PARTNERSHIP FOR TRANSPARENCY

Partnership for Transparency
Tools and Approaches Report

2001 to 2022

As of October 2023

Executive Summary

This report is a reference document containing the tools and approaches which have been used by PTF and its affiliates over the last two decades in dozens of countries. Understanding which tools have been used and in what context can be useful in determining why they have been effective and where they may most appropriately be used in the future. This report is divided into seven sections reflecting the life cycle of a project:
- Baseline Assessment and Data Collection
- Stakeholder Engagement
- Capacity Building
- Independent Monitoring/Social Accountability
- Evaluation of Outcomes
- Knowledge Sharing
- Policy

A 40-page annex at the end of the report provides specific examples of projects which used each of the tools described as well as the context in which they were used. It also provides links to find more information on each of these projects.

How to Use this Guide

This report can be used as a guide when designing a project to determine which types of tools might be most appropriate for the context and aims of the project. The main parts of the report - namely Sections 1-7 - can be used to find a list of tools as well as their purpose and use. Subsequently, Annex I can be used to find specific examples of projects in which these tools were used, links for more information on how these projects were designed and implemented, as well as the context which defined and shaped the use of these tools. As such, this report can be used to find appropriate tools for project design and implementation, as well as for examples of projects which have used these tools.

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PTF Approaches and Tools Report

Introduction

The purpose of this report is to establish an understanding of and to compile a list of tools previously used in the context of good governance and anticorruption activities, notably by PTF and its affiliates. It is important to note that these tools have mostly been used by PTF's local partners rather than by PTF itself. PTF's role is to help train local partners and guide them in implementing projects, but has also used these tools in projects it has developed.

Understanding which tools have been used and in what context can be useful in determining why they have been effective and where they may most appropriately be used in the future. It can also serve as a reference document with a relevant summary of tools used in PTF projects over two decades in dozens of countries. This can provide future PTF partners with an overview of how PTF works, and how it implements its projects on the ground. This report has the purpose of defining PTF's niche and comparative advantage when contemplating both international and local partnerships. This list will identify gaps which need to be filled either by using/developing more tools or by finding partners which can complement PTF's strengths.

The tools have been organized to represent the life cycle of a project focusing first on assessment and data collection tools, then on stakeholder engagement, capacity building (and training), independent monitoring tools, evaluation of outcomes, and finally knowledge sharing and policy tools. The latter two focus on ensuring the compilation and dissemination of successful practices for future use, and on assisting or lobbying governments to develop policy taking account of transparency and accountability standards. An annex at the end of the report provides a comprehensive (though not exhaustive) list of projects used to develop this report compiled by tool.

This report describes the tools used for the implementation of anticorruption projects after the project design process, the financing process, and following the selection of a project partner. This complements other reports developed by PTF to provide overviews over how it has dealt with these respective processes. For the purposes of this report, tools and approaches are defined as follows:
- A **tool** is defined as an activity aimed at achieving a project objective.
- An **approach** is defined as the use of a set of tools to achieve a project objective.

Given that PTF and its affiliates continue to implement projects in various parts of the world, it is important that this document be updated in order for it to remain relevant, useful, and complete. A mechanism should therefore be put in place to ensure that this document can be updated biannually with tools and approaches used in these latest projects.

1. Baseline Assessment and Data Collection

These knowledge-gathering tools can be important in assessing the conditions at the start of a project: namely relating to the state of current legislation, corrupt activities, the different stakeholders involved, the public's views, and CSO capacities to promote accountability. According to PTF and U4's Practice Insight, an assessment of the local context for project implementation includes an analysis of a number of factors including "access to information; the willingness of authorities and other CSOs to engage; the technical and financial capacity of partners and other project stakeholders; and citizen willingness to participate in the development processes".[1] Assessment and data collection tools can analyze many of these through public consultations, baseline or assessment studies, and different forms of data collection. They can be important to identify and prioritize community interests, as well as set out paths about where or how to act.[2] More crucially, the gathering of baseline data is fundamental to enable determination of the impact of an intervention after the completion of a project (i.e., whether it was effective).

1A. Stakeholder Mapping and Interviewing Tools

- **Individual**
  - **In-Depth Interviews of Stakeholders** - this can provide an effective understanding of the different sides of an issue (i.e., government, CSOs, bidders for procurement services, etc.), and can lead to a different program design for more effective local implementation.

- **Collective**
  - **Public Consultations/Stakeholder Mapping** - These serve to assess the beliefs of local communities/stakeholders about the ongoing situation relating to corruption. A range of tools can be used in this regard. The end-results of this process, which may include the use of other tools described in this section, can be published in the form of the study as described in Section 1C.
  - **Community gatherings/household surveys** - these provide the opportunity to learn about a community's views on perceived corruption/misadministration as well as potential avenues for action. They also provide the opportunity of promoting local trust and understanding of a project's aim prior to its implementation.
  - **Focus group discussions/Roundtables** - where a small number of stakeholders discuss a project or service amongst themselves and (often) subsequently with a representative of that project/service. This can help identify the concerns of various constituencies (such as women, children, people with disabilities, etc.). Roundtables are similar but typically at a higher level and often dealing with broader national policy issues.
    - **Launch events** - these can play a similar role by bringing multiple stakeholders together at the start of a project, and can bring projects to the attention of a wider audience. A PTF project monitoring public procurement in Ukraine (2016-2019) held a high profile launch event attended by 130 people, including 45 CSOs and individuals active in procurement monitoring. It brought together those both those in charge of designing and implementing the ProZorro (online public procurement) system with key actors involved in public procurement monitoring. This "helped forge links within

this community in Ukraine which was critical to successful CSO training and monitoring in the future".[3]

- **Surveys/Questionnaires** - multiple projects included the use of surveys either among relevant stakeholders or among the population to understand their perceptions on a given subject - usually with regards to the effectiveness of anticorruption measures/standards.

1B. Scoring Tools

- **"Integrity Scan"** - organizing workshops at the start of the project to "assess the integrity situation [through a] participatory workshop, during which stakeholders score risk areas in terms of integrity principles". This WIN tool is usually done through a one day workshop, with policymakers, local government officials, CSOs, and sectoral representatives; it can serve to promote a dialogue and start/sustain a change process to reduce corruption risks.[4]
- **"Community scorecards"** and **"citizen report cards"** - the former, developed by CARE, uses community "assessment and scoring of service delivery issued by both men and women [and] marginalized groups [as well as the] scoring of service provision issues".[5] This is followed by meetings between the community, service providers, and government officials about addressing these issues. Digitalized versions of this assessment tool are being piloted. The latter works under the same basic concept, with citizens scoring the state of public services and suggesting improvements. They can strengthen the accountability of service providers to their clients as well as increasing citizen participation. They can also provide data by citizen category, and can be used at the outset, during, and after a project to assess progress. These have already been used in PTF-funded projects, including in PTF Europe's BRIDGE-GAP project in Ghana (2020-2021).[6]

1C. Studies/Assessments

- **Baseline/Assessment Studies** - these seek to provide an overview of the current state of anticorruption legislation and their implementation in a given area, as well as relevant stakeholders and potential beneficiaries of an intervention as well as their views on the state or consequences of corruption. These may identify gaps in the existence of relevant legislation and/or in its implementation, and may provide guidance to a CSO about where to prioritize its activities in response. It can point out the relevant actors responsible for corruption and/or for the implementation of anticorruption legislation, and be useful for stakeholder mapping. As such, they can also identify the capacity of CSOs or other actors to act on these issues. These studies may - in some cases - also include a number of public consultation tools.
  - The PTF public procurement monitoring project in Ukraine (2016-2019) used assessment studies to assess the needs and knowledge of CSOs to carry out public procurement monitoring. This was necessary to assess training needs.[7]
  - **Developing indicators to measure the effectiveness of the project** - one early assessment sub-tool is that is often used as part of baseline studies is to develop specific and measurable indicators which can be measured at baseline, at continuous intervals, and upon completion of the project to track progress in achieving the project's objectives.

- **Desk review: international best practices** - this seeks to provide an overview of legislation and best practices used in the rest of the world, usually relating to anticorruption and transparency issues. It can identify areas where the target country in lagging, and suggest potential courses of action about how to resolve these issues.

2. Stakeholder Engagement

These tools seek to work with the different stakeholders in designing and implementing a project. The aim is to enable community ownership and engagement in the project's implementation and outcome, and therefore to promote its likelihood of success. It is by working with all stakeholders involved that it is possible to understand the root causes of corruption, and to find ways to promote good governance and accountability. Several projects have specified that public officials are more collaborative working on a project combatting corruption if they are involved from the early stage of project conception. This section is divided into two types of stakeholder engagement:
- **Multi-stakeholder engagement tools**, which seek to bring several stakeholders together to discuss an issue.
- **Institutional engagement tools**, which seek to promote engagement with government ministries as well as other public agencies and bodies.
- **Awareness raising tools**, which seek to raise awareness among stakeholders about anticorruption issues as well to promote their engagement in this regard.

2A. Multi-Stakeholder Engagement Tools

- **Workshops/conferences** - these can provide an opportunity for multiple stakeholders to come together to learn about the work being done by the local CSO. These can be also be used for awareness raising purposes, as well as for training.
  - In one PTF project in Argentina which concerned clarifying and strengthening the role of the Auditor-General, the local CSO organized a workshop for journalists and students to enable them to better understand the work of the Auditor-General and a multi-stakeholder seminar about the role of the media in monitoring the public audit process.
  - These can be important in raising awareness about corruption issues in an area, and to explain what the CSO aims to do about; this can promote greater community engagement in a project's implementation and success.
  - A PTF review of tools used in the health sector found that multi-stakeholder events usually yield great results, but that they can occasionally end in confrontation - citing the case in Uganda when some people dissatisfied with the event "went to raid the office of one of the doctors where they found a cache of stolen anti-malarial drugs". It stressed the need for careful planning and professional moderation.[8]
- **Roundtable discussions** - these can provide an opportunity for different stakeholders to come together and discuss an issue in relatively private setting (as opposed to a workshop/hearing).
- **Programs targeting specific groups** - The EIB Guidance Note provides examples of tools specifically targeting the engagement of stakeholders such as women, Indigenous persons, and other marginalized and vulnerable groups.[9] Some PTF projects have also specifically

targeted youth. This can include the creation of events or programs to promote their engagement.

- • "**Governance Camp**" - this is used as a method to promote youth involvement in anticorruption processes. A PTF project implemented by the Boy Scouts (TOBSPA) in the Philippines (2007) created a "Governance Camp for Emerging Anti-Corruption Scout Crusaders" which included a module for 12-15 year old Scouts for a 6 day camp. The project then tracked the campers' efforts in organizing school and community-based anticorruption groups.

