

STRATEGY REVISION 2009



ASIA PACIFIC REGIONAL STRATEGY

2008 - 2012

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STRATEGY **2012**
TRANSPARENCY INTERNATIONAL ASIA PACIFIC



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Glossary

APD

Asia Pacific Department at Transparency International Secretariat (TI-S)

Chairperson

Head of chapter's Board Directors

Chapters

For the purpose of conciseness in this document, national chapters, national chapters in formation, national contacts and emerging contact groups are referred to as chapters, regardless of their status within Transparency International's membership accreditation system

ED

Executive Director

Intervention

Any stand-alone advocacy activity, short-term project, long-range programme

OCR

Official Chapter Representative

REC

Regional Expertise Centre

RPM

Regional Programme Meeting

RD

Regional Director

RPCs

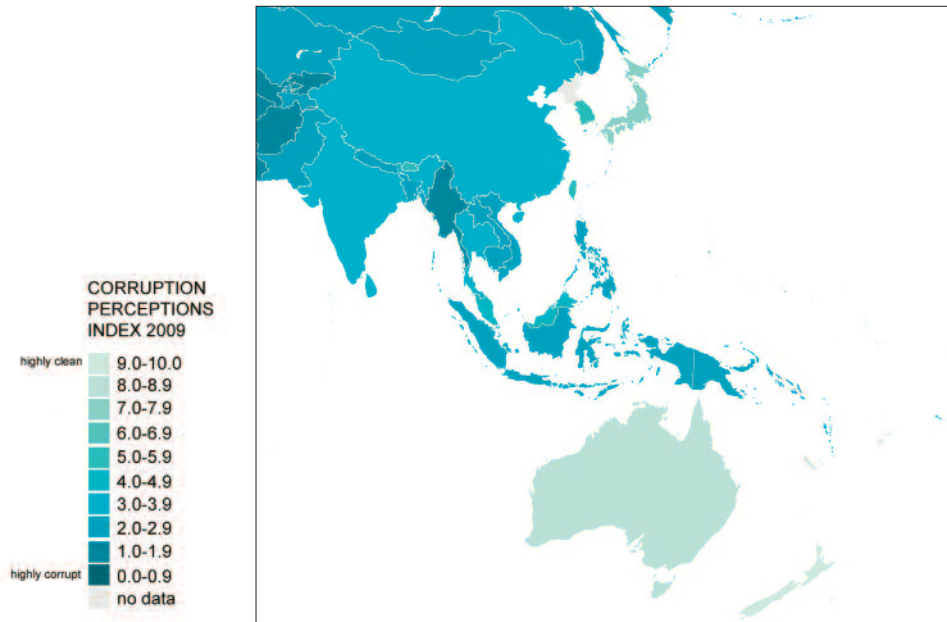
Regional Programme Coordinators

RGM

Regional Governance Meeting

TIAP

Transparency International Asia Pacific. This includes all chapters, senior advisors and APD.



Any attempt to give an impression of corruption in Asia Pacific inevitably results in an appreciation of the immense diversity of the countries in the region. Ranging from some of the world's most populous to the world's smallest nations, the region consists of numerous subgroups, which reflect the entire world's economic, political and social spectrums.

Rapid economic growth in East and Southeast Asia, as well as in India, has profound governance implications, as does development in other Asia Pacific countries. The transition from planned to market economies and changes in political systems also pose governance challenges. National laws, institutions and practices have not developed as fast as economies, and are often poorly enforced, run, and monitored, resulting in a deficit in governance and providing a hotbed for the manipulation of public power for private gain.

State capture, excessive power of the executive, lack of public accountability, ineffective bureaucracy, collusion and other corrupt business practices remain common shortcomings for many countries in the region.

High-profile corruption scandals involving senior politicians, government executives and business people continue to undermine public trust in government, the benefits of democracy and the rule of law. Poor corporate governance and a lack of integrity, transparency and responsibility in business leadership continue to affect the reputation of the private sector, but also heavily stain the economic successes achieved by developed countries within and beyond their borders.

As made evident by the results of TI's 2009 Corruption Perceptions Index, the Asia Pacific context requires that the 21 TI chapters in Asia Pacific continue to fight corruption and promote values of integrity, transparency and accountability in both the public and the private sector.

