TI Vietnam Programme 2013-2017

"To contribute to effective implementation of anti-corruption policies and practice in government, business and society."

Programme Document
Final Version – 22 October 2012

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LIST OF ACRONYMS AND ABBREVIATIONS

AAV   *Action Aid Vietnam*

ACD   *Anti-Corruption Dialogue*

ALAC   *Advocacy and Legal Advice Centre*

Black & White   *An initiative of the youth participants of the Training Course entitled "Be Change Agents" coordinated by Live& Learn with the support of Rosa Luxemburg Stiftung Vietnam. The initiative ran a series of seminars and talks on "Youth, Transparency and Corruption" organized in 3 regions in Vietnam towards the International Anti-Corruption Day (9 December 2011).*

CAT   *Capacity Assessment Tool*

CECODES   *Centre for Community Support Development Studies*

CIEM   *Central Institute for Economic Management*

CPI   *Corruption Perceptions Index*

CPV   *Communist Party of Vietnam*

DIAL   *Development, Institutions & Globalisation Institute*

GCB   *Global Corruption Barometer*

GI   *Government Inspectorate of Vietnam*

IACC   *International Anti-Corruption Conference*

ITBI   *Integrity and Transparency in Business Initiative*

Live&Learn   *Living and Learning Centre for Environment & Community*

4T   *Vietnam Youth Education Support Centre*

MARD   *Ministry of Agriculture and Rural Development*

MPS   *Ministry of Public Security*

NIS   *National Integrity System*

OSCAC   *Office of the National Steering Committee on Anti-Corruption*

PAPI   *Provincial Governance and Public Administration Index*

PCI   *Vietnam Provincial Competitiveness Index*

PPWG   *People's Participation Working Group. The Group PPWG was set up in 1999 as a member of the thematic development partner network to provide inputs for bi-annual Consultative Group (CG) meetings between the Vietnamese Government and donor community. PPWG serves as an informal forum for organisations and professionals, including donors, government officials, NGOs and others to exchange information and ideas on issues related to people's participation, grassroots democracy & development of civil society.*

Project 137   The Project on integrating anti-corruption into educational and training programmes of high schools, colleges and universities, issued together with the Vietnamese Prime Minister's Decision No. 137/2009/QD-TTg of December 2, 2009.

REDD	*Reducing Emissions through Deforestation and Degradation*
RTCCD	*Research and Training Centre for Community Development*
School is Beautiful	A VACI project led by a group of students of the International Relations Faculty of the Academy of Journalism and Communication, Vietnam. The project aims develop a code of conduct between students and teachers with a view to eliminating corruption in a higher education institution.
TI	*Transparency International*
TT	*Towards Transparency*
Transparent Town	A 3-step local government transparency project, first initiated in 2008 by the Mayor of Martin town, Slovakia with technical support from TI-Slovakia. The audit is conducted in three phases, aimed at identifying the areas which are prone to corruption in a specific municipality, developing anti-corruption policies/recommendations for each of the policy areas audited, and providing assistance to local governments willing to adopt the anti-corruption recommendations.
UNCAC	*United Nations Conventions Against Corruption*
VACI	*Vietnam Anti-Corruption Initiative*. A bi-annual small-grants programme, designed building on the success of the Vietnam Innovation Day 2009 and co-organised by the Government Inspectorate of Vietnam and the World Bank with assistance from bilateral donors in order to support innovative ideas to minimise corruption, strengthen transparency, and bring about a better living environment for people. VACI identifies and directly supports – through Innovation Grants – small, bottom-up, innovative development proposals that deliver results, which can then be scaled up or replicated. It also creates opportunities for local innovators to meet, exchange ideas, share information and network with other people sharing the same concerns.
VBF	*Vietnam Business Forum*
VCCI	*Vietnam Chamber of Commerce and Industry*
YBO	*Youth Box Online*
YIS	*Youth Integrity Survey*

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EXECUTIVE SUMMARY

Corruption is a serious obstacle to sustainable development and inclusive economic growth. It undermines efforts to improve the lives of the poorest and squanders scarce public resources needed for investment in Vietnam's future. Vietnam has achieved most of the Millennium Development Goals (MDGs) as well as lower middle income country status. However, its future development goals are no less ambitious than the ones already achieved, and citizen's expectations for transparent and effective governance are increasing. Addressing corruption is a necessary and important effort to underpin the success of Vietnam's Social and Economic Development Strategy towards 2020, aiming at "a prosperous people, a strong country, an equitable, democratic, and civilized society".

In the last decade, **Vietnam has made significant progress towards establishing a comprehensive legal and institutional framework to fight corruption**. A national strategy to fight against corruption has been adopted. Vietnam has ratified the United Nations Convention against Corruption (UNCAC) and is party to a number of additional international anti-corruption initiatives. The political leadership has repeatedly acknowledged corruption as a major obstacle to the country's continued progress.

Tangible results in addressing corruption have been very limited to date, however. Systemic corruption continues to impact on people's lives in virtually all sectors. Perceptions of corruption in Vietnam are consistently high and Vietnamese citizens and businesses report corruption to be on the rise. Key pillars of a robust national integrity system, such as strong and independent oversight institutions, consistent enforcement of anti-corruption norms and an active role of civil society and the media are only beginning to take shape.

During the first TI Vietnam programme (2009-2012), Transparency International (TI) and its national contact Towards Transparency (TT) have **established the basis for an increased civil society contribution to fighting corruption.** Through evidence-based advocacy, initial successes have been achieved with regard to increasing understanding of the forms and effects of corruption, engaging more civil society actors and young people, influencing the government's assessment of anti-corruption progress as well as contributing to policy formulation.

It is clear that many challenges to reducing corruption remain. Key among these is the need to strengthen the implementation and enforcement of relevant laws and policies. The performance of the key institutions of the national integrity system has to be improved, and their roles and coordination need to be clarified. Practical measures to reduce opportunities for graft, to increase transparency and citizen engagement have to be introduced to prevent corruption. The **broad participation of citizens, civil society and the business sector are key** to achieving a sustainable reduction of corruption.

This programme document describes the strategy of TI/TT in response to these challenges during the 2013-2017 period. The strategy focuses on 4 main interlinked components:

- **COMPONENT A: Institutional, Capacity & Network Strengthening**, which works towards developing capacities of civil society organisations and their participation in anti-corruption, as well as strengthening networks and coalitions for anti-corruption in Vietnam;

- **COMPONENT B: Public Sector Integrity, Diagnosis & Solutions**, which contributes to the knowledge and evidence-base on (anti)corruption, and promotes tools and solutions to curb it;

- **COMPONENT C: People and Youth Engagement & Support**, which works towards building citizen knowledge and participation in anti-corruption, in particular by the youth;

- **COMPONENT D: Business Integrity**, which works towards raising awareness and promoting participation of the business sector in addressing corruption.

The programme and its components were developed in a participatory process since late 2011. It is based on an independent mid-term review of the TI Vietnam programme 2009-2012, feedback from a broad range of stakeholders through an online survey, as well as individual and group consultations with government stakeholders, Vietnamese and international civil society organisations, development partners and private sector representatives. TI/TT has also held extensive internal consultations to incorporate staff and management perspectives, as well as those of the leadership of TI's regional department for Asia and Pacific. Finally, this programme is closely aligned with the TI movement Strategy 2015 as well as national anti-corruption priorities.

The programme gives continuity to a number of the initial successes achieved during the 2009-2012 period, in particular TI/TT's efforts to provide critical but constructive perspectives to policymakers. These evidence-based advocacy efforts in such areas as Vietnam's implementation of UNCAC provisions and protection of whistleblowers will continue. Likewise, TI/TT will continue contributing relevant international expertise and experiences to national anti-corruption efforts. TI/TT will also continue to build and expand collaborative working relationships with key anti-corruption actors such as the Government Inspectorate of Vietnam and the Office of the National Steering Committee for Anti-corruption (OSCAC).

Under this programme, **TI/TT will expand its efforts in building coalitions for greater engagement of civil society, increasing people and youth awareness and engagement, as well the participation of the business sector** in fighting corruption. In these areas, important foundations have been laid through TI/TT's work in 2009-2012. However, many efforts are still incipient and require a sustained commitment.

Compared to the previous programme, **TI/TT will increasingly focus efforts toward the promotion of concrete measures to promote transparency and accountability**. This will include an innovative approach to reducing corruption risks at the local level, to be adapted for the Vietnamese context from successful experiences in other transition economies. In the context of this shift towards the promotion of concrete solutions, **TI/TT's advocacy efforts will be supported by high-quality research.** Compared to the previous phase of TI/TT's work, there will not however be a strong focus on providing sector-level research.

TI/TT believes that these priorities reflect the particular strengths pointed out by the stakeholders who have been consulted throughout the development of this programme, **as well as the opportunities for concrete achievements in anti-corruption** over the next five years. Nonetheless, TI/TT believes that this is an ambitious strategy, and that a reasonable amount of flexibility will be required to focus efforts in response to changing external circumstances. For this reason, operational planning in this document, and its corresponding budget of EUR 1,852,695 initially cover only the first three years (2013-2015) of the strategy, with work plans to be developed on an annual basis. Operational planning for the 2015-2017 phase will be based on a mid-term evaluation of the programme, planned for early 2015.

The delivery of the programme strategy will be based on the same management arrangement that has underpinned the previous TI Vietnam programme 2009-2012. TI Secretariat's Asia Pacific Department (APD) will be the grant-manager for financial contributions to the programme. Towards Transparency (TT), TI's National Contact in Vietnam, will support the delivery of the programme through its local expertise and by facilitating stakeholder engagement.

As part of this programme, **TI/TT will further strengthen the governance of their work in Vietnam, with a view to accrediting a full TI National Chapter during the course of this programme.** Such a TI chapter is expected to grow out of TT's current operations, but is likely to require a change in registration and governance structures.

TI invites partners from the donor community committed to anti-corruption, to provide financial support and collaboration to its work in Vietnam. TI and TT also invite government agencies, civil society organisations and other stakeholders to collaborate, as they seek to make a constructive contribution to Vietnam's sustainable development by working to reduce corruption.