2B. Institutional Engagement Tools

- • "**Memorandum of understanding/agreement**" - this serves to promote government ownership of projects, as well as to implicate them as stakeholders/partners in a project from its outset. This helps promote a more collaborative and less adversarial perception of the CSO/project by the government, and can help facilitate its success. It can also ensure the sustainability of a project past its initial phase.
  - • In the Guarding the Integrity of the Conditional Cash Transfer Program (CCT) for the Philippines (i-Pantawid) project, a Memorandum of Agreement was signed between CCAGG and the Philippines' Department of Social Welfare and Development (DSWD) which was key in enabling the CSO to have access to the project's documents and beneficiary lists. The final project report specified that this was crucial in enabling the project to be able to implement project activities and achieve its aims.[10]
- • **Discussion of final/outcome reports with public ministries/agencies** - several PTF projects have met with the government agencies being monitored following the completion of the project to discuss the conclusions of the monitoring process and to recommend changes which they could implement. Engaging with the government throughout the process, including after the conclusion of the monitoring, can help promote trust between local CSOs and the government, and can potentially lead to positive change. One example relates to a project "monitoring the implementation of Argentina's new freedom of information legislation" implemented by CIPPEC (2004-2006. At the end of the project, CIPPEC prepared a final report and discussed its findings with the 6 government agencies which had been monitored on "their performance in managing access to public information".[11]
- • Further tools relevant to this subcategory can be found under Section 7 dealing with policy changes.

2C. Awareness Raising Tools

- • **Awareness raising campaigns** - ensuring people are aware of existing laws and their rights within the legal system. This has been done through forums, TV programs, social media, or other online platforms. These campaigns can take many forms, as demonstrated by a PTF project implemented in Odisha, India during the pandemic (2020-2021) which sought to raise community awareness about preventative measures as well as about Covid-19 vaccination and its benefits through 67 village level campaigns in 15 local bodies.

- **Competitions** - organizing contests on the theme of corruption to raise awareness about these topics and strengthen stakeholder participation/media reporting on corruption and accountability.[12]
- Further tools relevant to this subcategory can be found under Sections 6 and 7 dealing with knowledge sharing and policy changes, respectively.

Strengthening the Media to Fight Corruption (Mongolia)
Implemented by Zorig Foundation (ZF) for PTF (2001-2002)

The PTF grant funded a ZF-organized competition among journalists and poster artists on anti-corruption themes to strengthen the media and contribute to more accountable and transparent governance.

- Meetings and seminars were organized with administrators and journalists from newspapers, radio, and TV stations as well as artists and freelance writers to draft the contest rules; contest guidelines and rules were published in newspapers, and aired on TV and radio.
- During the contest, roundtable discussions were organized about corruption and a school letter-writing contest entitled "Youth Rejects Corruption" was organized by a daily newspaper and a national Radio. 100 children participated throughout Mongolia.
- 411 entries were received, judged by famed anti-corruption advocates. 166 posters were exhibited for a week to hundreds of visitors. The winning entries were broadcast on TV and radio, and the winning essays were read out on radio and published in newspapers.
- 4000 copies of a book compiling these were disseminated to educate youth, children, and government employees, the first book on anti-corruption in Mongolia.

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3. Capacity Building

This focuses on professionalizing organizations and on building up their capacity to act, engage, and implement projects. It also seeks to build the advocacy power of CSOs by promoting the establishment or expansion of umbrella groups or networks which can encompass/unite a wide variety of groups. In some cases, this may involve training other stakeholders involved in implementing anticorruption legislation.

3A. Capacity Building for CSOs

- **Standardization of CSO activities** - to ensure they are able to keep relevant records, have a capacity to receive grants and implement projects, and that their activities are in accordance with the legal provisions accorded to CSOs.
  - **Drafting and piloting of guidelines for CSO/local group activities** - these aim to set standardized and proven standards for CSO activities, namely in the field of monitoring. These help to build up the capacity of CSOs to implement projects, and have been used in multiple PTF-funded projects.

- **Professionalizing CSOs** - ensuring CSOs are "following legal provisions, their own statutes and operational plans, as well as keeping proper financial records".[13] PTF's PEACE Project (2016-2020) in Myanmar worked to build up the capacity of NGOs in this regard.
- **Training** - this is essential to ensuring that implementing CSOs and local stakeholders understand the concepts and specific application of the proposed project. This can be done in person or virtually, and is key to the effectiveness and sustainability of a project.
  - An **inception training seminar** can be used to get feedback on the project design and intervention from key stakeholders prior to the start of the training. This was notably used in the Transparency and Accountability in Mongolia Education (TAME) in Mongolia (2014-2018), and sought feedback from 50 CSOs and government preventatives to present the project and receive feedback from the aforementioned aspects.[14]
  - The **training of trainers** is also used to have a wider training impact, as it enables the training to have a multiplier effect. In PTF Europe's PEACE Project in Myanmar with Helvetas and LRC (2016-2020), this sub-tool was used to allow centrally trained trainers to conduct local training to local CSOs in remote regions of the country, thereby removing the need to have them travel to Yangon.
  - **Curriculum design** for training is also an important sub-tool which can be important in determining whether the training's impact.
  - **Training** can ensure that CSOs are trained in writing proposals, project cycle management, organizational management, planning, financial management, as well as monitoring and evaluation.
  - It can also ensure that trainees (whether CSOs, volunteers, or citizens) are equipped the basic legal knowledge or understanding of local budgets to provide effective citizen monitoring of corruption/local and national governments.
  - **Conducting training** - training can also be conducted for government officials to help them understand transparency and accountability standards. For example, a PTF project in Mongolia (2008) provided training for judges (which included 78% of judges in the country), law clerks, and other court personnel on corruption, the rule of law, the role of CSOs and civil society, and the importance of transparent public procurement.[15]
  - **Peer-to-peer learning** - this involves allowing those trained in training activities (i.e., community leaders, CSO leaders and staff) to organize events to share their knowledge to others in their communities. This tool can be useful in enabling the training to have a multiplier effect. It has been used in the Voice and Accountability: Community Empowerment for Improved Local Service Delivery in Zambia (2021-2025).[16]
- **Facilitating the creation of new groups** - Certain projects have facilitated the creation of new groups as part of capacity building efforts to enable them to promote the accountability and transparency of local institutions especially in areas where there has been a lack of community oversight. In the Transparency and Accountability in Mongolia Education (TAME) in Mongolia (2014-2018), 31 Parent-Teacher Associations were created during the project, which were subsequently enabled to engage in "budgeting and

procurement discussions with school administrators and public officials" as well as monitoring of these processes.

- In a PTF project in Poland (2005-2006), **local civic groups** were created in different regions of the country to work together to monitor local governments for transparency and good governance and to make up for the weakness or absence of local CSOs.[17]

- **Revitalizing existing institutions** - this focuses on using and revitalizing existing institutions for the implementation of local projects to promote community ownership and participation in their implementation. The SAVE-Ghana project (2020-2021) promoted existing school management committees and parent teacher associations to combat teaching absenteeism in northern Ghana.

- "**Small Grants Program**" - this seeks to provide financial help for CSOs to implement small programs as part of a larger project. In PTF Europe's Promoting Equitable & Accountable Civic Engagement (PEACE) program in Myanmar (2016-2020), grants were provided to 139 organizations, one-third of which had never received grants before. The government was invited to join the grants selection process to promote government ownership of local projects. This can help build up the capacity of CSOs to handle large grants.

  - This also includes the CARTA Project (2011-2015), which included a sub-grant component where local CSOs received sub-grants "to enable them to carry out sub-projects aimed at promoting DFGG (Demand for Good Governance)" within the overall project objective.[18]

  - Other PTF projects have also provided funding for advisors to assist local CSOs with the implementation of projects.

3B. Building networks and umbrella organizations/consortiums

Grouping organizations of different sizes and experience has a holistic effect by increasing the advocacy power of the whole and by increasing the sustainability of their collective work.

- As part of the PEACE project in Myanmar (2016-2020), PTF Europe provided organizational support to build up the Local Resource Centre's (LRC) capacity. Financial and HR management, project management, grant management, and monitoring and evaluation capacity improved as a result.

- A PTF project in Cambodia (2001-2002) with the Center for Social Development organized an international conference and related workshops on fighting corruption, with the participation of national and international funders, NGOs, the media, and officials from all branches of the Cambodian government. This subsequently led to a National Workshop, which launched a Coalition for Transparency which comprised of 69 members including parliamentarians, civil society, business leaders, and Buddhist clergy. This coalition sought to lobby to enact anti-corruption legislation developed at the aforementioned workshops.[19]

- A PTF project in Rajasthan (India - 2007-2008) formed two "Consortium of Groups Combatting Corruption (CGCC)" involving 42 CSOs to help citizens file applications for information under India's Right to Information Act.

- A PTF project in Uganda (2011) formed a multi-stakeholder group, the "Health Sector Anti-Corruption Working Group" with stakeholders from the government and civil society to monitor "leakages in the supply chain, suggest local solutions, and generate

opinions on integrity issues pertaining to service delivery". They also organized 4 Public Accountability Forums which also included politicians and the general public.[20]

- **Coalition building-forums/Integrity forums** - these are used to bring different CSOs/anticorruption and good governance advocates together to agree on a path forward for collective action and advocacy. In the case of one PTF project implemented by the Uganda Joint Christian Council (UJCC) in Uganda (2005-2006), one of the first steps in establishing a citizens 'anti-corruption action program was to organize a coalition-building forum at the district level. This event, which was attended by 400 technical people from the education sector as well as technical education officers and two bishops, was key in developing the indicators to measure good financial accountability and quality education in later stages.[21]

4. Independent Monitoring/Social Accountability

Tools under this category enable CSOs, trained monitors, and the public to monitor governmental transparency/accountability and to promote good governance. This is usually done in the context of monitoring the appropriate, effective, and transparent design/formulation and implementation of projects, policies, budgets, and laws. This also has a deterrent element which seeks to prevent corruption due to the very existence and activities of monitors which seek out and report corrupt activities.

4A. Procurement and Budget Monitoring Tools

4A.1. Data Collection and Tracking

- **(Automated) Data collection** - multiple automated or human-led tools track information relating to public procurement, the delivery of public services, the execution of budget expenditures, and other publicly available information. One PTF report with the Kyiv School of Economics lists "analytical systems, monitoring portals, various bots that retrieve information from registries, indexes and ratings of customers and suppliers, risk-indicator systems and supplier reliability assessment systems" as examples of data collection tools used.[22]
  - Some websites make this information searchable or interactive to facilitate citizen/CSO monitoring. These tools can also be used for the independent monitoring/social accountability tools section.
- **Tracking apps/websites** are increasingly important tools in this regard.
  - The SAVE-Ghana (2020-2021) project involved the development of a mobile app to track teacher attendance using biometric measures.
  - A PTF project with the ACCU in Uganda (2013-2019) developed a technology platform to "support citizen complaints of deficient government services and to track government response[s]". It "receives data from citizens, responds to senders, and compiles data into usable reports". Citizens can track the progress of their claims and CSOs can follow up with them on outcomes.[23]
  - A PTF supported project implemented by TI-Zambia (2021) created a dashboard "to track Covid-19 donations and disbursements, and gather community feedback" using the COVID-19 Donations Tracking (CoDoT) system. Journalists were also trained on

the system and helped to follow up on undeclared Covid-19 donations.[24] Similarly, an online observatory was created to track the information on procurement relating to Covid-19 in Argentina, and "publicized more than seven hundred procurement actions by more than sixty public agencies valued at US$195 million".