Pascal Fabie
Regional Director, Asia Pacific

INTRODUCTION

Transparency International (TI), the global civil society organisation leading the fight against corruption, brings people together in a powerful worldwide coalition to help bring to an end the devastating impact of corruption on men, women and children around the world.

Since the early 1990s, TI has grown from a small group of eminent and driven individuals to a globally respected movement operating in more than 100 countries; TI is now an influential international NGO. Dedicated people at TI worldwide do great work fighting corruption, sometimes against all odds.

The work of TI has contributed to changing the way the private and public sectors interact. It has brought corruption to the forefront of political debates, onto the agenda of multinational corporations, and to the centre of leading international organisations' policies. By placing corruption under the spotlight, TI has revealed its most damaging effects and mobilised a global movement to counter it.

Combining grassroots work with political lobbying at the highest level, TI is a unique organisation. It challenges. It disturbs. It stands up. It criticises constructively and proposes solutions. Abiding by a set of important guiding principles, TI achieves results, sometimes in extremely difficult environments.

In the Asia Pacific region, TI's presence is called "TIAP" and consists of 21 chapter entities, some at different stages of accreditation within TI's membership accreditation system (see glossary). In addition, TIAP comprises of one senior advisor (roaming the region and based in Australia), as well as seven staff members and two interns who make up the Asia Pacific Department (APD) at the TI Secretariat in Berlin.

In the past few years, under different grant schemes, both the development agencies of Australia (AusAID) and New Zealand (NZAID) have specifically helped TIAP with its institutional development. The grants have enabled APD and TI New Zealand to play an important role in strengthening chapters' capacities in Asia and the Pacific, increasing the demand for good governance and building a stronger anti-corruption movement throughout the entire Asia Pacific region.

Since 2004, several national chapters have turned into highly professional civil society organisations (CSOs). Managing growing budgets and implementing multiple projects, some chapters employ numerous staff members, mobilise hundreds of volunteers, and have become prominent anti-corruption organisations in their respective countries.

However, corruption remains an endemic problem in the region and several chapters struggle to secure an adequate level of funding. This situation calls for broader and bolder actions to strengthen TIAP's capacities to fight corruption.

This Regional Strategy 2008–2012 (TIAP Strategy 2012) reflects the collective will of TIAP actors to establish a road map that will be used to strengthen our structure, processes, expertise and programmes.

The TIAP Strategy 2012 is a common platform to integrate the work, guide the discussions, aid the decision-making, and manage the mutual expectations of actors in TIAP.



STRATEGY DEVELOPMENT

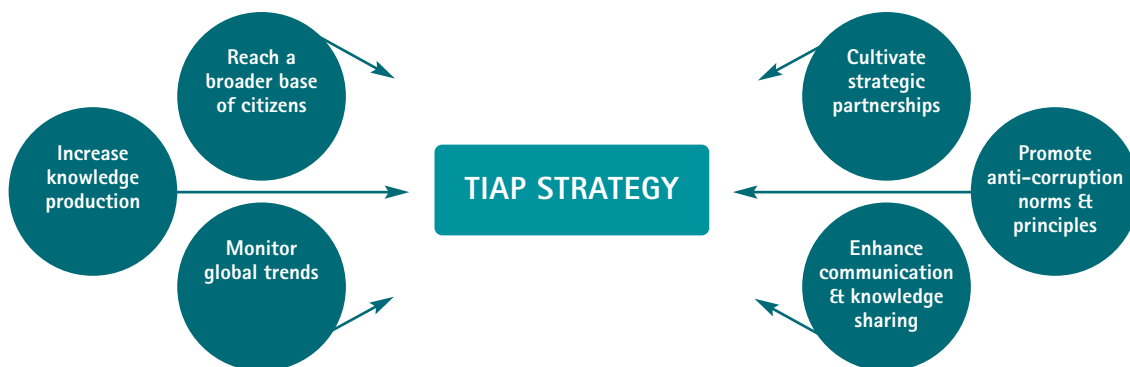
PROCESS

The TIAP Strategy 2012 builds on several consultation processes



GLOBAL INPUT

TI 2010 GLOBAL STRATEGIC FRAMEWORK The TI 2010 strategic review process conducted in 2007 defined new goals that established the way forward for the TI movement as a whole, while providing continuity with the previous strategy.