PROGRAMME DOCUMENT

Situational Analysis

Overall context

Vietnam has been experiencing a remarkable economic and social transformation since the beginning of the Doi Moi policies *(Chính sách Đổi Mới)*. Since 2000, GDP has increased by an average of 7% per year, making Vietnam one of the fastest growing economies in the world. The domestic and foreign invested private sector in particular has made the key contribution to job growth. Per capita income has risen from USD 220 in 2002 to USD 1,260 in 2011, and the percentage of the population with expenditures below the national poverty line has fallen from 58% in 1993 to an estimated 10% in 2010. Other human development indicators show a similar positive trend, with steady progress being made towards the Millennium Development Goals (MDGs) and the country's own development targets.

At the same time, concerns are mounting about rising inequality across regions and between different groups in society. Economic growth rates have recently slowed and the country is increasingly affected by international market fluctuations. There are also indications that the rapid economic and social changes (e.g. rural-urban migration) have resulted in the erosion of traditional support systems and given rise to new forms of exclusion, violence and exploitation, especially affecting women and children. Vietnam also faces significant external challenges, in particular climate change.

Persistently high levels of corruption and a lack of transparency across large parts of the economy and society are threatening Vietnam's continued progress in the face of these challenges. Benefitting the few, corruption squanders public resources, limits the availability, quality and access to public services, results in inefficient capital allocation and undermines Vietnam's competitive position in the region with regard to attracting high value added foreign investment. In turn, more effective control of corruption and increased transparency will contribute to more sustainable development and equitable growth prospects.

Corruption and Anti-corruption in Vietnam

Over the past years, *corruption has repeatedly been recognised as an issue of serious concern by the Vietnamese leadership*. The National Strategy for Preventing and Combating Corruption Towards 2020 underlines that "corruption is still happening seriously and complicatedly. It causes great damage in many aspects, erodes people's confidence in the Party leadership and state management and threatens existence of the regime". At the 11th Congress of the Communist Party in January 2011, corruption was officially recognised as being rampant.

Since the mid-1990s, *Vietnam's legal and institutional framework to fight corruption has been significantly strengthened.* The passing of the Law on Anti-Corruption in 2005 (amended in 2007, currently being amended further), considered to be one of the most wide-ranging such laws in Asia, was a watershed. It was followed by the establishment of the Central Steering Committee on Anti-Corruption (SCAC), now placed under the leadership of the Politburo and the adoption, in 2009, of the National Strategy for Preventing and Combating Corruption Towards 2020. International cooperation on anti-corruption has been expanded. Vietnam has signed (in 2003) and ratified (in 2009) the United Nations Convention against Corruption (UNCAC). Vietnam is also party to a number of other international anti-corruption initiatives, e.g. through APEC, ADB/OECD and the UN Convention against Transnational Organised Crime.

A number of specialised government agencies are now responsible to implement anti-corruption policies. A key role is played by the Government Inspectorate of Vietnam (GI), which, through its

Anti-Corruption Bureau, oversees line ministries' inspectorates and their local departments and deals specifically with corruption cases. The Supreme People's Procuracy and the Ministry of Public Security (MPS) also have departments dedicated to investigating and prosecuting corruption. A number of Vietnamese non-government organisations as well as development partners are also actively engaged in research on corruption, awareness raising and capacity building projects on anti-corruption.

The occurrence and forms of corruption in Vietnam are now better understood and documented than ever before. The research conducted in recent years shows that systemic corruption affects many different sectors such as land management, health, education, construction, as well as natural resources and extractive industries. There is ample evidence to suggest that the impact of the new anti-corruption policies remains limited. Vietnam continues to rank poorly in cross-country surveys, such as TI's Corruption Perceptions Index (CPI). In the 2011 CPI, Vietnam places 112 out of 182 countries and 21 out of 35 countries in the Asia Pacific region, scoring 2.9 (highly corrupt) out of possible 10 (highly clean). Among the urban Vietnamese surveyed in the 2010 Vietnam Corruption Barometer, 62% believed that corruption had increased in the preceding three years. At the same time, data from the latest editions of the Provincial Governance and Public Administration Index (PAPI) and the Provincial Competitiveness Index (PCI) show varying levels of transparency and performance in controlling corruption at the local level.

The private sector is similarly affected. More than 50% of the companies surveyed in the World Bank/IFC Enterprise survey (2009) reported that they are expected to make informal payments or give gifts to public officials. Fifty-six percent of firms surveyed for the 2011 Vietnam Provincial Competitiveness Index (PCI) reported that commissions on government procurement contracts were common, a fifteen per cent increase on the year before. Fully 80% of respondents in a recent VCCI survey of Vietnamese businesses felt that corruption had negative impacts on enterprise development.

The drivers of corruption in Vietnam are manifold. The connection between lack of transparency in in the definition and implementation of public policies and weak control of corruption has been highlighted in the 2012 Vietnam Development Report. Similarly, the 2012 VDR emphasised the strong positive effects that increased transparency can have for Vietnam's development. Likewise, limited upward and downward accountability of the state and its officials results in opportunities for corruption, and is a key factor behind the enforcement gap for key anti-corruption policies. The lack of a legal framework for access to information, ineffective citizen complaints systems and precarious whistleblower protection, challenges to the media's ability to report freely, and the growing but still limited role played by elected bodies and civil society in providing oversight are clear indications of the limits of accountability. In addition, the state's ability to fight corruption effectively is hindered by issues such as overlapping and ineffective policies, challenges in coordinating the mandates of various agencies tasked with fighting corruption, the potential for conflicts of interest in managing investigations and inspections, as well as inadequate human resources management in the public sector.

While the primary responsibility for addressing corruption lies with political leaders and state, their efforts can not ultimately be successful unless they are grounded in demand and support from all of society. It is therefore critical that the fight against corruption become an increasingly broad-based effort, in line with the aspirations already expressed in key official documents. In addition to the Party, government and development partners, it is important that elected bodies, civil society and mass organisations, the business sector as well as citizens themselves play a more active role in challenging and changing behaviours in the face of corruption. Transparency International is committed to supporting this process, working in collaboration with a broad range of stakeholders.

Transparency International in Vietnam

Founded in 1993, Transparency International (TI) is a global civil society organisation with the mission to "stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society". TI comprises nearly 100 National Chapters around the world and an International Secretariat (TI-S), based in Berlin.

From 2009 to date, TI has implemented the TI Vietnam programme in the country through its local contact Towards Transparency (TT). TT is a Vietnamese not-for profit consultancy organisation working to promote transparency, accountability and integrity in government, business sector and the society at large.

Funding for TI's work in Vietnam during the 2009-2012 period has been provided by four donors: The Department for International Development (DfID) UK, IrishAid, as well as the embassies of Finland and Sweden. The Norwegian government supports a separate project on preventing corruption in REDD (Reducing Emissions from Degradation and Deforestation) financing.

All activities of TI/TT are carried out in partnership and cooperation with a wide range of partners coming from government agencies, local civil society organisations, academic institutions, business associations as well as with lawyers, journalists, researchers and other individuals. Together with such stakeholders, TI/TT has undertaken a number of research studies to map the nature and effects of corruption in different sectors such as education, health and forestry and monitor the implementation of national policies and global treaties on anti-corruption such as the United Nations Convention Against Corruption (UNCAC).

TI/TT is also working closely with the development partner community, including key donor agencies and multilateral organisations. Notably, TI/TT has been involved in the organisation of the regular Anti-Corruption Dialogue (ACD) roundtable since 2008, which brings together government anti-corruption agencies and the international donor community in a policy-level discussion on corruption and anti-corruption.

Figure 1:

TI/TT key achievements 2009-2012

The first TI Vietnam programme has made an important contribution by helping establish TI/TT as a recognised actor on anti-corruption in Vietnam. Despite challenging circumstances, TI/TT's strategy to "cautiously navigate existing space and try different angles" has been successful (Programme Mid-term Review 2011). Within a short period of time, TI/TT produced a number of high quality research outputs, some of which have started to show impact. Some examples for the achievements of the TI Vietnam programme 2009-2012 include:

Providing Evidence and Knowledge about Corruption and Integrity through the Youth Integrity Survey (YIS), Education and Health and Procurement studies as well as the Vietnam edition of the Global Corruption Barometer (GCB).

Supporting government efforts through advocacy on UNCAC implementation and whistleblower legislation, support to and participation in the Anti-corruption Dialogue (ACD).

Engagement of young people through integrity competitions, a youth integrity festival, integrity dialogues with government and development partners and a youth media initiative (Youth Box).

Coalition and Network Building by engaging and collaborating with a wide range of stakeholders, such as OSCAC and GI, VCCI, MARD, People's Committee of Lam Dong Province, CSOs such as Live and Learn, CECODES, 4T, DIAL, CIEM, RTCCD, the PPWG network and VACI projects, educational institutions such as Hoa Sen University, Ben Tre college, UN REDD.

During the 2009-2012 period, TI/TT has familiarised Vietnamese stakeholders with the experiences of the TI movement through a number of initiatives, including translating and disseminating a large number of selected TI publications, working papers and other anti-corruption literature as well as providing specific TI anti-corruption tools and other support to key stakeholders, including the Office of the Steering Committee on Anti-Corruption (OSCAC), the Government Inspectorate of Vietnam (GI), the Ministry of Agriculture and Rural Development (MARD), and the Vietnam Chamber of Commerce and Industry (VCCI). In addition, TI/TT has contributed to training sessions for the Communist Party of Vietnam (CPV) Inspectorate. At present, TI/TT is involving representatives of a broad range of institutions in a large-scale research project assessing the National Integrity System (NIS) of Vietnam.

As a member of the TI global movement, TT engages in regional and international advocacy on anti-corruption and draws on the experiences and expertise of TI National Chapters.

Figure 2:

Key lessons learnt from the 2009-2012 TI Vietnam programme

Integration of Research: As part of the exploratory approach of the 2009-2012 programme, a number of sector-specific research studies were undertaken. While the quality of research pieces such as on health and procurement issues was perceived to be high, those studies were not connected directly to immediate TI/TT advocacy priorities. While they helped TI/TT 'get its feet on the ground', follow-up was therefore limited. Where, in turn, research fed directly into broader communications and advocacy priorities, the follow-up was much more systemic. Examples are the TI/TT assessment of UNCAC implementation, the Youth Integrity Survey (YIS) and the Vietnam edition of the Global Corruption Barometer. Incorporating this learning, TI/TT has planned for all research under the 2013-2017 programme to be directly connected to the desired results of the programme.