4A.2. Checklists and Guides for Civil Society Monitoring

- "**Public bidding checklist**" - this sets out the requirements and timelines of items up for bid, and the responsibilities of the major players (in the case of a PTF project in the Philippines, the bidders, the Bids and Awards Committee members, observers, the local CSO, and Secretariat).[25] Other projects have included checklists to ensure that all aspects of a specific procurement process have been monitored and verified (and to identify the causes of any potential problems).
  - "**Guidelines for Transparency**" - guidelines to be used for auction/public procurement procedures; and a "**Code of Conduct**" for employees involved in the auction process. Both these tools were used by a PTF project involving the National Telecommunications Council of Ecuador (CONATEL) as part of an integrity pact.
- "**Risk Indicators/Red Flags**" lists - these were developed by TI USA and used by PTF Europe for a public procurement monitoring project in Ukraine (2016-2019). The lists include "indicators of possible corruption and other problems […] for each stage of the procurement process, along with tips for their detection, and what to do when each red flag is found".[26] These were developed for CSOs to identify possible causes of corruption or inefficiency.

4A.3. Citizen Involvement in Monitoring

- **Budget analysis** - civil society stakeholders research, explain, monitor and disseminate information about public expenditures and investments to influence future allocations of public funds.
- **Procurement monitoring** - here, citizens monitor the procurement processes for specific projects or public services. This can include inviting citizen witnesses to observe Bids and Award Committees and the monitoring of publicly disclosed documents relating to procurement.
- **Public expenditure tracking surveys** - these involve citizen groups tracing the flow of public resources for the provision of public goods or services from origin to destination. They can help detect bottlenecks, inefficiencies, or corruption.
- **Public Hearings** - these are used to allow citizen participation in public procurement processes to promote accountability and transparency. In one PTF project with TI-Argentina and Poder Ciudadano (2005), integrity pacts and public hearings were the two core components of public procurement monitoring with two local governments. The use of public hearings enabled public participation and trust in the transparency of the bidding processes.[27]

- **Participatory Budgeting** - a mechanism that permits citizens to directly participate in budget decision-making (especially to influence allocation priorities) and in the monitoring of budget execution.

4B. Integrity Pacts

- These are usually agreements that are concluded between procuring authorities and bidding companies and a CSO monitoring the compliance of all stakeholders. The integrity pact typically gives the monitoring CSO access to information outside of the public domain, for instance by having an observer seat on the evaluation committee. With this comes a responsibility for which the CSO needs to be trained and screened (a responsibility of PTF in projects where PTF is involved).
  - PTF projects have used integrity pacts in a variety of activities. Namely, the Karachi Water and Sewerage Board, the Ministry of the Interior in Peru, public construction projects by the Ministry of Culture in Latvia, and one failed attempt to establish an integrity pact with the Election Commission of Indonesia (due to unanticipated political events).
  - In one PTF funded project (2010-2012), Transparency India engaged with the Confederation of Indian Industries (CII) to promote integrity pacts in the private sector. This included focus group meetings organized with representatives from CII.

"Integrity Pacts" for Three Large Public Construction Projects (Latvia) Implemented by Delna (TI-Latvia) for PTF (2006)

- Delna was tasked with monitoring the decisions and activities of the Ministry and its employees, to participate in the internal meetings of the Ministry as well as meetings with third parties, get access to all Ministry documents, invite experts for the examination of these document for an assessment of potential transparency issues, and examine complaints from third parties.
- An Anti-Corruption Declaration was to be included in every procurement contract, and all suppliers who violated or refused to sign the declaration would be excluded from further participation and existing contracts with them would be terminated.
- Despite initial issues with ministerial implementation and bidder agreements to sign the Declaration, Delna was eventually successful in overcoming these early obstacles.

4C. Community Oversight/Social Accountability Tools

- **Community oversight** - the monitoring of publicly funded construction projects by citizens, in particular procurement processes. Governments may involve citizen representatives in official bodies that oversee or make decisions about projects or utility boards.
  - "**Watchdog Committees**" - committees usually made up of trained volunteers and/or CSOs whose role is to monitor accountability and transparency in a given area or sector in a bid to curb corrupt activities. These were used in multiple PTF-funded

projects, including one in Nepal (2010) which worked to curb corruption in community forestry by local officials/community leaders.[28]

- • "**Corruption Reporting Form**" - these are used as an information collection tool to identify causes and perpetrators of corruption. These were developed as part of a PTF program in Tanzania (2005-2006), and hard copies were also distributed to all regions of the country.

- **Media monitoring** - this consists of monitoring news websites and, to some extent, social media for allegations or evidence of corruption, its perpetrators, or its consequences.
- **Right to Information Assistance** - this consists of assisting citizens to make right to information requests to promote the accountability and transparency of local and national governments.
- **Testing Legislation** - While most third-party monitoring seeks to test the effective implementation of legislation (i.e., relating to ensuring good governance and preventing corruption), this sub-tool focuses on testing specific legislation for appropriate implementation, transparency, and accountability.
- **Branding free products** - a PTF project in Uganda (2011) implemented by ACCU aimed to ensure access to free anti-malarial drugs in certain public health centers. This led to the "branding of pharmaceuticals destined for public health institutions to prevent them from being sold on the black or grey markets, as pharmacies and doctors were stealing and selling them". This branding marked them as free public goods, and drew great interest from the community.[29]

> **Promoting Better Access to Public Information Project (Argentina)**
> **Implemented by the Center for the Implementation of Public Policies to**
> **Promote Equity and Growth (CIPPEC) for PTF (2004-2006)**
> The project sought to "identify the conditions under which the new law on access to government information (Decree 1172/03" was being implemented and "to identify institutional weaknesses and opportunities to enhance its application".
> The project had 4 components:
> - In-depth interviews with key officials on how they were handling access to information requests.
> - Systematic data collection on how these requests were being processed
> - A team of volunteers was trained to test the system by making requests for information and recording their experiences.
> - A final report was prepared based on these investigations and CIPPEC met with the six government agencies concerned in this project to discuss their performance.

4D. Institutional Accountability Tools

- **Creating new institutions**
  - **Anti-Corruption Council** - in a PTF project (2008-2009) in Moldova, an Anti-Corruption Council was created at Tiraspol State University with representatives of the

administration, teachers, and students, to review the proposed program for combatting corruption and to deal with anonymous complaints.

- A similar PTF project by the AGDGG in Cameroon (2011) involved the school management board and the parent teacher association in monitoring the school resource budget, and developed a code of conduct for all stakeholders involved in the process. The project summary stated that training was key to ensure school management boards and PTAs could be effective monitors, and that student stakeholder groups are often ignored but should be involved in these processes.

- **Empowering existing institutions**
  - The creation of a **complaint/grievance redress mechanism** - this may include a complaint submission mechanism as well as appointing an official to receive and respond to inquiries.
  - **Ombudsmen** - Selecting voluntary departmental focal points to interview people and receive complaints regarding corruption and misadministration within governmental bodies.
  - **Whistleblower protections** - this means ensuring that whistleblowers who identify corrupt practices and/or perpetrators of corruption are protected from potential blowback as a result of their actions. This can also allow people to report complaints anonymously.
    - In one PTF project in Moldova (2009-2010) with the Institute for Democracy, an anonymous anti-corruption box was created for students to report acts of corruption at the State University of Tiraspol. Another Moldova project used this idea in hospitals.[30]
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Development of a Pilot Anti-Corruption Action Plan in the Delhi State Government (India)

Implemented by Transparency India (TIN) for PTF (2001-2002)

Under the project, voluntary departmental ombudsmen were created, and pressed for improvements to the departmental Citizen's Charters (which defined the public's rights and the department's commitments and obligations).

- Interviews were conducted with people who conducted business with the departments to understand the causes of corruption; the complaints were taken up with the Delhi Government Grievances Commission.
- This led to the Delhi Government organizing a workshop with 100 senior officers from different departments and the implementation of Citizens 'Charters and the redressal of public grievances.
- Several departments were selected to include Nodal Officers: "people's representatives dealing with such departments [who] will be given a voice and a continuing role".

- **Helplines** - this includes setting up units to receive complaints and follow up on corrupt practices. It usually assists citizens in filing complaints against specific corrupt practices, or in some cases does so on behalf of citizens.

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Improving the Quality of Classroom Construction in the
Méfou and Afamba Districts
Implemented by ALDED (Cameroon) for PTF (2011)

This PTF project funded in Cameroon created a database monitoring classroom construction to combat the corrupt practices of entrepreneurs and public officials.

- According to country's Procurement Code, entrepreneurs must guarantee their work for one year after completion. The project created a database that followed up on the construction of 29 classrooms in the country to check on the quality of construction and respect of legal requirements.
- A training workshop was conducted to help over 100 beneficiaries detect and report any problems to a "cellule d'écoute et de suivi" - a technical help and follow-up advisory service/unit to file complaints to ensure that reported construction problems were resolved within the one year guarantee.
- 39 cases of poor construction were addressed during the project, over 3/4 of which were resolved favorably. The rest were still pending at the end of the project.

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5. Evaluation of Outcomes

Used near or after the completion of a project, these tools help evaluate what a project has done right or wrong; they can thus be useful in determining whether a project has been successful in doing what it set out to achieve. In this regard, the "**Monitoring, Evaluation, and Learning**" method can also be used to define measurable project outcomes and result indicators; these can be used to measure whether a project was effective or not. It is important to note that PTF's evaluation methodology is dependent on the donor and must comply with criteria, demands, and requirements of the donor. As such, it may vary based on the project, donor, and local context.

- "**Social audits**" - participatory monitoring process whereby community members, researchers, or CSOs investigate and analyze citizens' experiences with the project, and then discuss their findings publicly. These reports are often timed to coincide with the service providers' annual reports.
- **Citizen satisfaction surveys** - these provide a quantitative assessment of project performance based on citizens' experience on a range of topics, from specific project issues to overall impressions of the project.
- **Independent evaluators** - PTF has used this strategy to visit project sites and partners to evaluate the activities of CSOs conducted in remote regions and/or in areas where PTF has no in-country presence.[31]

6. Knowledge Sharing

This ensures that best practices and lessons learned from previous projects are easily compiled and disseminated for future use by both PTF and other organizations specializing in anticorruption and good governance. It can ensure that knowledge acquired through multiple (successful) projects by experienced organizations/individuals can be transmitted and taught to relative newcomers in the field. This can be done through several means: firstly, to ensure that

successful practices are compiled, contextualized, and summarized in preparation for dissemination internally and to other organizations. Secondly, to ensure that new individuals and CSOs collaborating with PTF have access to this information, as part of training (see previous section) or online. Thirdly, to understand which tools have been used effectively in the past and in what context, and to ensure that the development and implementation of future projects can take account of this information.