These goals reflect the challenges and opportunities posed by corruption around the world today, what needs to be accomplished in the fight against corruption in the coming years, as well as TI's role as the leading global NGO working in this field.

- **Increase knowledge production.** TI will establish a high-standard knowledge base that can be used by national chapters and other stakeholders to diagnose and reduce corruption risks, and improve transparency, integrity and accountability in public and private sector governance. Sound, objective and professional analysis will back up TI's policy interventions. Increasingly, evidence based TI tools will support change in policy-making processes with the aim of effectively reducing corruption.
- **Promote anti-corruption norms and principles.** TI will continue to call for public and private institutions to commit to anti-corruption best practices, and will work to improve the standards that guide global, regional and national institutions in their efforts to promote transparency and integrity systems.
- **Enhance dynamic communication and knowledge sharing.** TI will seek to strengthen communication linkages across the TI movement, in order to take advantage of our global outreach and local experience.
- **Cultivate strategic partnerships.** TI will establish strategic partnerships to maximise its anti-corruption approach in a whole array of public and private sector arenas. Pursuing strategic partners will help us to be better positioned to link anti-corruption to emerging issues on the development, environmental and security agendas.
- **Reach a broader base of citizens.** TI aims to improve social and economic conditions by reducing the way corruption and lack of transparency ruin lives and livelihoods. TI will explore new avenues to engage with new audiences that embrace its mission and broaden its supporter base.
- **Monitor global trends.** TI will monitor the wider political, social, economic and technological trends that create both obstacles and opportunities in maximising our effectiveness and maintaining our focus on reducing corruption around the world.

REGIONAL INPUT

STRENGTHS The stewardship of the chapters in the region is in the hands of eminent and highly respected people in their countries. This provides the credibility and good reputation that chapters need in order to influence change, and has allowed them to lead coalitions and be heard by the highest levels of government.

The expertise of chapters, boards of directors and staff also contributes to TI's reputation and creates tangible opportunities for knowledge and skill sharing throughout the region.

The strengths of chapters in Bangladesh, Indonesia, Papua New Guinea and Korea (South) create opportunities for establishing powerful mechanisms for cross-chapter support.

The web of connections that has been established in the region offers a strong platform on which to further develop capacities within TIAP.

CHALLENGES The lack of resources and capacity has prevented TIAP from taking full advantage of its reputation and networks to engage strategically in regional advocacy work.

Similarly, financial limitations continue to restrict chapters in their project work, their day-to-day ability to monitor anti-corruption reforms, and their capacity to have greater influence on policy and practice in the region and the movement.

The restricted nature of the larger chapters' funding base has kept them stretched and entirely focused on the delivery of projects, allowing little time to take important measures to increase their sustainability and contribute to the overall development of TIAP beyond their national borders.

The multiple roles of APD hinder its ability to dedicate the necessary time to capacity and regional development. APD resources remain inadequate for assisting several chapters reach the critical stage where they can operate self-sufficiently or take the lead in driving anti-corruption processes in the region.

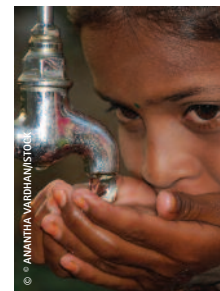


DRIVERS OF IMPROVEMENT

TIAP will make some adjustments to the way it works. These adjustments range from transforming important working principles to making minor alterations to its approaches, processes and structures.

During the period 2008-2012 TIAP will:

- Consolidate its position in every country as the leading anti-corruption NGO and, in the process, improve its credibility and ability to raise adequate funds locally and globally.
- Take better advantage of existing synergies between Chapters and – through stronger regional cooperation and support from TI-S – align its work plans with the strategy.
- Coordinate regional and national fundraising activities more effectively to increase the overall income of TIAP.
- Improve the capacity of strong Chapters to support other Chapters.
- Transform under-resourced, voluntary-based Chapters into professionally run organisations, operating according to strategic plans implemented by a minimum core team of competent, paid staff who manage local projects effectively.
- Work collaboratively at the regional level on strategic priority areas and increase advocacy engagement in the region.
- Increase national and regional work on the UN Convention against Corruption.
- Adopt monitoring and evaluation systems to demonstrate the contribution of our work to the fight against corruption.
- Strengthen our expertise in the private sector and increase anti-corruption work on the supply side.



