areas as public administration, procurement, and business. TI's global network of national chapters and contacts 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 will work 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 national 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 and tools developed to measure and address corruption in various contexts;
- "constructive criticism" and coalition building approach makes TI a valued and trusted partner by governments, international organisations, business, media and society around the world;
- independence and non-political partisanship;
- capacities to mobilise and build coalitions of stakeholders.

TI in Asia Pacific

The Asia Pacific region is one of the most diverse in the world, encompassing some of the most populous to the smallest nations, countries experiencing rapid economic growth as well as severe underdevelopment, and reflecting the entire spectrum of economic, political and social spectrums. TI is represented in the region by 21 chapter entities, some at different stages of accreditation within TI's membership system. The chapters are also at diverse stages of development, ranging from TI Bangladesh, the largest chapter in the TI movement with over 200 staff and a multi-million dollar budget, to chapters consisting purely of a voluntary Board of Directors undertaking awareness raising and advocacy work but with limited capacity to undertake advocacy programmes.

In 2008, the APD and TIAP chapters together agreed on the TI Asia Pacific Regional Strategy 2008-2012 (TIAP Strategy 2012) to establish a roadmap to be used to strengthen TIAP structures,

processes, expertise and programmes. The TIAP Strategy 2012 has four High Level Objectives looking both at internal capacity development as well as external engagement:

- **Operational Capacity**: to strengthen our operational structures, systems, and processes
- **Knowledge & Skills:** to strengthen and improve the sharing of TI's corruption knowledge, diagnostic expertise and professional skills
- **Advocacy for Change:** To create stronger demand for good governance in targeted areas and promote zero tolerance for corruption in the region
- **Support & Engagement:** To help existing and new audiences (government, private sector, and civil society) engage more actively in the fight against corruption

To achieve these High Level Objectives, specific objectives are outlined in the TIAP Strategy 2012, and various strategy programmes have been identified to implement the strategy. Some of these programmes are nationally funded and implemented, and others are part of regional programmes. These regional programmes can be led by APD from Berlin or by National Chapters in the region.

An overview of APD led regional programmes showing this proposal in the scheme of the TIAP Strategy can be seen below.

PHASING OF TIAP PROGRAMMES

Programme	2010 1st	2010 2nd	2011 1st	2011 2nd	2012 1st	2012 2nd	2013 1st	2013 2nd	2014 1st	2014 2nd
ORGANISATIONAL DEVELOPMENT										
TIAP **Institutional Support Programme** *All Asia Pacific Chapters*	Green	Green	Green							
TIAP **Institutional & Network Strengthening** *All Asia Pacific Chapters*				Blue	Blue	Blue	Blue	Blue	Blue	
TI New Zealand **Pacific Support Programme** *Fiji, Papua New Guinea, Solomon Islands, Vanuatu*	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow		
TIAP **Vietnam Programme: Strengthening Anti-Corruption Demand** *Vietnam*	Green	Green	Green	Green	Green	Green				
ADVOCACY WORK										
TIAP **Forest Governance Integrity: FAAA Phase 1** *Indonesia, China, Malaysia, Papua New Guinea, Solomon Islands*	Green	Green								
TIAP **Forest Governance Integrity: FAAA Phase 2** *Indonesia, Cambodia, China, Laos, Malaysia, Papua New Guinea, Solomon Islands*				Yellow	Yellow	Yellow	Yellow			
TIAP **TI Forest Governance Integrity: PAC REDD** *Indonesia, Papua New Guinea, Vietnam,*		Green	Green	Green	Green	Green	Green			
TI-S Multi-Country Programme **Advocacy and Legal Advice Centres** *Fiji, Pakistan, Papua New Guinea, Nepal, Solomon Islands, Vanuatu*	Green	Green	Green	Green	Green	Green				
TIAP **Advocacy and Legal Advice Centres** *Fiji, Pakistan, Papua New Guinea, Nepal, Solomon Islands, Vanuatu*				Blue	Blue	Blue	Blue	Blue	Blue	
TIAP **Youth Integrity Promotion** *Indonesia, Korea, Fiji, Maldives*				Blue	Blue	Blue	Blue	Blue	Blue	
TIAP **National Integrity Context and Systems Analysis** *Bangladesh, Fiji, India, Pakistan, Nepal*					Blue	Blue	Blue	Blue	Blue	
TI-S Multi-Country Programme **UNCAC** *Bangladesh, Fiji, Indonesia, Papua New Guinea (tbc)*		Green	Green	Green						
TI-S Multi-Country Programme **Development Integrity Pacts** *India (secured), other South Asia countries subject to funding*	Green	Green	Green	Yellow						
TI-S Multi-Country Programme **Climate Finance Governance** *Bangladesh, Maldives*			Green	Green	Green	Green				

Legend:
- Blue — Proposed AusAID funding
- Green — Project with funding secured
- Yellow — Project subject to funding

In November 2010, the TI Movement agreed on a new TI Strategy to 2015, outlining shared aspirations and priority areas to guide the direction of TI over the next 5 years. Many of the areas outlined in the TI Strategy 2015 are reflected in the TIAP Strategy 2012, including the focus on People (through the ALAC Programme for instance), Values (particularly in relation to Youth Integrity) an on strengthening TI's anti-corruption presence in the region.

Programme overview

Background

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 national 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), with the overall objectives to seek:

- a strong anti-corruption movement in the Asia Pacific region, including through global and regional anti-corruption initiatives;
- a strong demand for transparent and accountable government and reduced corruption in the Asia Pacific region; and
- a reputable source of corruption knowledge and diagnostics in the Asia Pacific region.

The Partnership Framework rests primarily on a regional approach, which supports activities being undertaken on both national and global levels. It uses the TIAP Strategy 2012[1] as a broad reference point for collaboration on mutual areas of interest, including capacity development, strategic research, analysis and monitoring, and advocacy programmes.

> **[Extract] PARTNERSHIP FRAMEWORK IN ANTI-CORRUPTION: AusAID and APD ,** December 2008
>
> Indicative areas of collaboration include, but will not be limited to:
>
> - ***Building civil society capacity against corruption*** - to support the development of core capacities of TI chapters in Asia Pacific and strengthen their anti-corruption partnerships to deliver the TI Asia Pacific Strategy and coordinate and implement activities within the region. Priorities and other opportunities for collaboration include supporting work on expanding and strengthening TI chapters in the region, in coordination with existing donor support. This will include encouraging collaboration between TI chapters and AusAID in-country representatives in the Asia Pacific as appropriate. Many country programs have established relationships with TI national chapters, including Papua New Guinea, Solomon Islands, Fiji, Vanuatu and Indonesia. AusAID Country offices will assist TI, where possible, in the establishment of new national chapters.
>
> - ***Developing frameworks and mechanisms to analyse and monitor corruption*** - to reduce corruption, regular comprehensive diagnoses and prognoses of corruption require ongoing development. There is a need for further refinement, development and application of tools for measuring and monitoring corruption levels in the Asia Pacific, and support for anti-corruption research and data collection in key countries and on a sub-regional scale.

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[1] See http://www.transparency.org/regional_pages/asia_pacific/tiap_regional_strategy_2012 for further detail on the TIAP Strategy 2012

- **Building citizen and youth participation in anti-corruption** - to strengthen and support local demand from citizens for greater transparency and accountability, including through greater knowledge of integrity systems and civic awareness. To ensure that this demand is met, appropriate mechanisms will be set up to assist victims and witnesses of corruption to pursue their complaints, and awareness and reform programmes will be built on the problems identified through these mechanisms.

- **Tackling corruption in priority sectors** – particularly in natural resource management, to reduce risk and prevent corruption. The partnership will have a strong link to future anti-corruption policy development and implementation by AusAID. There are potential links in a range of sectoral areas, including forestry, fisheries, extractive industries, political governance and corruption in service delivery that will be explored under this partnership.

Programme Structure

This TIAP Programme Proposal *Towards Effective Leadership and Reforms in the Fight against Corruption* forms the envisaged implementation of the Partnership Framework, and includes **four components:**

A. **Institutional and Network Strengthening:** Building Constituencies and Coalitions for Anti-corruption Reform and Developing Civil Society
B. **Advocacy and Legal Advice Centres:** Building Citizen Participation in Anti-corruption
C. **National Integrity Context and System Analysis:** Measuring Anti-corruption Context, Systems and Progress towards Demand for Effective Reform
D. **Youth Integrity Promotion:** Encouraging and Enabling Youth and Young Leaders to Act with Integrity and Reject Corruption

Each of these components contributes directly to the aims of the Partnership Framework, falling within the areas for collaboration outlined above. In terms of sequencing, they are designed to fit into the broader goals and objectives of the TIAP Strategy 2012 and feed into the implementation of the new TI Strategy 2015. The participation of national chapters in the components depends on national chapters' own priorities and interests, as well as regional balance, taking into account different TIAP Strategic Programmes including those funded by other sources.

TI's wider overall strategic priorities as articulated in the new TI Strategy 2015 – endorsed by the Annual Membership in November 2010 in Bangkok – as well as in the existing TIAP Strategy 2012 for the Asia Pacific region, are well aligned with the increased interest within AusAID on leadership as a political process – see the Development Leadership Programme. The interest of AusAID in exploring the role of elites, collations and leaders in the broad development agenda echoes strongly with the role of coalitions such as those formed by many TI national chapters and by TI at a global level, to foster change and facilitate positive anti-corruption reforms at a systemic level.

Each of the components within this Proposal supports the objectives to forge new and stronger coalitions and networks at national and regional level to support anti-corruption reforms.

It is important to note that the Institutional and Network Strengthening component provides the foundation on which each of the other programmes components build, and it therefore plays a central role and forms the largest proportion of this Proposal.

Overall Implementation Plan

	Year 1: July 2011- June 2012	Year 2: July 2012- June 2013	Year 1: July 2013- June 2014
Component A: INS			
Component B: ALACs			
Component C: NICSA			
Component D: YIP			

Detailed Implementation Plans are included under each component.

Programme Component A:

Institutional and Network Strengthening (ISP): Building Constituencies and Coalitions for Anti-corruption Reform and Developing Civil Society Capacity

Justification

Background

Since 2004, AusAID's contribution to TI through the Institutional Support grant provided to the APD has been integral to strengthening the governance and programmes of TIAP national chapters, through the accreditation process, national chapter visits, regular regional meetings, provision of expertise, and small amounts of seed funding.

As identified in the 2007 AusAID evaluation of its grant to the APD, the AusAID support has been critical in allowing improved coordination and communication with and across the region, allowing information exchange and cross chapter communications, and especially providing APD with the capacity to fundraise for other capacity building and advocacy programmes. At the same time, the evaluation also highlighted that this work needs to be more strategically approached if it is to develop capacity strategies that result in a sustainable network of strong TI national chapters that play a leading role in anti-corruption work in their countries, mobilising coalitions of civil society, government and private sector to strengthen the transparency and accountability of the integrity systems in place.

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

Relevance to AusAID / TI Partnership Framework

The need to develop such capacity has been recognised as an important area of collaboration in the Partnership Framework, and the ***TIAP Institutional and Network Strengthening (TIAP INS)*** component A proposal to develop anti-corruption capacity in the region is being submitted as the cornerstone to implementing this partnership.

[Extract] PARTNERSHIP FRAMEWORK – AREA OF COLLABORATION BETWEEN AusAID and APD , December 2008

> ***Building civil society capacity against corruption*** - to support the development of core capacities of TI chapters in Asia Pacific and strengthen their anti-corruption partnerships to deliver the TI Asia Pacific Strategy and coordinate and implement activities within the region. Priorities and other opportunities for collaboration include supporting work on expanding and strengthening TI chapters in the region, in coordination with existing donor support.

Civil society is a key constituent for anti-corruption reform. It has been recognised as a critical player in the UN Convention Against Corruption, and effective anti-corruption strategies often involve the participation of civil society. In many countries, civil society is capable of playing a leadership role in ensuring that anti-corruption change processes are initiated and maintained.

In most Asia Pacific countries, civil society now occupies a clear, but fragile space. Current analyses of the anti-corruption landscape show a narrowing of democratic space, and an increase of risks

faced by anti-corruption actors who often work with limited resources, capacity, and technical skills needed to play the role envisaged by a functioning national integrity system.

Considering the small annual consolidated income of 3.5 million euro for 21 national chapters including the APD in 2008, TIAP has achieved extraordinary results in the past few years. TIAP national chapters have influenced national anti-corruption policies and strategies, and pushed governments to sign up to international anti-corruption standards such as the UN Convention Against Corruption (UNCAC) and the ADB/OECD Anti-Corruption Action Plan. They have lobbied successfully for improved electoral systems and legislation, prevented unaccountable legislation from being passed, promoted anti-corruption practices in public contracting, developed strong multi-stakeholder coalitions, and facilitated islands of integrity in which public and private sector actors commit to anti-corruption policies and practice. Yet, despite legal reforms and often impressive institutional infrastructure, corruption remains rampant in many countries in the region. Often, the lack of political will hampers change, indicating clearly that a greater mobilisation of leadership among all stakeholders is necessary to ensure the implementation of anti-corruption reforms.

