Transparency International's LATAM Regional Programme

Promoting Transparency, Accountability and Integrity in Latin America

Programme Document
Revision #3 – July 2012

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GLOSSARY OF TERMS

- **AME Department**   Americas Department based at the Transparency International Secretariat in Berlin

- **LATAM**   Latin America

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

- **TI Chapter(s)**   A duly established and registered national entity that has an established and formal contractual relationship with TI. The entity can be at different stage of the TI accreditation policy, and either be a "national contact", a "national chapter in formation", or a fully accredited "national chapter"

- **Partner(s)**   A national entity, existing or emerging group that does not have a formal contractual relationship with TI

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

- **The Programme**   The Transparency International Latin America Regional Programme

- **Key Programmes**   The focus areas of the TI Strategy 2015 are outlined in the TI-S Implementation Plan, and separated into six Key Programmes. These are global in nature and aim to facilitate, coordinate and drive common working approaches, strengthening impact and collective actions.

- ⚥   Gender Mainstreaming icon

- 🛡   Child Protection icon

- 🌳   Environmental Impact icon

INTRODUCTION

Transparency International (TI)

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

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

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

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

- wide-ranging knowledge acquired through worldwide research and advocacy work undertaken at regional, national and local levels;

- recognised international experience and networks of experts on corruption in numerous sectors;

- indices, tools and solutions developed to measure and address corruption in various contexts;

- "constructive criticism" and coalition building approaches that make TI a valued and trusted partner by governments, international organisations, business, media and society around the world;

- independence and non-political partisanship;

- capacity to mobilise and build coalitions of stakeholders.

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

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

Programme Approach

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

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

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

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

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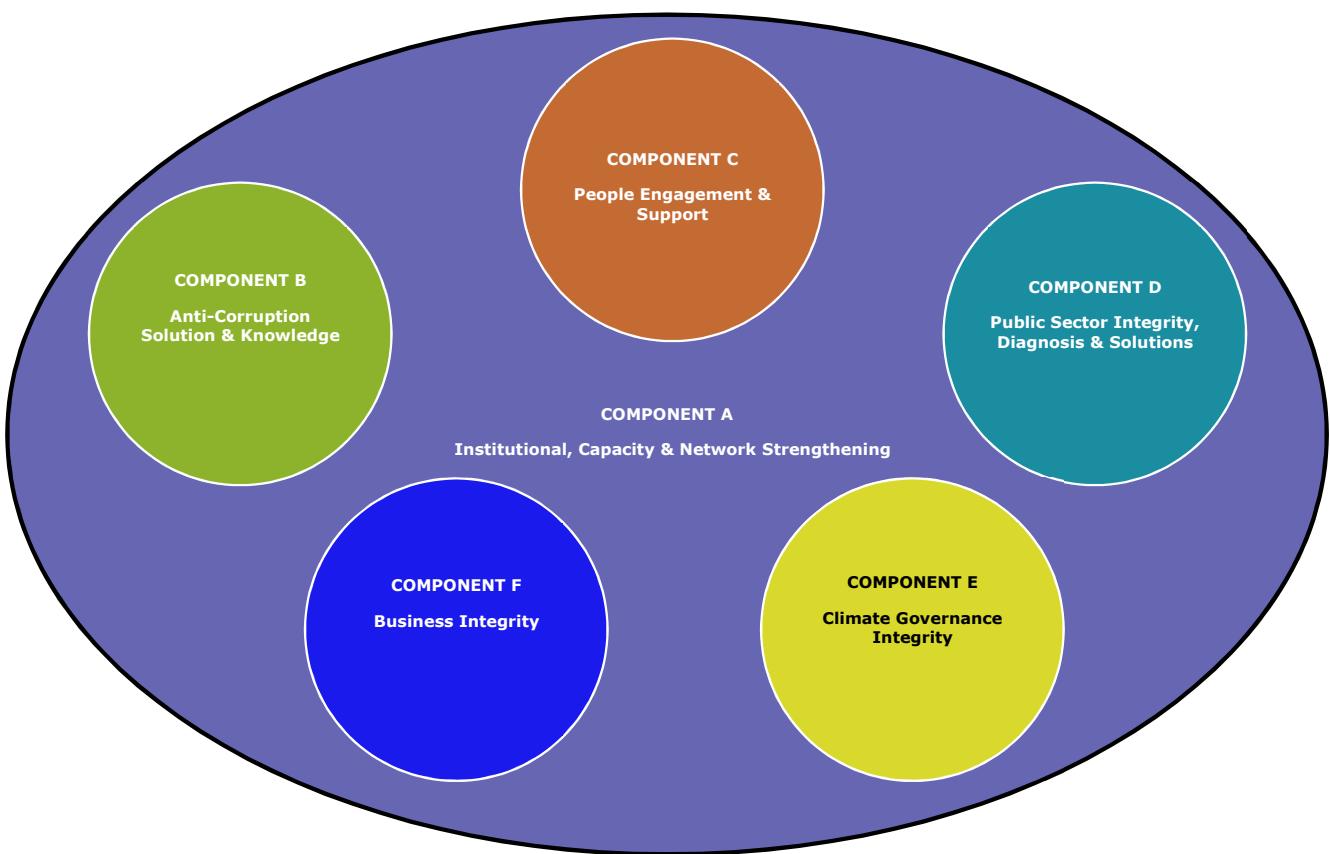

GOAL

Contirbute to

COMPONENT PURPOSE

Lead to

COMPONENT RESULTS

Achieve

COMPONENT ACTIVITES
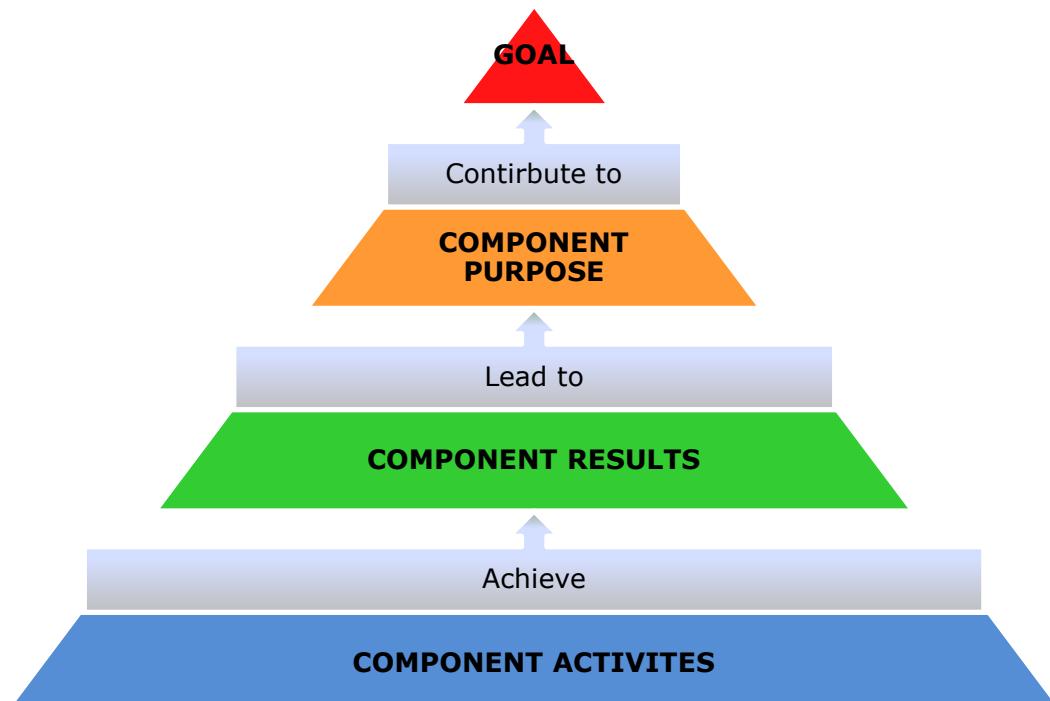
Programme Structure

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

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

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

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

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

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

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

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

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

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

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

- **COMPONENT E: Climate Governance Integrity**

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

- **COMPONENT F: Business Integrity**

  Section under development

LATIN AMERICA REGIONAL PROGRAMME BACKGROUND & LOGIC

Regional Background

The Organisation of American States, in its 2011 end of year assessment, states that the prevailing feeling in Latin America during the year was optimism. That is not to say that the serious problems that continue to beset the region have suddenly vanished, but that the positive economic and social signs that were already emerging at the end of the last decade are still there, despite the fact that much of the world remains in the grip of an economic crisis.