REGIONAL STRATEGIC FRAMEWORK

APPROACH

Recognising the contextual diversity in which Chapters operate and the varying stages of their organisational development, the TIAP Strategy 2012 seeks to improve the employment of resources and skills so as to strengthen existing Chapters and hard-gained positions at both national and regional levels. This strategy of consolidation contains important outreach activities, encouraging the anti-corruption movement to develop beyond countries where TIAP has a local presence. Considering and valuing this diversity, TIAP seeks to achieve objectives that encapsulate the position agreed upon by the movement in the TI 2010 Global Strategic Framework.

2012 TIAP VISION

Working towards a world in which government, politics, business, civil society and the daily lives of people are free of corruption, the 23 fully accredited national chapters of TI in the Asia Pacific are the most prominent and effective anti-corruption NGOs in the region. Through newly established Regional Expertise Centres (RECs), TIAP propagates best practices developed in national and regional projects throughout the anti-corruption movement. Delivering governance improvement messages and solutions on important issues, the collective voices of TIAP strengthen anti-corruption policies and reach out to new audiences throughout the region. Strategically advocating for change, TIAP is recognised as a leading force towards the reduction of corrupt practices in the region, and towards the promotion of integrity among youth.

TIAP OVERALL GOAL

To reduce corruption in government, business and civil society and by doing so contribute to equitable sustainability and economic prosperity in the region.

PURPOSE OF THE TIAP STRATEGY 2012

To increase the visibility, credibility, effectiveness, and contribution of the whole anti-corruption movement in the Asia Pacific region.



Korean "Together Cleaner" KPACT campaign.

HIGH-LEVEL OBJECTIVES

- | | |
|--|---|
| <p>1 OPERATIONAL CAPACITY: To strengthen our operational structures, systems and processes</p> <p>2 KNOWLEDGE & SKILLS: To strengthen and improve the sharing of TI's corruption knowledge, diagnostic expertise and professional skills</p> | <p>3 ADVOCACY FOR CHANGE: To create a stronger demand for good governance in targeted areas and promote zero tolerance for corruption in the region</p> <p>4 SUPPORT & ENGAGEMENT: To help existing and new audiences (government, private sector and civil society) engage more actively in the fight against corruption</p> |
|--|---|

SPECIFIC OBJECTIVES

The following specific objectives – directly linked to the high level objectives described above – detail more specifically TIAP's work at both national and regional level.

- 1** OPERATIONAL CAPACITY:
To strengthen our operational structures, systems and processes

| SPECIFIC OBJECTIVES | BENEFICIARIES |
|--|--|
| 1. All Chapters meet the requirements of the revised membership accreditation policy. | All Chapters |
| 2. Well resourced Chapters begin leading institutional and/or thematic regional projects in cooperation with APD. | Chapters in Bangladesh, South Korea, Indonesia and New Zealand |
| 3. Chapters strengthen their accountability mechanism through strong outreach programmes, participatory advocacy and/or greater membership base. | Chapters in Bangladesh, India, Indonesia, Nepal, New Zealand, Pakistan, Philippines, PNG, Solomon Islands, South Korea, Taiwan and Vanuatu |
| 4. Chapters strengthen their structural, financial, and managerial capacities towards results-oriented anti-corruption advocacy projects. | Chapters in Australia, China, Fiji, India, Japan, Maldives, New Zealand, Pakistan, Philippines and Solomon Islands |
| 5. TI has Chapters in Cambodia, China, Maldives, Taiwan, Vietnam, and Timor Leste. | People of Cambodia, China, Maldives, Taiwan, Timor Leste and Vietnam |

2

KNOWLEDGE & SKILLS:

To strengthen and improve the sharing of TI's corruption knowledge, diagnostic expertise and professional skills