The mobilisation of greater resources is crucial to empower anti-corruption civil society organisations and ensure they have more stable foundations on which to build their anti-corruption advocacy programmes and expertise. Such resources empower them to play a strong leadership role at national and international levels and allow them in turn to contribute to shaping a strong developmental and accountable leadership in both the public and private sectors.

Framework

Goal

Strong forms of leadership and agency against corruption, contribute to effective implementation of anti-corruption measures by government, business and civil society in the Asia Pacific region.

Purpose

Strengthened operational and advocacy capacity of anti-corruption civil society constituencies in 25 countries in the Asia Pacific

Results

In alignment with the priorities outlined in the TI Strategy 2015 and the regional TIAP Strategy 2012, the intended results from the TIAP INS component are:

➢ **Result 1:** Strengthened and effectively coordinated TIAP presence and activities in the region;

➢ **Result 2:** Increased knowledge on anti-corruption best practices and expertise within both TIAP national chapters, anti-corruption coalitions and other regional stakeholders;

➢ **Result 3:** TIAP national chapters have indispensable structural, managerial and financial capacities consistent with their self-defined strategic objectives.

Implementation

Activities

Sub component 1: Institutional Support	Year 1	Year 2	Year 3

Result 1.1

Strengthened and effectively coordinated TIAP presence and activities in the region

Beneficiaries:

• TI-S

• TIAP national chapters

• TIAP national chapter stakeholders

• TI global movement

• Regional and International Anti-corruption Initiatives

• All stakeholders as defined in the specific regional programmes developed by APD.

Timeframe:

All activities to achieve the desired result 1 are on-going throughout the entire duration of the Programme.

	Year 1	Year 2	Year 3
Activity 1.1.1: Provide in depth national chapter support through country monitoring, technical assistance, and facilitation of best practice and experience from across TI and the wider anti-corruption movement.	x	x	x

The APD acts as a facilitator and catalyst for TIAP national chapters to build their capacity and feed their experience back to the international TI movement.

Dedicated coordinators within the APD provide TIAP national chapters with continuous lines of access to international thematic experience and expertise in TI-S and national chapters in other regions, ensuring TIAP national chapters benefit from the international dimension of the TI movement. The APD provides technical advice for improving internal governance, administrative and management structures and systems of national chapters.

As the TI movement becomes increasingly professional, particular emphasis is placed on strategic planning and monitoring and evaluation as fundamental tools for TIAP national chapters to decide upon their strategic priorities and goals. This in turn allows national chapters to maximise potential to play a relevant leadership role in their countries.

Areas of strategic capacity development and further cooperation and support are identified and discussed through yearly national chapter visits from the APD. These visits are used to maintain a good understanding of the chapters work and country context, provide advice, and support the national chapter by emphasising TI's international support for their work through visits to stakeholders including public and private sector stakeholders, donors, and the media.

The APD also provides support to TIAP national chapters on the national application and promotion of TI Global Tools and Indices, including the Corruption Perceptions Index, the Global Corruption Barometer and the Global Corruption Report amongst others. This ensures the maximum effectiveness and dissemination of TI's tools and messages from a global to a national level.

	Year 1	Year 2	Year 3
Activity 1.1.2 Provide in depth governance support to TIAP national chapters to ensure high levels of accountability and performance.	x	x	x

The TI National Chapter Accreditation Policy is the primary policy mechanism by which the TI movement ensures accountability and national chapter compliance with basic governance standards. Recognising that publicly promoting good governance requires impeccable internal governance and transparency to maintain the credibility needed to advocate for good governance effectively, APD places a high emphasis on its role in facilitating the sound implementation of TI's National Chapter Accreditation Policy.

As per the TI National Chapter Accreditation Policy, each national chapter undergoes an accreditation review every three years, by undertaking a self-assessment of its governance policies and practices. The APD coordinates this process with about eight national chapters per year, maintaining close communication with each one under review, providing comments and feedback to ensure that the self-assessment looks into the national chapter in depth. The APD analyses the information gathered throughout the process as well as its knowledge of the national chapter, and makes recommendations to the TI Membership Accreditation Committee for each of the accreditation reviews. In turn, the Membership Accreditation Committee recommends appropriate action to the TI Board of Directors, who

then make the decision on the accreditation status of each national chapter. This process can take up to a 18 months to complete, and carries on afterwards if the Board recommends certain changes or areas to report back on.

The APD implements the accreditation policy to achieve highest possible levels of accountability by making recommendations to strengthen the national chapters, and advising on the implementation of these recommendations. Experience has shown that national chapters with governance weaknesses cannot play a sustainable leadership role in the country, as internal issues eventually spill over into advocacy work and affect their ability to mobilise coalitions and speak with authority to promote good governance.

In addition, the APD provides carefully managed small grants to strengthen governance and accountability mechanisms of national chapters where weaknesses have been identified through the accreditation process or other instances. This could include support to strengthen membership or governance bodies, or to increase the national chapter's programmatic transparency through annual reports or websites, or other initiatives to strengthen the national chapter's accountability.

Activity 1.1.3: Increase TIAP contribution to strategic regional initiatives and forums, informed by an agreed regional advocacy plan.	x	x	x

The APD plays a key role in representing TI in regional anti-corruption forums such as the ADB/OECD Anti-corruption Initiative for Asia Pacific, where it is an active member of the Advisory Group and attends all steering group meetings. Over the years TI has pushed particularly for the holistic approach of the Initiative (looking at public and private sectors as well as civil society, and looking at prevention, implementation and enforcement) and has successfully pushed for civil society participation in regional exchanges, seminars and events. The APD has also participated as an observer in the APEC Anti-corruption Taskforce, in the 14th International Anti-Corruption Conference held in Bangkok, and further cooperation is planned with several other organisations present in the region, including the Global Compact, ASEAN

To increase the strategic input of TIAP into these regional initiatives, the APD will lead the development of key advocacy messages and a regional advocacy plan through discussions with national chapters

The APD will also encourage and facilitate the increased participation of TIAP national chapters in strategic regional conferences, inter-governmental initiatives, and events.

Activity 1.1.4 Develop and secure funding for regional programmes in alignment with the TI Strategy 2015 and the TIAP Strategy 2012.	x	x	x

Enabling strategic and systematic programme development as a core activity of the APD ensures that programme design and development are undertaken strategically rather than opportunistically and contain an appropriate level of capacity development to support the sustainability both of the APD and of TIAP national chapters.

Regional projects are developed to implement the objectives outlined in the TIAP Strategy 2012, and the TI Strategy 2015 including on:

➢ Corruption in Natural Resource Management, with particular focus on Forest Governance & Integrity;

➢ National Integrity Context and System Analysis: Measuring Anti-corruption Context, Systems and Progress towards Greater Demand for Effective Reform;

➢ Youth Integrity Promotion: Encouraging and Enabling Youth and Young Leaders to Act with Integrity and Reject Corruption;

> ➢ Political Accountability and Equitable Development;

> ➢ Citizen Participation, particularly through the promotion and development of Advocacy & Legal Advice Centres.

The capacity of TIAP national chapters is a key driver in the design of regional projects, and the APD will seek to ensure that expertise and resources are built in the region to the greatest extent possible, rather than expanding the department in Berlin.

Activity 1.1.5: Support new and upcoming groups and coalitions to become TI partners or national chapters in priority countries.	x	x	x

Recent TI contacts and chapters in formation are supported by the APD to reach the governance and performance standards required to become fully accredited national chapters in line with the TIAP Strategy 2012 and emerging TI global priorities.

New partnerships and contacts are sought in Afghanistan, Cambodia, Timor Leste, and Bhutan, and other countries in which there is currently no TI national chapter. Recognising different situations in the region and around the world, such partnerships may be based on the chapter model used by TI previously, or may look at alternative methods of strengthening TI representation where the chapter model is inappropriate.

Resources are made available for new national contacts and national chapters in formation to establish operations and access a minimum level of capacity.

		Year 1	Year 2	Year 3
Result 1.2 Increased knowledge on anti-corruption best practices and expertise within both TIAP national chapters, anti-corruption coalitions and other regional stakeholders. **Beneficiaries:** • TI movement • TIAP national chapters • TIAP national chapter stakeholders • Regional stakeholders • Students, Researchers	**Activity 1.2.1:** Facilitate continued regional coordination and improved information sharing and best practice through regular regional meetings. The APD organises regular regional meetings twice a year to promote shared learning and exchange of best practice, each designed with a particular focus: 1. The Regional Programme Meeting, held in the first half of the year, looks at improving national chapter management and programme implementation, and 2. The Regional Governance Meeting, held late in the year to coincide with the TI Annual Membership meeting, looks at strengthening governance and accountability. The APD leads the meeting design in alignment with the TIAP Strategy 2012, with input from a regional programme committee established for each meeting, with rotating membership consisting of one national chapter representative per sub-region. This committee advises on the programme design, ensures the relevance of the programme to national chapters, and encourages national chapter participation. In addition to learning and exchange, these regional meetings provide an opportunity to strengthen solidarity across the movement, and to promote chapter to chapter communication. Strengthening community practice further improves national chapter advocacy and governance and allows them to use what has been demonstrated in other countries or at a regional level in their own work.	x	x	x
Timeframe: All activities to achieve the desired result 2 are on-going	**Activity 1.2.2** Increase interaction and learning between TIAP national chapters through chapter exchanges on priority areas.	x	x	x

throughout the entire duration of the Programme.

The APD facilitates strategic national chapter exchanges, and national chapter-to-national chapter support on relevant issues to transfer knowledge and expertise between countries.

This approach fosters regional learning and experience sharing on a bilateral basis that allows national chapter representatives to go into further depth on particular subjects of priority interest.

Activity 1.2.3: Publish regular updates and information about TIAP activities and developments.	x	x	x

To increase awareness of TI's activities in Asia Pacific, the APD ensures the regular upkeep of the TIAP website, and provides contributions to external and internal media, including TI's Annual Report, Newsletter Transparency Watch, as well as external media through press releases and interviews.

The APD also facilitates the production and translation of strategic publications to encourage more access to information about TIAP programmes, activities, and developments.

The APD regularly gives presentations to various groups in Berlin and in the region, 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 APD will also support the development of Online Country Pages for each of the countries in which Transparency International (TI) works and wishes to work. The Online Country Pages will provide a comprehensive information and advocacy platform for country level corruption.

Finally, the APD ensures that the rest of the TI movement is also kept informed of new developments and best practice from within the TIAP network and facilitates contacts between TI Secretariat staff, Board Members, Individual Members and other regions and the TIAP national chapters.

Sub component 2: Network Strengthening	Year 1	Year 2	Year 3
Result 1.3 TIAP national chapters have structural, managerial and financial capacities consistent with their self-defined strategic objectives. **Beneficiaries:** • TIAP national chapters • Key partners of TIAP national chapter	**Activity 1.3.1:** Cooperatively undertake a capacity assessment process with TIAP national chapters to inform the choice of priority areas for further development in the region.	x	x	x

In line with ongoing TI-S initiatives and in close collaboration with national chapters, the APD will define capacity benchmarks based on national chapter's strategic plans, resources, and structures

The APD will then facilitate capacity assessments of both national chapters and key local partners using a new tailor-made capacity assessment tool (CAT) for TI. The results of this assessment will 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).

• Anti-corruption movement

All activities to achieve the desired result 2 are on-going throughout the entire duration of the Programme.

Activity 1.3.2 Provide funding for selected eligible TIAP national chapters to fulfil their core functions, based on a systematic capacity assessment that determines capacity needs and priorities.

x	x	x

Once activity 3.1 is completed, the APD facilitates core funding on priority areas of capacity development to at least two national chapters per year, rising to seven national chapters by the end of the Programme through the Entrusted Regional Operational Fund (EROF),

Priority countries to receive funding will be identified through the capacity assessments, bearing in mind the TIAP Strategy objectives on organisational strengthening as well as TI's global strategic priorities. This will support:

• national chapters for whom the lack of staff and office capacity are the primary obstacle to achieving their objectives

• national chapters whose core capacities are stretched by large scale, high impact projects

This funding is intended to provide a platform from which national chapters can build their outreach and advocacy, and serves to provide the resources needed to meet the challenges identified in the assessment undertaken under activity 3.1. This will provide sufficient start-up capacity for national chapters to then fundraise independently to sustain the operations once the funding from APD ends.

The EROF and its management are described later in the proposal under 'Management of funding to national chapters'.

Activity 1.3.3: Develop and implement a regional training programme for national chapters and their coalition partners.

x	x	x

A regional training programme is designed with regular trainings organised on areas identified by the capacity assessment process as priority needs. Although the specific topics are to be confirmed through the assessment of TIAP national chapter needs in the region, early indications point to the need for training on the following areas:

➢ Induction to TI (principles, tools, policies, etc);

➢ NGO management, including strategic planning, lobbying practices, and advocacy campaign development, communication; project management, financial accountability;

➢ Development of sound monitoring and evaluation systems;

➢ Fundraising for sustainability;

➢ Technical skills on anti-corruption tools and diagnostics.