In the last decade, growth in the region was more than that of the previous two decades combined. Between 2002 and 2011 poverty shrank by more than 15 per cent; exports climbed in volume and value; the middle classes grew significantly; and foreign investment returned strongly to the region. Unemployment, with fears that it might increase dramatically according to ECLAC forecasts, was not only much lower than predicted but the figures recovered within a year.

Coupled with all of this, the fact that democracy seems to have become firmly established as the predominant system of government in a region where, only a few decades ago, dictatorships and civil wars were a regular occurrence, there is perhaps good reason for optimism.

In order for this trend to continue, it is essential to correct the imbalances that still plague LATAM societies. One third of Latin Americans remain poor and the region is the most unequal in the world, with 12 out of the 20 most unequal countries in the world being in the region, according to the UNDP. Fighting corruption and promoting transparency are key elements in this equation. Corruption hinders institutional reforms and has a detrimental effect on the well-being of millions of people across the region.

One of the key challenges at this time is that the lack of transparency and accountability in Latin American political and administrative systems, limits the capacity to formulate and implement public policies that respond to the needs and priorities of the citizens, notably the poorest. This situation is worsened by the undue influence of private interests (whether it be legal corporate lobbies or organised crime networks), threatening the legitimacy of and confidence in democratic institutions.

TI Chapters Experience in the Region

The LATAM Regional Programme is managed by the Americas Department which is part of the Network, Chapters and Programmes group of the TI Secretariat (TI-S) in Berlin. Much of the Programme implementation is taking place at country level, undertaken by the TI Chapters and Partners in the Latin America region (LATAM).

TI is uniquely placed to work with and mobilise civil society in the LATAM region in all its shapes and forms, and has the necessary neutrality and credibility with local actors. TI has been working in eighteen countries in the LATAM region for well over a decade. In addition to gaining the trust of various stakeholders in civil society, TI has also succeeded in building a dialogue with governments in the region, and earning their respect, even when these interlocutors have proven to be challenging.

The TI Secretariat, including the AME Department, has substantial experience in managing similar multi-country projects. The International Anti-corruption Conventions Programme, supporting capacity strengthening of all chapters in the LATAM region and leading coordinated regional advocacy efforts was implemented from 2005 to 2011, with a value of approximately 800,000 Euros. The DANIDA and AECID-funded Transparency in Central America programme, which started in 2004 and is expected to end in 2012, has a value of a million Euros and includes work in seven countries. The programme focuses on organisational capacity strengthening, regional network building, measuring anti-corruption, facilitating spaces for civil society-government interaction and anti-corruption tool implementation. In the past years, the AME Department has also implemented several thematic multi-country advocacy projects, including on Advocacy and Legal Advice Centres (ALACs), public procurement, political party finance, private sector, and is currently implementing in seven countries a programme to promote transparency in large scale anti-poverty programmes, with an emphasis in conditional

cash transfer schemes. This experience has given the AME Department guidance and a body of lessons learned on which to build successful management of the current Programme.

Situational Analysis – Overall Programme Justification[1]

While it is important and necessary to recognise the existence of differences across countries in the region, there are several trends that could significantly influence the overall region, whilst also impacting anti-corruption efforts. Without claiming to be comprehensive, the following trends are worth noting:

Failure from governments to demonstrate improvements in levels of corruption and changes in accordance with expectations is generating growing apathy and/or dissatisfaction among the population, and has discouraged the citizenry from demanding and joining in the fight against corruption. In turn, anti-corruption plans and the development of adequate institutions to eliminate corruption has becomes less of a priority for government strategies, and is combined with mistrust from the citizens in the effectiveness of laws and regulations.

The challenge is to raise citizen confidence and demand for anti-corruption efforts. As such, it is necessary to: identify, register, and communicate positive impacts; promote good practices; disseminate knowledge; and work with organisations that reach more citizens. Furthermore, if anti-corruption is less significant as an end in itself, it should be linked to other agendas, such as climate change, citizen security and human rights, among others.

While there are relatively strong capacities on the part of civil society in the region, much more can be done. Civil society organisations and human resources around the region are not equally equipped. Joint tool development and stronger interaction and knowledge sharing between organisations from various countries in the region is a viable way for taking advantage of cultural and historical similarities, as well as a common root language for pursuing this approach for further capacity development and coherent regional action.

Although each country has adopted different economic models, the recent regional trend is one of sustained economic growth. Despite this, it is not leading to the reduction of the gap between poor and rich. The policies and systems to improve the distribution of wealth are still incomplete and vulnerable to corruption and political influence. Achieving the Millennium Development Goals, ensuring greater levels of equality and reducing poverty, would be significantly reinforced if anti-corruption mechanisms were understood and incorporated as a key tool in the poverty reduction process. Likewise, it is important for the international community to understand that, although there is relative economic stability in Latin America, the problems have not yet been solved.

The populist and/or authoritarian orientation of some governments in the region combined with a concentration of power in the executive branch, are affecting democratic governance. As a result, the fight against poverty tends to be presented and applied from a paternalistic perspective and not through transparent systems that encourage respect for citizens' rights and the inclusion of the citizenry in policy decisions. The Legislative and Judicial branches and/or the oversight bodies need to take on more prominent roles in fighting corruption. Similarly, local governments often offer alternatives for change when central governments have little inclination to work with civil society. It is a challenge to incorporate the pro-transparency and accountability discourse as a substantial and not only rhetorical issue, in all levels of government.

Impunity, influence peddling, and bribery add to high rates of poverty and marginality as factors that create and/or sustain criminality. On top of this, the judiciary's incapacity to respond to demand on this issue makes Latin America one of the most insecure regions of the world. Groups that benefit from lawless and violent environments, namely organised crime, work actively to weaken State institutions. In practice, they are among the main opponents to fighting corruption. The disproportionate capacity to influence decisions makes it easy for opponents of reform to reverse anti-corruption efforts. This challenge is countered by an increased demand for citizen security. Linking to the regional citizen security agenda is key for the anti-corruption effort.

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

"State capture", the culture and practices of weak accountability and the power of certain legal (e.g. corporate lobbying) or illegal groups (e.g. crime networks), biases public decisions toward private interests. This threatens effective and equitable government decisions and public policies. Impunity further strengthens the relative position of these groups.

To counter state capture, it is essential to understand the problem and differentiate the spheres of influence and strategies of the groups, which will, in turn, encourage targeted and efficient efforts and initiatives. The disadvantaged position of anti-corruption efforts vis-à-vis private interest groups can be countered by the availability and enforcement of an international institutional structure (international agreements and normative frameworks and their enforcement).

Global economic competition is frequently used to justify an erosion in integrity standards. Indeed, to increase business competitiveness, it is often argued by entrepreneurs, that there is a need to reduce transparency and integrity standards to be able to "play with the existing rules." The key challenge is to convince the business community that transparency and business ethics are profitable in the mid- to long-term. The existence and promotion of international agreements and treaties create opportunities to advance in this field.

Logical Framework

External Programme Goal

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

Internal Programme Goal

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

Programme Component A - Institutional, Capacity & Network Strengthening

Purpose of Component A

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

Results of Component A

- Result A.1: Strengthened and effectively coordinated TI presence – through TI Chapters or other civil society Partners – and activities in the LATAM region.