Overall, the research evidence base concerning corruption in Vietnam is now greater than ever before and continues to grow, with research being conducted by various international and domestic actors. For this reason, TI/TT will focus on producing a limited number of 'signature' pieces of research during the 2013-2015 period. The overall priority for TI/TT's work will be on promoting concrete anti-corruption, transparency and accountability measures.

Communications: During the previous programme, TI/TT has been able to carefully navigate the existing space for engagement in Vietnam, bringing an independent, critical but constructive message to Vietnamese policy-makers. In the next phase of TI/TT's work in Vietnam, this approach will be continued. At the same time, TI/TT also plan to professionalise and expand their public communications efforts further. To this end, TI/TT are currently in the process of developing a communications strategy supporting the 2013-2017 programme, to ensure that relevant and targeted messages about problems and solutions with regard to corruption reach a diverse audience through relevant channels and contribute to concrete changes in policy and practice.

Partnerships: Virtually all activities of the 2009-2012 programme were implemented in partnership with other local and international organisations. While this has been challenging at times – mainly due to still limited civil society capacity and engagement in anti-corruption –, TI /TT have learnt considerably from this experience. This includes a much better overview of relevant actors, a number of established relationships, and an increasingly systematic approach to setting up and managing partnerships. Going forward, TI/TT will seek to strengthen existing relationships, build increasingly long-term partnership with committed partners, as well as expand engagement beyond current partners in key areas. At the same time, the experience and relationships built over the last three years put TI/TT in an advantageous position to pursue the activities aimed at strengthening civil society engagement in anti-corruption in particular under component A of the 2013-2017 programme.

Collaboration with Donors: A key success factor in the 2009-2012 was the quality of collaboration with the programme donors. As a group and individually, the programme donors' support and collaboration went far beyond financial assistance for TI/TT's work. Donors have provided much appreciated advice and input into TI/TT's work, and have regularly facilitated TI/TT's engagement with the Vietnamese authorities, co-hosted workshops and launch events. TI/TT and the development partners have also collaborated on specific pieces of research and the provision of policy inputs to the government. This collaboration is expected to continue and expand as appropriate during the 2013-2017 programme.

Flexibility: The flexibility of the previous programme which allowed TI/TT to respond to changes in the external environment and incorporate learning 'along the way' was a key contributing factor to its success. Donors have played a key role here, in being supportive of proposals for changes to the original plan which were always agreed in consultation. While the 2013-2017 programme has been developed on the basis of the learning of the three previous years, a certain amount of flexibility will be required in the implementation approach as well. One example for this is the need to time the work and release of specific reports well to the changing political environment, and maintain a degree of flexibility with regard to organisational set-up options in an environment where the legal framework for civil society organisations remains incomplete. Similarly to the 2009-2012 programme, TI/TT are confident however that for the 2013-2017 programme such flexibility is mostly required at the activity level and with regard to scheduling. At the results level, it is expected that the expected outcomes will remain relevant throughout the programme period.

The TI Vietnam Programme 2013-2017 in a Nutshell

The TI Vietnam programme 2013-2017 closely aligns with the national priorities and commitments expressed in the 2005 Anti-corruption Law, the National Strategy for Preventing and Combating Corruption towards 2020, the United Nations Convention against Corruption (UNCAC) and other relevant policies.

Building on the achievements of the TI Vietnam programme 2009-2012, TI/TT will continue its work in the areas where initial credibility and success have been achieved. These include providing independent assessments of Vietnam's progress in fighting corruption, analysis of the effectiveness of key policies and institutions and a critical but constructive engagement with government and other stakeholders to promote changes in policy and practice. In order to strengthen the long-term presence of the TI movement in Vietnam, efforts will continue to strengthen the role and capacity of TT as an independent civil society voice against corruption, and to establish governance structures adequate for the Vietnamese context. Nurturing and expanding constructive relationships with the Vietnamese authorities such as GI and OSCAC will remain an essential feature of TI/TT's work.

The TI Vietnam 2013-2017 programme also builds on lessons learnt during the previous programme (see Figure 2). Notably, this includes the integration of research activities into solution-oriented advocacy efforts. TI/TT also places importance on developing longer-term sustainable partnerships with other actors who demonstrate genuine interest in anti-corruption and on supporting broader civil society engagement in anti-corruption. TI/TT recognises the need to expand stakeholder engagement towards key new audiences among public authorities, the private sector and civil society (see Figure 3 for an indicative list).

The TI Vietnam programme 2013-2017 has four components, which are connected and mutually reinforcing. TI/TT will place an increased emphasis on the demand-side of anti-corruption through greater people engagement and the promotion of practical anti-corruption solutions for the public sector, including at the sub-national level. TI/TT will continue and increase efforts to engage more stakeholders in anti-corruption and to build coalitions, focusing in particular on civil society organisations and the business sector. Research activities, which had been a discreet component of TI/TT's work in the previous programme (2009-2012), will be directly integrated into the work of all programme components for strong evidence based-advocacy.

> *Figure 3:*
>
> **Indicative list of stakeholders TI/TT plans to engage with**
>
> This is not an exhaustive list of future partners, but rather represents TI/TT's starting point for the strengthening and expansion of stakeholder relationships.
>
> **Public authorities:** Strengthen relationships with *OSCAC* and *GI*, engage more with elected bodies (*National Assembly* and *People's Councils*) and the Communist Party Inspectorate, local authorities (selected *People's Committees*), and other key central authorities relevant to advocacy objectives such as the *MOHA, MoJ, MPI* and the *People's Procuracy, VFF, VLA and Vietnam Bar Federation.*
>
> **Private sector:** Continue engagement with *VCCI*, engage systematically with actors such as *Foreign Chambers of Commerce*, *Vietnam Business Forum (VBF)*, foreign multinationals such as *SIEMENS, Intel, Mercedes Benz* as well as selected *Vietnamese businesses*.
>
> **Civil society organisations, research and educational institutions:** Strengthen collaboration with *Live and Learn*, *CODE, RTCCD, CECODES*, *DEPOCEN,* the members of the *People's Participation Working Group (PPWG)*, the *VACI community*, *Hoa Sen University*, *youth volunteer groups, Action Aid*. Expand engagement with *Research Centre for Management and Sustainable Development (MSD), Centre for Media in Educating Community (MEC), Centre for Development and Integration (CDI), Oxfam, Hanoi National University, Academy of Journalism and Communications.*
>
> **International partners:** Strengthen and expand engagement with *programme donors* and their activities, as well as *other development partners* in particular those represented in the Technical Anti-corruption (TAC) group. Expand engagement with multilateral institutions, such as the *European Union* and the *development banks*.

While the overall programme will have a duration of five years (2013-2017), operational planning of the activities under this proposal will initially cover only the first three years (2013-2015).

Planning for the second phase of the programme will take place on the basis of a mid-term evaluation (planned for 2015).

Programme Structure

To achieve its overall goal "To contribute to effective implementation of anti-corruption policies and practice in government, business and society", the Programme is structured around the following five components.

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

  Developing Capacities of Civil Society Organisations and Building Constituencies, Networks, and Coalitions for Anti-corruption in Vietnam

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

  Contributing to the Knowledge and Evidence- Base on Corruption and Anti-corruption in Vietnam, and Promoting Tools and Solutions to curb it.

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

  Building Citizen Knowledge and Participation in Anti-corruption in Vietnam, in particular by the Youth

- **COMPONENT D: Business Integrity**

  Raising Awareness and Promoting Participation of the Business Sector in Addressing Corruption

- **COMPONENT E: Climate Governance Integrity (subject to separate project funding)**

  To engage effectively in policy development on, implementation and monitoring of climate finance and governance, in particular on REDD+

The component A - Institutional, Capacity & Network Strengthening provides the foundation on which each of the other programme components build. It therefore plays a central role and forms a significant portion of this programme.

Under the component E – Climate Governance Integrity TI/TT makes a strategic commitment to promote climate governance integrity in Vietnam. Concrete project-level engagement in this area will be contingent upon the participation in a global or regional Climate Change initiative by TI, or a separately funded domestic project. This programme component is therefore not described in detail in this programme document.

Overall Programme Goal

"To contribute to effective implementation of anti-corruption policies and practice in government, business and society."

Visual representation of the TI Vietnam programme (2013-2017):

Vietnam's vision:
Sustainable Socio-Economic Development
(Vietnam's Social -Economic Development Strategy 2011-2020)

Vietnam Anti-corruption Strategy 2020
and other anti-corruption commitments

TI/TT 2013-2017 Programme Strategy
"To contribute to effective implementation of anti-corruption policies and practice in government, business and society."