Once the regional training programme is designed, at least one training a year will be conducted by APD through this programme rising to two per year in the second and third years of the programme.

| **Activity 1.3.4** Support TIAP national chapters to undertake innovative approaches and activities against corruption in Asia Pacific. | x | x | x |

The APD facilitates funding for national chapters with proven capacity and expertise to engage in new and innovative activities against corruption, including but not limited to:

> New social media

> Information & Communication Technology

> Activity areas with no available funding

Providing such support allows the APD to encourage leadership among the TIAP national chapters and to develop new approaches and tools to tackle corruption in the region. Where the core capacity support funding will assist chapters with less capacity, this other funding will go towards assisting those national chapters who are at the forefront of anti-corruption advocacy. The management of this funding is described later in the proposal under 'Management of funding to national chapters'. Once this is finalised, one TIAP national chapter receives such funding in the first year, and this increases to two in the following year and three in the final year.

| **Activity 1.3.5** Channel support for specific national chapter activities and initiatives | TBA | TBA | TBA |

On the request of donors and partners, the APD will channel specific funding from donors to national chapters. This will only be implemented when there are unusual circumstances in which the donors prefer, for oversight or practicality, to provide funding to national chapters hrough the APD rather than to the national chapter directly.

Currently within this Programme there is no such funding received by APD.

Initial Implementation Plan

Component A - TIAP INS Strengthened operational and advocacy capacity of anti-corruption civil society constituencies in 25 countries in the Asia Pacific	YEAR 1 Jul 2011 - Jun 2012				YEAR 2 Jul 2012 - Jun 2013				YEAR 3 Jul 2013- Jun 2014			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Result 1.1 Strengthened and effectively coordinated TIAP presence and activities in the region												
Activity 1.1.1 Provide in depth national chapter support through country monitoring, technical assistance, and facilitation of best practice and experience from across TI and the wider anti-corruption movement.												
Activity 1.1.2 Provide in depth governance support to TIAP national chapters to ensure high levels of accountability and performance.												

Activity												
Activity 1.1.3 Increase TIAP contribution to strategic regional initiatives and forums, informed by an agreed regional advocacy plan.												
Activity 1.1.4 Develop and secure funding for regional programmes in alignment with the TIAP Strategy 2012.												
Activity 1.1.5 Support new and upcoming groups and coalitions to become TI partners or national chapters in priority countries.												
Result 1.2 Increased knowledge on anti-corruption best practices and diagnostic expertise within both TIAP chapters, anti-corruption coalitions and other regional stakeholders												
Activity 1.2.1 Facilitate continued regional coordination and improved information sharing and best practice through regular regional meetings.												
Activity 1.2.2 Increase interaction and learning between TIAP national chapters through chapter exchanges on priority areas.												
Activity 1.2.3 Publish regular updates and information about TIAP activities and developments.												
Result 1.3 TIAP chapters have structural, managerial and financial capacities consistent with their self-defined strategic objectives.												
Activity 1.3.1 Cooperatively undertake a capacity assessment process with TIAP national chapters to inform the choice of priority areas for further development in the region.												
Activity 1.3.2 Provide funding for selected eligible TIAP national chapters to fulfil their core functions, based on a systematic capacity assessment that determines capacity needs and priorities.												
Activity 1.3.3 Develop and implement a regional training programme for national chapters and their coalition partners.												
Activity 1.3.4 Support TIAP national chapters to undertake innovative approaches and activities against corruption in Asia Pacific.												
Activity 1.3.5 Channel support for specific national chapter activities and initiatives												

Funding

The APD is first seeking AusAID's continued support for the work of TI in Asia Pacific through the TIAP INS component to the amount of EUR 3,068,248 over the three-year period of the programme as proposed in the attached budget.

The TIAP INS component is built on the foundations of previous institutional support grants provided by AusAID since 2004.

In addition to the budget proposed to AusAID, TI seeks to complement the funding provided by AusAID for this programme with further support from other donors, particularly in relation to the Entrusted Regional Operational Fund (EROF) and Entrusted National Chapter Fund (ENCF).

AusAID and TI APD Partnership Framework in Anti-Corruption

The TIAP INS 2013 component is a fundamental premise of the TIAP Strategy 2012 and is the embodiment of the primary area of joint cooperation of the Partnership Framework.

The Programme meets AusAID's stated overarching priority to support the functions of the TI Asia Pacific Department and national chapters and initiatives in the region in support of the TIAP Regional Strategy 2012[2], and is the necessary foundation on which other programmes will be built.

In addition to the funded activities of the TIAP INS component that contribute to the implementation of the Partnership, this component A also allows other areas of communication and consultation between AusAID and the APD.

For instance, the Programme enables the implementation of the activities below as part of the Programme activities:

Partnership Framework: Communications & Consultations	Implementation through the TIAP INS component
Opportunities for staff development, staff secondment	Securing and retaining quality staff members is a challenge both for TI-S and TIAP national chapters. This is due in some part to the small size of many national chapters, and of the secretariat, salary levels, location, and the limited opportunities for longer-term career development. Staff secondment between TI and AusAID on anti-corruption issues would present a good opportunity to build capacity and skills within a different organisation that works towards the same goals.
Better coordination of anti-corruption work in the region through forums such as the ADB/OECD Anti-Corruption Initiative for Asia Pacific or the Pacific Islands Forum	The TI Regional Director for Asia Pacific sits on the Advisory Group of the ADB/OECD Anti-corruption Initiative and attends all the Steering Group Meetings. Regular side meetings can be organised between TI and AusAID representatives to the ADB/OECD Initiative immediately prior to or during the Steering Group Meetings to exchange ideas and information and seek synergies and coordinated approach.
Mutual invitations to relevant conferences, including the IACC	The 15th IACC 2012 will be held in Brazil and the APD will be involved in the organisation of the programme and facilitate active involvement of TIAP national chapters. The APD will facilitate invitations to AusAID and arrange bilateral meetings on the side of the programme. The APD will also seek to coordinate appropriate and relevant speaking engagements for AusAID in the programme.
Active AusAID participation at TI Asia Pacific regional meetings	AusAID is always invited to take part in all the TIAP Regional Meetings, whether these are focused on programmes or governance. The APD may seek input or advice from AusAID on relevant speakers or trainers, and may ask AusAID to contribute to the meetings actively if appropriate.
Mutual information exchange and input on new and emerging areas of anti-corruption	The APD may seek expertise and advice from AusAID on new and emerging programme areas, such as forest governance, monitoring and evaluation, and other issues. The APD is also available for questions from AusAID on TI areas of expertise, and can facilitate contact with experts on new areas of anti-corruption.
Introduction to government or professional associations when there is no TI contact in a given country (Vietnam, Laos, Cambodia, Timor Leste, etc)	The APD would welcome information from AusAID about contacts in countries where there is currently no TI chapter. Outside perspectives are becoming increasingly important as these countries tend to have complex political and social contexts in which donors with an established presence may have unique insights.

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[2] Partnership Framework in Anti-Corruption: AusAID and Transparency International Asia Pacific Deprtment, p 5

Sustainability

The sustainability of TIAP and its anti-corruption activities is the principal objective of the TIAP INS component. Many TIAP national chapters have so far operated on a shoestring budget which does not allow them to achieve their potential in terms of impact against corruption nor to play a leadership role in the country, and in several cases this is attributed to difficulties in accessing the initial resources needed to start up basic operations at an appropriate scale.

The TIAP INS component aims to provide selected national chapters in the region 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.

The APD plays an important role in building the capacity of TIAP national chapters both through technical assistance and advice on best practice as experienced throughout the region and the wider TI movement, as well as through the development of regional programmes in which chapters take part. Participation in such regional programmes allows some capacity of the chapters to be built through the development of technical expertise as well as operational infrastructure such as office space, equipment, and staffing. The development of regional capacity and advocacy programmes also ensures the sustainability of the APD beyond support sought in this proposal.

Structuring the APD to divide roles and responsibilities along subregional and project coordination lines allows the provision of in-depth national chapter support. This allows regional coordinators to focus their attention on the needs of the subregion and to seek targeted opportunities for further capacity development support, contributing to the sustainability of the programme beyond this proposal.

Reporting, Monitoring and Evaluation

This TIAP INS component A is monitored by the TI-Secretariat in Berlin along a set of initial M&E indicators which are included in the logframe in Annex 2. These will be further refined at the beginning of the component implementation with the help of an M&E specialist, in alignment with the framework currently being developed to monitor the implementation of the TI Strategy to 2015. TI is currently developing an M&E framework to measure progress in key areas of the TI 2015 Strategy, which will involve TI-S a well as National Chapters in collecting different sets of data.

The implementation of the TI capacity assessment tool provides a starting point from which to form a baseline with key information on national chapters':

- Ability to be

- Ability to organise

- Ability to achieve

- Ability to relate

- Ability to adapt and learn

Repetitions of the same capacity assessment process halfway through the programme, and at the end of the programme, allows the measurement of progress.

A final evaluation will be commissioned to measure the relevance, effectiveness, efficiency and sustainability of the Programme.

Programme Component B:

Advocacy and Legal Advice Centres (ALAC): Building Citizen Participation in Anti-corruption

Justification

Background

Advocacy and Legal Advice Centres (ALACs) have been established by TI National Chapters in Nepal, Pakistan, Papua New Guinea, Vanuatu, and Fiji since March 2009, with another launched in the Solomon Islands in November 2010, supported by a five year programme called Anti-corruption: Delivering Change (ACDC) funded by the Governance and Transparency Fund (GTF) under the UK Department for International Development (DFID – now UKAid).

The ACDC Programme was deliberately designed to provide start-up funds and opportunities to as many TI chapters as possible to begin implementing ALACs, and foresaw further fundraising efforts to maintain these activities.

This component B for TIAP Advocacy and Legal Advice seeks complementary funding to strengthen current initiatives, particularly in terms of further community outreach. In the Pacific project countries especially, costs are high, particularly for human resources and outreach beyond the capitals. Complementary support from AusAID to these six ALACs would allow them to provide better services to more people, scale up their systemic impact, and sustain the positive contribution to mobilising citizen demand for good governance in their countries.

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 soft points in the laws and procedures that allow corruption to thrive.

This unmatched data provides a profile of how corruption works and how it affects 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.

Relevance to AusAID / TI Partnership Framework

The need for citizen participation has been recognised as an important area of collaboration in the Partnership Framework in Anti-corruption between AusAID and TI. The Asia Pacific ALAC component specifically aims at empowering citizens in the fight against corruption and mobilising their participation in the quest for better governance.

> ***Building citizen and youth participation in anti-corruption*** - to strengthen and support local demand from citizens for greater transparency and accountability, including through greater knowledge of integrity systems and civic awareness. To ensure that this demand is met, appropriate mechanisms will be set up to assist victims and witnesses of corruption to pursue their complaints, and awareness and reform programmes will be built on the problems identified through these mechanisms

To date, ALACs in the project countries have received between 50 and 1200 citizen contacts each in the first year of their operation, and ALACs in other countries have demonstrated the potential to receive thousands of contacts per year. The types of cases ALACs in Asia Pacific have dealt with demonstrate the cross-cutting nature of corruption, the variety of victims and witnesses of corruption (from the most vulnerable to empowered citizens) and the ability of ALAC to make positive contributions across different sectors. In the 1.5 years since the ALACs have started in Asia Pacific, they have already attracted a wide range of clients around a variety of issues including education, health, environment, public contracting, business sector issues, human rights, and minority rights.

In most of the countries, the anti-corruption commission (such as the FICAC in Fiji or the Commission for the Investigation of Abuse of Authority in Nepal) or the office of the ombudsman would be the institution dealing with corruption related complaints. However there aren't any other legal advice centres providing free advice focused on corruption cases. In Vanuatu, for example, the only legal clinic in Port Vila that provides free legal advice and assistance to the community focuses on civil matters and legal information to the public. The added value of the ALAC is to support the citizen in preparing their complaints on corruption and to work together with the relevant government bodies, to follow up on complaints and monitor the progress on these.

ALACs demonstrate that people do become actively engaged in the fight against corruption when they are provided with simple, credible and viable participatory mechanisms to do so. Crucially, this helps to overcome the notion that people are apathetic in the face of corruption, and provides an avenue for citizens to hold their leadership accountable as well as to play an active role in a change process. Using the institutional credibility and respect already established by TI chapters, ALACs provide a bridge between victims and witnesses of corruption and the institutions responsible for dealing with these cases, giving often disempowered people a stronger voice, and facilitating improved responses to cases of corruption.

Both within the region and from across the global community of ALACs – they will operate in more than 50 countries by 2011 – cases have demonstrated relevance across the whole spectrum of good governance and development programming. ALACs have dealt with numerous cases involving the management of public funds, as well as economic governance. They have contributed to important public sector reforms such as the adoption of landmark whistleblower legislation. Globally as well as in Asia Pacific, a large number of complaints to ALACs involve the justice and law enforcement sector.

The support requested from AusAID will strengthen existing ALACs, increase their sustainability and take their efforts to scale.

Framework

Goal

Strong forms of leadership and agency against corruption, contribute to effective implementation of anti-corruption measures by government, business and civil society in the Asia Pacific region.

Purpose

➢   Victims and witnesses of corruption in Nepal, Pakistan, Papua New Guinea, Vanuatu, Fiji and the Solomon Islands are empowered to redress their corruption grievances

and

➢ Systemic change in the anti-corruption policy and practice of public and private actors.