6A. Publishing "Outcome Reports"

- Creating an "**information hub**" to promote knowledge sharing and develop policy briefs for wider dissemination.
- "**Outcome reports**" - these reports can serve to recapitulate project findings and can be circulated to relevant stakeholders and published online to ensure transparency and stakeholder engagement. It can also serve as a method of pressuring governments to implement their findings.
  - In one PTF project in Argentina which concerned clarifying and strengthening the role of the Auditor-General, the final project report was circulated directly to legislators and the local CSO published it directly on their website. This received extended media coverage and led to two new draft laws being presented to ensure adequate participation by minority parties in the congressional commission overseeing audits.[32]
  - These types of reports can also be useful to prevent project results from being coopted for political purposes. One PTF project in Brazil to develop an anticorruption action plan for the city of Sao Paulo published the results of a conducted survey online to prevent the Mayor from selectively using the results to launch his reelection campaign.[33]

6B. Publishing Guidance Materials for Effective Replication

6B.1. Compilations/Summaries of Effective Practices for CSOs

- "**Practice Insight**" - a review of projects in the health sector for the continued improvement of PTF practices and which can also be used by other organizations.
- "**Case Examples**" - in the Moldova public procurement project, experienced CSOs were asked to write up case examples to share with trainees (i.e., other CSOs) in the project.
- "**Toolboxes**" for public procurement monitoring and citizen engagement - creating a list of tools which can be used or adapted for projects promoting good governance and combatting corruption. They can also provide CSOs with sets of tools to identify causes of corruption, as well as sets of tools to address each of them.
- "**Manuals**" - these can provide an explanation of why an approach was successful, how it was implemented, and to set out how it be expanded or replicated elsewhere.
- "**Training Modules**" - these were used in the context of PTF project with Transparency India for the "formulation, implementation, monitoring and revision of Citizens Charters".[34]

- "**Compilation Books**" - these compile different information about the consequences of corruption and how to combat it in understandable terms to disseminate to young people, the general public, and government officials. This was used by a PTF project in Mongolia by compiling the best essays and posters which resulted from a media competition on the theme of anti-corruption in the form of a book and disseminating 4000 copies.[35]
- "**Brochures**" - short and simple informative papers which can be used to make key points about corruption issues. In one PTF project implemented by PORIS in Tanzania (2003-2005), the CSO prepared, printed, and distributed 100000 copies of a Swahili brochure condemning corruption in the electoral process.[36]

6B.2. Guidance Materials for Citizens

- "**Toolkits**" - these can provide citizens with accessible information on how to deal with corruption and to improve citizens' awareness of their rights. A PTF grant to TI Poland (2004-2005) was used to create a Citizen's Anti-Corruption Legal Toolkit to support their legal intervention program, to help individuals and groups with their own cases, and to help organizations start their own legal intervention programs. This included FAQs, online help, practical and accessible anti-corruption guides, intervention program working procedures and instructions, and a database for successful legal strategies, among other tools.[37]
- **Guidance websites** - These simplify government transparency procedures in ways which render them simpler and more accessible for citizens, and improve citizen involvement in improving accountability and transparency. In one PTF project in Brazil (Transparencia Brasil 2001-2003), a website was created to answer questions on relevant procurements legislation and regulations for local government procurement. It was built around a core of pre-programmed questions hierarchically arranged along logical "trees"; a whistle-blowing tool was also included for the press and CSOs.[38]

7. Policy

This subset of tools deals with actions which directly seek to influence the development or modification of policy, rather than simply ensuring it is fairly implemented in an accountable and transparent manner. Some PTF projects have chosen to target "enlightened" municipalities for an easier implementation on a local level and to prove the effectiveness of the policy/model to others in the region.

7A. Contributing to the development of policies

- **Focus group discussions** with voters and key informants from the media and business sector about potential reforms. In one PTF projected implemented by PORIS in Tanzania (2003), this related to developing policy approaches and recommendations for legislative reforms.[39]
- **Assessments of policy in the media** - multiple PTF projects have involved local experts and organizations making contributions in the press with assessments of the progress (or lack thereof) of governmental action/reforms relating to anticorruption.

- **Advocacy for Expansion of Independent Monitoring** - a number of PTF-funded pilot projects have ended with advocacy campaigns and discussions with lawmakers and/or public bodies to expand or standardize the independent monitoring practices they had implemented locally.
- **Informal meetings with policymakers** to assess potential paths to the improvement or strengthening of (draft) anticorruption legislation. In one project, a questionnaire was sent to presidential and parliamentary candidates, as well as their campaign managers.
  - An overview of PTF projects in the health sector described the need to provide incentives for policymakers to act; sometimes through drawing media attention to a CSO's/project's activities; at other times by going to higher-level officials or threatening to do so; or by appealing to 'reform champions' to champion a project/policy change.[40]

7B. Contributing to drafting legislation

- **Producing draft laws** - this implies drafting a law to deal with a gap in existing legislation or to strengthen weak legislation. In a PTF project with in Lithuania (2009-2010), TI-Lithuania produced a draft law to promote whistleblower protections and submitted it to Parliament.[41]
- **Providing expert feedback on draft laws** - this implies providing consulting services to a government to ensure that new policy takes account of transparency and accountability standards.
  - In the "Improving the Transparency of Public Auctions of Telecommunications Licenses" Project implemented in Colombia in 2001-2002, PTF assisted Transparencia por Colombia to work with the Ministry of Communications on how to introduce greater transparency into the public auctioning of telecommunications licenses. An independent consultant carried out the review, and suggested a number of important clarifications and changes to the draft documents which the government accepted.[42]
  - Multiple other PTF projects have involved providing feedback/revisions on draft laws relating to public procurement, anti-corruption, transparency, and accountability issues.
  - Some PTF projects have brought in an **international expert** to advise the local CSO on such matters. In one PTF project with TTTI in Trinidad and Tobago (2009), an international expert was brought in to testify to the public and televised Commission of Enquiry on the government procurement of construction projects. The expert informed the commission and the public on and where corruption can occur during procurement processes, and his specific recommendations led to governmental reforms.[43]
- **Participation in Governmental Working Groups** - As part of a PTF project, Delna (TI Latvia) participated in a working group set up by the Latvian government to prepare draft laws on political party finance and on the institutional arrangements for fighting corruption, which the government accepted. Two local experts from NGO circles were financed by PTF to participate on the working group, and Delna's experts facilitate the group's access to knowledge from other parts of the world.[44]
- **Translation of existing legislation for review** - One PTF project implemented by TI-Mongolia (2009) translated the 30 Police Procedure Standards most prone to abuse for review by international experts. TI-Mongolia then signed a Partnership agreement with the National

Police Authority to improve procedure standards to be consistent with the best international practices.[45]

7C. Conducting public awareness/media campaigns to hold officials accountable

- **Public awareness/media campaigns** - these aim to promote awareness about corruption issues and seek to hold policymakers and public officials to account to act on corruption. In some cases, that can mean collaborating directly with the media to raise awareness about a specific issue.

> ### Anti-Corruption Media Campaign (Nepal)
> ### Implemented by FACT for PTF (2004)
> The PTF grant was used to design and run a series of radio programs to raise public awareness of corruption and the actions which could be taken to strengthen the country's integrity system.
> - The weekly program, called Hamro Chaso (Our Concern), took the form of an informative radio magazine with coverage of corruption cases, emphasizing the principles of good governance, and publicizing efforts being made to combat corruption.
> - It became one of the most popular radio programs in the country and attracted the active participation of Nepalese decision-makers.

- A PTF project in Nicaragua (2003) used a series of radio and TV spots as part of a public campaign to pass new legislation limiting the compensation paid to the country's President and top political leaders. The 3 month campaign ending in November 2003 was followed by the National Assembly cutting salaries of all public officials earning more than $50000 by 10%.[46] Another PTF project in Nepal (2010) also used radio programs to create awareness of corruption in community forestry and to explain what might be done to curb it.[47]
- In 2020, SAVE-Ghana launched a weekly radio program "which allowed people to call in and question duty bearers about the use of Covid-19 funds, the interventions applied by the government to reduce the spread of the disease, as well as any other important issues for the region". This led to the program's wide reach in a sparsely populated region, and high participation as calls were free; it also brought different parties together on the platform and addressed issues people were interested/worried about. The program's success led to the radio station taking on the production costs.[48]
- More recent programs, including during the pandemic, have focused on using social media campaigns to raise awareness of accountability issues.

Conclusion

This report has sought to provide an overview of the many different types of tools used in the field of anticorruption and good governance, mainly by PTF and its affiliates, over the last two decades. A significant number of these tools have not been used more than once despite their local effectiveness. It might be useful to consider compiling on online list of tools (or to publish a version of this report online) to ensure that effective tools can be reused by other PTF projects as well as by other organizations. Given that much of this report was facilitated by the internal aggregation of completed project reports by PTF, it might also be useful to do the same for PTF projects to facilitate research on project outcomes.

Ensuring this document remains relevant will require it to be updated regularly. As such, it would be useful to select a point person within each PTF affiliate to update this document annually or biannually with tools and approaches used in new projects.

Annex I: Tools and Approaches by Project

Unless it is stated otherwise, all tools listed below were used in PTF-funded projects. This annex contains a comprehensive but not exhaustive list of projects used to develop this report.

Tool	Project	Date/Country	Description
1. Baseline Assessment and Data Collection			
1A. Stakeholder Mapping and Interviewing Tools			
In-Depth Interviews of Stakeholders	Argentina: Promoting Better Access to Public Information	Argentina (2004-2006)	This tool can provide an effective understanding of the different sides of an issue (i.e., government, CSOs, bidders for procurement services, etc.), or of the views or challenges faced by specific stakeholders. This can subsequently lead to a different program design for more effective local implementation. This project implemented by CIPPEC sought to "develop and apply a mechanism for monitoring the implementation of Argentina's new freedom of information legislation". The first part of the project involved CIPPEC conducting "in depth interviews with key officials on how they were handling access to information requests" before proceeding with the data collection and monitoring components. (Pages 1 and 2 in link)
Public Consultation/ Mapping	Quality Improvement of Public Health Services in Thrissur, Kerala, India	India (2017-2018)	This tool serves to assess the beliefs of local communities/stakeholders about the ongoing situation relating to corruption. The end-results of this process, including other tools described in Section 1A, can be published in the form of the study as described in Section 1C. This project implemented by Jananeethi sought "to help reduce corruption in health service delivery in Thrissur district by shining a light on the district's public health facilities". A consultation was

			organized with the local population to determine the perceived quality, trust, and perception of corruption of the local public health system prior to the start of the pilot's implementation. (Pages 9 and 10 in link)
Community Gatherings/ Household Surveys	India-CFAR: Reducing corruption in the delivery of schemes for vulnerable peoples in urban slums, Bangalore	India (2009-2010)	This tools provides the opportunity to learn about a community's views on perceived corruption/misadministration as well as potential avenues for action. They also provide the opportunity of promoting local trust and understanding of a project's aim prior to its implementation. In this project implemented by CFAR in Bangalore, group discussions were held with community members before a household survey was conducted "to identify roots, effects and symptoms of corruption targeting the Public Distribution Scheme (PDS) and the Integrated Child Development Services (ICDS) scheme". (More information can also be found on Pages 24 and 25 here).
Focus group discussions/ Roundtables	Poland: Local Government Transparency: Enhancement of Public Funds Distribution Standards	Poland (2005-2006)	These tools involve a small number of stakeholders discussing a project or service amongst themselves and (often) subsequently with a representative of that project/service. This can help identify the concerns of various constituencies (such as women, children, people with disabilities, etc.). Roundtables are similar but typically at a higher level and often dealing with broader national policy issues. These can also be used as stakeholder engagement tools, depending on the stage of the project at which they occur. This project, implemented by the Association of Local Civic Groups, sought to advocate for local governments "to implement transparent rules for distributing public funds among institutions providing public services and to establish a transparent system of monitoring and evaluating the distribution of funds". In a bid to develop practical