SPECIFIC OBJECTIVES

6. Chapters have an in-depth understanding of TI-S tools and indexes, and are better equipped to develop their own tools and diagnostic studies.
7. Chapters cooperatively develop their strategic plans in alignment with the TI-2015 Strategy, use strategic advocacy planning, and write successful project proposals using clear log frames and simple monitoring & evaluation systems.
8. Chapters develop successful project proposals using clear log frames and simple monitoring & evaluation systems.
9. Chapters are better able to undertake advocacy work in the following fields:
 - i.money
 - ii.private sector corruption
 - iii.youth integrity and anti-corruption education
 - iv.National Integrity Systems & anti-corruption strategies

BENEFICIARIES

All Chapters
 All Chapters
 All Chapters
 Relevant Chapters

3

ADVOCACY FOR CHANGE:

To create a stronger demand for good governance in targeted areas and promote zero tolerance for corruption in the region

SPECIFIC OBJECTIVES

10. Greater public oversight of political pledges increases the accountability of elected representatives and reduces the risk of political corruption and corruption in public service delivery.
11. The effectiveness of national integrity systems is strengthened across Asia Pacific, supporting better enforcement of effective anti-corruption legislation and measures.
12. Concerns and complaints from citizens about corruption are better addressed, anti-corruption activists are better supported, and public pressure to fight against corruption is strengthened.
13. The governance of climate change is strengthened.
14. Better legislation, anti-corruption policies, and business practices contribute to reducing corruption in forestry and fisheries in Asia Pacific.

BENEFICIARIES

Political accountability and anti-corruption stakeholders in South Asia
 Stakeholders of NIS across Asia Pacific
 All Chapters
 All Chapters
 Forestry Sector stakeholders in Australia, Bangladesh, Cambodia, China, Fiji, Indonesia, Malaysia, Nepal, PNG, Solomon Islands, and Vanuatu
 Fisheries stakeholders in Indonesia, Fiji, PNG, Solomon Islands, and Vanuatu.

4

SUPPORT & ENGAGEMENT:

To help existing and new audiences (government, private sector and civil society) engage more actively in the fight against corruption

SPECIFIC OBJECTIVES

15. Partnerships with regional institutions and leading NGOs continue to strengthen political will, and anti-corruption work.
16. Heightened integrity and civic awareness, particularly among youth, translate into a lower tolerance of corruption.

BENEFICIARIES

Whole of anti-corruption movement
 Civic anti-corruption stakeholders and youth in Asia Pacific

STRATEGY IMPLEMENTATION

STRATEGY PROGRAMMES

Building further on the successful foundations and experience of support provided to Chapters through the ongoing APD **Institutional Support Programme** and the **Pacific Support Programme**, the cornerstone of TIAP Strategy 2012 is the **Institutional and Network Strengthening Programme (INSP 2010–2012)**. This three-year programme seeks to develop the operational capacity of TIAP actors and their strategic coalition partners necessary for successfully realising the objectives articulated in their own national strategy. The INSP 2010–2012 revolves around a *Capacity Assessment Tool* and an *Entrusted Operational Fund (EOF)*. The EOF will be managed as a tightly monitored grant that helps Chapters develop their structural, leadership, and financial capacities to fulfil their core advocacy functions and maintain self-sufficiency; to protect Chapters from unpredictable financial difficulties; and to support Chapters' innovative and sensitive projects that might be deemed too risky by donors.

The failure of political institutions to represent citizens and prevent corruption can result in poverty and conflict. For successive years, TI's *Global Corruption Barometer* and *National Integrity System* studies for South Asia have identified political institutions as being the most corrupt in public perception. The **Political Accountability and Equitable Development Programme** involving South Asian Chapters and co-led by TI Bangladesh and TI-S will seek to increase the integrity of political and administrative processes by negotiating for citizen participation in the agreement and implementation of development promises – crucial for the fulfilment of socio-economic rights. The programme will introduce 'Development Integrity Pacts' (DIPs) to facilitate dialogue between citizens and political representatives. DIPs not only make citizen participation in decision making possible, they also commit the political representatives to delivering pro-poor development priorities on time. The programme will also when possible address issues linked to the funding of party organisations and electoral campaigns, promoting political finance transparency regimes.