Results

In alignment with the priorities outlined in the TI Strategy 2015 and the regional TIAP Strategy 2012, in Nepal, Pakistan, Papua New Guinea, Vanuatu, Fiji and the Solomon Islands, the intended results from the ALAC component are:

➢ **Result 1:** Improved access to legal advice and services for victims and witnesses of corruption;

➢ **Result 2:** Improved response to corruption related complaints by public institutions;

➢ **Result 3:** Increased demand for improved governance based on persuasive evidence.

Implementation

Activities

		Year 1	Year 2	Year 3
Result 2.1: Improved access to legal advice and services for victims and witnesses of corruption.	**Activity 2.1.1:** Maintain an up-to-date understanding of the legal system and mechanisms in place to address corruption related complaints	x	x	x
	Critical to the success of the ALAC approach is a clear understanding of the system in place to provide grievance redress with regard to corruption, and the services being offered by different institutions and actors for victims of corruption as well as related complaints. This knowledge ensures that the ALAC plays a complementary role in guiding victims of corruption and other related complaints through the correct channels, rather than competing with existing services. An in-depth mapping exercise has been undertaken in the initial phase of the ALAC programme in the project countries, but ongoing analysis and monitoring is needed to ensure that the ALAC continues to provide relevant and accurate advice to clients.			
Beneficiaries: Public at large Victims and Witnesses of corruption TI national chapter • Public Institutions responsible for corruption complaints	**Activity 2.1.2** : Ensure that the public is aware of and has easy access to ALAC services offered	x	x	x
Timeframe: All activities to achieve the desired result 1 are on-going throughout the entire duration of the Programme.	For ALACs to provide relevant assistance to a wide section of society, they must be accessible and widely known. Most TI ALACs have set up free telephone hotlines as an initial means of contact, as well as receiving complaints through walk-ins, letters, etc. Although access to telephones is limited in many of the countries in this proposal, free-hotlines are a good and simple marketing tool which do allow for at least some long distance access to services. ALAC services are further publicised through communication campaigns that serve to ensure that a wide cross section of the public in the partner countries are informed about the ALAC[3]. A strong correlation between the amount of ALAC marketing and the number of contacts has been reaffirmed after the first year of the programme. For instance, after an increased advertising campaign in Pakistan through TV, newspaper, radio etc. there has been an increase			

by 221% in the number of contacts compared to before.

Coalition partnerships are also important to promote the services of the ALAC and to reach out to various groups in society[4].

Activity 2.1.3: Provide quality corruption-related legal advice to clients.	x	x	x

ALACs assist victims and witnesses of corruption based on the legal situation and willingness of clients to pursue corruption cases, through:

- the provision of free legal advice,

- referral to and follow up with institutions,

- linking clients with investigative journalists when cases cannot be resolved, etc.

ALACs do not aim to provide legal representation, but rather to identify viable mechanisms for clients to pursue their cases. By helping citizens to navigate the often unclear channels of redress, they empower citizens to play an active role in holding their leadership accountable and increase the demand for developmental and progressive leaderships.

A database has been developed to capture the information from clients and manage cases.

Although the current ALACs are based in the capital cities of the countries involved, outreach activities are undertaken in rural areas to ensure that services reach the population beyond the capital. TI Nepal, for example, works closely with their eight local support groups to promote the services of the ALAC at the local level, disseminate information, collect and forward grievances to ALAC Nepal in Kathmandu. TI Fiji has set up two regional advice desks in cooperation with the Ministry of Youth. In the duration of the project it will become increasingly important to support the sustainability of these outreach efforts.

	Year 1	Year 2	Year 3

Result 2.2

Improved response to corruption related complaints by public institutions.

Beneficiaries:

- Victims and Witnesses of Corruption

- Public at large

- Public institutions

- TI national chapters

Timeframe:

All activities to achieve the desired result 2 are on-going throughout the entire duration of the Programme.

Activity 2.2.1: Develop working relationships with key institutions responsible for corruption complaints.	x	x	x

The ALACs have an entirely different, but complementary role to public/ government complaint mechanisms. Essentially, the ALACs act as advisors to citizens, by helping them decide what to do or providing assistance and support, rather than being 'investigators' of complaints. They ensure that when complaints do reach government, they are generally well-documented and well-articulated, meaning they are more actionable by authorities. This supports the work of these institutions and allows easier follow up, causing a ripple effect that improves the service delivered.

In most countries the ALAC and the public institutions responsible for corruption complaints (such as the Ombudsman, Anti-corruption Commission, Leadership Code Commission etc.) have established a good working relationship, whether or not formalised through MoUs or other instruments. Well established relationships facilitate follow up on cases highlighted or put forward by the ALAC and contribute to improved response rates from these institutions.

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[4] In PNG coalitions especially with church based organisations such as Caritas PNG, have offered to act as ALAC contact points within their focus areas. This has enabled ALAC to reach out to places outside of the awareness reached centres. Other service based NGO's (Environmental Law Centre) conveyed their interest to provide assistance to review complaints within the organisation's mandate.

		Year 1	Year 2	Year 3
	Activity 2.2.2: Create incentives for public institutions to strengthen their response to corruption complaints	x	x	x

Public institutions responsible for addressing corruption complaints in the project countries vary in their degree of effectiveness and all face significant challenges in implementing their mandate.

ALACs develop strategies to strengthen the effectiveness of these institutions. For instance, they provide indirect support through assistance provided to victims to put together well prepared and documented complaints. They publicly support anti-corruption institutions facing political pressure, threat, or resource challenges and advocate for such institutions to be strengthened and protected. At the same time, they can also exert different kinds of pressure - for example through the media - when institutions lack the political will and leadership to act on cases brought to them by the public.

Such activities involve the national chapters in the political process of seeking systemic and institutional reform by strengthening the capacity of responsible institutions, and lobbying them to be accountable to their constituencies.

		Year 1	Year 2	Year 3
Result 2.3 Increased demand for improved governance based on persuasive evidence.	**Activity 2.3.1:** Increase ALAC capacity to advocate effectively for systemic change	x	x	x

Raising public expectations for action against corruption is an important objective, which needs to be handled responsibly. Failing to follow through on this or be able to demonstrate results risks further increasing public apathy about corruption. Therefore, the capacity of the ALAC to maintain its efforts in a sustainable manner is critical in seeking increased demand for good governance and systemic anti-corruption change.

Beneficiaries:

• Public at large

• Public Institutions

Timeframe:

All activities to achieve the desired result 3 are on-going throughout the entire duration of the Programme.

The international TI movement plays an important supporting role in facilitating the capacity development of national chapters to undertake ALAC work. TI-S facilitates learning exchanges between ALACs in the region and globally, as well as with national chapters implementing similar approaches.

Through such a community of learning, ALACs have access to other experiences on issues such as various ways to manage cases for the greatest chances of follow up and success, how best to approach partnership with institutions, how to approach communications and campaign strategies, and which organisations might be helpful contacts and coalition partners.

As fundraising for sustainability is a key issue, TI-S also facilitates cross chapter exchanges on fundraising, organises training and provides coaching for ALAC coordinators on fundraising.

The demonstration of results is also critical to the success of ALACs and TI-S provides support on the development of monitoring and evaluation frameworks and indicators that allow ALACS to measure their progress.

	Activity 2.3.2: Raise awareness of corruption and mobilise effective resistance to corruption	x	x	x

To empower citizens to address their corruption cases, ALACs seek to equip them with knowledge of their rights, how systems and procedures function, and the obligations held by public institutions (including anti-corruption commissions and courts). Raising the level of public awareness on corruption enables citizens to play an informed role and safeguard themselves in the longer run against unfair corrupt practices. This is a key prerequisite for informed corruption-related complaints that lead to increased demand for improved governance.

Anti corruption education of the public is therefore an important role played by the ALAC. Awareness is raised through various means, including community workshops, radio shows and the production and distribution of leaflets, posters, or other materials.

The past two years of the ALAC operations in Asia Pacific have shown that the majority of ALAC clients are middle-aged males from urban areas. Less than 20% of both contacts and cases are

made by women. More is needed to understand the issues faced by women and enable them to participate in bringing up corruption issues.

Activity 2.3.3: Analyse data to identify legal, institutional and administrative weaknesses.

    x   **x**   **x**

Systematically tracking complaints received brings new insights into how corruption works in practice. Using a global ALAC database, the ALACs collect data that then generates statistics on sectoral and institutional prevalence of corruption.

Analysing this data often results in powerful information - for example that x% of complaints are related to health services in district y, or that a number of cases relating to the water sector might have ambiguity in a certain law at their core. This information provides clear and direct evidence of weaknesses in a country's integrity system.

The collection of statistical information on cases at the global level feeds into an international picture of corruption "hot spots" which also allows TI to adjust its international advocacy based on the real life experiences of corruption victims.

Activity 2.3.4: Develop and undertake advocacy interventions and campaigns to achieve systemic change.

    x   **x**   **x**

Beyond individual redress, ALACs seek structural, institutional and systemic changes which are more durable, such as in the form of revised procedures, regulations or legislation. Based on trends identified through data analysis (act 3.3 above), national chapters develop and implement strategies to achieve systemic changes.

Fostering partnerships and developing coalitions to seek systemic anti-corruption reforms are an important part of advocacy efforts. Depending on the advocacy issues identified it is often more effective to work together with other civil society organisations or like-minded public or private sector actors, donors, or international organisations.

Although the Asia Pacific ALACs are still relatively new, the experience of the past two years has shown that advocacy is undertaken, but in an intuitive way rather than developing more formalised advocacy plans emerging from analysis of ALAC cases. This will be addressed in the coming years through advocacy training workshops, further support and more opportunities for sharing with ALACs that have operated for longer in other regions.

Initial Implementation Plan

Component B - TIAP ALACS Victims and witnesses of corruption in Nepal, Pakistan, Papua New Guinea, Vanuatu, Fiji and the Solomon Islands are empowered to redress their corruption grievances and Systemic change is achieved in the anti-corruption policy and practice of public & private actors	YEAR 1 Jul 2011 - Jun 2012				YEAR 2 Jul 2012 - Jun 2013				YEAR 3 Jul 2013- Jun 2014			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Result 2.1: Improved access to legal advice and services for victims and witnesses of corruption												
Activity 2.1.1: Maintain an up to date understanding of the legal system and mechanisms in place to address corruption related complaints												
Activity 2.1.2: Publicise ALAC services												
Activity 2.1.3: Provide quality corruption-related legal advice to clients.												
Result 2.2: Improved response to corruption related complaints by public institutions												
Activity 2.2.1: Develop working relationships with key institutions responsible for corruption complaints.												

Activity 2.2.2: Create incentives for public institutions to strengthen their response to corruption complaints													
Result 2.3: Increased public demand for improved governance based on persuasive evidence													
Activity 2.3.1: Raise awareness of corruption and mobilise effective resistance to corruption.													
Activity 2.3.2: Analyse data to identify legal, institutional and administrative weaknesses.													
Activity 2.3.3: Develop & undertake advocacy interventions & campaigns to achieve systemic change.													
Activity 2.3.4: Ensure ALAC services and advocacy are sustainable in the medium to long term													

Funding

The TIAP ALAC component requests complementary support from AusAID to the amount of EUR 725,493 over 3 years.

Sustainability

Sustainability is of critical importance to the ALACs given their role in increasing contact with and expectations of the general public. ALAC services quickly become core to national chapter activities, and previous experience in other regions has shown that national chapters have tended to continue this activity even when funds ran out, albeit on a smaller scale.

One of the strengths of the ALAC is that the scale of operation can be controlled to a certain extent by the amount of advertising for these services. This means that the national chapter can expand or contract the programme depending on the amount of funding available. Volunteers are also used widely in the ALAC programme either as legal assistants or pro-bono legal advice, contributing to cost efficiency and engaging wider members of the community beyond staff.

However, to maximise the advocacy impact of the ALACs it is important to maintain a significant number of contacts, and therefore planning for sustainability is crucial. This is both in terms of financial capacity to maintain programme activities, as well as in terms of responsible programming that will allow the national chapter to continue its work effectively. It is therefore important for national chapters implementing ALACs to build on their existing fundraising capacity and resources, and develop advocacy strategies to mobilise coalition partners to achieve the programme goal over the longer term.

Regular exchange and joint learning among the ALAC community is central to TI's approach. This includes regional and cross-regional capacity building and training workshops on issues such as advocacy and corruption case trends, legal advice, fundraising, communication, data management, security, intranet, and a common ALAC database,[5] as well as facilitation of cooperation among more than 50 ALACs world-wide.

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[5] The second generation version of this database is currently under development, and its roll-out to the participating ALACs will be supported under this action.

Reporting, Monitoring and Evaluation

The TIAP ALAC component is monitored by the TI-Secretariat in Berlin along a set of existing indicators developed as part of the Global ALAC team. The majority of the baseline data is generated by the national chapters themselves. Monitoring and reporting systems as well as measurable indicators have already been piloted, tested and improved. Initial indicators have been included in the logframe in Annex 2, but will be further refined when the programme begins.

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Programme Component C:

National Integrity Context and System Analysis (NICSA): Measuring Anti-corruption Context, Systems and Progress towards Demand for Effective Reform

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Justification

Background

The National Integrity System (NIS) concept was developed by TI as part of its holistic approach to countering corruption, and to explain the interdependence of integrity institutions seeking to improve governance and control corruption in any given country. The NIS consists of the principal institutions and actors that contribute to integrity, transparency and accountability in a society.