			instructions for Local Civic Groups (LCGs) involved in the project, the CSO reviewed official documents and interviewed stakeholders by "organizing the focus groups including representatives of local government and NGOs leaders". (Pages 3, 4, 5, and 6 in link)
Launch Event	Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society	Ukraine (2016-2019)	It brought together those both those in charge of designing and implementing the ProZorro (online public procurement) system with key actors involved in public procurement monitoring. This "helped forge links within this community in Ukraine which was critical to successful CSO training and monitoring in the future".
Surveys/ Questionnaires	Citizen Action for Results, Transparency and Accountability (CARTA) Program	Nepal/Bangladesh (2011-2015)	These have been used either among relevant stakeholders or among the population to understand their perceptions on a given subject - usually with regards to the effectiveness of anticorruption measures/standards. The CARTA program worked served to use "citizen engagement, social accountability and participatory monitoring" to improve the impact of World Bank development projects. This included several sub-projects, one of which, the School Sector Reform Project (SSRP) in Nepal, sought to monitor whether free textbooks meant to be provided to students were reaching them. A survey at the start found that only 45% of students were receiving all their textbooks by the April 28th deadline. This subsequently led to the finding that the government believed the school enrollment figures to be inflated and only sent 60-75% of the money requested to purchase books, which led to a cycle where schools were compensating and inflating their figures further to receive enough money for all students. This independent and third-party survey was an

			important baseline and "led to a greater understanding of the real production and distribution problems". (Page 37 in link)
1B. Scoring Tools			
Integrity Scan	Water Integrity Network Tool	N/A	Organizing workshops at the start of the project to "assess the integrity situation [through a] participatory workshop, during which stakeholders score risk areas in terms of integrity principles".
Community Scorecards	CARE Tool	N/A	This uses community "assessment and scoring of service delivery issued by both men and women [and] marginalized groups [as well as the] scoring of service provision issues". This is followed by meetings between the community, service providers, and government officials about addressing these issues.
	Citizen Action for Results, Transparency and Accountability (CARTA) Program	Nepal/Bangladesh (2011-2015)	The CARTA program worked served to use "citizen engagement, social accountability and participatory monitoring" to improve the impact of World Bank development projects. The Bangladesh Rural Water Supply & Sanitation Project (BRWSSP) in Bangladesh used community scorecards as a "constructive engagement approach with service users" by training partners to use them. The sub-project aimed "to increase the provision of safe water supply in the rural areas of Bangladesh through engagement with water use committees. (Page 43 in link)
Citizen Report Cards	BRIDGE-GAP Project [Source document not online]	Ghana (2020-2021)	Citizens score the state of public services and suggest improvements. This project implemented by SAVE Ghana seeking to promote constructive engagement in community schools in Ghana used Citizen Report Cards to assess community views on the state of schools and teacher absenteeism.

1C. Studies/Assessments			
Baseline/Assessment Study	Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society	Ukraine (2016-2019)	These seek to provide an overview of the current state of anticorruption legislation and their implementation in a given area. These may identify gaps in the existence of relevant legislation and/or in its implementation, and may provide guidance to a CSO about where to prioritize its activities in response. In this project, this was used to assess the needs and knowledge of CSOs to carry out public procurement monitoring. This was necessary to assess training needs.
Desk review: international best practices	Nepal: Forest Action --Promoting Transparency & Accountability for Rights Based Community Forestry in Nepal	Nepal (2010-2013)	This project implemented by Forest Action aimed to reduce corruption in the community forestry sector "by promoting innovative, transparent, participatory and accountable governance" systems. Early in the project, a review of relevant best practices was conducted from Nepal and other countries before proceeding to field action. (Pages 46, 47, and 48 in link)

Tool	Project	Date/Country	Description
2. Stakeholder Engagement			
2A. Multi-Stakeholder Engagement Tools			
Workshop/Seminar	Argentina: Strengthening the Role of the Auditor-General	Argentina (2004-2006)	In this project, the local CSO organized a workshop for journalists and students to enable them to better understand the work of the Auditor-General as well as a multi-stakeholder seminar about the role of the media in monitoring the public audit process. (Page 2-3 in link)

	Preventing Leakage of Anti Malaria Medicines in Uganda's Health Sector: A Case of Selected Health Centres in Lira District	Uganda (2011)	This project was used as an example of occasions when multistakeholder events can end in confrontation as in one case some people dissatisfied with the event "*went to raid the office of one of the doctors where they found a cache of stolen anti-malarial drugs*". A review document stressed the need for careful planning and professional moderation. (Page 26 in link)
Roundtable Discussion	Promoting Equitable & Accountable Civic Engagement in Myanmar (PEACE Project)	Myanmar (2016-2020)	These can provide an opportunity for different stakeholders to come together and discuss an issue in relatively private setting (as opposed to a workshop/hearing). The final report of the PEACE project included testimony from CSOs which viewed roundtable discussions as "an effective way to support community members to engage with government and technical experts" where views could be clearly expressed and involve all stakeholders. The CSOs lacked funding to organize roundtables prior to the project and praised the utility of the tool. (Page 13 in link)
Targeted Programs: Governance Camp	Philippines: Governance Camp for Emerging Anti-Corruption Crusaders	Philippines (2007)	This tool targets the engagement of specific stakeholders as described in the EIB Guidance Note. This project implemented by the Boy Scouts (TOBSPA) in the Philippines (2007) created a "*Governance Camp for Emerging Anti-Corruption Scout Crusaders*" which included a module for 12-15 year old Scouts for a 6 day camp. The project then tracked the campers' efforts in organizing school and community-based anticorruption groups. (Pages 7-8 in link)

2B. Institutional Engagement Tools			
Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA)	Monitoring the Use and Management of Government Vehicles in the Philippines	Philippines (2006-2012)	This tool serves to promote government ownership of projects, as well as to implicate them as stakeholders/partners in a project from its outset. This helps promote a more collaborative and less adversarial perception of the CSO/project by the government, and can help facilitate its success. It can also ensure the sustainability of a project past its initial phase. In this project implemented by ECOLINK, a Memorandum of Agreement was signed between the Department of the Interior and Local Government (DILG), ECOLINK, and PTF to formalize its constructive engagement at the start of the third phase of the project in 2011 and 2012 as it scaled up to 45 cities in the country. (More information can also be found in Pages 51 and 52 here.)
	Guarding the Integrity of the Conditional Cash Transfer Program for the Philippines (i-Pantawid)	Philippines (2011-2012)	This project, implemented by CCAGG, "developed a model for civil society—government partnership for transparent and accountable implementation of the Patanwid Pamiliyang Pilipino Program" conditional cash transfer program. Its Memorandum of Understanding with the Philippines' Department of Social Welfare and Development (DSWD) was key in enabling the CSO to have access to "(i) the beneficiary lists; (ii) the monitoring forms maintained by the Provincial Lnk and the Municipal Links; (iii) the lists of students enrolled; and (iv) the lists of pregnant mothers and their schedule of visits to RCUs. Without such a formal agreement the project would have been at a high risk of not achieving its aims or of being able to implement project activities." (Page 4 and 5 in link) (More information can be found here).

Discussion of final/outcome reports with public ministries/agencies	Argentina: Promoting Better Access to Public Information	Argentina (2004-2006)	This involves meeting with the government agencies being monitored following the completion of the project to discuss the conclusions of the monitoring process and to recommend changes which they could implement. Engaging with the government throughout the process, including after the conclusion of the monitoring, can help promote trust between local CSOs and the government, and can potentially lead to positive change. This project implemented by CIPPEC sought to "develop and apply a mechanism for monitoring the implementation of Argentina's new freedom of information legislation". At the end of the project, CIPPEC prepared a final report and discussed its findings with the 6 government agencies which had been monitored on "their performance in managing access to public information". (Pages 1 and 2 in link)
2C. Awareness Raising Tools			
Awareness raising campaigns	Response to COVID19 in the Ganjam district of Odisha, India	India (2020-2021)	This tool consists of ensuring people are aware of existing laws and their rights within them. This has been done through forums, TV programs, social media, and other online platforms. More information in Pages 33 and 34 of the U4 Practice Insight. These campaigns can take many forms, as demonstrated in the project below. This project implemented by YSD worked during the pandemic to raise community awareness of preventative measures relating to Covid-19. A final evaluation of the project notes it resulted in "awareness about COVID-19 vaccination, its benefits, availability and grievance redress through 67 village level campaigns in 15 local bodies". (This evaluation has not yet been published and the source will need to be added here once it has been).

Competitions	Mongolia: Strengthening the Media to Fight Corruption	Mongolia (2001-2002)	This project implemented by the Zorig Foundation organized a competition among journalists and poster artists on anti-corruption themes to strengthen the media and contribute to more accountable and more transparent governance – See Section 2C of this report for further details. (Pages 19-20 in link)

Tool	Project	Date/Country	Description
3. Capacity Building			
3A. Capacity Building for CSOs			
Drafting and piloting of guidelines for CSO/local group activities	Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society	Ukraine (2016-2019)	This tools aims to set standardized and proven standards for CSO activities, namely in the field of monitoring. These help to build up the capacity of CSOs to implement projects. In this project implemented by the Kyiv School of Economics (KSE), "PTF provided examples of CSO guidelines used by PTF and others and supplied material to be included in the guidelines which were then drafted by KSE in Ukrainian". This was used to create a compendium of "Guidelines and Resources for Procurement Monitoring" for local CSOs to use. (Page 7 and Annex 7 in link).
Professionalizing CSOs	Nepal: Forest Action - Promoting Transparency & Accountability for Rights Based Community Forestry in Nepal	Nepal (2010-2013)	Ensuring CSOs are "following legal provisions, their own statutes, and operational plans, as well as keeping proper financial records" (Page 48 in link). More information on both phases of the project can be found here and here.