Education is key to preventing corruption. By developing and advocating for an anti-corruption and integrity education programme, the **Youth Integrity Promotion Projects (YIP)** aim to promote integrity in young people and both enable and inspire them to fight corruption. In addition, as the general public awareness of corruption issues increases, so do expectations for accountability. Headed by TI Korea (South) in East Asia, TI Vanuatu or Papua New Guinea in the Pacific, TI Bangladesh in South Asia, and TI Thailand/Malaysia in Southeast Asia, YIP projects will work at the sub-regional levels. These projects will include youth surveys, the development of integrity and anti-corruption learning materials, incentives and awards to boost integrity among the young as well as 'integrity' summer camps throughout the region.

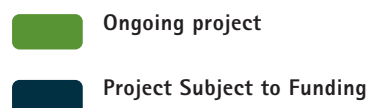
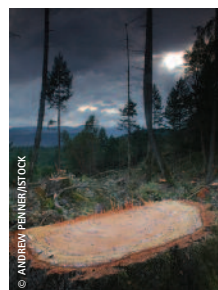
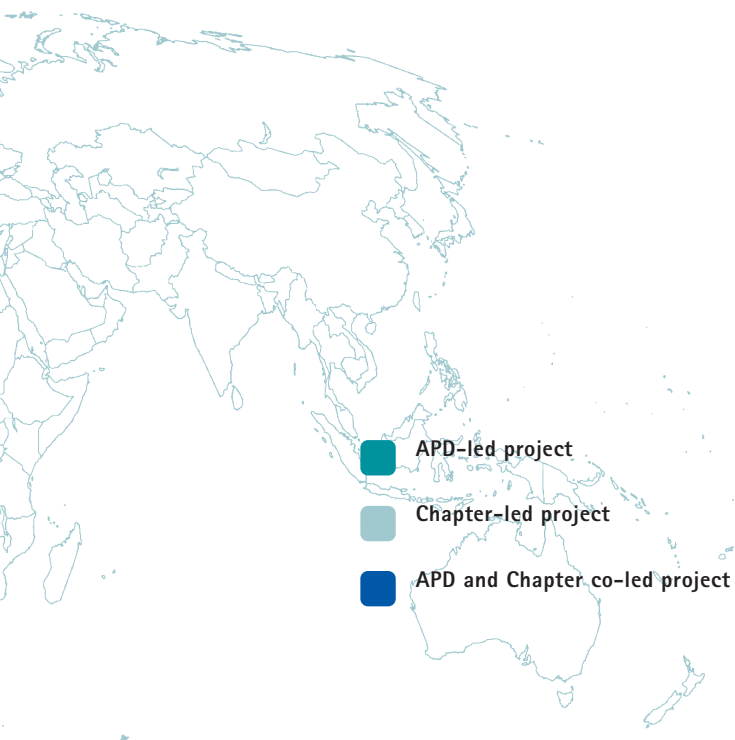
Studies show that although most countries have structures in place to prevent corruption, profound weaknesses persist, as do wide gaps between policy and practice. The concept of the *National Integrity System* – developed and promoted by TI as part of its holistic approach to countering corruption – provides a framework with which to assess both the extent and causes of corruption in a given national context and the adequacy and effectiveness of national anti-corruption efforts. *National Political Economy of Corruption Analysis* provides additional understanding of the factors distorting anti-corruption reforms. Priority areas for anti-corruption reform can be identified through these two complementary processes. The **Measuring Anti-Corruption Effectiveness Programme** will mobilise new stakeholders to assess and benchmark the effectiveness of governments' anti-corruption work and reforms over a period of three years across the entire the Asia Pacific region.



Deforestation has reached unprecedented levels in the Asia Pacific region. Research shows that where the perceived level of corruption is endemic, deforestation is widespread. Not only does corruption facilitate illegal forest activities, it also frustrates efforts to counter the problem. The **Forest Governance Integrity Programme** aims to curb corruption in the illegal and unsustainable harvesting, production, conversion, export, import and procurement of timber and wood products from primary or natural forests. It does this through a cross-sector range of activities that seek to promote greater transparency, accountability and integrity in the various constituencies involved with the forestry sector. The first phase of the programme is being implemented with Chapters from Southeast Asia and the Pacific. By engaging with international and local organisations already working to promote forest governance, TIAP seeks to lead anti-corruption consultations for forest sector advocacy strategies. For this purpose, APD has established national Forest Governance Integrity units within partner Chapters in the above mentioned countries and a regional centre based in Indonesia.