A well-functioning NIS provides effective safeguards against corruption as part of the larger struggle against abuse of power, malfeasance, and misappropriation in all its forms. However, when these institutions are characterised by a lack of appropriate regulations and by unaccountable behaviour, corruption is likely to thrive with negative ripple effects for the societal goals of equitable growth, sustainable development and social cohesion. Strengthening the NIS promotes better governance across all aspects of society, and, ultimately, contributes to a more just society overall.

The NIS approach underpins many aspects of TI's work, including much of the national and international advocacy undertaken by the TI movement. It provides the basis for TI's National Integrity System Assessments, via a consultative approach, involving the key anti-corruption agents 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[6]. The NIS Assessments provide a framework which 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.

Relevance to the AusAID / TI Partnership Framework

One of the objectives of the AusAID / TI Partnership Framework is to seek a reputable source of corruption knowledge and diagnostics in the Asia Pacific region.

> **[Extract] PARTNERSHIP FRAMEWORK – AREA OF COLLABORATION BETWEEN AusAID and APD ,** December 2008
>
> ***Developing frameworks and mechanisms to analyse and monitor corruption*** - to reduce corruption, regular comprehensive diagnoses and prognoses of corruption require ongoing development. There is a need for further refinement, development and application of tools for measuring and monitoring corruption levels in the Asia Pacific, and support for anti-corruption research and data collection in key countries and on a sub-regional scale.

NIS assessments have to date been undertaken in over 50 countries worldwide: a first round of National Integrity System studies was also done in South Asia, though these are now outdated, such as the study on Bangladesh, Pakistan and India (2003) and Nepal (2001). The NIS methodology has also since been improved and expanded to include both qualitative and quantitative information. There is therefore a need for an updated and more accurate understanding of the current situation in South Asia.

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[6] For more information on the NIS Assessment methodology, see
http://www.transparency.org/policy_research/nis/methodology

NIS Assessments to date have focused primarily on an institutional view of integrity systems. Current thinking increasingly points out the need to also take account of the country's social, economic and political context, and particularly the role of key political agents and coalitions in sustaining corruption as well as in effectively addressing it via anti-corruption efforts. Therefore, the traditional institutional analysis of the context in which the national integrity system is constructed also allows insights into political will and agency issues and the role of leaderships in shaping effective institutions.

In South Asia, where governance institutions and legislation are increasingly in place, there is a growing concern about the lack of implementation of existing frameworks as well as their limited effectiveness in addressing the scourge of corruption. TI chapters in the region have been at the forefront of the call for more effective anti-corruption efforts, bringing together key stakeholders both in government and in civil society to seek increased integrity, transparency and accountability in all sectors of society. The **National Integrity Context and Systems Analysis (NICSA)** programme component adopts an evidence based advocacy approach to use the capital TI chapters in South Asia have already accumulated, to build further demand for more effective systems of governance and leadership.

The purpose, source, and independence of the research differentiate it from other academic or government-led research undertaken, but it provides an additional source of holistic and credible information that can be used in further work undertaken by others. Given the importance of the UNCAC framework for example, the research can be used to complement information provided in UNCAC Gap Analyses or Review Reports, or can feed into these when they are undertaken.

The NICSA research balances an in-depth institutional analysis with a strong focus on the role of each country's political economy and political agents in those areas which emerge as the 'main sites' of corruption or institutional anti-corruption failure. Thereby the research seeks to illustrate positive or negative examples of political will and effective leadership to be able to use the findings for subsequent anti-corruption strategies, which will not only target institutional reforms, but also the generation of political will or the forming of effective coalitions among relevant anti-corruption actors. In addition, a better understanding of the political economy drivers of (anti-)corruption provides further insight into who can investigate and who can block anti-corruption change, and equips national chapters and other stakeholders with the necessary evidence to identify potential channels and coalitions of reform.

Once this information is gathered and analysed, the NICSA studies enable more effective advocacy for improvement of the system to work against corruption. Depending on the priority issues identified, TI chapters may work to strengthen and support existing government institutions, or to put pressure on these where weaknesses or lack of effective implementation. Early involvement of these institutions in the research process as well as the follow up advocacy encourages ownership of the results and the change process. Additionally, regional comparisons and engagement of regional institutions also creates another avenue for such advocacy.

Framework

Goal

Strong forms of leadership and agency against corruption, contribute to effective implementation of anti-corruption measures by government, business and civil society in the Asia Pacific region.

Purpose

Improved effectiveness of the NIS in Bangladesh, India, Maldives, Nepal, Pakistan, and Sri Lanka.

Results

In alignment with the priorities outlined in the TI Strategy 2015 and the regional TIAP Strategy 2012, in Bangladesh, India, Maldives, Nepal, Pakistan, and Sri Lanka, the intended results of the NICSA component are:

➢ **Result 1:** A new body of knowledge assessing the effectiveness of the NIS in each project country, and identifying the drivers affecting their effectiveness, is widely available and identifies priority areas for reform;

➢ **Result 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 3:** Regional level advocacy work supporting stronger anti-corruption reforms at national level.

Implementation

Activities

		Year 1	Year 2	Year 3

Result 3.1

A new body of research measuring the effectiveness of the NIS in each project country, and analysing the social and economic context affecting their effectiveness, is widely available and identifies priority areas for reform.

Beneficiaries:

• TI chapters

• Anti-corruption actors

• Donors

• Academics

• Government Institutions

• Media

• Civil society

• International institutions

Activity 3.1.1: Develop NICSA methodology to complement institutional approach to looking at the NIS, with a clearer understanding of political economy and agency factors affecting its effectiveness in reducing corruption   **x**

Past NIS assessments developed by TI have been effective in identifying priority areas of institutional and systematic reform to improve governance and reduce corruption. TI's second generation of NIS Assessments use both a qualitative and quantitative approach to analyse the system in place, and make recommendations on how this can be improved. These assessments have been helpful in seeking to strengthen the integrity systems in place. In most Asia Pacific countries, legislation and systems are now relatively sound. However, this has not yet resulted in effective governance and anti-corruption reform, and there is increasing recognition of the importance of the interests, power relations and other characteristics of the main actors in the country's governance system.

The NICSA research balances an in-depth institutional analysis with a strong focus on the role of each country's political economy and political agents in those areas which emerge as the 'main sites' of corruption or institutional anti-corruption failure. Thereby the research seeks to illustrate positive or negative examples of political will and effective leadership to be able to use the findings for subsequent anti-corruption strategies, which will not only target institutional reforms, but also the generation of political will or the forming of effective coalitions among relevant anti-corruption actors. In addition, a better understanding of the political economy drivers of (anti-)corruption provides further insight into who can investigate and who can block anti-corruption change, and equips national chapters and other stakeholders with the necessary evidence to identify potential channels and coalitions of reform.

TI APD seeks consultants with proven experience of developing solid and advocacy-oriented research methodologies to assist in the development of the third generation of NIS assessment. This is done in close collaboration with the TI Policy and Research Department based at TI-S in Berlin, which has been at the forefront of developing TI methodologies to measure corruption and assess governance using a range of diagnostic tools, but also understands the need to focus on tools that are useful for TI chapters and other actors in the anti-corruption movement to use in their efforts to seek effective and sustainable reform.

All activities to achieve the
desired result 2 are
undertaken in year 2 of the
Programme.

Activity 3.1.2 : Ensure applicability, relevance, and ownership of the new methodology	**x**

Shared understanding and ownership of this component and the new methodology is confirmed through a kickoff workshop held in the region, including participation of chapter executives, project staff, researchers, TI-S policy and research department, and APD.

The workshop ensures clarity among project partners on key aims, goals, activities, obligations and deliverables of the project, role of advocacy and regional dimension of the component and a common understanding of NICSA methodology and tools. It also provides an opportunity for additional feedback on the component architecture and to validate the methodology and questionnaires to be used in the research.

Based on feedback from this workshop, final adjustments are made to the NICSA process and methodology before core research begins.

Activity 3.1.3: Undertake NICSA research in the project countries	**x**

A research unit based in the country undertakes both qualitative and quantitative analysis of the NIS in the project countries. Based on the results of the institutional assessment, a more agency- and problem-oriented analysis of the factors behind institutional failure/weakness (and in some cases also institutional success) is undertaken using a mix of political economy and agency-oriented tools.

Key data collection methods are: legal reviews, key informant interviews, field tests and participatory research tools. The institutional component of the NIS assessment comprises both the regulatory framework as well as the actual practice of these institutions, and includes a quantitative benchmarking of institutional performance via a set of indicators. The problem-oriented analysis of the key drivers behind institutional failure uses a range of analytical approaches drawn from political economy tools and agency-oriented methods.

Researchers are guided by the NIS Advisory Group, consisting of a balanced membership of representatives from civil society, government, the private sector, academia, the donor community and other relevant anti-corruption stakeholder groups. The engagement of this group forms a coalition that will contribute to quality control, but also broad ownership of the study results. Involvement of these representatives ensures that the views of these institutions are also considered, and provides an avenue to build further relationships between the institutions in question and the TI chapter.

Activity 3.1.4: Measure public perception and experience of corruption to provide a further source of evidence of the extent and understanding of corruption	**x**

Complementary to expert research undertaken in the NICSA research, public opinion will be surveyed through the implementation of the Global Corruption Barometer in the project countries. This public opinion poll provides an indication of perceptions of political will (or the lack thereof), and can be used to put public pressure for more accountable and developmental leadership.

The Global Corruption Barometer provides direct evidence of how corruption harms people's lives and identifies types of corruption households are most exposed to. Data collected also provides a better understanding of how efforts to curb corruption are viewed on the ground, offering evidence to better tailor anti-corruption efforts at the national level.

The findings of the Global Corruption Barometer provides further evidence base for national and regional advocacy undertaken in project countries. Data can be disaggregated in different ways, such as by gender or income to analyse the differences in perception and experience of corruption on men and women (or different income groups), and thus allow more targeted advocacy to follow.

	Year 1	Year 2	Year 3

Result 3.2

Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in National Integrity Systems.

Beneficiaries:

• TI national chapters

• TI national chapter coalition partners

• Public institutions

• Citizens

• Donor

Timeframe:

Activities to achieve the desired result 2 are undertaken in years 2 and 3 of the Programme.

	Year 1	Year 2	Year 3
Activity 3.2.1: Enhance national chapter capacity to advocate for the implementation of priority recommendations identified in the NICSA and the Barometer.		x	

Based on early drafts of the NICSA research (and particularly based on the results of the problem-oriented analysis of institutional weaknesses) and the results of the Global Corruption Barometer, each chapter will prepare an initial stakeholder analysis, leading to the identification of potential coalition partners and advocacy targets.

Advocacy training is organised for the project partners, involving chapter executives and project staff as well as key partners identified in the stakeholder analysis.

	Year 1	Year 2	Year 3
Activity 3.2.2: Engage with key national stakeholders on the NICSA and Barometer findings and recommendations to increase ownership and implement reforms		x	x

Throughout the research phase, a dialogue of critical but constructive engagement with key institutions is initiated and maintained to the extent possible.

Draft findings of the evaluation are discussed among key stakeholders at a National Integrity Workshop and recommendations for priority actions are identified. This close link between the NIS assessment and the broader national anti-corruption agenda seeks to ensure an effective uptake of the NIS results by the actors concerned.

The ongoing dialogue and the results of the National Integrity Workshop result in a National Advocacy Plan led by the TI chapter, with the engagement of key coalition partners and other stakeholders. Anti-corruption stakeholders from government, the private sector and civil society use the findings to identify priority areas for reform, and to subsequently outline joint initiatives in policy reform, public education and other advocacy activities in these priority areas.

The creation of coalitions around priority issues is in itself important in working toward change. This ensures that ownership and demand is built beyond the project partners and momentum is built at a national level, to address potential areas of weakness and push for effective leadership to ensure reforms are implemented.

	Year 1	Year 2	Year 3
Activity 3.2.3: Ensure that the NICSA and Barometer are widely accessible and are used by target audiences		x	x

The NICSA reports are launched in each project country as foreseen within the National Advocacy Plan. The launches aim for broad media coverage and targeted dessimination of report findings at national level.

To enable targeted advocacy, the findings of the NICSA studies are turned into more advocacy oriented tools, such as pamphlets and posters, and are disseminated through a variety of media, including seminars, radio, media, and new media. Such advocacy materials might include briefings for particular government institutions, for particular sectors, or other advocacy targets that would help to make the NIS more effective.

Given the holistic perspective of the NIS, much of the information gleaned from the research is helpful for countries aiming to implement the UN Convention Against Corruption (UNCAC). Particular papers will be prepared to highlight information in the NICSA reports that are relevant to the UNCAC.

	Year 1	Year 2	Year 3
Activity 3.2.4 Follow up on NICSA findings through targeted advocacy interventions on priority areas of reform			x

Following agreed national advocacy plans, a broad range of advocacy actions are undertaken. These include workshops, roundtable discussions, public debates, but could also include less public cooperation with agencies responsible for priority areas.

In all actions, chapters seek to work with other organisations and to lead coalitions of parties able and willing to lead a change process to improve governance and reduce corruption.