	Promoting Equitable & Accountable Civic Engagement in Myanmar (PEACE Project)	Myanmar (2016-2020)	The project also worked to train 1000 people from CSOs to build up their capacity for civic engagement, "*budget transparency, social accountability, conflict sensitivity and advocacy skills, as well as proposal writing, project cycle management and grant management, among other things*". (Page 5 in link)
Inception Training Seminar	Transparency and Accountability in Mongolia Education (TAME)	Mongolia (2014-2018)	This can be used to get feedback on the project design and intervention from key stakeholders prior to the start of the training. This project implemented by Globe International Center sought to "strengthen civic engagement in budgeting and procurement processes to improve transparency and improve public education services" in western and central Mongolia. It organized an "inception training seminar for 50 CSOs and government representatives in Ulaanbaatar to present this project and obtain feedback on the project design and interventions" prior to the train-the-trainers and training processes. (More information on Page 6 here)
Training of Trainers	Promoting Equitable & Accountable Civic Engagement in Myanmar (PEACE Project)	Myanmar (2016-2020)	This strategy is used to have a wider training impacts as it enables the training to have a multiplier effect. This sub-tool was used by the PEACE Project to allow centrally-trained trainers to conduct local trainings to local CSOs in remote regions of the country, thereby removing the need to have them travel to Yangon. (Page 7 in link)
Training of public officials	Mongolia: Training on Preventing Corruption in the Public Procurement and Judicial System	Mongolia (2008)	This project provided training for 78% of judges in the country, as well as law clerks and other court personnel on corruption, the rule of law, the role of CSOs and civil society, and the importance of transparent public procurement. (Pages 2 and 3 in link)

Peer-to-peer learning events	Voice and Accountability: Community Empowerment for Improved Local Service Delivery in Zambia	Zambia (2021-2025)	This involves allowing those trained in training activities (i.e., community leaders, CSO leaders and staff) to organize events to share their knowledge to others in their communities. This tool can be useful in enabling the training to have a multiplier effect. This project implemented by the Civil Society for Poverty Reduction (CSPR) in Zambia targets around 86,000 citizens as it seeks to "empower citizens to use their voices to communicate with local authorities by building community awareness and capacity to apply social accountability tools in education service delivery and increasing community participation in a dialogue with school management and local authorities". Peer-to-peer learning events are used "among community groups that have different awareness levels and capacities in monitoring education services and engage with local authorities and other education service providers". This can "facilitate transferring experience from high-capacity communities that have monitored education services through social accountability tools and influenced school management and local authorities, to those communities that have weak capacities and have limited impact". (More information on Page 12 here).
Facilitating the creation of new groups	Transparency and Accountability in Mongolia Education (TAME)	Mongolia (2014-2018)	This tool has been used in projects which have facilitated the creation of new groups as part of capacity building efforts to enable them to promote the accountability and transparency of local institutions, especially in areas where there has been a lack of community oversight. This project implemented by Globe International Center sought to "strengthen civic engagement in budgeting and procurement processes to improve transparency and improve public education services" in western and central Mongolia. 31 Parent-Teacher Associations were created

			during the project, which were subsequently enabled to engage in "budgeting and procurement discussions with school administrators and public officials" as well as monitoring of these processes. (More information can be found on Pages 12, 13, and 14 here)
	Poland: Local Government Transparency: Enhancement of Public Funds Distribution Standards	Poland (2005-2006)	Local civic groups were created in different regions of the country to work together to monitor local governments for transparency and good governance, and to make up for the weakness or absence of local CSOs. (Pages 5, 6, and 7 in link)
Revitalizing existing institutions	BRIDGE-GAP Project	Ghana (2020-2021)	This project sought to combat teacher absenteeism in northern Ghana by revitalizing erstwhile School Management Committees and Parent-Teacher Associations. (More information on Page 12 here)
Smalls Grants Program	Promoting Equitable & Accountable Civic Engagement in Myanmar (PEACE Project)	Myanmar (2016-2020)	This tool is used to provide financial help for CSOs to implement small programs as part of a larger project. The PEACE program provided grants to 139 CSOs, one-third of which had never received grants before. This can build of the capacity of CSOs to handle larger grants. (Page 7 in link)
	Citizen Action for Results, Transparency and Accountability (CARTA) Program	Nepal/Bangladesh (2011-2015)	The CARTA program worked served to use "citizen engagement, social accountability and participatory monitoring" to improve the impact of World Bank development projects. Sub-grants were provided to a total of 12 sub-projects in Nepal and Bangladesh for a period of one to two years each. The grants ranged from $65,000 to $150,000 per sub-project. (Page V in link)

3B. Building networks and umbrella organizations/consortiums			
Building the capacity of local networks and umbrella organizations/consort iums	Promoting Equitable & Accountable Civic Engagement in Myanmar (PEACE Project)	Myanmar (2016-2020)	As part of the PEACE Project, PTF Europe provided organizational support to build the Local Resource Centre's capacity. Financial and HR management, project management, grant management, and monitoring and evaluation capacity improved as a result. As part of the project, 287 CSOs joined networks for civic engagement. (Page 7 in link)
Building civil society networks	Cambodia: Development of Anti-Corruption Legislation	Cambodia (2001-2002)	As part of this project, the Center for Social Development organized an international conference and related workshops on fighting corruption, with the participation of national and international funders, NGOs, the media, and officials from all branches of the Cambodian government. This subsequently led to a National Workshop, which launched a Coalition for Transparency which comprised of 69 members including parliamentarians, civil society, business leaders, and Buddhist clergy. This coalition sought to lobby to enact anti-corruption legislation developed at the aforementioned workshops. (Pages 6 and 7 in link)
	India: Combating Corruption in Rajasthan State, India, by Applying the RTI Act as a Tool	India (2007-2008)	As part of this project in Rajasthan State, two "*Consortium of Groups Combatting Corruption (CGCC)*" involving 42 CSOs were formed to help citizens file applications for information under India's Right to Information Act. (Pages 1 and 2 in link)

	Preventing Leakage of Anti Malaria Medicines in Uganda's Health Sector: A Case of Selected Health Centres in Lira District	Uganda (2011)	As part of this project, a multi-stakeholder group, the "Health Sector Anti-Corruption Working Group", was formed with stakeholders from the government and civil society to monitor "*leakages in the supply chain, suggest local solutions, and generate opinions on integrity issues pertaining to service delivery*". They also organized 4 Public Accountability Forums which also included politicians and the general public. (Also Page 9 in this link)
Coalition-building fora	Uganda: Tracking Primary Education Expenditure	Uganda (2005-2006)	This project sought to establish a citizens' anti-corruption action program. One of the first steps was to organize a coalition-building forum at the district level in South Buganda which attracted 400 technical people from the education sector as well as technical education officers and two bishops. This was key in developing the indicators to measure good financial accountability and quality education. (Pages 10 and 11 in link)

Tool	Project	Date/Country	Description
4. Independent Monitoring/Social Accountability			
4A. Procurement and Budget Monitoring Tools			
4A.1. Data Collection and Tracking			
Automated Data Collection	Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society	Ukraine (2016-2019)	The project listed "analytical systems, monitoring portals, various bots that retrieve information from registries, indexes and ratings of customers and suppliers, risk-indicator systems and supplier reliability assessment systems" as examples of data collection tools used. It also listed websites, which make this information searchable or interactive to facilitate citizen/CSO monitoring (i.e., of public procurement). (Page 13 in link)

Tracking apps	BRIDGE-GAP Project	Ghana (2020-2021)	In seeking to combat teacher absenteeism in northern Ghana, this project involvement the development of a mobile app to track teacher attendance with biometric measures. (More information on Page 12 here)
Tracking platform	Citizen Action Platform (CAP)	Uganda (2013-2019)	In this project implemented by the ACCU, a technology platform was developed to "support citizen complaints of deficient government services and to track government response[s]". It "receives data from citizens, responds to senders, and compiles data into usable reports". Citizens can track the progress of their claims and CSOs can follow up with them on outcomes. (Citation from Page 47 here)
	Transparency and Accountability in the COVID-19 Response in Zambia	Zambia (2021)	This project, implemented by TI-Zambia, created a dashboard "to track Covid-19 donations and disbursements, and gather community feedback" using the COVID-19 Donations Tracking (CoDoT) system. Journalists were also trained on the system and helped to follow up on undeclared Covid-19 donations. (Citation from Pages 34 and 35 here)
	Improving the Transparency and Effectiveness of Argentina's Response to the COVID-19 Pandemic	Argentina (2020)	This project implemented by Poder Ciudadano created "an online observatory […] to track the information on procurement relating to Covid-19 in Argentina, and "publicized more than seven hundred procurement actions by more than sixty public agencies valued at US$195 million".
4A.2. Checklists and Guides for Civil Society			
Public bidding checklist	Philippines: Monitoring Local Government Procurement	Philippines (2003-2004)	This project, implemented by PWI, developed a public bidding checklist that "would set out the requirements and timelines of items up for bid (goods, infrastructure or consulting services), and the responsibilities of the major players (bidders, Bids and Awards

			Committee members, observers, TWG, and Secretariat).” The report went on to state: “The feedback has been positive that the checklist is helpful and that the observers do not need to have technical knowledge to be able to assess if the procurement process is transparent and in compliance” with regulations. (Pages 29 and 30 in link)
Monitoring checklist	India-YSD: Enabling Citizen Monitoring of Public Services, Preventing Bribery to Foster Effective Service Delivery in Brahmapur City of Orissa	India (2009-2011)	This project, implemented by YSD, sought to promote citizens’ groups and civil society monitoring of basic services delivery (“i.e. water supply, public distribution system and land record & administration”) through a set of monitoring checklists. (Pages 33 and 34 in link) (Information also found here, but no reference to checklist but to a “citizen handbook”.)
Guidelines for Transparency/Code of Conduct	Ecuador: Improving the Transparency of the Public Auction System	Ecuador (2002-2003)	This project, implemented by CLD, used these tools as part of an integrity pact with National Telecommunications Council of Ecuador (CONATEL). The project “supported the design of a Code of Conduct for CONATEL´s employees involved in the auctioning process, including Guidelines for Transparency in the Auction Procedure, and an Integrity Pact signed by the President of CONATEL and all the private companies participating in the auctioning process”. (Pages 9 and 10 in link)
Red indicators/Red flag lists	Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society	Ukraine (2016-2019)	Developed originally by TI USA, red indicator and red flag lists were used by this PTF project with KSE in Ukraine. The lists include “indicators of possible corruption and other problems […] for each stage of the procurement process, along with tips for their detection, and what to do when each red flag is found”. These were developed for CSOs to identify possible causes of corruption or inefficiency. (Page 10 in link)

4A.3. Citizen Involvement in Monitoring			
Public hearings	Argentina: Program for Transparency in Public Procurement	Argentina (2005)	These are used to allow citizen participation in public procurement processes to promote accountability and transparency. In one PTF project with TI-Argentina and Poder Ciudadano (2005), integrity pacts and public hearings were the two core components of public procurement monitoring with the two local governments. The use of public hearings enabled public participation and trust in the transparency of the bidding processes. (Page 1 and 2 in link)
Participatory Budgeting	Improving Governance through Transparency, Participatory Budgeting and Community Monitoring in two Municipalities in Cameroon	Cameroon (2010-2012)	This tool refers to a mechanism that permits citizens to directly participate in budget decision-making (especially to influence allocation priorities) and in the monitoring of budget execution. This project implemented by ASYOUSED to "to prevent continued embezzlement of development funds at the national level" by empowering local communities and their leaders to "to better define, monitor and execute governmental service delivery at the community level". A participatory decision-making model was decided and used. "The results of this were that constituencies selected projects most appropriate for their own development, and Council members presented and advocated for those projects when Council chose projects to be funded with annual budget". The second part of the project focused on monitoring to ensure these funding decision were implemented. (More information can be found at Pages 6 and 7 here).