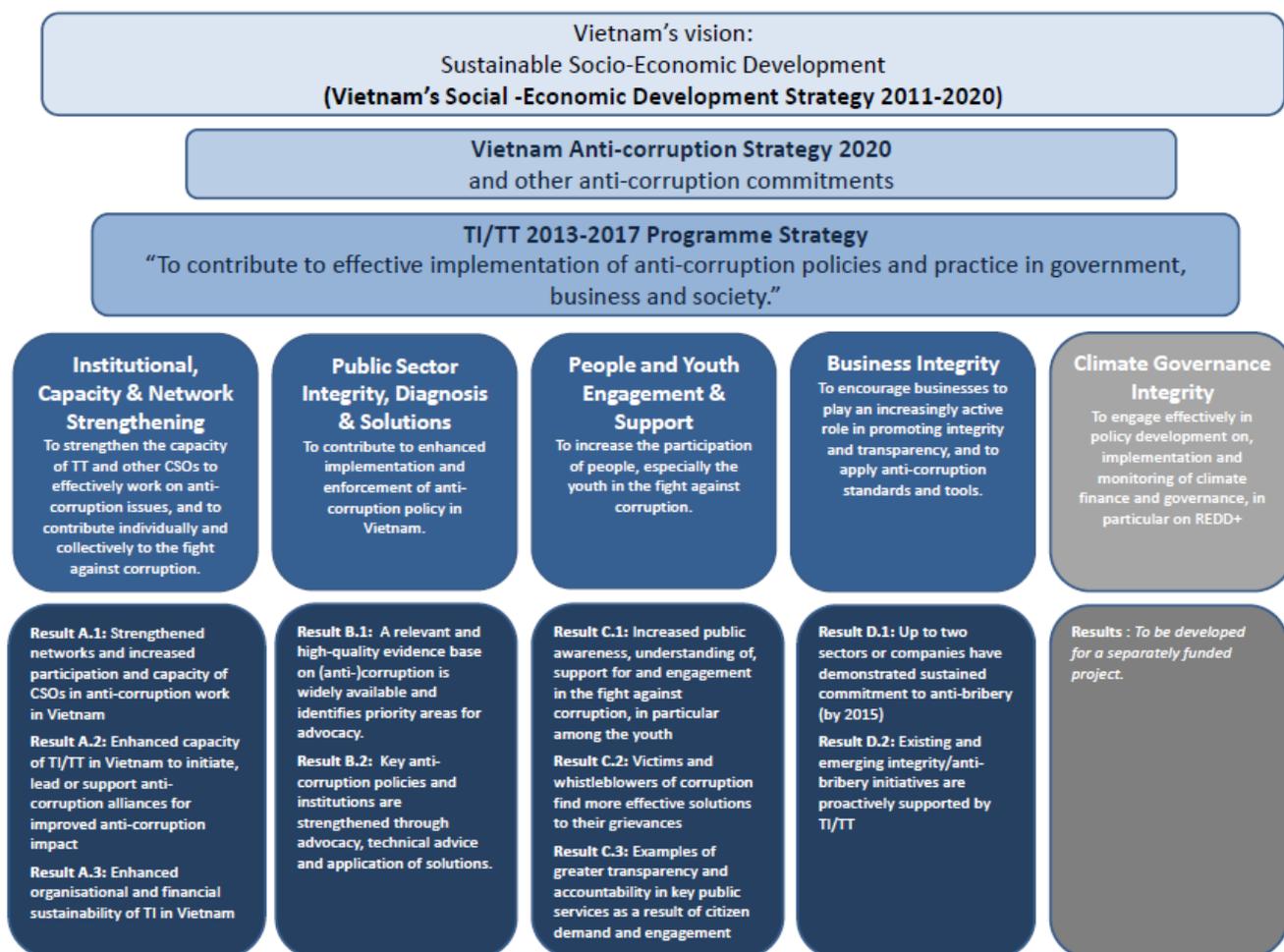| **Institutional, Capacity & Network Strengthening**	**Public Sector Integrity, Diagnosis & Solutions**	**People and Youth Engagement & Support**	**Business Integrity**	**Climate Governance Integrity**
To strengthen the capacity of TT and other CSOs to effectively work on anti-corruption issues, and to contribute individually and collectively to the fight against corruption.	To contribute to enhanced implementation and enforcement of anti-corruption policy in Vietnam.	To increase the participation of people, especially the youth in the fight against corruption.	To encourage businesses to play an increasingly active role in promoting integrity and transparency, and to apply anti-corruption standards and tools.	To engage effectively in policy development on, implementation and monitoring of climate finance and governance, in particular on REDD+
Result A.1: Strengthened networks and increased participation and capacity of CSOs in anti-corruption work in Vietnam **Result A.2:** Enhanced capacity of TI/TT in Vietnam to initiate, lead or support anti-corruption alliances for improved anti-corruption impact **Result A.3:** Enhanced organisational and financial sustainability of TI in Vietnam	**Result B.1:** A relevant and high-quality evidence base on (anti-)corruption is widely available and identifies priority areas for advocacy. **Result B.2:** Key anti-corruption policies and institutions are strengthened through advocacy, technical advice and application of solutions.	**Result C.1:** Increased public awareness, understanding of, support for and engagement in the fight against corruption, in particular among the youth **Result C.2:** Victims and whistleblowers of corruption find more effective solutions to their grievances **Result C.3:** Examples of greater transparency and accountability in key public services as a result of citizen demand and engagement	**Result D.1:** Up to two sectors or companies have demonstrated sustained commitment to anti-bribery (by 2015) **Result D.2:** Existing and emerging integrity/anti-bribery initiatives are proactively supported by TI/TT	**Results** : *To be developed for a separately funded project.*

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COMPONENT A: Institutional, Capacity & Network Strengthening

Developing Capacities of Civil Society Organisations and Building Constituencies, Networks, and Coalitions for Anti-corruption in Vietnam.

Justification

In Vietnam, civil society participation in anti-corruption work has increased in the past years but is still limited, both in terms of the number of organisations involved and their capacity. Few civil society organisations are currently active in this area, and TI/TT's own presence is still recent. Anti-corruption work is still largely confined to the specialised state agencies, and a number of strongly committed development partners. This clearly limits the sustainability and effectiveness of anti-corruption initiatives in the long run, especially in the context of decreasing support from bilateral agencies after 2015. In order for anti-corruption to take stronger root in society, a broader involvement of relevant civil society organisations, mass organisations, and citizens themselves will be required. However, only professionally managed and highly skilled CSOs will be able to be recognised and accepted as legitimate and relevant actors. This Programme Component therefore focuses on strengthening the anti-corruption capacity of Vietnamese civil society organisations as well as TT itself to play an effective role in anti-corruption, as well as to demonstrate transparency and accountability within civil society organisations themselves.

Through their work to date, TI/TT has contributed to laying the groundwork for an increased civil society involvement in anti-corruption. TI/TT will build on this work and help foment broader-based and constructive engagement of civil society in anti-corruption activities. Strengthening the capacity of TI/TT to act as a coalition-builder and to pro-actively support like-minded civil society actors is the focus of work under this component. As expressed by a number of stakeholders during the consultation for this programme, one of the key contributions of TI/TT has been the mobilisation of international expertise to feed into national anti-corruption processes. This will therefore be a continued focus of TI/TT's efforts in the 2013-2017 programme phase.

Framework

Purpose of Component A: Institutional, Capacity & Network Strengthening

To strengthen the capacity of TT and other CSOs to effectively work on anti-corruption issues, and to contribute individually and collectively to the fight against corruption in Vietnam.

Results of Component A

- Result A.1: Strengthened networks and increased participation and capacity of CSOs in anti-corruption work in Vietnam

- Result A.2: Enhanced capacity of TI/TT in Vietnam to initiate, lead or support anti-corruption alliances for improved anti-corruption impact

- Result A.3: Enhanced organisational and financial sustainability of TI in Vietnam

Activities

Activities	Timing		
	2013	**2014**	**2015**
1.1 Supporting emerging CSOs and CSO networks and coalitions working on anti-corruption *This activity will include the organisation of awareness raising and capacity development events and seminars with a focus on the role of civil society in promoting transparency and accountability. Key channels of influence and processes that TI/TT will support include the newly formed anti-corruption task force of the People's Participation Working Group (PPWG). This is expected to increasingly serve as a forum to develop common strategies and actions to address existing and emerging corruption challenges.* *Another process that TI/TT expects to contribute to and support is the Vietnam Anti-corruption Initiative (VACI). TI/TT plans to provide advice and support to initiatives emerging from the VACI on a demand-led basis. TI/TT will also help facilitate the networking of successful VACI implementers with other civil society actors.* *TI/TT will expend significant effort to support the networking and collaboration of various CSOs on an ongoing basis (through regular meeting organisation, documentation as appropriate) and by facilitating the organisation of at least one or two larger events per year as well as a small South East Asia regional workshop in 2014.* *As part of its youth integrity initiatives (see Result C.1 component C), TI/TT will facilitate the ongoing sharing of expertise and experiences between other organisations promoting youth empowerment in Vietnam (e.g. Action Aid, Live and Learn) as well as youth-led initiatives (e.g. Black or White, School is Beautiful). TI/TT will also seek to promote engagement of young people in relevant international fora.*	x	**x**	X
1.2 Providing resources and capacity development opportunities and training for CSOs and individuals wishing to strengthen their engagement in anti-corruption. *This activity will have two main features: the development and delivery of CSO-specific training modules on anti-corruption by TI/TT, and support for the professional development of emerging anti-corruption actors from Vietnam's civil society.* *TI/TT plans to collaborate with others, such as Action Aid Vietnam (AAV) and the Research Centre for Management and Sustainable Development (MSD), to deliver ongoing anti-corruption trainings for CSOs in the context of existing training and capacity development programmes.* *TI/TT will also enable the participation of selected civil society representatives in high-quality international training opportunities to help enhance their expertise and engagement in anti-corruption.* *TI/TT will provide internship and on-the job training opportunities for young people, and staff of other CSOs (where desired)*	**x**	x	X

Result A. 1 (vertical label in first column)

A.1 / A. 2	**1.3 Continuing engagement of TT and its civil society partners in regional and international exchanges/events** *In order to share and promote best practices in civil society engagement in anti-corruption, TT will continue to participate in key international conferences and events such as TI's regional and movement-wide meetings and the biennial International Anti-corruption Conference (IACC). Wherever feasible and appropriate, TI/TT will seek to enable participation of its partners in such events.*	x	**x**	X
A. 2	**2.1 Strengthening TT's organisational, leadership and staff capacity to deliver effective anti-corruption projects** *TT will continuously improve its operational systems and procedures in line with best practices in CSO management, in particular with regard to HR systems and development, financial management.* *The anti-corruption expertise of TT's staff and executive leadership will be continuously developed with the support of internal (TI-S) and external inputs, and through participation in relevant TI movement capacity development initiatives and exchanges (also see 1.3).* *Capacity development efforts will be focused on such areas that directly relate to the results of the TI Vietnam programme (2013-2017), e.g. advocacy and communications, monitoring evaluation and learning (MEL), working with partners and coalitions, and leadership capacities. These efforts will build on and be informed by a capacity assessment using a TI movement tool (CAT).*	x	x	x
A. 3	**3.1 Formalising the engagement of TT's current advisors** *TI/TT will continue its work to formalise the engagement of the eminent individuals who are regularly advising on TI/TT's work. Initially, this activity will operate alongside thematic priorities under appropriate programme components (e.g. business sector and public sector-related advocacy). This activity links closely with activity 3.2 and will be implemented with a view to forming (initially) a permanent advisory group for TI/TT's work in Vietnam, and to then establish a formal board and governance structure for TT.*	x	x	**x**

3.2 Establishing an appropriate and independent legal entity that can become a fully accredited TI Chapter *TI/TT is pursuing the vision of accrediting an independent Vietnamese civil society organisation as a TI National Chapter during the time-frame of this programme. In the short term, TI will also pursue a renewed application for registration under PACCOM.* *Certain external and internal conditions need to be met for the registration of a Vietnamese NGO that can become a TI Chapter, such as the willingness of a group of active Vietnamese individuals to establish and participate in an appropriate governance structure that guarantees effectiveness and independence. TI/TT will pursue its engagement with eminent individuals, such as its current advisors with a view to achieving this. TI/TT will also seek legal advice on registration options for such an organisation, including on the transition of TT into a VNGO, and incorporation of TT staff into that VNGO' structure.* *As the timing for the establishment of a VNGO (or other appropriate local not-for-profit entity) is dependent largely on external conditions, TI/TT will update programme donors and other stakeholders regularly about progress.*	x	x	x
3.3 Developing and implementing a fundraising strategy for the post 2015 period *Recognising the graduation of Vietnam to lower-middle income country status as well as the changing donor landscape, TI/TT will develop a plan for income diversification and sustainability. Implementation of this plan will commence in 2014/2015 to enlist an increasingly diverse group of financial supporters during the second phase of this programme strategy (2016-2017).*	x	**x**	x

COMPONENT B: Public Sector Integrity, Diagnosis & Solutions

Contributing to the Knowledge and Evidence Base on Corruption and Anti-corruption in Vietnam, and Promoting Concrete Tools and Solutions to curb it.