	Year 1	Year 2	Year 3

Result 3.3

Regional level advocacy work supports stronger anti-corruption reforms at national level.

Beneficiaries:

TI national chapters

donors

citizens

academics

regional institutions

Timeframe:

Activities to achieve the desired result 3 are undertaken in years 2 and 3 of the Programme.

	Year 1	Year 2	Year 3
Activity 3.3.1: Identify regional trends and priorities		x	

Given that there are often similarities in the challenges faced by countries in the region, and that there are opportunities for regional exchange and learning, a Regional NICSA Report is prepared based on the findings of the NICSA Assessments, drawing out trends and synergies in the region. As an important purpose of the report will be to serve as a basis for regional advocacy, emphasis will be placed on identifying regional priority areas for reform. Underpinning this regional advocacy is the assumption that regional pressure is an additional avenue to seek national change.

To assure quality of the Regional NICSA Report, this is peer reviewed by external experts with extensive knowledge and expertise in the region and who are aware of the national context of the countries included in the project.

	Year 1	Year 2	Year 3
Activity 3.3.2: Engage with key regional stakeholders on the Regional NICSA and Barometer findings and recommendations to increase ownership and implement reforms			x

The draft regional report and the findings of the Barometer are reviewed at a regional workshop, identifying regional trends and priorities and agreeing a regional advocacy plan outlining collective action at a regional level.

National chapters in the region, as well as other regional stakeholders working on governance and anti-corruption, such as intergovernmental institutions (e.g. South Asian Association for Regional Cooperation), donors active in the region (AusAID, DfID, SDC, NORAD, etc), civil society (South Asians for Human Rights, the Commonwealth Human Rights Initiative) and the private sector participate in the workshop to increase momentum and build external ownership of the report's findings. This again seeks to increase ownership and use of the findings by regional stakeholders as well as engage other actors in advocating for priority reforms, and provides opportunities for stakeholders to play effective leadership roles.

	Year 1	Year 2	Year 3
Activity 3.3.3: Ensure that the Regional NICSA Report and Barometer are widely accesible and are used by target audiences			x

Following feedback from the workshop mentioned above, the final NICSA Regional Report covering 6 countries, regional trends and recommendations is launched and disseminated to key regional stakeholders.

Both the regional report and the individual NICSA studies are made available online through a user friendly web-based platform, allowing targeted searching for particular sectors/actors or issues and regular updates.

In addition to the reports available online and in print, the regional report findings will be presented in easily accessible and useable advocacy tools such as leaflets, pamphlets etc. APD and national chapters will work with other leading organisations in the region on the implementation of the regional action plan, seeking policy changes on priority issues.

Activity 3.3.4: Follow up on Regional NICSA findings through targeted advocacy interventions on priority areas of reform   **x**

Following the agreed regional advocacy plan, targeted actions are undertaken at regional level to address identified priority issues.

Both the APD and chapters work on communicating key regional messages, engaging in dialogue with regional stakeholders, and pushing for priority reforms on a regional level or on national issues at regional events or to regional audiences.

APD and chapters engage with regional institutions such as the South Asian Association for Regional Cooperation, regional knowledge bases, such as the BRAC University in Bangladesh, multilateral institutions such as the ADB/OECD Anti-corruption Initiative or UNDP, and donors such as AusAID, GTZ, DfID, NORAD and others to move priority issues forward.

Initial Implementation Plan

Component C: NICSA Improved effectiveness of the NIS in Bangladesh, India, Maldives, Nepal, Pakistan, and Sri Lanka.	YEAR 1 Jul 2011 - Jun 2012				YEAR 2 Jul 2012 - Jun 2013				YEAR 3 Jul 2013- Jun 2014			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Result 3.1: A new body of research measuring the effectiveness of the NIS in each project country, and analysing the social and economic context affecting their effectiveness, is widely available and identifies priority areas for reform.												
Activity 3.1.1**:** Develop NICSA methodology to complement institutional approach to looking at the NIS, with a clearer understanding of political economy and agency factors affecting its effectiveness in reducing corruption			▓									
Activity 3.1.2 : Ensure applicability, relevance, and ownership of the new methodology				▓	▓							
Activity 3.1.3**:** Undertake NICSA research in the project countries					▓	▓	▓	▓				
Activity 3.1.4: Measure public perception and experience of corruption to provide a further source of evidence of the extent and understanding of corruption					▓	▓						
Result 3.2: Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in National Integrity Systems.												
Activity 3.2.1**:** Enhance national chapter capacity to advocate for the implementation of priority recommendations identified in the NICSA and the Barometer.							▓	▓				
Activity 3.2.2**:** Engage with key national stakeholders on the NICSA and Barometer findings and recommendations to increase ownership and implement reforms						▓	▓	▓				
Activity 3.2.3**:** Ensure that the NICSA and Barometer are widely accessible and are used by target audiences									▓	▓		

Activity 3.2.4 Follow up on NICSA findings through targeted advocacy interventions on priority areas of reform													
Result 3.3: Regional level advocacy work supports stronger anti-corruption reforms at national level													
Activity 3.3.1: Identify regional trends and priorities													
Activity 3.3.2: Engage with key regional stakeholders on the Regional NICSA and Barometer findings and recommendations to increase ownership and implement reforms													
Activity 3.3.3 Ensure that the Regional NICSA Report and Barometer are widely accessible and are used by target audiences													
Activity 3.3.4: Follow up on Regional NICSA findings through targeted advocacy interventions on priority areas of reform													

Funding

TI APD seeks funding from AusAID to cover this NICSA component to the amount of EUR 629,038.

This represents the first phase of a wider NICSA programme to be implemented once further funds have been found – following South Asia, TI APD plans to implement the same programme in the Pacific, followed by countries such as Malaysia, Indonesia, Timor Leste, Laos, and other countries for which no NIS assessments have yet been undertaken. East and Southeast Asia will be covered after this, given that the last round of NIS assessments was completed in these countries in 2006.

Sustainability

Basing advocacy efforts on solid evidence and research as developed in the NICSA Programme is key to responsible programming and to the longer term credibility and sustainability of TI's work.

The NICSA Programme enhances national chapters coalition building and advocacy capacity, as well as opens the door for engagement with government and other stakeholders on priority issues. It also provides a foundation on which national chapters can fundraise for further programmes once priority areas are clearly defined and documented. The success of this approach has been seen in other countries: for example, TI's contact in Vietnam based its 3 year strategy programme on the findings of the NIS Study of Vietnam in 2006, and was able to fundraise support for this programme.

Reporting, Monitoring and Evaluation

To be able to effectively deliver on the NIS assessment, a Monitoring & Evaluation (M&E) system will be set up. Initial indicators have been included in the logframe in Annex 2, but will be further strengthened when the programme begins. This system will assist the national chapters to

- measure performance over time
- detect any obstacles or problems early on
- find out whether outputs has been produced and goals have been achieved
- explore unintended results or consequences

- learn what could have been done better

The information in the logframe found in Annex 2 is based on an "average" NIS assessment project and needs to be adapted to each country context. Once adapted, the "project logframe" should serve as a tool to manage the component throughout its life cycle and adapt to changing circumstances.

To collect information for the logframe, a number of tools are required. At a minimum, the project coordinator is asked to keep a scrapbook (where s/he collects/notes down any information related to the intended project results, particularly specific "stories", e.g. about a meeting with a relevant Minister in the context of the NICSA leading to the tabling of an anti-corruption bill) as well as an updated timeline of activities. TI-S has also developed specific tools to monitor key results and impact and can share these with national chapters when implementation begins. Monitoring activities will require a significant input of time and should be factored into the work plan of the project coordinator.

In order to monitor ongoing progress and to detect any problems early on, the project coordinator is required to submit a short monthly report outlining key activities undertaken in the previous month and flagging any issues which have arisen - a template for this report will be provided by TI-S when the implementation of the component begins. It should also be noted that there may be further donor-specific reporting requirements, which should be factored into any M&E plan. In addition to ongoing monitoring of project performance, at a suitable point in the implementation, a project evaluation should be conducted by the national chapter with assistance from TI-S. The evaluation will be scheduled by the national chapter and TI-S depending on the specific timeline and approach taken by the national chapter.

Justification

Background

Corruption is recognised as a problem that needs to be tackled through generational change. With a large and growing percentage of the population in Asia Pacific under 30, youth are a key target for long-term anti-corruption efforts.

While working to improve current governments, private sector, and civil society, TI chapters in Asia Pacific have placed heavy emphasis on engaging with young people, recognising them as the leaders and citizens of tomorrow and acknowledging that a new generation with higher integrity is key to reducing corruption in the future. Many chapters are involved in youth work, from measuring youths perception of corruption, community education and engagement, youth performances and competitions and anti-corruption curriculum development, just to name a few. Chapters from Vanuatu to China have developed anti-corruption curricula for schools and universities and others such as TI Bangladesh and TI Papua New Guinea have built youth networks to mobilise young people against corruption.

One chapter whose work has contributed to the evolution of the current Youth Integrity Survey is TI Korea (South), who initiated the Youth Integrity Index in 2001 and has continued to run the programme to 2009. Programme Component D in this proposal is the next stage in evolution of the Index, or now Survey. A workshop held by TI Korea (South) in July 2008 was the first step towards expanding the programme on an international level where chapters from South Korea, Chinese Taipei, Thailand, Indonesia, Malaysia, Philippines, Nepal, Bangladesh, Fiji, Lithuania, Slovakia, Kenya and Mongolia came together to discuss potential improvements to the Index. With this in mind, TI Korea (South) plays an important role in co-leading Youth Integrity Promotion from the region, particularly in terms of regional and global outreach.

In addition, many chapters have worked extensively with youth directly such as TI Bangladesh which has a volunteer Youth Network (Youth Engagement and Support) of over 1500 individuals. They participate in Chapter work in many different ways including community outreach, street theatre, debate, cartoon, essay competitions, youth assemblies, rallies and concerts. The YIP Programme Component D in this proposal aims to build on TI Bangladesh's success in engaging youth in the anti-corruption movement and many lessons learnt were taken into consideration when developing this programme. Both TI Korea (South) and TI Bangladesh have also provided key inputs and ideas into the current proposal.

In its initial phase, the YIP component involves Chapters in South Korea, Indonesia, Fiji and the Maldives, but envisages its expansion in other countries in the region and globally after this initial phase.

Integrity, like corruption, is learned. Unfortunately, in many countries for rich and poor alike, positive examples of integrity for youth to emulate are few and far between. Whereas older generations may have a vested interest in maintaining the status quo - rendering changes in attitudes difficult - youth are usually more open to change and possess the courage and vitality that can bring that change to

fruition. A greater mobilisation of various stakeholders, including youth itself, is necessary to ensure the rejection of corruption and the practice of integrity among youth is not only achieved but sustained.

Relevance to the AusAID / TI Partnership Framework

Youth represent an important element of society in the fight against corruption and are recognised as such in the TI AusAID Partnership Framework, which seeks to build demand for greater transparency, accountability and reduced corruption in Asia Pacific.

> **[Extract] PARTNERSHIP FRAMEWORK – AREA OF COLLABORATION BETWEEN AusAID and APD ,** December 2008
>
> > **Building citizen and youth participation in anti-corruption** - to strengthen and support local demand from citizens for greater transparency and accountability, including through greater knowledge of integrity systems and civic awareness. To ensure that this demand is met, appropriate mechanisms will be set up to assist victims and witnesses of corruption to pursue their complaints, and awareness and reform programmes will be built on the problems identified through these mechanisms.

The **Youth Integrity Promotion (YIP)** programme component seeks to mobilise young people in the fight against corruption on two levels – first, as a force against current corruption in government, private sector, and other parts of society, and secondly as a new generation of leadership that needs to learn to make ethical choices and act with integrity.

The four chapters included in the programme are South Korea, Indonesia, Fiji and the Maldives. These chapters have been selected based on their previous experience and current interest and commitment in expanding their chapters work on youth as well as the aim to achieve regional balance on programmes. Additionally with varied economic and cultural backgrounds, these countries were seen as key to attracting future participants from further chapters in Asia and beyond.

TI Korea (South), as mentioned above, was the pioneer of the Youth Integrity Index. Their experience is seen as invaluable in terms of providing feedback for continuous improvement. They continuously engage in youth work in South Korea as well as in other countries and are active in the movement in coordinating knowledge exchange and learning across chapters.

Transparency Indonesia has always been a chapter with a large voice and great respect nationally as a leader of Anti-corruption work. They have recently launched a new Youth Campaign entitled "Strengthening Youth Integrity and Participation to Reduce Corruption now and in the Future". It has three main objectives: TI Indonesia's interventions are relevant and accessible to young people; Jakarta youth have detailed knowledge of integrity values; Jakarta youth take action against corruption, through independently organised activities, campaigns and projects. This component D works in a complimentary way with the campaign providing the chapter with valuable data on youth integrity to help shape their youth work and works towards their goals of educating and engaging youth in the work of the chapter to take action.

For Transparency Maldives, youth represents a huge stakeholder, with 62% of the population in the country under 25. Engaging in youth integrity promotion is a cornerstone in the new strategy of the chapter. This programme component follows up on Transparency Maldives' past activities, including an exhibition in 2009 called "Sugar Coated Brighter Colours", capturing the ideas of youth between the ages of 16 and 25 on promoting democratic values and activism, as well as the publication and dissemination of "Anti Corruption A-Z", a book targeting youth that visualised anti-corruption fundamentals.