4B. Integrity Pacts			
Integrity Pacts	Pakistan: Development of an "Integrity Pact" for the Karachi Water and Sewerage Board	Pakistan (2001-2002)	These are usually agreements that are concluded between procuring authorities and bidding companies and a CSO monitoring the compliance of all stakeholders. The integrity pact typically gives the monitoring CSO access to information outside of the public domain, for instance by having an observer seat on the evaluation committee. With this comes a responsibility for which the CSO needs to be trained and screened (a responsibility of PTF in projects where PTF is involved). In this project implemented by NEDIANS, an Integrity Pact was instituted to ensure transparency in the public procurement procedures for the implementation of the Greater Karachi Water Supply Scheme, estimated at $100 million. The document states: "the outcome was a successful bid at less than 25 percent of the officially estimated price, saving several million dollars". (Pages 1 and 2 in link)
	Peru: Increasing the Transparency of Local Government Contracting	Peru (2003-2004)	As part of this project, the PTF grant to Proetica aimed "to pilot a program to make regional government contracting in two regions (Lambayeque and Junin) less corrupt", in collaboration with the Ministry of the Interior. Three integrity pacts were signed with the two regions and with the Ministry of the Interior on the procurement of food and lubricants, and of medical supplies. After the Minister of the Interior resigned, the tender process was suspended but Proetica received funding from SIDA for further work in the two regions. (Pages 27 and 28 in link)

	Latvia: "Integrity pacts" for three large public construction projects	Latvia (2006)	As part of this project implemented by Delna (TI-Latvia), integrity pacts were developed to monitor 3 large public construction projects: namely, the National Library, the Acoustic Concert Hall, and the Contemporary Arts Museum. Delna was tasked with monitoring the decisions and activities of the Ministry and its employees, to participate in the internal meetings of the Ministry as well as meetings with third parties, get access to all Ministry documents, and examine complaints from third parties. An Anti-Corruption Declaration was also to be included in every procurement contract, and all suppliers who violated or refused to sign the declaration would be excluded from further participation and existing contracts with them would be terminated. (Pages 2 and 3 in link)
	Indonesia: Establishing an Integrity Pact with the Election Commission	Indonesia (2002-2003)	This project, implemented by TI-Indonesia, sought to establish an Integrity Pact with the Electoral Commission of Indonesia to increase the transparency of its expenditures for the following election. Due to political change as a result of a new law on the Electoral Commission, it withdrew its cooperation after the integrity pact had been signed between it and other stakeholders. The project ended up shifting its funds to build integrity pacts for public procurement with 3 local government authorities, which was successfully implemented and seen as a replicable model for other districts in the country. (Pages 15 and 16 in link)
	India: Transparency India—Promoting Integrity Pacts	India (2010-2012)	In this project implemented by TI-India, the CSO engaged with the Confederation of Indian Industries (CII) to promote integrity pacts in the private sector. This included focus group meetings organized with representatives from CII. As a result, the number of government-owned enterprises adopting integrity pacts increased to 44. (Pages 17 and 18 in link)

4C. Community Oversight/Social Accountability Tools			
Watchdog Committees	Nepal: Forest Action - Promoting Transparency & Accountability for Rights Based Community Forestry in Nepal	Nepal (2010-2013)	Watchdog committees are committees usually made up of trained volunteers and/or CSOs whose role is to monitor accountability and transparency in a given area or sector in a bid to curb corrupt activities. This project, implemented by Forest Action, worked to curb corruption in community forestry by local officials/community leaders. It worked to build the capacity of community forest user groups (CFUGs) and CBOs to fight corruption and enhance transparency. As part of this project, a sub-district network of CFUGs was formed along with "a watch-dog committee to monitor and minimize forest corruption within the area". It is estimated this, along with the project's activities, contributed to reducing illegal forest logging and timber smuggling by 80% in the area. More information on both phases of the project can be found here and here. (Pages 46, 47, and 48 in link)
Corruption Reporting Form	Tanzania: Monitoring the National Anti-Corruption Strategy and Action Plan	Tanzania (2005-2006)	These are used as an information collection tool to identify the causes and perpetrators of corruption. As part of this project implemented by ForDIA, Corruption Reporting Forms were developed and disseminated in hard copies throughout the country. (Pages 8, 9, and 10 in link)
Media monitoring	Kyrgyzstan: Monitoring Elections	Kyrgyzstan (2004-2005)	This tool consists of monitoring news websites and, to some extent, social media for allegations or evidence of corruption, its perpetrators, or its consequences. This project, implemented by TI-Kyrgyzstan, sought to monitor the Kyrgyz parliamentary elections in 2005, by gathering "information and data on abuses in the use of state administrative resources". It did so through several means, including through monitoring print and online media. (Pages 16 and 17 in link)

Right to Information Assistance	India: Combating Corruption in Rajasthan State, India, by Applying the RTI Act as a Tool	India (2007-2008)	This consists of assisting citizens to make Right to Information requests to promote the accountability and transparency of local and national governments. This project, implemented by the Centre of Consumer Unity & Trust Society (CUTS), sought to raise awareness of the Right to Information (RTI) Act at the grassroots level, and to enable CSOs and vulnerable citizens to be able to file requests. The project raised awareness of the RTI Act from 40% to 85% of the population in the target region, with the "application filing process" increasing from 12% to 20% (presumably the percentage of those filing requests). (Pages 1 and 2 in link)
Testing legislation	Argentina: Promoting Better Access to Public Information	Argentina (2004-2006)	This sub-tool focuses on testing specific legislation for appropriate implementation, transparency, and accountability. This project, implemented by CIPPEC, sought to "identify the conditions under which the new law on access to government information (Decree 1172/03" was being implemented and "to identify institutional weaknesses and opportunities to enhance its application". It did so through: In-depth interviews with key officials on how they were handling access to information requests; Systematic data collection on how these requests were being processed; training a team of volunteers to test the system by making requests for information and recording their experiences; and preparing a final report and meeting with the six government agencies concerned in this project to discuss their performance. (Page 1 and 2 in link)

Branding free products	Preventing Leakage of Anti Malaria Medicines in Uganda's Health Sector: A Case of Selected Health Centres in Lira District	Uganda (2011)	This project, implemented by ACCU, aimed to ensure access to free anti-malarial drugs in certain public health centers. This led to the "branding of pharmaceuticals destined for public health institutions to prevent them from being sold on the black or grey markets, as pharmacies and doctors were stealing and selling them". This branding marked them as free public goods, and drew great interest from the community. (Quote can be found in Page 13 here).
4D. Institutional Accountability Tools			
Anti-Corruption Council	Moldova: Fighting Academic Corruption at the Tiraspol State University	Moldova (2008-2009)	This project, implemented by the Institute for Democracy, sought to combat academic corruption by establishing an Anti-Corruption Council at Tiraspol State University. The Council, with representatives of the administration, teachers, and students, "would act as a channel for complaints and monitor the implementation of the Honor Code". It was established and "reviewed and approved the proposed program for combating corruption including new rules for examinations", while also dealing with anonymous complaints. (Pages 2 and 3 in link)
Code of Conduct for Institutional Monitoring	Cameroon: AGDGG - Education Resource Management Project	Cameroon (2011)	This project, implemented by the AGDGG, was a pilot which sought to tackle the issue of corruption in education at a public high school in Limbe. It involved the school management board and the parent teacher association in monitoring the school resource budget, and developed a code of conduct for all stakeholders involved in the process. The project summary stated that training was key to ensure school management boards and PTAs could be effective monitors, and that student stakeholder groups are often ignored but should be involved in these processes. It also added that multi-stakeholder approaches are best to combat corruption in a non-confrontational way.

			(Pages 4 and 5 in link)
			(Project Completion Report here)
Complaint/Grievance Redress: Legal Advice Center	Kazakhstan: Support for an Advocacy and Legal Advice Center	Kazakhstan (2008-2009)	This project, implemented by the Civic Foundation "Transparency Kazakhstan", sought to establish a run an Advocacy and Legal Advice Center "to inform citizens about their legal rights and equip them to take action on cases of corruption that they have witnessed or been victim of". It found that "most of the complaints did not have evidence of corruption, but rather pointed to omissions and negligence which in many cases would have corruption risks". It also worked with the government on recommendations to tackle corruption. (Pages 35 and 36 in link)
Complaint/Grievance Redress: Ombudsmen	India: Development of a pilot anti-corruption action plan in the Delhi State Government	India (2001-2002)	This tool includes Selecting voluntary departmental focal points to interview people and receive complaints regarding corruption and misadministration within governmental bodies. Under this project, implemented by Transparency India (TIN), voluntary departmental ombudsmen were created, and pressed for improvements to the departmental Citizen's Charters (which defined the public's rights and the department's commitments and obligations). Interviews were conducted with people who conducted business with the departments to understand the causes of corruption, and the results led the Delhi Government to organize a workshop with 100 senior officers from different departments and the implementation of Citizens' Charters and the redressal of public grievances. Several departments were selected to include Nodal Officers: "people's representatives dealing with such departments [who] will be given a voice and a continuing role". (Pages 13, 14, and 15 in link)

Complaint/Grievance Redress: Whistleblower protections	Moldova: Institute for Democracy, Academic Corruption at State University of Taraklia and Creation of Commission	Moldova (2009-2010)	This tool is used to ensure that whistleblowers who identify corruption practices and/or perpetrators of corruption are protected from any potential blowback. This project, implemented by the Institute for Democracy, aimed to fight corruption and improve transparency processes at Taraklia University and at Tiraspol State University. One aspect of this project was to use an anti-corruption box for students to anonymously make complaints. (Pages 39 and 40 in link)
	Moldova: NWIM - Decreasing the Level of Corruption in Public Health Services in Moldova	Moldova (2010)	In this project, implemented by the National Institute for Women of Moldova "Equality", an anti-corruption box was placed "in the Polyclinic of the Ministry of Home Affairs in which stakeholders can drop papers documenting their experiences and ideas" so complaints could be processed. (Pages 42 and 43 in link)
Helplines	Cameroon: ALDED - Improving the Quality of Classroom Construction in the Méfou and Afamba District	Cameroon (2011)	This tool includes setting up units to receive complaints and follow up on corrupt practices. It usually assists citizens in filing complaints against specific corrupt practices, or in some cases does so on behalf of citizens. This project, implemented by ALDED, created a database monitoring classroom construction to combat the corrupt practices of entrepreneurs and public officials. A training workshop was conducted to help over 100 beneficiaries detect and report any problems to a "cellule d'écoute et de suivi" - a technical help and follow-up advisory service/unit to file complaints to ensure that reported construction problems were resolved within the one year guarantee. 39 cases of poor construction were addressed during the project, over 3/4 of which

| | | | were resolved favorably. The rest were still pending at the end of the project.
(Pages 5 and 6 in link) |
| | | | |