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

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

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

Programme Component B - Anti-Corruption Solutions & Knowledge

Purpose of Component B

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

Results of Component B

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

Programme Component C - People Engagement & Support

Purpose of Component C

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

Results of Component C

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

Programme Component D - Public Sector Integrity, Diagnosis & Solutions

Purpose of Component D

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

Results of Component D

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

Programme Component E - Climate Governance Integrity

Purpose of Component E

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

Results of Component E

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

Programme Component F - Business Integrity – *section under the development*

Location & Duration

Activities in the Programme take place in the Latin America Region. For better clarity in the implementation of the plan the region is divided into four operational sub-regions:

> **Sub region 1:** the whole LATAM region, Argentina; Bolivia; Brazil; Chile; Colombia; Costa Rica; Dominican Republic; Ecuador; El Salvador; Guatemala; Honduras; Mexico; Nicaragua; Panama; Paraguay Peru; Uruguay and Venezuela.

> **Sub region 2:** countries with strong well established TI Chapters with low capacity development needs: Colombia, Mexico and Peru.

> **Sub region 3:** countries in South America where TI has no presence or TI Chapters with specific capacity development needs (excluding Colombia and Peru)

> **Sub region 4:** countries in Central America and the Caribbean where TI has no presence or TI Chapters with specific capacity development needs (excluding Mexico)

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

Benefits to Stakeholders in Latin America

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

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

In summary, the Programme seeks:

- To strengthen capacities of the TI Chapters in the LATAM region and other Partners to effectively work on anti-corruption issues and reforms at the national level and to contribute – individually and collectively – to regional initiatives and results;

- To increase the knowledge sharing and learning in the LATAM region to fight corruption and advocate for change;

- To increase involvement of broader sectors of the population in promoting transparency, accountability and integrity in the LATAM region;

- To benefit anti-corruption efforts with economies of scale based in sharing tools, methodologies and approaches on public and private sector corruption in the LATAM region;

- To engage effectively in policy development on, implementation of, and monitoring of climate finance and governance in the LATAM region.

REGIONAL PROGRAMME IMPLEMENTATION

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

Component A: Institutional, Capacity & Network Strengthening

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

Justification

Civil Society Organisations are active to different degrees in the fight against corruption across the LATAM region and present different strengths and weaknesses. A strong civil society is a key balance and interlocutor for the government. It also acts as a catalyst for bottom-up demand for governmental accountability, respect for human rights, and active participation of all sectors and segments of the population, especially those in a more vulnerable position (those living in extreme poverty, indigenous populations, elderly people, women and migrants, among others).

Recent economic stability and growth in the region needs to be paired with good democratic governance to avoid resources from being wasted or being appropriated by a few. The relative prosperity in the region creates many opportunities to work with a wide range of stakeholders in the promotion of integrity and transparency as mechanisms to avoid misuse of public funds for private gain. Civil society in general has been calling out for institutional reforms to take place, for laws to be changed and for greater civic space for active participation.

Despite the efforts developed so far and the great will shown in the past years, in several countries civil society suffers from a two-fold weakness: limited key organisational skills and limited technical skills in some areas. Failing to address either of the two, the contribution of civil society to the necessary reforms to pair economic prosperity with good governance will not be effective and decisive enough to enable these reforms to take root.

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

Framework

Internal Programme Goal

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

Purpose of Component A

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

Results of Component A

- Result A.1: Strengthened and effectively coordinated TI presence – through TI Chapters or other civil society Partners – and activities in the LATAM region.
- Result A.2: Enhanced capacity of TI Chapters to operate as well-functioning entities with strong structural, managerial and leadership capacities.

- Result A.3: Enhanced capacity of TI Chapters to realise their strategic objectives and achieve organisational and financial sustainability.
- Result A.4: Enhanced capacity of TI Chapters to initiate and lead multi-stakeholder coalitions and cross-boundary networks for increased anti-corruption impact.

Chapter Groupings

Activities in this Component take place within the larger Latin America Region (sub-region 1 as defined above in the "Programme Location Section"). For effective implementation of these Component activities and operation of the AME Department, the TI Chapters in the region are organised along three groupings:

Grouping LAT1: Well-established TI Chapters: countries with strong well-established chapters with low capacity development needs and that can offer peer support: Colombia and Peru in South America and Dominican Republic, and Mexico in Central America.

Grouping LAT2: TI Chapters with particular requirements and capacity needs: Countries where the TI Secretariat has established an operational national chapter or national contact but needs to provide specific support to help them overcome particular needs to be more active and present in their countries. These countries at present include Argentina, Chile, El Salvador, Guatemala, Nicaragua, Panama, Uruguay and Venezuela.

Grouping LAT3: Emerging TI Chapters: Countries where the TI Secretariat has established an operational national contact and provides support to become more visible. These countries at present include Bolivia, Brazil, Honduras, Costa Rica, Ecuador and Paraguay.

Activities

Result A.1: Strengthened and effectively coordinated TI presence and activities in the LATAM region

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

> Activity A.1.1: Undertake national stakeholder scoping missions and support emerging groups and coalitions to become Partners or TI LATAM Chapters

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

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

New TI Chapters at the stage of TI "national contacts" and "national chapters in formation" are supported by the AME Department to reach the governance and performance standards required to become fully accredited "national chapters" in line with the accreditation policy of

the TI Movement. In addition, regional coordinators provide emerging Partners with continuous lines of access to thematic experience and expertise available at the TI Secretariat and among TI Chapters from across all regions.

It is important to realise that in the "emerging" and middle income countries where TI is seeking to expand its network and activities, there is wide variation in capacity and freedom of manoeuvre for civil society. Therefore, even if a particular Partner does not manage to fully achieve TI accreditation standards within the timeframe of the Programme, this does not mean that efforts in that respective country have not proved fruitful. In some countries, substantial progress can be made if a functioning Partner is identified and begins work in a cohesive manner even if limited outputs from these new, inexperienced groups reflect their more embryonic state.

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

> Activity A.1.2: Develop and implement a regional capacity development programme for TI LATAM Chapters, their coalition partners and newly emerging Partners

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

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

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

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

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

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

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

Regional workshops convene local and international stakeholders to present TI'S main tools. Furthermore, the TI Secretariat supports smaller-scale events for specific groups of

stakeholders as they are identified throughout the Programme's duration. Workshops, seminars and trainings present TI's key analytical anti-corruption instruments in a format that is accessible and useful to each target group. Also, important thematic issues such as the use of access to information in reporting on corruption, investigative techniques and other topics of relevance are covered.

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

> Activity A.1.3: Facilitate increased interaction, information sharing, and learning from good practice among TI LATAM Chapters and other regional and global Partners

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

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

- A Regional Programme Meeting, which typically takes place in the first half of the year, focuses on discussing strategies; sharing experiences and benefiting from lessons learned to further improve implementation of various activities. Such meetings enable TI Chapters and other Partners to discuss not only lessons learned but also to review and revise strategies ahead of the Annual Membership Meeting or biannual International Anti-Corruption Conference (IACC), organised by the TI Secretariat.

- A Regional Governance Meeting, held late in the year to coincide with the TI Annual Membership Meeting, looks at strengthening governance and accountability. This meeting focuses primarily on issues of institutional strengthening and organisational development, which is becoming increasingly important as TI Chapters professionalise their operations and come under increasing scrutiny. Once every two years, this meeting coincide with the International Anti Corruption Conference.

- The International Anti Corruption Conference (IACC), the largest global fora on corruption, brings together a variety of stakeholders, from Governments to civil society organisations at all levels (grassroots, research institutions, think tanks) to law enforcement agencies, private and public sector officers, the media and many more. Attendance to the IACC averages around 1.500 participants, attending plenary sessions, special sessions and workshops.

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

> Activity A.1.4: Publish regular updates and information about TI activities and developments in the LATAM region

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

The AME Department also facilitates the production and dissemination of English, Spanish and Portuguese translations of appropriate outreach material and publications to encourage more access to information about the TI LATAM activities, and developments.

In Berlin and in the region, the AME Department regularly gives presentations to various

groups including journalists, diplomats, government representatives, business groups, students, and others.

To serve the growing requests for information about corruption that are being posed to TI directly, the AME Department also supports the development of Online Country Pages for each of the countries in which TI works and wishes to work. The Online Country Pages provide a comprehensive information and advocacy platform for country level corruption.