Recognising the importance of youth in developing Fiji in the future, TI Fiji has been reaching out to youth through civic education and other related programmes such as drama and poster competitions. To encourage youth participation in the fight against corruption, TI Fiji is currently in the process of setting up a youth membership category. This programme would allow TI Fiji to learn from other

experiences in the region and expand their outreach to youth throughout the country.

To promote integrity among young people, it is important to have a solid understanding of their views and the situation in which they find themselves. A Youth Integrity Survey (Index) was first initiated by Transparency International Korea (South) to measure the status of youth integrity and conducted annually in South Korea between 2001 and 2009. A pilot to expand the survey to Bangladesh, India, and Mongolia was undertaken in 2008. Work is currently underway in the region to improve the methodology of the survey for use throughout the TI movement.

Through our Chapter's work with youth, many key lessons have been learnt, allowing TI to incorporate these into new projects for improve results and more constructive engagement. In terms of establishing a network of volunteers, recognizing the specific challenges and opportunities that are presented when working with young people is crucial. Youth can be a dynamic force for change, but it is important to recognize their sometime limited attention span or over enthusiasm. It is important to manage expectations, ensure that codes of ethics are upheld and quality assurance of volunteer work is carried out. Additionally while security is always important, with youth it becomes even a larger concern. For this component a full time project coordinator in each chapter and a regional programme coordinator at the Secretariat will be trained and have access to a network of support in order to ensure volunteers can participate safely and happily in realist results driven activities.

In terms of the research and baseline survey, a network of expert in country, at the Secretariat and externally as well have been engaged in developing this component and will remain engaged through the implementation to provide experts advice and quality assurance in both data collection and analysis. The robust methodology of the Youth Integrity Survey provides additional quality assurance, but the topic of corruption may also meet resistance from local administration, political parties, and families to participate, as we have already seen in some countries. Sufficient time and resources are needed to ensure that data collection can be done smoothly and according to the methodology so that results can be accurately compared in later years.

Based on the views reflected by youth on the corruption situation they face, the actors who influence them and issues that drive them, the *Youth Integrity Promotion* component D seeks to motivate and create incentive for youth to act with integrity and to actively participate in the fight against corruption.

Framework

Goal

Strong forms of leadership and agency against corruption, contribute to effective implementation of anti-corruption measures by government, business and civil society in the Asia Pacific region.

Purpose

Increased engagement of youth in the fight against corruption and greater opportunities for youth to act with integrity in Indonesia, Fiji, South Korea, and the Maldives

Results

In alignment with the priorities outlined in the TI Strategy 2015 and the regional TIAP Strategy 2012, in Indonesia, Fiji, South Korea, and the Maldives, the intended results of the YIP component are:

➢   **Result 1:** Increased engagement of youth in the anti-corruption movement as a

force for change;

➢ **Result 2:** Increased mobilisation of relevant stakeholders to foster greater integrity amongst youth;

➢ **Result 3:** Incentives for youths and young leaders to act with integrity are mainstreamed into relevant institutions (government, private sector and media) through concrete tools and solutions.

Implementation

Activities

		Year 1	Year 2	Year 3

| **Result 4.1**

Increased engagement of youth in the anti-corruption movement as a force for change. | **Activity 4.1.1:** Map the current views, influences, and incentives of youth on corruption. | x | | |

The Youth Integrity Survey is conducted in the four participating countries in year 1 to establish a baseline on the current integrity levels of youth and their level of engagement in anti-corruption.

This 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-S 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 (see activity 2.1).

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.

Beneficiaries:

• Youth

• National communities

Time frame:

Activities 1.1 and 1.2 are undertaken in year 1. Activity 1.3 is ongoing for years 2 & 3.

Activity 4.1.2: Develop an advocacy strategy to ensure the sustained mobilization of youth integrity.   x

Participating national 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 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 though TI-S. 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. Chapter capacity to carry out these plans is reviewed and support is provided by TI-S when applicable.

A follow-up questionnaire with stakeholders on progress at the beginning of year two and three ensures continued effective communications and advocacy plans.

	Year 1	Year 2	Year 3
Activity 4.1.3: Facilitate and sustain greater participation and engagement by youth in the anti-corruption movement		x	x

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 national chapters. This complements current national chapter priorities, for example engaging youth in advocacy work for a programme on forest governance or corruption in journalism.

A dedicated project coordinator in each 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.

Chapters seek to ensure that a gender balance of volunteers is established.

		Year 1	Year 2	Year 3

| **Result 4.2**

Increased mobilisation of relevant stakeholders to foster greater integrity amongst youth.

Beneficiaries:

• Anti-corruption movement

• Young people

• Schools

• Parents

Timeframe:

All activities to achieve the desired result 2 are on-going throughout the entire duration of the Programme. | **Activity 4.2.1:** Build partnerships and coalitions with existing youth groups and other relevant institutions and organizations, mainstreaming youth integrity and anti-corruption into the national youth agenda. | x | x | x |

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 chapters have often found in their previous partnerships, the work of youth groups to be strongly gender oriented. In line with the national chapters' priorities and results of Activity 1, the national programme coordinator engages with national youth organisations in the fight against corruption.

Staff and volunteers from the national 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 MoUs signed with other stakeholders are sought.

It is envisaged that this leads to further programmes and projects outside the scope of this funding proposal.

	Activity 4.2.2 Increase engagement of immediate stakeholders affecting youth integrity, including parents and teachers	x	x	x

Once partnerships are established with community groups and other stakeholders relevant to established key areas, the 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 theater, social gatherings are employed to promote key messages and the need for supportive communities for youth integrity.

	Year 1	Year 2	Year 3

Result 4.3	**Activity 4.3.1:** Develop and promote tools and solutions for youth integrity		x	

Incentives for youth and young leaders to act with integrity are mainstreamed into relevant institutions (government, private sector, and media) through concrete tools and solutions.

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 component 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.

Beneficiaries:

- Young People

- Government

- Private Sector

Based on the outcomes of activity 1.2, the chapters focus on developing tools in one of the above focus areas, building on the key recommendations and advocacy messages developed in the earlier steps of the component implementation.

Timeframe:

All activities to achieve the desired result 3 are on-going throughout the entire duration of the Programme.

Activity 4.3.2: Ensure applicability and ownership of tools and solutions developed	x	x

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 engaged n activity 22, this aspect of the component 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.

Engaging stakeholders early in the process ensures the relevance of the tools and increases uptake among targets and promotes national chapter capacity to mobilise coalitions.

Activity 4.3.3: Develop regional tools and concrete incentives for youth to participate in the fight against corruption and recognition of demonstrated leadership   x   x

The APD 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.

Initial Implementation Plan

Component D: YIP Youth Integrity Promotion: Encouraging and Enabling Youth to act with Integrity and Reject Corruption	YEAR 1 Jul 2011 - Jun 2012				YEAR 2 Jul 2012 - Jun 2013				YEAR 3 Jul 2013- Jun 2014			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Result 4.1: A greater understanding of corruption issues, influences, and incentives facing youth, motivates youth as a force for change												
Activity 4.1.1: Map the current views, influences, and incentives of youth on corruption.	▓	▓	▓	▓								
Activity 4.1.2: Identify key determinants of Youth Integrity within communities to ensure the sustained mobilization of youth integrity.			▓	▓	▓	▓	▓	▓				
Activity 4.1.3: Disseminate key messages to target groups	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Result 4.2: New stakeholders are mobilised to foster greater integrity amongst youth												
Activity 4.2.1: Facilitate & sustain greater participation and engagement by youth in the AC movement					▓	▓	▓	▓	▓	▓	▓	▓
Activity 4.2.2 Increase engagement of key stakeholders affecting youth integrity, such as parents and teachers					▓	▓	▓	▓	▓	▓	▓	▓
Activity 4.2.3: Build partnerships and coalitions with existing youth groups and organizations, mainstreaming youth integrity and anti-corruption into the national youth agenda.					▓	▓	▓	▓	▓	▓	▓	▓
Result 4.3: Incentives for youth to act with integrity are mainstreamed into relevant National Policies, Legislation and practices through concrete tools and solutions.												
Activity 4.3.1: Assess key policies and legislation relating to Youth integrity					▓	▓	▓	▓				
Activity 4.3.2: Engage key stakeholders in the development of tools and solutions.					▓	▓	▓	▓	▓	▓	▓	▓
Activity 4.3.3: Develop regional tools and concrete incentives for youth to participate in the fight against corruption and recognition of demonstrated leadership					▓	▓	▓	▓	▓	▓	▓	▓

Funding

The APD is seeking funding from AusAID for the YIP programme component to the amount of EUR 896,365 over 3 years.

In addition, funding will be sought from regional donors, both for broadening activities listed in this component but also to expand YIP regionally and internationally.

Sustainability

The component D works towards building both chapter capacity communications in advocacy and outreach, particularly in youth oriented media through training with an external communications consultant.

Additionally, the component works to build a coalition of youth volunteers to seek active participation from young volunteers to support the chapters' broader work. This basis of volunteers provides an expanded base of resources through which to build chapter capacity and increase outreach, and ensures that TI's engagement is relevant to youth needs and ambitions in developing leadership in the next generation.

This component is geared towards establishing coalitions and partnerships with other relevant organisations. It is expected that by establishing these partnerships, spin off and follow up youth programmes are established in specific thematic areas identified as relevant to local youth and chapter priorities.

Reporting, Monitoring and Evaluation

This component will be monitored by the TI-Secretariat in Berlin. Initial indicators are included in the logframe attached under Annex 2 and will be further refined at the start of the implementation of the component.

Risk Assessment

An initial risk assessment of the *TIAP Programme: Towards Effective Leadership & Reforms in the Fight Against Corruption* is outlined below and will be refined for each programme component at the outset of activities.

Risk	Likelihood	Impact	Mitigation
Programme Overall			
Governments grow intolerant of civil society, media and/or national chapter activities	MEDIUM	HIGH	• TI's policy of constructive criticism and engagement allow it to work productively with governments
Escalating regional conflict and serious political/economic instability	HIGH	MEDIUM/HIGH	• Close monitoring of the country context • Previous experience with disaster management
Key actors withdraw their cooperation with national chapters	MEDIUM	HIGH	• 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	• Support provided by the TI-S with its well-established donor relation management • A diversified donor basis
TIAP national chapters do not have capacity to deliver on implementation or accountability requirements on funding provided	MEDIUM	HIGH	• Frequent communication ensures concerns are recognised early • Well developed guidelines and reporting templates • Careful ongoing monitoring • Capacity development component • Dedicated Programme Coordinators to assist chapters
National chapters fall into disrepute in the national context	LOW	HIGH	• TI's accreditation policy which requires annual reporting and financial auditing and acts as a quality assurance mechanism.
National Chapters are disaccredited	LOW	HIGH	• Continuous monitoring of chapter governance and provision of capacity support and assistance with conflict resolution
Component 1			
Lack of interest or buy in from TIAP national chapters in capacity support from APD	LOW	MEDIUM	• Maintenance of close relationship and cooperation between chapters and APD • Continue proactive and clear lines of communication • Cooperative implementation of the capacity assessment tool
Component 2			
No coalition partners available and interested in advocating for change	LOW	MEDIUM	• Upholding reputation of national chapter/ALAC • Continual advocacy and stakeholder networking during workshops and

			meetings
Public perception continues to consider corruption to be "normal"	MEDIUM	MEDIUM	• Public education on the threats and negative impacts of corruption

Component 3

New knowledge products not read and understood by key actors	MEDIUM	HIGH	• Reports widely disseminated and targeted to specific audiences • Careful editing of content, with target audience in mind
No coalition partners available and interested in advocating for change	LOW	MEDIUM	• Upholding reputation of national chapter/ALAC • Continual advocacy and stakeholder networking during workshops and meetings

Component 4

Lack of interest from youth	LOW	HIGH	• Continuous advocacy and awareness raising among youth based on assessment of youth interests • Involvement of other stakeholders important to youth
New tools not adopted by stakeholders	MEDIUM	MEDIUM	• Involvement of stakeholders from the onset of the programme

Management Arrangement

Implementation

The *TIAP Programme: Towards Effective Leadership and Reforms in Anti Corruption* is managed by the APD at the TI-Secretariat in Berlin. All programme oversight and accountability will rest with the APD who will be the reporting partner to AusAID.

The APD is structured to provide focused chapter support and project management. Dedicated Regional Coordinators are responsible for liaison with and support of national chapters, organising the regional meetings and events, and developing projects.

In seeking to build the capacity of the national chapters, the Programme Manager and the Regional Coordinators are also responsible for programme development and fundraising.
Each component will be coordinated by a dedicated project coordinator recruited at TI-S as well as within the chapters to ensure that the programme components are well coordinated and implemented.

Careful project preparation is key to its successful implementation and is critical to achieving its objectives within the timeframe.

In the early months of the Programme, detailed communication with the project chapters will result in a shared understanding of the timeline, milestones, and obligations in terms of implementation and reporting.

TIAP national chapters play an important role in implementing activities under the Programme. Given the central role of the national chapters as the primary beneficiaries of the Programme, the APD places outmost importance on participatory processes in the implementation of planned activities.