Justification

Vietnam has, over the last decade, made a number of important national and international commitments to combat corruption. Significant progress has been made towards adopting a comprehensive legal and institutional framework to advance anti-corruption policy. Implementation and effective enforcement of existing norms, the strengthening of key anti-corruption institutions and the closing of remaining legislative gaps are now the key priorities.

This programme component aims to contribute to enhanced implementation of Vietnam's key anti-corruption policies and to the strengthening of the capacity of relevant institutions, focusing on where TI/TT has built up relevant expertise and evidence. To encourage positive developments in these areas, TI/TT will independently monitor and assess implementation and effectiveness of

selected anti-corruption commitments, policies and institution. On the basis of targeted research efforts and in particular the forthcoming National Integrity System (NIS) study, TI/TT will promote necessary improvements and changes through evidence-based and constructive advocacy. TI/TT will focus in particular where they have relevant experience and established credibility such on UNCAC and whistleblower protection. TI/TT's efforts to build constructive relationships with government stakeholders will be continued and expanded, in particular but not limited to the key anti-corruption agencies GI and OSCAC.

Compared to the previous programme phase (2009-2012), the emphasis of TI/TT's efforts under this programme will shift decisively from a focus on producing sector-based research to promoting concrete solutions through evidence-based advocacy. Research by TI/TT and other stakeholders to date already provides a vast base of knowledge and evidence about the nature and location of corruption problems and to some extent, people's attitudes and experiences. While TI/TT will add to this in a few selected areas as well as continuously update relevant research, the focus will be on supporting the implementation of practical approaches to address corruption.

A key initiative under this component is the application of an innovative approach to promoting local government transparency in at least one pilot location. Such a pilot would be a collaborative effort with a local authority to analyse risk areas, and to support the development and implementation of solutions for key policy areas. This approach is based on the experience of other TI Chapters, in particular TI Slovakia. The pilot project is initially expected to be conducted in three phases, aimed at a) identifying the areas which are prone to corruption in a specific pilot city/province, or district, b) developing anti-corruption policies/recommendations for each of the policy areas audited, and c) providing assistance to local governments willing to adopt the anti-corruption recommendations.

Framework

Purpose of Component B: Public Sector Diagnostics & Solutions

To contribute to enhanced implementation and enforcement of anti-corruption policy in Vietnam.

Results of Component B:

- Result B.1: A relevant and high-quality evidence base on (anti-)corruption is widely available and identifies priority areas for advocacy.

- Result B.2: Key anti-corruption policies and institutions are strengthened through advocacy, technical advice and application of solutions.

Activities

Activities		Timing		
		2013	**2014**	**2015**
Result B.1	**1.1 Monitoring, assessing and supporting UNCAC implementation** *Through this activity TI/TT will continue engagement with government stakeholders to advocate for the full and effective implementation of United Nations Convention Against Corruption (UNCAC) provisions in Vietnam. TI/TT will monitor progress on the recommendations made in its 2011 report on the first UNCAC review cycle, which covered Chapters III (Criminalisation and Law Enforcement) and IV (International Cooperation). For the second review cycle, TI/TT will produce an independent report on*	x	x	**x**

	implementation of Chapters II (Preventive Measures) and V (Asset Recovery) of the convention, planned for 2015 (dependent on actual review schedule). The findings will be used to provide inputs to the government and other anti-corruption stakeholders to promote comprehensive implementation of the spirit and letter of the UNCAC.			
	1.2 Sharing the findings of the annual Corruption Perceptions Index (CPI) and of the Global Corruption Report (GCR), conducting the Global Corruption Barometer (GCB) in Vietnam and sharing other TI publications with Vietnamese audiences as relevant. *TI/TT will continue to share the results of the annual Corruption Perceptions Index (CPI) with Vietnamese audiences through the organisation of launch events and outreach to the media. In 2013, TI/TT will also share the findings of the Global Corruption Report (GCR) on Education with Vietnamese audiences. Throughout the programme, TI/TT will also make relevant findings of other TI international research available to Vietnamese audiences, such as private sector focused data.* *Following the editions in 2010 and 2012 (to be released in mid-2013), TI/TT will conduct the Global Corruption Barometer (GCB) survey in Vietnam (planned for 2014), with a representative national-level sample size, and produce a detailed country analysis report. This report will provide an up-to-date evidence base of citizens perceptions and experiences of corruption, data that will be used throughout advocacy efforts in the programme in particular under component B (public sector) and component C (people engagement).* *In particular the GCB data will also provide the government and other stakeholders with a complementary source to the Vietnamese government's monitoring and evaluation of anti-corruption efforts.*	**x**	**x**	x
Result B.2	**2.1 Using the findings of the National Integrity System (NIS) study to promote changes in anti-corruption policy and practice.** *The Vietnam National Integrity System (NIS) study, to be released in 2013, will serve as a basis for evidence-based advocacy to promote improvements in policy and practice. As part of the NIS research and stakeholder engagement process, TI/TT will define concrete advocacy priorities and strategies (under the 2009-2012 TI Vietnam programme) and seek to build momentum for change. In this programme (2013-2017), the focus will be on implementation of those advocacy strategies. TI/TT will develop targeted materials for different stakeholders (e.g. government, civil society and business) and organise a series of advocacy events to discuss the NIS findings. NIS-based advocacy by TI/TT is expected to focus in particular on enhancing the role of civil society, citizens and elected bodies to fight corruption. This activity therefore links with efforts under component A (coalition-building) and C (people engagement), as well as to some extent component D (business integrity).*	**x**	x	

2.2 Piloting local (provincial or city-level) tools and solutions for increased accountability and transparency.			
Drawing on the experience and expertise of various TI Chapters, TI/TT will seek to pilot innovative solutions for local level transparency in collaboration with at least one "champion" local government.			
Based on a needs and interest assessment in 2013 and engagement of a local authority, TI/TT plans to adapt and apply TI Slovakia's "Transparent Town" model approach in one province or city. This will include collaborative identification of areas prone to corruption, carrying out a transparency assessment and producing a report with practical recommendations (2014). Where desired, this will be followed up with technical support from TI/TT to assist with the implementation of improvements (2015).	x	**x**	**x**
2.3 Providing ongoing technical inputs on key legislative issues, input to anti-corruption roundtables, as well as mobilising TI movement expertise to support emerging policy discussions, workshops and trainings.			
As acknowledged by various stakeholders, TI/TT has been able to successfully combine national and international expertise to make relevant contributions to the national anti-corruption process. TI/TT will continue these efforts, in order to influence policy and practice on key transparency and anti-corruption issues. This includes seeking out and using opportunities to comment on draft legislation and making available TI movement expertise for inputs into national anti-corruption processes. In particular, TI/TT will continue its engagement with the Anti-corruption Dialogue (ACD) roundtable process by producing topical papers, contributing to discussions and/or organizing relevant sideline events. Whereas TI/TT has so far been focused primarily on GI and OSCAC, it is planned to expand engagement with other key actors such as the National Assembly, MoJ and others (cf. Figure 3)	x	x	X
Thematically, TI/TT will focus its ongoing advocacy efforts on UNCAC-related and whistleblower protection issues. Evidence and experience generated under other programme components, e.g. from work with the business sector, will also contribute to these ongoing advocacy efforts.			

Justification

Corruption is a deeply-rooted problem. Without the active involvement of the people, it cannot be addressed in a sustainable way. Numerous brave individuals around the country have taken a stand against corruption, but the involvement of citizens in broader transparency and accountability initiatives has been hampered by the limited effectiveness of citizen engagement mechanisms in practice as well as - on the public policy level - mixed signals about the role of citizens in anti-corruption. Public awareness about corruption is acute, but the consequences of corruption are not always well-understood, and citizens have limited means to resist it. Those who do at times face serious personal repercussions. This contributes to widespread public apathy with regard to corruption. At the same time, a large majority of Vietnamese think that people can make a difference and are ready to participate and support others in challenging corruption (GCB 2010). Young people in particular demonstrate a keen interest in values of integrity (YIS 2011).

This component therefore aims at the sensitising of greater numbers of Vietnamese citizens, and in particular young people. This will contribute to the mobilisation of greater and sustained demand for anti-corruption from society, to support the implementation and enforcement of existing and future public policies. A particular focus will be on awareness-raising among young people, who make up the majority of Vietnam's population and face particular challenges with regard to corruption (YIS 2011). TI/TT will focus in particular on awareness-raising among young people in urban centres, but will also seek to reach (initially smaller numbers of) rural youth. To promote values of integrity and specific knowledge that can contribute to behaviour change, TI/TT will also target university students to equip them better for ethical professional careers. In this work, TI/TT will be able to build on existing achievements in engaging young people to promote integrity.

In order to promote changes in the environment for citizen engagement, TI/TT will contribute evidence to support better policy and practice to encourage whistleblowers. A further focus will be the promotion of a tested TI solution to support whistleblowers, victims and witnesses of corruption through the provision of free legal advice by a dedicated centre.

Finally, TI/TT plans to pilot – in collaboration with partners – concrete, innovative examples of citizen engagement to increase transparency and accountability. This may involve ICT-based approaches or more traditional means, for example to counter petty bribery in health services.