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

> Activity A.1.5: Channel support for specific TI LATAM Chapter's activities and initiatives

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

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

Operating in challenging political environment, TI Chapters in some countries in the LATAM region are still struggling to reach a level of organisational sustainability that would enable them to achieve their potential in terms of impact against corruption and to play a leadership role in the country. In several cases this can be attributed to difficulties in accessing the initial resources needed to start up basic operations at an appropriate scale. The activities below provide TI Chapters in the LATAM 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.

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

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

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

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

Based on the agreed plans resulting from the analysis of the organisational capacity assessment, the AME Department provides core funding on priority areas of capacity development to selected TI LATAM Chapters, aiming to cover the majority of TI Chapters and Partners by the end of the Programme through an Entrusted Regional Operational Fund (EROF). Financial support under this activity provides a platform from which TI Chapters can build their outreach and advocacy. It also enables TI Chapters to develop sufficient start-up capacity for them to then fundraise independently and sustain the operations once the

Programme ends.

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

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

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

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

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

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

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

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

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

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

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

Finally, TI Chapters – especially in some of the politically challenging and volatile countries in

the LATAM region – need to develop a sound understanding of the legal, reputational and physical risks to which their organisation might be exposed. Supported by the Legal Unit at the TI Secretariat and its "Safeguarding Anti-corruption Fighters' Efforts" (SAFE) project, regional coordinators from the AME Department works with TI Chapters to help them develop systems to prevent, mitigate or manage such risks.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

TI builds on its own experience as a global network of 100+ independent national member organisations (TI Chapters) working as part of multi-stakeholder initiatives, as well as on the coalition-building expertise of its most established TI Chapters. Via TI's previous regional projects (Inter-American Anti-corruption Conventions, Central America and Social Programme Monitoring programmes), TI Chapters and Partners in the LATAM region have begun to broaden their reach and profile their work in a regional context.

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

Activity A.4.1: Support TI LATAM Chapters in undertaking innovative approaches and activities against corruption in the region

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

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

• New social media

• Information & Communication Technology

• Cross-boundary Partnerships

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

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

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

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

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

In addition, the activity supports TI Chapters in identifying and supporting potential new coalitions by participating in relevant regional and international fora and inter-governmental initiatives, hosted by different institutions. These include, for example, conferences organized by the OAS, OECD, ARADO, UNDP, the G8/G20, as well as the UNCAC Conference of State Parties.

Component B: Anti-Corruption Solutions & Knowledge

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

Justification

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

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

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

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

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

Framework

Internal Programme Goal

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

Chapter Groupings

Activities in this Component take place within the larger Latin America Region and all TI Chapters and contacts in the region will benefit from them. No specific grouping is needed to implement this Component

Activities

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

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

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

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

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

At both national and regional level, the knowledge generated through this Programme is

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

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

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

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

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

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

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

Component C: People Engagement & Support

Building Citizen Knowledge and Participation in anti-corruption in the LATAM region

Justification

Failure from governments to demonstrate improvements in levels of corruption is generating growing apathy and/or dissatisfaction among the population.

The incapacity to generate and/or show changes in accordance with expectations has discouraged the citizenry from demanding and joining in the fight against corruption. Equally, those results that could benefit politicians are often barely visible, which is a disincentive for their involvement, as are the challenges encountered by honest business people who do not practice bribery and therefore can be at a disadvantage in a corrupt business environment. Such disenchantment can lead to diminishing demands for a corruption-free environment. In turn, anti-corruption plans and the development of adequate institutions to eliminate corruption has becomes less of a priority for government strategies. Related to this is the mistrust in the effectiveness of laws and regulations that exist in Latin America. These are often systematically ignored or lack adequate compliance mechanisms and sanctions. Often, they are perceived as useless investments, regardless of their sound designs. There is a multiplier effect where unpunished transgressions generate a sense of impunity and encourage imitation by others. This situation raises opportunities and challenges in the LATAM region:

The challenge is to raise citizen confidence and demand for anti-corruption efforts. As such, it is necessary to: identify, register, and communicate positive impacts; promote good practices; disseminate knowledge; and work with organisations that reach more citizens. Furthermore, if anti-corruption is less significant as an end in itself, it should be linked to other agendas, such as climate change, citizen security, human rights, among others.

While there are relatively strong capacities on the part of civil society in the region, much more can be done. Civil society organisations and human resources around the region are not equally equipped. Joint tool development and stronger interaction and knowledge sharing between organisations from various countries in the region is a viable way for taking advantage of cultural and historical similarities, as well as a common root language for pursuing this approach for further capacity development and coherent regional action.

Framework

Internal Programme Goal

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

Purpose of Component C

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

Results of Component C

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

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

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

Chapter Groupings

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

Grouping LAT4: TI Chapters that request and demonstrate interest in engaging in Youth Activities: to be determined during 6-month preparation phase of the programme. Initially work will be limited to few, and the number is expected to increase from year 3.

Grouping LAT5: TI Chapters working or showing clear commitment for Advocacy and Legal Advice Centres: Argentina, Colombia, Dominican Republic, Guatemala, Honduras, Nicaragua, Panama and Venezuela.

Grouping LAT6: TI Chapters working in transparency and accountability in social programmes: Argentina, Colombia, Dominican Republic, Guatemala, Honduras and Peru. Bolivia, Nicaragua, Panama and Venezuela likely to join. El Salvador and Mexico are working in similar activities but with different focus.

Activities

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

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

This activity reaches out to the youth in the LATAM region, in easy-to-understand, non-academic formats. It principally targets groups under the age of 30 in "emerging" countries with little or no prior knowledge or experience of activism, covering a broad spectrum of themes of particular relevance to young people across the region. A mapping of existing efforts by bilateral stakeholders and a needs assessment of youth in the respective communities precede this activity.

In parallel to this outreach, this activity strives to obtain a commitment from youth to become involved and take an active role in the fight against corruption (knowledge-sharing, development of new communications strategies, safe and responsible use of new media (e.g. social media), small-scale advocacy projects etc.). Moreover, the activity seeks to help the LATAM region citizens to be informed of their rights and obligations, and help CSOs to gain access to crucial information within which to ground their demands for reform. For example, when the law prevents the disclosure of information that should be public, targeted advocacy campaigns could address this. When on the other hand the information is readily available, TI Chapters and Partners may analyse it and share it.

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

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

payments to access basic services. Frequently, these women do not realize that even under local legislation, they have an entitlement to these services without having to pay bribes. An understanding of their rights and of the legal context can empower many women and contribute to changing behaviour long-term. This activity primarily takes the form of awareness-raising, working in partnership with local NGOs and women's groups who usually enjoy a high degree of trust on the ground.

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

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

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

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

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

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

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

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

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

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

TI has developed Advocacy and Legal Advice Centres (ALACs) to respond to a previously un-met demand in the region. The ALAC concept has been tested in some LATAM countries (Argentina, Dominican Republic, Guatemala, Venezuela and recently Nicaragua and Panama) collecting hundreds of complaints and complementing the activities of the respective TI Chapters. ALACs provide legal information, free advice and assistance to victims and witnesses of corruption, enabling them to know and assert their rights to pursue corruption-related complaints. ALACs aim to empower citizens to take up the fight against corruption. ALACs compile and analyse the reported cases of corruption, providing an important source of information for identifying the weak points in the laws and procedures that allow corruption to thrive. This unmatched data provides a profile of how corruption works and its detrimental effect on people, generating highly credible information that is critical to designing effective advocacy strategies aimed at strengthening the ability and willingness of institutions to act upon corruption-related complaints. In this way, systemic legal, administrative and institutional improvements that can counteract and prevent corruption become achievable. Advocacy campaigns around these improvements create a virtuous circle, helping to establish the profile and reputation of the ALACs, which in turn encourages more citizens to join in and take action against corruption.