Advocacy & Legal Advice Centres (ALACs) have proven to be effective in empowering people in the fight against corruption. By providing citizens with information and legal advice, ALACs enable them to know their rights and pursue corruption related complaints. By analysing the experiences of victims and witnesses of corruption the 'soft points' in the system that allow corruption to thrive can be identified. These insights provide the ALACs with clear and specific advocacy targets, meaning that the concerns of ordinary citizens can be translated into systemic change. Advocacy campaigns also create a virtuous circle, helping establish the profile and reputation of the ALACs which, in turn, encourages more citizens to take action against corruption. The **Citizen Participation through Advocacy & Legal Advice Centres Programme** led by APD seeks to establish new ALACs throughout the Asia Pacific region.

The media plays a key role in exposing corruption and raising general awareness of its detrimental effect upon society. However, accounts of corruption lack credibility if reporting is not insightful and meticulously accurate. TIAP intends to develop an **Investigative Journalism on Corruption Fellowship Project**. National Chapters will use this fellowship programmes to further journalists' interest in and competences on corruption issues, and provide support for their work. This project will be led in each sub-region by TI chapters in Thailand, Vanuatu, Nepal and Korea.



PHASING OF STRATEGY PROGRAMMES

| | 2008 | | 2009 | | 2010 | | 2011 | | 2012 | |
|--|------|-----|------|-----|------|-----|------|-----|------|-----|
| | 1ST | 2ND | 1ST | 2ND | 1ST | 2ND | 1ST | 2ND | 1ST | 2ND |
| ORGANISATIONAL DEVELOPMENT | | | | | | | | | | |
| TIAP Institutional Support Programme 2010 ISP 2010 <i>All Asia Pacific Chapters</i> | | | | | | | | | | |
| Institutional Et Network Strengthening Programme 2012 INSP 2010–2012 <i>All Asia Pacific Chapters</i> | | | | | | | | | | |
| TI New Zealand Pacific Support Programme Phase 1 Et 2 <i>Papua New Guinea, Solomon Islands, Fiji, Vanuatu</i> | | | | | | | | | | |
| ADVOCACY WORK | | | | | | | | | | |
| Forest Governance Integrity Programme Forest Anti Corruption Analysis, Advocacy Et Monitoring Phase 1 <i>Indonesia, Malaysia, China, Papua New Guinea, Solomon Islands</i> | | | | | | | | | | |
| Forest Governance Integrity Programme Forest Anti Corruption Analysis, Advocacy Et Monitoring Phase 2 <i>Fiji, Vanuatu, Vietnam, Cambodia, Laos</i> | | | | | | | | | | |
| Forest Governance Integrity Programme Forest Anti Corruption Solutions Et Advocacy <i>Indonesia, Malaysia, China, Papua New Guinea, Solomon Islands, Fiji, Vanuatu, Vietnam, Cambodia, Laos</i> | | | | | | | | | | |
| TI ACDC Programme (GTF) Citizen Participation through Advocacy Et Legal Advice Centres <i>Solomon Islands, Fiji, Vanuatu, Papua New Guinea, Pakistan, Nepal</i> | | | | | | | | | | |
| New Project (under development) Citizen Participation through Advocacy Et Legal Advice Centres | | | | | | | | | | |
| New Project (under development) Political Accountability Et Equitable Development Citizen Programme | | | | | | | | | | |
| New Project (under development) Youth Integrity Promotion | | | | | | | | | | |
| New Project (under development) Measuring Anti-Corruption Progress Et Reforms in NIS <i>South Asian Et Pacific Chapters</i> | | | | | | | | | | |
| New Project (under development) Measuring Anti-Corruption Progress Et Reforms in NIS <i>Southeast Asia Et East Asia</i> | | | | | | | | | | |
| TI Vietnam Programme Strengthening Anti-corruption Demand from Society, Public Et Private Sector <i>Vietnam</i> | | | | | | | | | | |
| New Project (under development) Investigative Journalism on Corruption Fellowship Project <i>Thailand, Vanuatu, Nepal Et South Korea</i> | | | | | | | | | | |

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