A key approach under this programme component will be the collaboration with highly motivated partners such as CSOs, educational institutions and others to implement concrete projects and activities to engage people.

Framework

Purpose of Component C: People and Youth Engagement

To increase the participation of people, especially the youth in the fight against corruption.

Results of Component C:

- Result C.1: Increased public awareness, understanding of, support for and engagement in the fight against corruption, in particular among the youth

- Result C.2: Victims and whistleblowers of corruption find more effective solutions to their grievances

- Result C.3: Examples of greater transparency and accountability in key public services as a result of citizen demand and engagement (in particular from the youth)

Activities

Activities		Timing		
		2013	**2014**	**2015**
Result C.1	**1.1 Raising awareness among young people about corruption, its effects and possible solutions through networks and work with partners** *With this activity TI/TT aims to reach at least 3000 young people, primarily in urban centres, with innovative and inter-active awareness raising activities. For this purpose, TI/TT will collaborate with individual partner organisations (CSOs and universities) as well as a wider network of organisations and individuals interested to promote youth integrity.* *In essence, this activity will see the continuation of TI/TT's present youth work, which combines engagement of young volunteers, outreach to larger groups of young people, trainings for young leaders, events and competitions and other creative activities to raise interest and understanding about integrity, transparency and anti-corruption among young people. A key feature of this work is that it promotes youth leadership, including with regard to deciding on concrete activities to implement. TI/TT's key role is in providing guidance, technical support and anti-corruption knowledge to partners and young people. Over time, the goal is to help widen the space for young people to take action, and engage them in anti-corruption work.TI/TT will also pursue engagement with professional media organisations such as VTV6 and VOV, as a channel for awareness raising activities on issues of transparency and anti-corruption, especially those targeted at young people.*	x	x	x
	1.2 Increasing young people's understanding and knowledge of corruption and anti-corruption through partnerships with educational institutions [LINK WITH D.2.4] *In order to engage the next generation of young professionals, TI/TT will put a special emphasis on developing ongoing collaboration with at least one university. This activity aims at equipping up to 300 students with a deeper understanding of corruption issues. TI/TT is also planning to provide regular guest lectures at selected universities. It will include one partnership with a business school (see also component D, activity 2.4).*	x	**x**	x

	1.3 Carrying out second edition of the Youth Integrity Survey (YIS), and widely promote its results. *In 2013, TI/TT plans to carry out and publish (2014) the second iteration of the Youth Integrity Survey (YIS). This will enable time-comparison of youth attitudes towards integrity and experiences with corruption, and enable evidence-based advocacy to influence key stakeholders, especially schools/universities and the media who shape young people's views and behaviours. The findings of the research will be widely promoted, and directly shape and feed into ongoing work in this programme component. It will also be taken up in ongoing TI/TT advocacy work in Vietnam under Programme Component B.*	x	**x**	X
	1.4 Using social media to engage young audiences, including by helping Youth Box Online Channel develop into a sustainable, youth-led initiative. *Youth Box Online (YBO) channel is a successful output of the TI Vietnam Programme 2009-2012. Run by two groups of young people in Hanoi and Ho Chi Minh City, it operates on YouTube and Facebook and features content produced by the youth such as interviews with experts and reports on TI/TT and other groups' youth integrity activities. It is supported by TI/TT and a number of volunteer advisors (young professionals). TI/TT will continue supporting Youth Box's development, with a medium-term goal of empowering the youth to run it with increasing independence while retaining its focus on promoting integrity.* *TI/TT will also explore additional ways of using social media to promote integrity and transparency among young people, as well as support efforts of others to do so.*	x	x	X
Result C.2	**2.1 Providing evidence and advocating for improved policy and practice on whistleblower protection.** *In 2015, TI/TT will publish a report on the state of whistle-blowing in Vietnam in 2015. Adapting a methodology successfully used in a similar effort in various European countries, this study will look at legal as well as cultural aspects of reporting corruption. To be published 3 years after the adoption of the whistleblower legislation in Vietnam, this report will be used to engage government, the business sector, media and civil society in identifying strategies and solutions to overcome challenges for whistleblowers. Over the second phase of the strategy this activity is expected to help contribute to concrete improvements of policy and practice. This activity also links with ongoing advocacy efforts under component B of this programme.*		x	**X**

	2.2 Identifying a suitable partner and fundraising for the implementation of a TI solution to provide free support and advice to victims and witnesses of corruption. *The Advocacy and Legal Advice Centres (ALAC) approach is a tested solution to encourage direct citizen engagement against corruption. It has already been successfully applied in more than 50 countries around the world. ALACs offer free legal advice for whistleblowers, victims and witnesses of corruption to help resolve legitimate citizen complaints, and use the data gained from case-work to as advocate for improvements to anti-corruption policy and practice. ALACs seek to work in collaboration with public authorities.* *Under this programme, TI/TT will seek to identify a suitable partner organisation for the implementation, and to transfer knowledge about this well-documented approach to Vietnamese collaborators. The expected results of this activity are the establishment of a formal collaboration between TI/TT and a suitable implementing partner, as well as successful fundraising for the implementation of the ALAC. Implementation of a separately funded project is expected to begin in 2014. Please also refer to the Risk Management section of this document for additional information.*	x	**x**	
Result C.3	**3.1 Supporting pilots of innovative citizen and youth monitoring approaches** *This activity aims at piloting – together with partners – at least two concrete examples of citizen engagement initiatives to improve transparency and accountability.* *This will be done with a particular view to addressing at least one of the following issues: increasing transparency and accountability in public services (e.g. health sector envelope payments), ICT based solutions, engaging poor or marginalised people, engaging youth in monitoring initiatives.*	x	x	X

COMPONENT D: Business Integrity

Raising Awareness and Promoting Participation of the Business Sector in Addressing Corruption.

Justification

Where corruption is rife, companies can be victims or drivers of illicit behaviour. For this reason, a sustainable response to the corruption challenge has to engage businesses to identify practical solutions. Compared to the public sector, the role of business in fighting corruption has so far received less attention in Vietnam. The legal framework to deal with corporate corruption remains unfinished. Many businesses face significant integrity challenges in their operations. Research by the World Bank, VCCI and others show persistent corruption concerns in areas such as procurement (both public-to-private and private-to-private) and in the daily interaction of private sector actors with government officials. Overall, the business sector is still insufficiently engaged in countering corruption. By and large, companies are for example reluctant to exercise the rights provided by the procurement rules, e.g. to enquire about procurement opportunities and to challenge procurement decisions. Few companies have codes of conducts or programmes to encourage

integrity in the procurement process. Overall, considerable differences in awareness, attitudes and needs for solutions exist within the foreign investment, private and state-owned sectors. Concerns over widespread corruption and lack of transparency are hurting Vietnam's prospects of attracting foreign investment.

Important national and international commitments have been made by the Government of Vietnam to address business' role in corruption, for example in the Anti-corruption law, the National Anti-corruption Strategy towards 2020, UNCAC, the ADB/OECD Action Plan and APEC. Increased enforcement of legislation with extra-territorial reach, such as the UK's Bribery Act also has a direct impact on businesses operating in Vietnam. A number of relevant initiatives including the Integrity and Transparency in Business (ITBI) initiative implemented by VCCI, and sectoral approaches such as EITI and CoST are being promoted by various actors. The 12th Anti-corruption Dialogue process in 2013 will have a focus on business and can provide a good opportunity to broaden the participation of the business sector in anti-corruption.

This component builds on learning from TI/TT's involvement in the Steering Committee of the ITBI as well as the considerable experience of the global TI movement in working with the private sector, including in South East Asia. While to date, TI/TT has had limited engagement with the business sector in Vietnam, promoting business integrity is seen as a highly strategic area for engagement. TI/TT is therefore planning to invest efforts to build the relationships and local expertise required to make a sustained impact on business practices with this programme by 2015. This will include building up a small business-focused team within TT.

During the programme period (2015-2017), TI/TT will pursue a double-pronged strategy, seeking to promote collective action approaches on the one hand, and engaging individual "champion" businesses on the other. Promoting collective action will involve interaction with multiplier organisations such as the Vietnam Business Forum, business associations and chambers of commerce. This will help identify sector priorities, for example in key export industries, and common ground for coalition-based advocacy. Engagement with individual businesses will initially focus on collaboration with the FDI sector and Vietnamese businesses operating in global supply chains as well as those looking to expand their business internationally.

TI/TT believes that both collective and individual actions are required for sustained impact. In the present context, some flexibility will be required in order to focus efforts where initial engagement shows the most convincing opportunities for change. Result D.1 therefore initially foresees the main impact of TI/TT's work to be at either the company *or* the sector level. Following the mid-term review of the programme in 2015, it is expected that this result can be refined at both levels.

Framework

Purpose of Component D: Business Integrity

To encourage businesses to play an increasingly active role in promoting integrity and transparency, and to apply anti-corruption standards and tools.