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

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

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

As the ALACs' approach to citizen engagement has proven to be successful one in several countries around the world, including Guatemala and the Dominican Republic, this activity replicates, adapts and expands this model in other LATAM countries, thus providing citizens with a venue where they can safely speak out against corruption, seek legal advice and seek redress to it. Depending on the context, ALACs may operate in many shapes and forms, receiving complaints from petty corruption to huge "state-capture" related affairs.

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

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

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

In this activity, statistics from complaints are fed into the research upon which to ground the advocacy actions. Common international trends are also highlighted so as to draw the attention of the international community to the issues and put pressure on relevant

governments in the LATAM region. As part of this activity, actions are taken to ensure that appropriate data collection, management and analysis tools are developed and disseminated. In this way the security of citizens, those collecting information, and any sensitive information is increased. This promotes the establishment of a virtuous cycle of trust between CSOs and citizens, encouraging them to speak out against corruption.

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

This activity provides training on investigative journalism to increase media coverage on corruption and transparency-related issues. The emphasis of the training is on obtaining and verifying information, documents and corroborating claims and conducting interviews. Topics that could also be covered include: journalists' security, data protection and in general the responsible and sensible use of new tools such as those stemming from the use of social media. In order to achieve synergies, partnerships are built with schools of journalism and mainly through strengthening the on-going partnership with the Instituto Prensa y Sociedad, a leading regional NGO that supports investigative journalism, with whom the AME Department had a long standing partnership with the aim of ensuring that anti-corruption skills are better taken on board.

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

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

Over the past decade in Latin America there has been an explosion of government social spending targeting human development of the poor, particularly via Conditional Cash Transfer (CCT) programs which link cash payments to the provision of education and health care. Approximately 20% of the population in Latin America receive CCT benefits. The activities/projects under this result C.3 strengthen transparency and accountability mechanisms of CCT programs so that they are best able to meet their poverty and inequality reduction goals, while empowering the beneficiaries of this programme to better understand and demand results.

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

This activity aims to highlight problem areas for, and risks to transparency and accountability in the delivery of basic services (e.g. education, water, health) or social programmes (such as conditional cash transfers). These risks may manifest themselves as errors of exclusion (and inclusion), ineffective citizen oversight and grievance mechanisms or other governance weaknesses. Participatory approaches, such as the implementation of integrity risk maps and other social accountability tools (e.g. participative reporting by citizens through report cards, participatory videos or other interactive media use) will seek to ensure a comprehensive understanding of the key problem areas throughout the cycle of a given initiative.

This activity includes:

- Identifying, evaluating and prioritizing critical transparency and accountability weaknesses in CCT programs that might lead to errors of exclusion (and inclusion), ineffective citizen oversight and grievance mechanisms or other governance weaknesses that hamper the effectiveness of CCT programs;

- Produce a regionally comparative analysis based on a comparable evidence base generated by TI Chapters

Working with CCT program officials and other key stakeholders at national and regional levels (i.e. the regional funders such as the World Bank and Inter-American Development Bank) to strengthen transparency and accountability mechanisms of programs based on a participatory

corruption risk assessment

> Activity C.3.2: Mitigating risks through social accountability

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

This activity uses diagnostic and advocacy to ensure that vulnerable communities have, understand, and use effective channels for understanding and exercising their rights vis-à-vis the CCT programs. The diagnostic tools not only assess governance mechanisms but also whether the CCT programs are acceptable, accessible, available, and adaptable (these "4 A's" are human rights core standards) to the local needs and contexts of the intended beneficiary communities. Based on this diagnosis, ensuing advocacy strategies aim to provide guidance to the public sector and civil society for strengthening the programmes along these lines.

The activity contributes to and/or enables:

- The critical risks to integrity of CCT Programs (as regards transparency and accountability mechanisms) to be identified, evaluated and prioritized.

- Strengthened governance, transparency and accountability mechanisms of CCT Programs

- Favourable conditions for beneficiaries of CCT Programs in local communities to be involved in accountability processes.

- Strengthened capacity of TI Chapters to research and advocate on issues relating to corruption/and gender, as well as corruption and / human rights.

- New strategic alliances with key stakeholders in the areas of human rights, gender, poverty and inequality reduction at the national and regional levels.

This activity produces

- A report for CSO community and CCT Programs proponents proposing priorities for strengthening governance and accountability mechanisms of CCT Programs, based on comparative, peer-reviewed and participatory evidence base

- An on-line toolkit for CSOs to assess governance and accountability mechanisms of CCT Programs

Component D: Public Sector Integrity – Diagnosis & Solutions

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

Justification

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

While TI, through e.g. previously mentioned NIS assessments, has already contributed to increasing the evidence available on integrity, accountability and transparency, further analysis is required to ensure relevant and strategic anti-corruption interventions by a wide range of stakeholders. TI has tools that can provide a baseline assessment on the one hand and measure progress in reform efforts on the other hand. The implementation of such diagnostic assessments provides a unique opportunity to work constructively with key stakeholders in the LATAM region.

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

Framework

Internal Programme Goal

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

Purpose of Component D

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

Results of Component D

- Result D.1: A new body of knowledge and improved diagnostic expertise on (anti-) corruption is widely available and identifies priority areas for anti-corruption reform in each project country.

- Result D.2: Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in national integrity system.

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

Chapter Groupings

Activities in this Component take place in South America mainly. For effective implementation of these Component activities and operation of AME Department, the TI Chapters in the region are organised along two groupings.

Grouping LAT7: National Integrity Assessments and development and adaptation of diagnostic tools includes as a principle all countries, but only those that demonstrate needs and demand will be actively part of the Component. One already engaged is Paraguay and others will be identified during the 6-month preparation phase.

Activities

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

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

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

> **Activity D.1.1: Undertake/update National and Local Integrity System assessments in the LATAM region**

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

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

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

Under this activity, part of the funds is used to conduct feasibility studies / scoping missions in those countries where the space for civil society has been particularly limited or utterly denied

for decades, so as to gather information, map-out all stakeholders and devise a public sector integrity plan to account for the particularly challenging context.

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

> Activity D.1.2: Promote the Corruption Perceptions Index

The TI Corruption Perceptions Index (CPI) has become a global reference for the perceived state of public sector corruption in many countries around the world. It is important that the methodology and the impact of the CPI are clearly understood by those using it to promote anti-corruption reforms, or reporting on corruption. As part of this activity, TI organises events and other communication approaches around the release of the CPI to provide media representatives and the general public with detailed information about the results, in particular with regard to implications for anti-corruption work.

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

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

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

A holistic approach to corruption monitoring relies on the development and integration of research tools. The research tools from TI are firmly established on the international scene as global tools when measuring corruption and assessing its impact. TI strives to continuously improve and fine-tune its tools and, when new ones are developed, to promote them and wherever possible to adapt them to specific local needs. This activity supports the local development and adaption of appropriate measurement tools. On the other hand, several national, provincial and local level tools have been developed in LATAM, particularly in Chile, Colombia, Mexico, Peru and Venezuela that can be shared within the region and outside, mainly in Africa where there is already interest.

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

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

Using data and evidence gathered in Components B, C and D, this activity consists in developing advocacy plans, tools and applications (public sector integrity pacts, model laws, best practice codes) to be used by TI Chapters and Partners to engage with public sector officials in active reform initiatives.

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

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

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

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

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

Activity D.3.1: Influence policy and regional agenda setting

This activity provides resources to promote anti-corruption reforms and influence LATAM regional processes towards greater transparency, integrity and accountability, thus facilitating the adoption of related reforms at national level in the LATAM countries. This activity notably focuses on supporting TI-S' partnership building efforts with multilateral organizations (UNDP, OAS, IADB, etc). This includes the preparation work and subsequent active participation in relevant regional fora.

Activity D.3.2: Quality control and monitor progress on public sector advocacy engagement in the LATAM region

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

Component E: Climate Governance Integrity

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

Justification

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

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

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

Framework

Internal Programme Goal

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

Purpose of Component E

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

Results of Component E

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

Chapter Groupings

Activities in this Component will take place within the larger Latin America Region.

Grouping 8: For effective implementation of these Component activities, the first TI Chapters to engage will be from those countries that have a larger impact on climate change or particularly affected by it.