For component 2, dedicated ALAC coordinators within the national chapters are critical to the success and sustainability of the component – experience has shown that while the concept of the ALACs is relatively straightforward, their management can be complex, touching upon issues around data management, legal practice, contact with public institutions, management of expectations, outreach, and financial sustainability. Legal expertise is also an important new capacity needed by national chapters implementing ALACs, either through the form of staff lawyers, legal advisors, or volunteer law students.

Decision Making

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

Operational decisions are made by the TI Asia Pacific Regional Director and the Programme Manager, in alignment with wider TI-Secretariat policies and processes, and on the advice of regional coordinators within the APD.

The APD seeks consensus with national chapters on all regional decisions,

	and uses the regional meetings to achieve such consensus. In keeping with TI's overall structure of autonomous national chapters determining national agendas, decisions about national advocacy programmes and case follow up are made by the national chapters. Decisions regarding advocacy plans are made by each national chapter, in consultation with its coalition partners and decisions with national implications are made in consultation with each national chapter's Governing Board.
Management of funding to TIAP national chapters	The ***TIAP Programme: Towards effective Leadership and Reforms in Anti-Corruption***, in alignment with the TIAP Strategy 2012, and the TI Strategy 2015 foresees an increased role for TI-S and APD in facilitating greater resources for TI national chapters on various key areas. To ensure the highest level of accountability and transparency, the APD will establish an Entrusted Regional Operational Fund (EROF) and related procedural guidelines for the management and distribution of funding to TIAP national chapters. The EROF will consist of funding received directly through the TIAP INS component and managed at the regional level. Following a request from AusAID, a second fund called Entrusted National Chapter Fund (ENCF) will be set up to support possible funding channelled to the APD by donors for country specific activities. The APD will ensure oversight of the disbursement of these funds in accordance with agreed guidelines through the establishment and coordination of an advisory committee of national chapter representatives. Further funds to support the national chapter implementation of component activities will be managed with close oversight and accountability, with clear reporting guidelines, templates, and timelines.
Expertise & Advice	Expertise and advice for the Programme are provided by a range of internal and external resource persons. TI internal resource persons, including voluntary Senior Advisors and TI-S staff looking at policy and research, advocacy, communications, and global programmes and priorities, provide thematic expertise on priority areas of anti-corruption. The APD and TIAP national chapters also have access to other regional departments that work on similar issues in different contexts. These regional departments work with TI's international network of experts that are present in over 100 countries worldwide. External consultants, partners, and experts provide specific inputs and perspectives on areas such as the NICSA methodology, the capacity assessment process or the regional training programme, as well as on particular issues of relevance to the region. At national level, each of the TIAP national chapters has access to high level expertise on corruption in their country, often in the form of members of the national chapter's Board, but also through external networks and contacts.

Gender Issues	Corruption impinges disproportionately on the rights of vulnerable groups and legally disempowered groups including women, youth, poor, internally displaced persons and marginalised groups.[7]
	While there is no specific objective to address gender issues in the Programme, the APD will pay particular attention to integrate gender issues in designing and implementing activities where it is relevant. The APD will, for instance, ensure gender–balanced view points and participation in training workshops, conferences and research, etc. and will consider and monitor if there is a specific gender component in all current and planned programme activities. The TI-S Code of Conduct notes that recruitment policies will strive for a balanced and diverse representation with respect to gender and region, forming a critical component of the diversity of the movement.
	Gender will be mainstreamed into the programme components differently:
	There is currently a marked gender imbalance in terms of active participation and leadership in the TIAP network of national chapters, with many more male Chairs, Executive Directors, and Board members of national chapters than there are female representatives. In many instances national chapters themselves have recognised this as an issue and are seeking to improve this balance. Some national chapters such as TI Bangladesh, have undertaken gender audits and developed policies to address gender issues in their work. Whilst TI recognises the social and cultural reasons that contribute to this imbalance and acknowledges the importance of recognising all participation in the anti-corruption movement whether male or female, the APD will continue to encourage TIAP national chapters to actively promote the increased participation of women in the anti-corruption movement. The APD does not have authority over the national chapters to require particular attention to be paid to gender issues, but will seek to influence this where appropriate through mechanisms such as the accreditation process which requires chapters to consider the gender make up of their membership and their governance bodies.
	ALACs aim to reach out to a broad range of the population and in order to achieve this work closely together with other civil society organisations, such as women's organisations. Contacts and cases in the database are disaggregated by gender, monitoring not only the number of and frequency with which women reach out for legal assistance, but also the specific corruption related issues faced by women. This allows for the monitoring of the number of women reaching out to the ALAC. Communication strategies can then be tailored to reach specific target groups.
	The Global Corruption Barometer data will be disaggregated by gender and may potentially reveal differences in the perceptions and experience of corruption between men and women, allowing later advocacy to be better targeted.
	In the YIP component, attention will be paid to gender in data analysis on youth and particular attention will be paid to highlighting significant data points in relation to gender. Where these are prominent, gender may become a greater focus for national chapter activities.

[7] See for instance TI Working Paper no 2/2010 "Corruption and Gender in Service Delivery"
http://www.transparency.org/publications/publications/working_papers/wp_02_2010_corruption_and_gender or TI Working

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.
	Mechanisms are set up to ensure TIAP national chapter participation and oversight in the different activities of the Programme, including chapter committees for planning regional meetings and advisory committees for the allocation of core funding from the APD. Participating TIAP national chapters will assign specific members of their senior management to ensure operational and financial oversight of the funds disbursed to them.
	National 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 national chapters, paying particular attention to issues of internal governance and accountability in making recommendations on accreditation that have a high level of impact on the work of the APD under the TIAP INS component.
	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 key.
	Research standards are ensured by TI policy and research staff as well as by country programme coordinators and the project coordinator. 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.

Monitoring and Evaluation	An initial logical framework including a proposed M&E framework has been developed for the programme and is attached as Annex 2. However, this will be further validated and strengthened once each programme component begins and a specific M&E framework will be developed for the Programme. This Programme M&E Framework will be aligned to the movement wide Planning, Monitoring, Evaluation and Learning Framework that is being designed to address the need to monitor the work of TI movement-wide.
	An evaluation of the Programme at the end of the 3 year will measure: - relevance of objectives - achievement against objectives

	- effectiveness of activities - efficiency of programme management - sustainability of the programme

Efficiency	Activities and inputs required are driven by relevance and purposefulness to the Programme objectives. From programme design to evaluation of outputs, TI seeks economy, efficiency and cost effectiveness in its activities through: 1. Careful monitoring of expenditure and benchmarking the cost of comparable activities; 2. Systematic inquiry into the purpose and relevance of expenditures to objectives; 3. Careful monitoring of procurement. TI's procurement guidelines require competitive bidding for procurement of goods or services over EUR 2000. 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.

Environment	The TI Asia Pacific Department runs a separate programme on forest governance integrity, representing a clear environmental objective. Beyond this, TI-S in Berlin continues to pay particular attention to environmental responsibility in implementing all programme activities. The large amount of air travel presents a particular environmental challenge in the Programme, and while acknowledging the importance of personal contact and face-to-face dialogue, the APD will seek to find the most environmentally friendly flight routes in planning the travel necessary to implement the programme. To date, the APD has minimised the number of trips from Berlin to the Asia Pacific region, instead incorporating as many country stops as possible in a single business trip. Telecommunications, including video- and teleconferencing, is also used to the greatest extent possible to reduce the amount of travel required for the Programme. TI is currently collating information about the travel mileage of its staff, and once the size of its carbon footprint is clear, the APD will seek to find credible and accountable methods to offset this. In addition, environmental considerations are integrated into the every day running of the TI-S office, with measures including an office-wide recycling programme and conversion to 100% green energy.

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Annex 1 - Budget

The projected cost for the programme is EUR 5,374,134 over a three year timeframe.

	Year 1	Year 2	Year 3	Total
A. TIAP INS Component	861,286	1,004,693	1,202,269	**3,068,248**
B. TIAP ALAC Component	198,773	234,182	292,538	**725,493**
C. NICSA Component	84,895	294,462	249,681	**629,038**
D. TIAP YIP Component	299,011	325,228	272,126	**896,365**
Programme Evaluation			55,000	**55,000**
Total (Euros)	**1,443,965**	**1,858,565**	**2,071,614**	**5,374,134**

See attached file for detailed budget breakdown.

Annex 2 - Initial Logframe

Goal	Indicators	Means of Verification
Strong forms of leadership and agency against corruption, contribute to effective implementation of anti-corruption measures by government, business and civil society in the Asia Pacific region.		

Purpose	Indicators	Means of Verification
A. TIAP INS Component: Strengthened operational and advocacy capacity of anti-corruption civil society constituencies in 25 countries in the Asia Pacific	• Minimum 30% increase in the number of chapters assessing their capacity to be, to organise, to achieve, to relate and to adapt and learn as 'well developed' by end of project.	TI Capacity Assessment Tool (TI CAT) Annual National Chapter Survey
B. TIAP ALAC Component: a) Victims and witnesses of corruption in Nepal, Pakistan, Papua New Guinea, Vanuatu, Fiji and the Solomon Islands are empowered to redress their corruption grievances and b) Systemic change in the anti-corruption policy and practice of public and private actors.	• Minimum 10% annual increase of cases closed with successful outcome (by client type, corruption area and gender) overall in the project; • Minimum two systemic improvements in policy and practice enacted to which ALACs contribute significantly.	ALAC database Stories of Change Reporting
C. NICSA Component: Improved effectiveness of the NIS in Bangladesh, India, Maldives, Nepal, Pakistan, and Sri Lanka.	• Minimum of two NIS recommendations being implemented through policy reforms and observed changes in practices by public and non-state actors in the region	Reporting Stories of change Policy Tracking Form
D. TIAP YIP Component: Increased engagement of youth in the fight against corruption and greater opportunities for youth to act with integrity in Indonesia, Fiji, South Korea, and the Maldives	• Minimum 10% annual increase in youth volunteers or members involved in chapter work • Minimum 10% increase in perception of greater opportunities for youth to act with integrity by end of the project	Reporting Stories of Change Youth Integrity Survey

Results	Indicators	Means of Verification
1.1 Strengthened and effectively coordinated TIAP presence and activities in the region	• Stable or increasing # of chapters/contacts; • At least 75% of chapters rate the extent to which engagement with APD has had an impact on their work as 'high' or 'very high';	TI Accreditation Process Network survey
1.2 Increased knowledge on anti-corruption best practices and diagnostic expertise within both TIAP chapters, anti-corruption coalitions and other regional stakeholders	• At least 75% of chapters rate APD supported trainings and exchanges 'useful' or 'very useful' • At least 75% of chapters use TI tools for their own advocacy	Network Survey Workshop/Exchange Evaluations

1.3 TIAP chapters have structural, managerial and financial capacities consistent with their self-defined strategic objectives.	• At least 80% of TIAP chapters employ a full-time Executive Director by end of the project,	TI CAT Reporting
2.1 Improved access to legal advice and services for victims and witnesses of corruption in project countries.	• Minimum 10% annual increase in initial contacts (by client type and gender); • Minimum 5% annual increase in number of cases (by client type, corruption area and gender).	ALAC database Case Studies
2.2 Improved response to corruption related complaints by public institutions in project countries.	• Improved level of partnerships with public agencies; • Verifiable examples of government cooperation on specific issues.	ALAC Database Reporting
2.3 Increased demand for improved governance based on persuasive evidence in project countries.	• Minimum 10% annual increase in complaints filed to authorities by ALAC clients (by client type, corruption area and gender).	Database Reporting
3.1 A new body of research measuring the effectiveness of NIS, and analysing the social and economic context affecting the effective functioning of the NIS in each country, is widely available and identifies priority areas for reform in project countries.	• NIS Assessments produced, with external reviewer scores indicating high quality; • Barometer results widely distributed in project countries.	Quality Control Group Opinion & Report by external reviewer Website monitoring
3.2 Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority area in NIS in project countries.	• Balanced level and quality of government and non-state actor participation in NIS research and related events, particularly the Advisory Group; • Minimum of two advocacy interventions on NIS recommendations prioritised in each country with participation of other stakeholders.	Minutes of Advisory Group Meetings, other correspondence with Advisory Group Reporting
3.3 Regional level advocacy work supports stronger anti-corruption reforms at national level in project countries.	• Minimum 50 distributed or downloaded reports within 12 months after the launch of the report; • Minimum of two regional institutions engaged in development and distribution of assessments.	Record Keeping Website Monitoring
4.1. Increased engagement of youth in the anti-corruption movement as a force for change in project countries.	• Improvement in youth integrity survey results; • Minimum 10% annual increase in youth volunteers or members involved in chapter work.	Youth Integrity Survey Reporting
4.2. Increased mobilisation of relevant stakeholders to foster greater integrity amongst youth in project countries.	• At least four new stakeholders mobilised and actively contributing to programme purpose;	Advocacy Plan Reporting
4.3 Incentives for youth and young leaders to act with integrity are mainstreamed into relevant institutions (Government, private sector and media) through concrete tools and solutions in project countries.	• Minimum two new initiatives/tools are developed and implemented by the end of the project	Advocacy Plan Record Keeping

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