Results of Component D:

• Result D.1: Up to two sectors or companies have demonstrated sustained commitment to anti-bribery (by 2015)

• Result D.2: Existing and emerging integrity/anti- bribery initiatives are proactively supported by TI/TT

Activities

Activities		Timing		
		2013	**2014**	**2015**
Result D.1	**1.1 Identifying new partners and allies** *TI/TT will focus initial efforts in this Programme Component on outreach to umbrella organisations and actors such as the Vietnam Business Forum (VBF), foreign and sector chambers of commerce and associations, selected foreign and domestic businesses as well as CSOs active in promoting Corporate Social Responsibility (CSR). It is on this basis that partners will be identified to implement further activities in this Programme Component. This will be a series of meetings to be conducted by TT management and increasingly, specialist TT staff with a private sector background. These will also serve to identify achievements, gaps and synergies with regard to the activities of other stakeholders.*	**x**		
	1.2 Developing an online anti-corruption resource for Vietnamese business audiences *While such an effort has begun in the context of the Integrity and Transparency Initiative (ITBI) implemented by VCCI, the full development of its potential and its sustainability may not be guaranteed. For this reason, TI/TT plans to collaborate with others - including potentially VCCI - (see above 1.1) or set-up its own online portal to provide practical tools and regular information (by TI/TT staff and external contributors such as compliance professionals). This resource will be widely promoted to Vietnamese business audiences.*	x	x	x
	1.3 Facilitating implementation of integrity programme at sector *or* company level *Building on experience within the TI movement (e.g. from Colombia and Malaysia) TI/TT will seek to promote two sector or company-wide integrity pledges. This will involve extensive outreach to identify sector and/or company champions (through activities 1.1 and 2.2) who are willing to engage in collective or individual action efforts. When this is secured, TI/TT will provide resources and technical support to such an initiative.* *The decision on whether to initially focus on a sector (where TI/TT would primarily play a facilitating role) or company level effort (which implies a greater level of technical support) will be taken on the basis of stakeholder feedback (see activity 1.1) during the first year of the programme. Initial consultations highlighted the relevance TI/TT's plan to focus on promoting collective action approaches.*		**X**	**x**

Result D.2	**2.1 Contributing to the 12th ACD through a research/ discussion paper** *In support of the 2013 Anti-corruption dialogue (ACD), which will focus on the business sector, TI/TT plans to produce an original analytical paper to highlight challenges and solutions to engage the Vietnamese private sector in the promotion of transparency and anti-corruption.*	**x**		
	2.2 Supporting and encouraging existing business integrity initiatives through collaboration in outreach/ advocacy events and seminars with a focus on issues of direct relevance for business (such as legal developments, procurement and supply chain issues, practical integrity tools) *Together with partners (see above 1.1), TI/TT will convene and support business anti-corruption events to engage companies and sectors in solution-focused debate.* *This activity will be approached with a view to supporting and encouraging existing initiatives wherever relevant. This will gain intensity over the 2014-2015 period, beginning with one such event in 2014, and building up to a regular series in 2015. The issues for discussion will be defined with partner organisations and focus on such areas that offer concrete value-added and incentives for business audiences, e.g. key international and national legal developments, procurement and supply chain issues, introduction of practical integrity tools for business.* *TI/TT will make available TI movement expertise (through expert speakers and advice mobilised from other TI chapter, including in the South East Asia region), as well as increasingly its own national expertise.*	x	x	x
	2.3 Conducting advocacy to close gaps in the legislative framework relating to business' role in fighting corruption *Through the other activities planned under this Programme Component and Programme Component B, TI/TT will further conduct advocacy to address key policy gaps such as the legal definition of corruption, private-to-private transactions, as well as procurement related issues.*	x	x	x
	2.4 Building a collaboration with at least one business school to integrate anti-corruption education for future business leaders and entrepreneurs. [LINK WITH C 1.2] *This activity links to efforts under Programme Component C, in particular activity C 1.2. TI/TT will develop collaboration with at least one business school to promote anti-corruption education for future business leaders and entrepreneurs.*		**x**	x

COMPONENT E: Climate Governance Integrity (subject to separate project funding)

To engage effectively in policy development on, implementation and monitoring of climate finance and governance, in particular on REDD+

Justification

Vietnam is amongst the 5 countries worldwide that are most vulnerable to climate change. Climate change adaptation and mitigation is one of the key challenges Vietnam confronts in the coming decades. The donor community has pledged hundreds of millions of US dollars to assist with relevant efforts, and the Vietnamese government has adopted a long-term national strategy to respond to climate change. Preventing corruption risks in the systems and financial flows designed to support this process is a timely priority.

Through its participation in a regional project to address corruption risks in the Reducing Emission through Deforestation and Degradation (REDD) process, TI/TT has developed initial capacities and expertise to engage in this important area. In the next years, TI/TT will seek to expand its efforts to help prevent corruption in Vietnam's response to climate change.

Specific project-level work will be subject to the inclusion of Vietnam in a future international climate governance programme managed by TI-Secretariat from Berlin, or the development of a separate locally funded programme component.

Framework

Purpose of Component E: Climate Governance Integrity

To engage effectively in policy development on, implementation and monitoring of climate finance and governance (including REDD+)

Results of Component E:

- Result E.1: Enhanced knowledge of climate finance and governance (including REDD) of TT, its partners, and other relevant stakeholders (Draft)
- Result E.2: Increased cooperation, partnerships and networks on climate finance and governance in Vietnam (Draft)

Activities

➢ To be developed for a separate programme

RISK ASSESSMENT

The TI Vietnam programme 2013-2017 is designed with a view to striking a balance between innovative approaches and those where TI/TT has already built up a track record and credibility with stakeholders, such as advocacy and technical contributions to public policy development.

While a strong foundation has been laid as a result of TI/TT programme work in Vietnam to date, a number of risks and challenges may impact on the TI Vietnam programme 2013-2017. The following are the key areas of risk and management strategies identified by TI/TT:

Risks H=High M=Medium L=Low	Probability	Importance	Risk management strategies
External risks:			
1. Political commitment to fight corruption is weakened and environment for AC becomes less conducive (e.g. leading up to the 12th Party Congress in 2015/2016), reducing the commitment to work with, and potentially affecting the operation of TI/TT	M	H	The programme focuses on contributing to greater demand for fighting corruption in government, private sector and society seeks to address this potential risk. TI/TT will continue to look for willing partners and strengthen relationships with existing partners to sustain their interest and commitment. TI/TT's ability to respond and adapt to a changing context, coupled with flexibility in programme delivery will help mitigate this risk.
2. Public apathy towards corruption and the need for AC measures, diminishing the willingness to engage with TI/TT	M	H	In particular the People & Youth Engagement & Support component (C) seeks to counteract this risk by mobilising people's interest in anti-corruption and aiming to empower people to resist corruption. Increased outreach to other CSOs and mass organisations will engage more people in promoting anti-corruption. TT will seek to identify and promote positive stories of change.
3. Less conducive environment for CSO development and engagement on anti-corruption, affecting the ability of TI/TT to identify and work with partners	L	H	Ensure good relations with key anti-corruption agencies and collaborating with credible International /VNGOs that have the ability to navigate existing space. Through programme component A, TI/TT specifically seek to strengthen the engagement

			and credibility of CSOs in the anti-corruption area. Solidify the presence of TI/TT as a credible local civil society actor through adequate legal structures, prudent and constructive engagement with the authorities.
4. TT is being shut down by the authorities	L	H	TI/TT will continue to pursue a constructive and solution oriented approach and to build on its recognised successes in engaging with government and other stakeholders to mitigate this risk.
5. Donor funding to Vietnam is drastically reduced, affecting the ability of TI/TT to sustain its programmes	M	M	TT will aim to mobilise long-term grants and diversify funding sources. A fundraising strategy to identify options for alternative income sources will be developed and implemented as part of the programme. This will include diversification of income sources, including towards private sector contributions as well as income types such as project-based support (2015-2017). See also section on sustainability.
6. No suitable partner for the implementation of ALAC can be identified. (activity 2.1 component C)	M	L	Given the importance of independence and professionalism for the successful implementation of the ALAC approach, this is a possibility. However, TI/TT is confident that a suitable and committed partner can be identified even if this may take longer than initially expected. The impact on the success of this programme would be low. Should there be greater than expected difficulties in finding a partner, TI/TT will focus on bringing the ALAC experience to application through other means, i.e. focusing on supporting the strengthening of official complaints mechanisms and support to thematically focused corruption complaints mechanisms, e.g. those run by other CSOs.
7. Innovative pilot interventions are not showing expected success	M	L	Innovation and learning are explicitly desired under specific activity areas (e.g. activities B 2.2, C 3.1), in order to identify new and effective ways to counter corruption. These will be implemented in controlled environments, and be of a scale that will allow TI/TT to determine likelihood of longer-term success after periods of 6-12 months. Overall, these pilot-type activities form only a limited portion of the planned activities. Programme donors will be fully informed about ongoing progress in such areas.
8. TI/TT programmes are not approved or accepted by the government, affecting the	M	H	The tried and tested programme implementation approach of the 2009-2012 programme will be continued. Individual programme activities will

legality and feasibility of TT operations			be pursued through collaboration with partner organisations who will seek approval from the relevant authorities.
Internal risks:			
8. Leadership transition from the founding Executive Director reduces TT's presence and increases its vulnerability	M	H	TI/TT will implement the succession plan (which is already in place) and continue to strengthen of the leadership capacity of the TT management team. Likewise, the engagement of TT's advisors will be strengthened.
9. Difficulties in attracting and retaining qualified technical staff, leading to reduced programme quality and support from stakeholders	L	M	TI/TT will offer competitive salaries, learning opportunities and an intellectually stimulating working environment. To support the implementation of this programme, TI/TT plan to hire experienced professionals to strengthen the team in key areas such as engagement with government and business stakeholders.

MANAGEMENT ARRANGEMENTS

The implementation arrangement of the current TI Vietnam Programme phase 2009-2012 will continue. The TI Vietnam programme (2013-2017) will be implemented by Transparency International Secretariat (TI-S), supported by Towards Transparency as TI National Contact on the ground in Vietnam. For at least the first three years of implementation (2013-2015), TI will be the counterpart and primarily accountable for any donor funding received in support of the programme.

TI/TT also expects to be able to continue engagement with programme donors on the basis of the successful and positive experience from the previous TI Vietnam programme (2009-2012). This involved a flexible approach on behalf of the donors that enabled TI/TT to react to emerging challenges and opportunities, close working relationships and collaboration on anti-corruption priorities as well as strong accountability of TI/TT towards the donors, including regular bi-annual donor meetings and thorough reporting.

Roles of implementing partners

The TI Secretariat (TI-S) in Berlin, through its Asia Pacific Department (APD) will be the programme manager for the TI Vietnam programme and ultimately responsible for its implementation. In Vietnam, Towards Transparency (TT), TI's contact group in Vietnam coordinates and oversees the project execution.

As in the previous 2009-2012 TI Vietnam programme, Towards Transparency does not conduct any other activities outside the framework of the TI/TT 2013-2017 programme. TT will concentrate on this work if this programme is approved as designed in this document. In the future, if Towards Transparency wishes to conduct other activities, or is proposed to undertake other activities, in the area of anti-corruption in particular, the approval of the TI-S in Berlin will be sought. In any case, Towards Transparency would prioritise such additional activities that are undertaken within TI's international movement as per the TI 2015 global strategy.

TT will support the implementation of the programme by developing and maintaining relationships with local stakeholders, identification and support of partner organisations. In addition to anti-corruption, research and communications expertise, TI Secretariat has significant experience in managing large-scale donor funded programmes, as well as organisational and network development experience. Through the TI Secretariat, the programme will benefit from access to international a wide range of anti-corruption expertise, as well as research and communications support.