Grouping 9: Dominican Republic, Mexico and Peru are already working in this area as part of other activities with the TI Secretariat. In 2013 other countries such as Brazil and Columbia are anticipated to join this grouping

Activities

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

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

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

> Activity E.1.1: Develop knowledge and understanding of climate finance mechanisms in the LATAM region

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

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

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

It would not be expected that TI Chapters and Partners become experts on these wide range of issues but that TI works with expert organisations and/or individuals at national or regional levels on important issues where TI can contribute and lend its own anti-corruption expertise, knowledge and tools. This means opening up the people and groups TI works with in the climate sector to ensure corruption is minimised.

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

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

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

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

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

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

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

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

Component F: Business Integrity

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

RISK ASSESSMENT

Any governance related programme inherently faces important risks and challenges. The table below represents an initial risk assessment. The chief risk in the LATAM region is political repression in some countries and the possibility of closing space for civil society to operate freely.

Although for many years the role of civil society in the region has been gaining presence and strength, in recent years there are governments in some countries that have tightened their grip in power and have acted in a confrontational, even hostile way, towards political opposition and towards non-partisan civil society and media, which they tend to see automatically as enemies of the regime if their ideas are opposed to theirs. Therefore, TI cannot guarantee that informed advocacy by capable civil society organizations will automatically lead to reform. But it is certain that without strong and informed demand and pressure, no reforms can be brought about. Several developments in the LATAM region in the last years demonstrate that pressure from civil society can bring about change; however the sustainability and nature of that change is what will prove challenging.

Risks can stem from governments refusing to become more transparent and refusing to provide information on government expenditures or to allow Civil Society Organisations to monitor public resource flows in basic services. The success of the advocacy activities requires that governments are prepared to permit and listen to constructive criticism and demands for reform from civil society, and that the media are sufficiently independent and responsible to publicize such advocacy efforts.

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

Risk	Likelihood	Impact	Mitigation
Governments hostile to civil society's anti-corruption efforts in the LATAM region	MEDIUM	MEDIUM	• TI's policy of constructive criticism and engagement allows it to work productively with governments
Serious threats to civil society actors due to proliferation of crime, violence and organised crime feel threatened by anticorruption efforts	HIGH (some countries)/MEDIUM	MEDIUM	• Close monitoring of the crime/insecurity situation in each country context and taking appropriate preventive action • Previous experience in promoting safety of anti-corruption activists. • Building partnerships with other organisations
Key (governmental) actors withdraw their cooperation with national chapters	MEDIUM	LOW	• Continuous and participatory engagement with all stakeholders • General TI policy of constructive criticism and engagement
Donors withdraw support to the Programme before	LOW	HIGH	• Support provided by the TI-S with its well-established

the end of activities			• donor relation management
			• A diversified donor basis
TI Chapters and Partners do not have the capacity to deliver on implementation or the accountability requirements on funding provided	LOW	HIGH	• Frequent communication ensures concerns are recognised early
			• Well-developed guidelines and reporting templates
			• Careful on-going monitoring
			• Capacity development component
			• Dedicated regional and programme coordinators to assist TI Chapters
TI Chapters fall into disrepute in the national context	MEDIUM	HIGH	• TI's accreditation policy which requires annual reporting and financial auditing and acts as a quality assurance mechanism
			• Careful monitoring of TI Chapter progress
			• Peer learning and support and Chapter-to-Chapter exchange
TI Chapters are disaccredited	LOW	HIGH	• Continuous monitoring of chapter governance and provision of capacity support and assistance with conflict resolution
			• Quality assurance standards regarding NC accreditation in the first instance
Coalition building becomes challenging due to resistance from Partners and unwillingness to build alliances	LOW	MEDIUM	• AME Department support and coaching to TI Chapters and Partners
			• AME Department has good relations with many external stakeholders
			• Experience of bridge-building and resolving conflicts
Untimely delivery and low quality research products	LOW	MEDIUM	• High quality assurance standards by TI Secretariat Knowledge and Research Group
			• Careful monitoring by AME Department of research progress
			• Initial training regarding methodologies for the

			researchers
Fear and apprehension from citizen regarding participation in anti-corruption activities	LOW	MEDIUM	• Well thought out and appropriate messaging • On-going consultation with TI Chapters and Partners on the ground • SAFE unit experience in minimising risk for activists
Government clampdown on activists and restriction of space for civil society	LOW	HIGH	• Long-standing experience of TI activists regarding operating under difficult conditions • TI's policy of constructive criticism and engagement allow it to work productively with governments

MANAGEMENT ARRANGEMENTS

The Programme is implemented by TI Chapters, emerging Partners and other contact groups in the LATAM region under the coordination of the AME Department at the TI Secretariat in Berlin. The AME Department is structured to provide focused TI Chapter support and project management. Dedicated regional coordinators are responsible for liaison with and support of TI Chapters and Partners, organising regional meetings and events. Dedicated programme coordinators assigned to specific Components are responsible for the timely and professional coordination and reporting of activities under these Components. All Programme oversight and accountability rest with the TI Secretariat Regional Director for Americas.

Decision Making & Oversight

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 TI Movement.

Following the RAPID [2] model for good decision-making and in keeping with TI's overall structure of autonomous TI Chapters determining national agendas, decisions about the Programme are made in consultation with the TI Chapters. Decisions regarding advocacy plans are made by each TI Chapter, in consultation with its coalition partners and decisions with national implications are made in consultation with each Chapter's Governing Board.

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

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

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

Expertise & Advice

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

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

Gender Mainstreaming

While specific findings may vary on how gender and corruption interact, it is clear that corruption undermines attempts by countries and citizens to tackle poverty and gender inequality. According to TI's survey work on the general public's experience of corruption, the

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[2] RAPID stands for Recommend, Agree with, Perform, Input and Decide

Global Corruption Barometer[3], corruption acts as a regressive tax on poor families who face more bribe demands when accessing state services. Since women and girls represent a higher proportion of poor people, they are considerably more exposed to these abuses. At the same time, corruption helps exacerbate systemic discrimination that women already face in areas such as education, access to justice, health care, and employment.

Bringing a gender focus to the fight against corruption ensures that everyone benefits equally from policy interventions. To be effective, anti-corruption initiatives should also consider the unique concerns and experiences of men and women when designing programme activities. Within the Programme, the People Engagement and Support component specifically addresses gender and has clear gender objectives, whilst in other components particular attention is paid to integrating gender issues in designing and implementing activities where it is relevant. Such activities are flagged with a "gender icon" (see glossary) throughout the Programme document and are also covered to a large extent within the M&E framework indicators. Recent efforts in mainstreaming gender have highlighted some areas that should be part of promoting this activity and policy alignment[4]. These areas are as follows:

- Gathering gender-specific information
  Disaggregated data shall be gathered through research undertaken as part of the Anti-Corruption Solutions and Knowledge component *[see activity B.1 and B.2]*, as well as through TI's Advocacy and Legal Advice Centres (ALACs) databases, through which the compilation and analysis of reported corruption cases are an important source of gender-specific information *[see activity C.2]*.

- Efforts to engage women in combatting corruption
  The People Engagement and Support component offers a more specific link to gender-related activities, as well as a more general focus on engaging equally with citizens. More specifically, *activity C.1.2* looks at outreach to women specifically; the ALACs *[see activity C.2]* also run special sessions targeted at vulnerable groups, including women, who might otherwise have difficulty accessing these centres; and *activity C.3* looks at social programmes and basic service delivery, an area where women are often affected to a high degree.

- Gender-sensitive approaches in anti-corruption efforts
  This includes ensuring gender–balanced viewpoints and participation in training workshops, conferences and research, as well as in participatory planning and monitoring activities. More generally this involves developing the capacity of Chapters to perceive and include gender more holistically in their work, and providing gender training to develop awareness amongst staff. This is addressed more generally by the Institutional, Capacity and Network Strengthening component *[see activities A2 – A4]*, as well as the People Engagement and Support component, which looks at featuring women leaders and sharing good practices around gender issues.

Child Protection

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

In the framework of the overall Programme, the TI-S Child Protection Policy and Code of

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[3] Global Corruption Barometer 2007 and 2009, see http://www.transparency.org/research/gcb/
[4] See TI Working Paper, #3/2007, "Gender and Corruption: Understanding and Undoing the Linkages"

Conduct provide guidelines and principles for Secretariat staff. These outline what constitutes child abuse and present procedures for raising concerns when faced with a breach of policy during programmatic or advocacy work by the organisation or its partners.

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

Environmental Impact

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

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

Quality Assurance

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

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

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

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

Efficiency

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

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

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

Sustainability

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

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

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

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

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MONITORING, EVALUATION AND LEARNING

Monitoring and Evaluation

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

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

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

Rationale of the M&E system

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

- Six results-based frameworks, one for each component.

- Six performance-based frameworks, one for each component.

- Additionally all regional programmes will have a mid-term evaluation.

- The impact of the overall programme will also be evaluated.

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

- Achievement in the components' results, globally (across regions) as well as regionally.

- Performance of the TI Chapters and TI Secretariat which are intimately related to the success achieved in the components, and in the regions.

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

- Manage and serve multiple accountabilities: to donors, the TI Movement, and the ultimate target groups of constituents or beneficiaries.

- Promote a learning-based and evidence-based approach to planning and decision making, i.e. on the basis of the findings from the monitoring it will be possible to introduce real-time mid-course corrections to ensure that:
  - o Programmes are able to deal with regional and contextual contingencies.
  - o Programmes are able to steer direction towards the achievement of concrete results.

- Be aggregated at two levels. The frameworks for the components can be aggregated at two levels, reducing the labour-intensity in data collection, as well as the costs associated to M&EL:
  - o Regional.
  - o Cross-regional (global).

- Be adapted to the diversity of TI Chapters. Given that this is a global framework which will be applied across many different countries, the framework is made of multi-level indicators, i.e. indicators that can be applied to the different levels of TI Chapters' organisational development and capacity.

Implementation of the M&E system

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

- Comprehensive and clear guidelines regarding the roles and responsibilities associated to data collection and aggregation, and reporting.

- Comprehensive M&EL calendar for the entire duration of the programme.

- Uniformed reporting templates, available in a low-tech platform accessible to those who will lead on M&EL regionally and at TI Secretariat level.

- Baseline. Part of the baseline work will take place before the programme starts in July 2012. Baseline data will continue being collected in the second semester of 2012. The purpose of the baseline is to:

  o Assess where regions are in terms of the different programme components.

  o Assess the gaps in the regions regarding their capacity to provide data for the M&E frameworks.

  o Ensure diachronic comparison.

- Targets will be set regionally for all result areas. The current practice in TI is to evidence-base target-setting, to ensure targets are realistic and appropriate to context. Hence targets are set only after the submission of baseline findings, and revised annually, after the submission of the annual monitoring reports.

- Multi-stakeholders' regional discussions of the MEL findings at regional meetings to ensure findings are communicated and learning exchanges take place.

- Scheduling of mid-term evaluations, which will be conducted by independent evaluators.

- Scheduling of a final and impact evaluation, to be carried out one year after the end of the programme.

Self-assessment

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

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

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

Overall, these learning workshops:

- Preclude the use of self-completion surveys, which may pose considerable problems regarding data validation.

- Promote peer review; e.g. TI Chapters will be able to peer review each other's work.

- Promote standardisation and contextualisation of concepts such as 'success' and 'failure', which will be negotiated and agreed by all participants bearing in mind the national contexts.

- Promote and facilitate meaningful and focussed exchanges between TI Chapters.

For example, to collect data for self-assessment indicators on the impact level of advocacy

campaigns on awareness, the following three steps must be followed:

1. Prior to the workshop, each TI Chapter will be asked to think of, and identify, advocacy campaigns that they have been running in the context of the Programme and map the following:

   o Stage of the campaign(s) - initial, half-way, matured, near the end.

   o Target group.

   o Geographical spread/ representation (e.g. urban, rural).

   o Main activities.

   o Estimated overall cost so far.

2. On the basis of the above, the debate is facilitated as to whether or not these campaigns have generated public debate, caught the media attention, gathered the support of other CSOs and other influential stakeholders, or finally led to visible and concrete changes in the public/ private rhetoric.

3. The main points of the debate are recorded and after the workshop the qualitative data collected is organised under the following categories in a four point scale:

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

Roles and Responsibilities

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

- Regional Teams: *Ensure data is collected at country/ regional level against the agreed indicators.*

- Head of Key Programmes (components):*Ensures regional data is aggregated at component level.*

- M&EL Unit: *Assures quality of data by supporting regional teams and heads of key programmes reviewing completed frameworks; and by bringing all the data together in the global evaluation report*

- Integration & Learning Coordinator: *Coordinates collection of regional data and ensures dissemination to the Heads of Key Programmes.*

Data Quality Assurance

The data collected is validated on three levels:

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

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

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

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

Compatibility with AusAID QAI

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

- **Relevance:** the regional programmes clearly define the higher outcomes or results for each component area, and in each region; hence alignment against these is easily monitored and evaluated.

- **Effectiveness:** the Programmes will have a baseline, on the basis of which annual targets will be set. Therefore it will be possible to assess the extent to which objectives are likely to be met.

- **Efficiency:** in all Programmes, each component performance will also be monitored and measured. TI Secretariat is also in process of developing its own approach to VfM in the work that we do. TI's approach to VfM will be finalised in the second semester of 2012.

- **Sustainability:** the frameworks developed also incorporate long-term impact indicators (e.g. uptake of policies and laws). Furthermore, an impact evaluation is to be carried out some time after the end of the Programme.

- **Gender Equality:** the indicators in the framework, where feasible, possible and appropriated will be gender disaggregated.

- **Monitoring, Evaluation and Learning:** an M&EL system has been designed to support the Programmes, and the M&EL team will dedicate time to overseeing the process.

Monitoring, Evaluation and Learning Costs

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

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

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

• Work with local independent reviewers (LIRs) that have in-depth knowledge of the regions and are fluent in the main regional languages.

• A strong component of fieldwork and collection of feedback data in selected countries in the regions. The overall sample includes 15 countries.

• Use of purposive sampling to select the countries to be visited, as well as the aspects of the Programmes to be particularly focussed on. Donors to be consulted in this process.

• Support to the TI Chapters on MEL related preparations and overall coordination of the logistics to be carried out by the TI Secretariat MEL Coordinator. The MEL Coordinator works with regional teams of LIRs and obtains regional reports to be compared and synthesised at TI Secretariat.

• The overall costs for consultant rates, per diems, and travel.

PLANNING AND REPORTING

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

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

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

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

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

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

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

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

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

OVERALL BUDGET

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

Latin America	Year 1 July 2012 to June 2013	Year 2 July 2013 to June 2014	Year 3 July 2014 to June 2015	Year 4 July 2015 to June 2016	Year 5 July 2016 to June 2017
Component A:	€354,665	€360,195	€363,745	€368,745	€391,445
Component B:	€13,530	€38,180	€33,530	€28,510	€103,530
Component C:	€261,370	€172,110	€162,510	€262,510	€252,510
Component D:	€150,040	€172,540	€121,440	€108,440	€52,440
Component E:	€17,760	€17,760	€122,760	€147,760	€232,760
Component F:	€0	€0	€74,400	€144,400	€154,400
Subtotal 1	€797,365	€760,785	€885,385	€1,060,365	€1,187,085
Monitoring, Evaluation & Learning	€15,947	€26,627	€39,842	€53,018	€60,114
Integration, Learning and Coordination	€13,950	€13,950	€13,950	€18,600	€23,250
TOTAL	€835,535	€801,362	€991,179	€1,148,199	€1,325,538

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

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

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

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

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

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

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

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

- **COMPONENT E: Climate Governance Integrity**

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

- **COMPONENT F: Business Integrity**

  Section under development

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

ANNEX 1: FUNDING SUPPORT

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

AUSAID

Duration: 4 years

Years	Contracted Requested	Indicative Conversion **
2011 – 2012	Aus$500,000	€400,000
2012 – 2013	Aus$500,000	€400,000
2013 – 2014	Aus$500,000	€400,000
2014 – 2015	Aus$500,000	€400,000
2015 – 2016		
Total Amount:	**Aus$2,000,000**	**€1,600,000**

** Euro amount calculated on the basis of exchange rate on 21 January 2012

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

Scope of funding: Activities funded by AusAID are those presented in Component A, B, C, D, and E, except those showing in light shaded grey. Year 5 is unfunded. Activities tale place in the whole LATAM region with emphasis, but not exclusively, in countries grouped in Sub-region 3 (countries in South America where TI has no presence or TI Chapters with specific capacity development needs) and countries from Sub-region 1 that are working in Component C.3.