A part-time (15%) programme coordinator at the TI-S in Berlin, reporting to the Regional Director for Asia Pacific (2.5%), is in charge of the programme and responsible for communication and exchange of information, as well as content support to TT. In order to fully support this programme, a part-time (50%) grant officer supports the daily operations and financial management for the programme. Specialist staff in TI-S' Research and Knowledge group (7.5%), as well as the Communications department (5%) will support efforts under this programme on an ongoing basis, including for quality control. For Towards Transparency, the Executive Director leads the project execution, supported by two additional TT management team (MT) members at

Deputy Director level (one national and one international staff).[1] TT's current total team of 11.5 FTE positions (including TT management team, a part-time senior advisor and a specialist forestry team implementing a separate project) is expected to remain in place for the 2013-2017 programme. For the successful delivery of this programme, TI/TT expects to add two full time senior staff positions (see below for more detail).

A full roles and responsibility chart detailing the roles and responsibilities of TI-S and TT is currently being developed, and will be made available to programme donors upon request.

TT Staffing Plan

During the TI Vietnam programme 2009-2012, Towards Transparency (TT) has been able to build up its basic staff complement consisting of currently 11.5 Full-time Equivalent (FTE) positions. These positions will remain in place for the first three years of implementation of the TI Vietnam programme 2013-2017, i.e. for the 2013-2015 period that funding is sought for under this proposal. In addition, TT will add two key new positions to support the delivery of the programme, and to increase the overall seniority of its team. The planned staffing for the 2013-2015 will look as follows:

Position	Current Status	Comments
Executive Director	Currently vacant, to be filled by 1 January 2013	*Management Team (MT) member.* The national Deputy Executive Director is currently exercising this role in an interim arrangement
Deputy Executive Director (National)	Existing	*Management Team (MT) member.*
Deputy Executive Director (International)	Existing	*Management Team (MT) member.* This position is expected to transition into a role filled by a national employee from 2015.
National Senior Advisor	Existing	This is a part-time (50%) position.
Finance and HR Manager	Existing	*Ad-hoc Management Team (MT) member.*
Programme Manager	Position to be filled by 1 March 2013	These are two new, key positions to support the delivery of the 2013-2017 programme. Detailed job descriptions are currently under development, but it is expected that their focus will be government and private sector engagement, respectively. The programme managers will be a key role in supporting the Deputy Executive Directors in delivering the four programme components, including through extensive engagement with external stakeholders.
Programme Manager	Position to be filled by 1 March 2013	
Private Sector Advisor (AVI)	Position to be filled by 1 August 2013	This will be a volunteer position.
Management Advisor (AVI) –	tbc.	This is a second volunteer position,

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[11] At the time of submission of this proposal, the position of Executive Director is vacant. The national Deputy Director has been appointed as interim Executive Director. The recruitment process for the Executive Director position is ongoing, which is expected to be completed at the beginning of 2013.

tbc.		currently under discussion. Priority will be placed on filling the Private Sector Advisor position, however.
Publications and Research Officer (AVI)	Existing (until August 2013)	This is a volunteer position supported by Australian Volunteers International (AVI). As expected, this position will be discontinued from August 2013. However, conversations are already underway regarding up to two new volunteer positions supported by AVI.
Communications Officer	Existing	
Youth Officer	Existing	
Programme Assistant	Existing	
Finance and Administration Officer	Existing	
Office Assistant	Position to be filled by 1 June 2013	
IT Support	Existing	Part-time support on consultancy basis
PAC REDD Project Officer	Existing	This position is supported by a separately funded project.
PAC REDD Project Assistant	Existing	This position is supported by a separately funded project.

Sustainability

Throughout the programme design and implementation, sustainability considerations played a central role. The results of the programme are aimed at long-term sustainability through changes in the policy and practice of public, private and civil society stakeholders that contribute to the reduction of corruption, and increased transparency and accountability.

Many challenges lie ahead in Vietnam as a number of donor organisations who have played important roles in supporting anti-corruption efforts in Vietnam are phasing out their presence in the country, and there will be a need to identify and support new actors that can be engaged in the anti-corruption work. The design and implementation of the programme therefore has a strong focus on collaboration and empowerment of others civil society actors, organisations as well as individual to address the current capacity gap. CSOs, government agencies, people and youth, and private sector actors will be the programme targeted beneficiaries, whose capacity to fight corruption will continue to be enhanced through collaboration work with TI/TT. Organisationally, TI/TT will pursue a long-term vision of accrediting a full TI Chapter in Vietnam.

Financially, the programme includes a strong focus on developing increasingly diversified sources of income especially for the post 2015 period. This includes the design of the programme itself. From the start of implementation, fundraising planning and outreach will be pursued to mobilise financial support from new donors, including businesses, wealthy individuals and philanthropic sources for the second phase of the programme (2016-2017). Prior experience of TI in working in other middle income countries is expected to be beneficial in this regard. The programme's focus on people engagement and increasing engagement with the business sector is also expected to broaden opportunities to mobilise volunteer, pro-bono and financial support from new audiences.

The budget for the programme has been designed to take into account the changing donor landscape in Vietnam. The first phase of the programme (2013-2015) will see a slightly increased expenditure profile as well as a strengthening of TT's staff complement compared to 2009-2012. However, the spending profile will decline from 2014 to 2015, and implementation of the second phase of the strategy (2016-2017) will rely on a stable or slightly smaller number of increasingly senior staff, supported by a board composed of experienced professionals.

Gender Issues

While specific findings may vary on how gender and corruption interact, it is clear that corruption undermines attempts by countries and citizens to tackle poverty and gender inequality. According to TI's survey work on the general public's experience of corruption, the Global Corruption Barometer[1], corruption acts as a regressive tax on poor families who face more bribe demands when accessing state services. In this context, women and girls are often more exposed and vulnerable to the effects of poverty and corruption. 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 and Youth Engagement and Support component specifically addresses gender, whilst in other components particular attention is paid to integrating gender issues in designing and implementing activities where it is relevant. Recent TI efforts in mainstreaming gender have highlighted some areas that should be part of promoting this activity and policy alignment[2]. These areas are as follows:

Gathering gender-specific information
Disaggregated data will be gathered through research undertaken as part of work under components B and C in particular. *[see research activity B.1.2 and C.1.3]*.

Efforts to engage women in combating 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.1.1 and C.1.2* will ensure outreach to young women specifically; and *activity C.3.1* looks at 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 to perceive and include gender more holistically in TT's 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 A2.1, A. 3.1 – and A.3.2]*.

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.

Research standards are ensured by TI policy and research staff as well as by the Asia Pacific Department of TI-S. 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 TI

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

programmes and projects. Finally, all TI publications are vetted by an interdepartmental editorial committee and libel checked by TI lawyers prior to publication.

Monitoring, Evaluation and Learning

The programme Monitoring, Evaluation and Learning (MEL) framework is being submitted to prospective programme donors with this proposal. In support of the framework TI/TT is currently developing a comprehensive MEL system for data gathering.

Before the start of programme implementation, TI/TT will continue work to refine and simplify this framework in consultation with programme donors. At the beginning of programme implementation, baseline data will be gathered, which may lead to further refinement of indicators and targets. TI/TT approaches monitoring and evaluation as a means for continual learning and improvement. In particular the Targets therefore have been set with a view to being ambitious. It is not expected that all targets can be met. Rather, TI/TT expects to learn from such instances where this is not the case, and use the learning for improvement and – where necessary – changes to the programme to achieve the best possible impact.

The MEL framework for this programme is aligned to the TI Movement-wide Planning, Monitoring, Evaluation and Learning Framework to address the need to monitor the work of TI Movement-wide.

An external evaluation of the programme in 2015 will provide a review of:

- relevance of purpose and intended results areas
- achievement against these intended results
- effectiveness of activities
- efficiency of Programme management
- sustainability of the Programme

For TI/TT, this evaluation will come at the mid-point of the 2013-2017 programme. For programme donors, this evaluation is expected to serve as the final external evaluation for their support to the 2013-2015 phase of implementation.

TI/TT capacity development activities will be monitored along a set of initial M&E indicators included in the overall M&E framework. The use of the TI capacity assessment tool provides a starting point from which to form a baseline with key information on TT's capacity. A renewed assessment of TT's capacity will be carried out in Q1 2013 to deliver baseline information in the following dimensions:

- Ability to be
- Ability to organise
- Ability to achieve
- Ability to relate
- Ability to adapt and learn

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. For all in-country travel, TI/TT applies UN-EU and Ministry of Finance cost norms.

Environment

TI/TT will implement a separate project on climate governance integrity representing a clear environmental objective. Beyond this, both the TI Secretariat in Berlin and TT continue to pay particular attention to environmental responsibility in implementing all programme activities.

The amount of air travel presents a particular environmental challenge in the Programme, and while acknowledging the importance of personal contact and face-to-face dialogue, TI/TT seeks to minimise need for travel as well as to find the most environmentally friendly flight routes in planning the travel necessary to implement the programme. Telecommunications, including video- and teleconferencing, is also used to the greatest extent possible to reduce the amount of travel required for the programme.

TI is currently collating information about the travel mileage of its staff, and once the size of its carbon footprint is clear, TI will seek to find credible and accountable methods to offset this.

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OVERALL BUDGET

OVERVIEW: PROGRAMME BUDGET	YEAR 1 Total Costs (EUR)	YEAR 2 Total Costs (EUR)	YEAR 3 Total Costs (EUR)	TOTAL PROGRAMME COSTS (EUR)
	572,811	670,787	609,097	1,852,695
COMPONENT A: Institutional, Capacity and Network Strengthening	156,755	171,873	155,993	484,620
COMPONENT B: Public Sector Diagnostics & Solutions	124,250	161,248	126,063	411,560
COMPONENT C: People and Youth Engagement & Support	176,215	198,022	162,586	536,824
COMPONENT D: Business Integrity	99,458	121,590	130,453	351,501
COMPONENT E: Climate Governance Integrity	0	0	0	0
MONITORING & EVALUATION	2,500	2,500	20,000	25,000
AUDITS	2,500	2,500	2,500	7,500
PROVISIONS FOR CONTINGENCY RESERVE	11,134	13,055	11,502	35,690

For the detailed programme budget, please consult **Annex 1.**