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

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

DANIDA and AECID

Duration: 2012

Total Amount: €163,809

Scope of funding: Support capacity building of civil society organisations and networking and dialogue between them and the governments in the Central America Region, including the Dominican Republic.

Both donors have supported the Central America and Dominican Republic Programme for several years, with Danida amounting for almost a million EUR and AECID 400,000 EUR.

Reporting: Follows Danida and AECID guidelines and calendar

EUROPEAN UNION

Duration: 2012

Amount: €81,609

Scope of funding: Identify partners in Paraguay, help develop their capacities to be stronger interlocutors with their government in anticorruption. Promote civil society collaboration and local networks towards shared goals.

Reporting: Follows EU guidelines and calendar

FOUNDATION OPEN SOCIETY INSTITUTE

Duration: 2013

Amount: €300,000

Scope of funding: 5 TI Chapters working in the monitoring of social programmes (Conditional Cash Transfers) producing empirical data and production of a guide for civil society replication of the tools and methodology.

Reporting: Midterm December 2012 and Final report December 2013 following FOSI guidelines.

ANNEX 2: MONITORING, EVALUATION & LEARNING

Framework for Component A - Institutional Capacity & Network Strengthening

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

Purpose

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

Results-based Framework

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

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

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Performance Framework

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

Framework for Component B – Anti-corruption Solutions and Knowledge

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

Purpose

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

Results-based Framework

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

Performance Framework

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

Framework for Component C – People Engagement & Support

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

Purpose

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

Results-based Framework

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

Results	Indicators	Data sources	Activities	Periodicity
	on women	supported by TI Secretariat. TI Secretariat is responsible for aggregating regional-level data		
Victims and witnesses of corruption in project countries articulate and find solutions to their grievances	# of corruption-related grievances reported to the ALACs, and % of those successfully resolved[5]	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level	**Activities C2.1 to C2.3**	Annually
	Impact of ALAC services on clients	FGDs with ALAC clients, organised by TI Chapters supported by TI Secretariat. TI Secretariat is responsible for aggregating regional-level data		
	% of TI Chapters running advocacy actions on the basis of citizens' complaints (e.g. ALACs)	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		
	# of changes in policy and practice resulting from advocacy and campaigns based on ALAC cases and complaints	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		
	% of TI Chapters with projects/ initiatives/ response mechanisms which include aspects of safeguarding anti-corruption activists	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		
	% of TI Chapters working to strengthen the link with investigative journalism	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		
Improved social programmes and services as a result of citizen demand and engagement	% of TI Chapters working to improve service delivery and / or social programmes	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level	**Activities C to C3.1 to C3.2**	Annually
	# of changes in social programmes' policy(ies) and practice(s) in targeted countries	TI Chapters' reports - report to TI Secretariat who is responsible for aggregating regional-level		

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

Performance Framework

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

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

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

Purpose

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

Results-based Framework

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

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

Performance Framework

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

Framework for Component E – Climate Governance Integrity

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

Purpose

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

Results-based Framework

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

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

Performance Framework

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

ANNEX 3: ACTIVITY SCHEDULING

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

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

ANNEX 4: PLANNING & REVIEW CYCLE

The overall cycle for planning and review within the Regional Programme is included here, and provides a clear outline of critical recurring milestones and deliverables in the Programme.
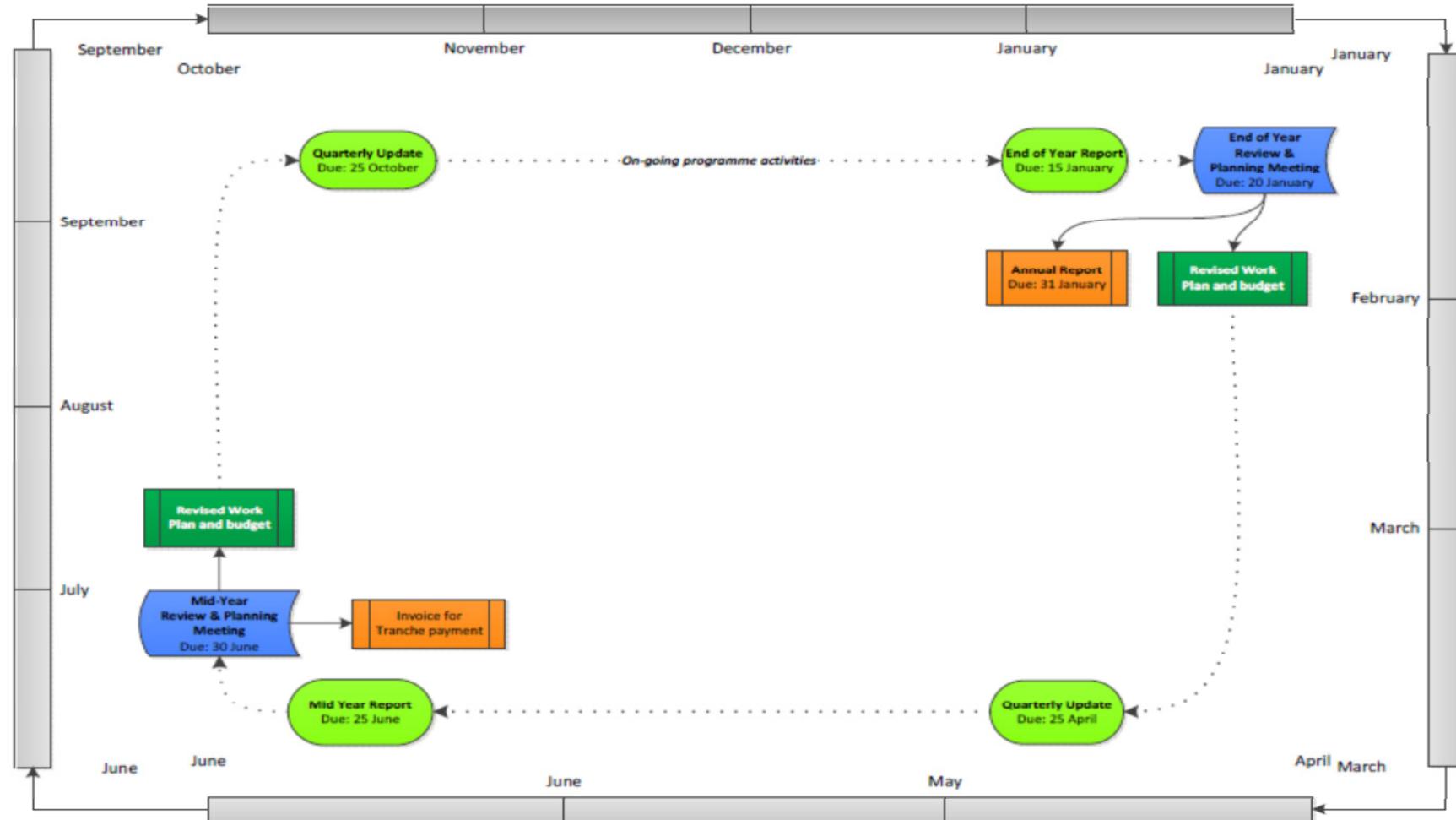
ANNEX 5: RESULT-BASED BUDGET

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