Tool	Project	Date/Country	Description
5. Evaluation of Outcomes			
Monitoring, Evaluation, and Learning	N/A	N/A	This strategy/method is used to define measurable project outcomes and result indicators which can in turn be used to measure whether a project was effective or not. The U4 Practice Insight found that: "MEL is generally weak in many anti-corruption projects and institutions. Inherent problems like the lack of data, the difficulties of measuring corruption and anti-corruption efforts, and attributing success to project activities make it a particular challenge. In many CSO projects, monitoring is hampered by a lack of suitable indicators, or a focus on process indicators". (Page 25 in link)
(Project Evaluation) Social Audits	Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society	Ukraine (2016-2019)	These are participatory monitoring process whereby community members, researchers, or CSOs investigate and analyze citizens' experiences with the project, and then discuss their findings publicly. These reports are often timed to coincide with the service providers' annual reports. In this project, a follow-up evaluation of the basic training was conducted "to test the knowledge gained by the participants as the basis for selecting participants for the advanced training planned in Kyiv and provide inputs for the design of the advanced training program". A post-training evaluation of the advanced training program was conducted;

			following the training, "participants were asked to fill in an online questionnaire to evaluate it".
Citizen satisfaction surveys	Promoting Equitable & Accountable Civic Engagement in Myanmar (PEACE Project)	Myanmar (2016-2020)	This tool provides a quantitative assessment of project performance based on citizens' experience on a range of topics, from specific project issues to overall impressions of the project. As part of its evaluation process, the PEACE project "asked participants about the most significant changes they had seen in their communities" as a result of the project and converted the responses into a mind map. It found that one of the key lessons from the project was to also include "storytelling in monitoring and evaluation frameworks, wherever the opportunity arises". (Pages 8, 9, 10, and 22 in link)
Independent evaluators	Russia: Transparent Municipal Budgets	Russia (2005-2006)	PTF has used independent evaluators to visit project sites and partners to evaluate the activities of CSOs conducted in remote regions and/or in areas where PTF has no in-country presence. Pages 9 and 10 of the U4 Practice Insight provide more information on this strategy. This project implemented by Rostov Regional Branch of the International Assembly for Human Rights Protection (IAHRP) sought to promote budget transparency at the municipal level. Liliana Proskouriakova visited the implementing CSO to check on the project's outcomes but found little evidence of its results. As a result, PTF did not disburse the final tranche and decided "to require more references and clearer statements of expected results and means to accomplish these results". (Pages 7 and 8 in link)

Tool	Project	Date/Country	Description
6. Knowledge Sharing			
6A. Publishing "Outcome Reports"			
Information Hub	Nepal: Forest Action - Promoting Transparency & Accountability for Rights Based Community Forestry in Nepal	Nepal (2010-2013)	Creating an information hub can serve to promote knowledge sharing and develop policy briefs for wider dissemination, as was done in this project implemented by Forest Action which worked to curb corruption in community forestry perpetrated by local officials/community leaders, as well as to build the capacity of community forest user groups (CFUGs) and CBOs to fight corruption and enhance transparency. The information hub helped with knowledge sharing within the sub-district network of CFUGs. More information on both phases of the project can be found here and here. (Pages 46, 47, and 48 in link)
Outcome Reports	Argentina: Strengthening the Role of the Auditor-General	Argentina (2004-2006)	This tool can serve to recapitulate project findings and the reports can be circulated to relevant stakeholders and published online to ensure transparency and stakeholder engagement. It can also serve as a method of pressuring governments to implement their findings. In this project implemented by ACIJ which concerned clarifying and strengthening the role of the Auditor-General, the final project report was circulated directly to legislators and the local CSO published it directly on their website. This received extended media coverage and led to two new draft laws being presented to ensure adequate participation by minority parties in the congressional commission overseeing audits. (Pages 2 and 3 in link)

	Brazil: Sao Paulo Anti-Corruption Program	Brazil (2001-2002).	This tool can also be useful to prevent project results from being coopted for political purposes. In this project, implemented by Transparencia Brasil, which sought to develop an anticorruption action plan for the city of Sao Paulo, the results of a conducted survey were published online to prevent the Mayor from selectively using the results to launch his reelection campaign. (Pages 4 and 5 in link)
6B. Publishing Guidance Materials for Effective Replication			
6B.1. Compilation/Summaries of Effective Practices for CSOs			
Practice Insight	Civil society monitoring in the health sector: Partnership for Transparency's work to ensure clean procurement and quality service provision	N/A	This tool can be used to review projects in a given sector to provide an overview of lessons learned from past experiences. The U4 paper, published in 2022, is a review of projects in the health sector for the continued improvement of PTF practices, and is a resource which can also be used by other organizations.
Case Examples	Increasing the Integrity of Public Procurement in Moldova through cooperation with Civil Society	Moldova (2020-2025)	In this project, implemented by IDIS Viitorul, experienced CSOs were asked to write up case examples to share with trainees (i.e., other CSOs) in the project. (Page 14 in link)

Toolboxes	N/A	N/A	Particularly used for public procurement monitoring and citizen engagement, these involve creating a list of tools which can be used or adapted for projects promoting good governance and combatting corruption. They can also provide CSOs with sets of tools to identify causes of corruption, as well as sets of tools to address each of them. PTF Europe has listed "toolboxes to be offered to potential donors and partner CSOs, including in the environment/climate change, health/COVID-19, education and energy sectors" as priorities in its Annual Report 2021. (Page 20 in link)
Manual	Poland: Monitoring of Local Government Public Grants	Poland (2001-2003)	These outputs can provide an explanation of why an approach was successful, how it was implemented, and to set out how it be expanded or replicated elsewhere. This PTF project implemented by Asocjacje aimed to develop and implement "an instrument to track subsidies, grants and contracts of public funds to non-governmental organizations". As part of this aim, a manual entitled "*How to Handle Grants? An Instrument for Monitoring the Grant Extension and Settlement Procedures Employed by Polish Territorial Self Government Entities vis a vis Non-Public Entities*" was published. It was presented to national conferences involving other CSOs. (Pages 30 and 31 in link).

Training Modules	India: Development of a pilot anti-corruption action plan in the Delhi State Government	India (2001-2004)	These are developed to allow CSOs to promote knowledge sharing of best practices through the training of relevant stakeholders, which may include CSO leaders and staff, public officials, and/or youth and community leaders. This project, implemented by Transparency India (TIN), sought to assist the Delhi State Government, at their invitation, in tackling endemic corruption. As part of the project, interviews were conducted with people who conducted business with the departments to understand the causes of corruption; after consultative workshops, this led the Delhi State Government to appoint Nodal Officers (ombudsmen) in several departments to deal with citizen complaints and implement Citizens' Charters developed by TIN to reduce official abuses. As part of this process, TIN "developed a training module on (i) formulation, implementation, monitoring and revision of Citizens Charters, and (ii) complaint handling system and grievance redressal mechanisms for use in Staff Training Colleges in India". (Pages 13, 14, and 15 in link)
Compilation Books	Mongolia: Strengthening the Media to Fight Corruption	Mongolia (2001-2002)	These outputs are used to compile different information about the consequences of corruption and about how to combat it in understandable terms to disseminate to different stakeholders including young people, the general public, and government officials. This project implemented by the Zorig Foundation compiled the best essays and posters which resulted from a media competition on the theme of anti-corruption in the form of a book and disseminated 4000 copies. (Pages 19 and 20 in link)

Brochures	Tanzania: Reducing Corruption in the Electoral Process	Tanzania (2003-2005)	These are short and simple informative papers which can be used to make key points about corruption issues. In this PTF project implemented by PORIS, to reduce corruption in the electoral process, the CSO prepared, printed, and distributed 100000 copies of a Swahili brochure condemning corruption in the electoral process. (Pages 36 and 37 in link)
6B.2. Guidance Materials for Citizens			
Toolkits	Poland: Citizen's Anti-Corruption Legal Toolkit	Poland (2004-2005)	These outputs can provide citizens with accessible information on how to deal with corruption and to improve citizens' awareness of their rights. This project, implemented by TI-Poland, created a Citizen's Anti-Corruption Legal Toolkit to support their legal intervention program, to help individuals and groups with their own cases, and to help organizations start their own legal intervention programs. This included FAQs, online help, practical and accessible anti-corruption guides, intervention program working procedures and instructions, and a database for successful legal strategies, among other tools. (Pages 31 and 32)
Guidance websites	Brazil: Creation of a website to guide transparent local government procurement	Brazil (2001-2003)	These websites simplify government transparency procedures in ways which render them simpler and more accessible for citizens, and improve citizen involvement in improving accountability and transparency. This PTF project, implemented by Transparencia Brasil, created a website to answer questions on relevant procurements legislation and regulations for local government procurement. It was built around a

			core of pre-programmed questions hierarchically arranged along logical "trees"; a whistle-blowing tool was also included for the press and CSOs. (Pages 3 and 4 in link)

Tool	Project	Date/Country	Description
7. Policy			
7A. Contributing to the development of policies			
Focus group discussions	Tanzania: Reducing Corruption in the Electoral Process	Tanzania (2003-2005)	These are discussions with voters, key informants from the media and business sector, and other relevant stakeholders about potential reforms. This project, implemented by PORIS, sought to reduce corruption in the electoral process. As part of the project, the CSO sent a questionnaire to "three Presidential candidates, 300 parliamentary candidates and 200 campaign managers all relating to the elections held in 2000". It also conducted focus group discussions with voters and selected individuals from the media and business sector to develop policy approaches and recommendations for legislative reforms. (Pages 36 and 37 in link)
Assessments of policy in the media	Ghana: Raising Public Awareness of Corruption	Ghana (2005)	This has involved local experts and organizations making contributions in the press with assessments of the progress (or lack thereof) of governmental action/reforms relating to anticorruption. This project implemented by GII did a survey of corruption in 4 major cities to raise awareness of this issue and to "to provide a robust basis for civil society to engage with the government on ways to reduce corruption". The stakeholders' events and conferences at which the results were disseminated were complimented by articles, radio talks, and radio and television discussions where civil society members sought to advocate for the passage of the

			Whistleblower Bill and the Freedom of Information Bill into law to combat corruption. (Pages 11, 12, and 13 in link)
Advocacy for the expansion of independent monitoring	Slovakia: Enhancing Public Procurement	Slovakia (2004-2005)	This tool has been used at the end of projects to work through advocacy campaigns and discussions with lawmakers and/or public bodies to expand or standardize the independent monitoring practices CSOs had implemented locally during the project. This project implemented by TI Slovakia sought to "to help improve the transparency and effectiveness of public procurement at the national, regional and local levels of government". Discussions were held with local and national governments to shape the monitoring process throughout and their feedback was incorporated. The final results of the monitoring work were Supreme Audit Office and Office of Public Procurement as well as at several events where TI Slovakia advocated for the continuation of this work. (Pages 33, 34, and 35 in link)
Informal meetings with policymakers	Latvia: Improving Anti-Corruption Legislation	Latvia (2005)	These meetings can be useful in assessing potential paths to the improvement or strengthening of (draft) anticorruption legislation. The U4 Practice Insight on PTF's experience in the health sector described the need to provide incentives for policymakers to act; this could include appealing to 'reform champions' to champion a project/policy change, as noted in Pages 16-18. This project implemented by PROVIDUS contributed to monitoring and shaping draft laws relating to anti-corruption and electioneering. Informal meetings with parliamentarians enabled an agreement that the CSO's "policy analysts should be present during the preparation of this law for the second reading". (Pages 17, 18, and 19 in link)

7B. Contributing to drafting legislation			
Producing draft laws	Lithuania: TI Lithuania--Enhancing Whistleblowers Protection in Lithuania (EWPL) Phases I & 2	Lithuania (2009-2010)	This has involved drafting a law to deal with a gap in existing legislation or to strengthen weak legislation. In this project implemented by Delna (TI-Latvia), the CSO produced a draft law to promote whistleblower protections and submitted it to Parliament. This project involved two local experts and one external reviewer. (Pages 38 and 39 in link)
Providing expert feedback on draft laws	Colombia: Improving the Transparency of Public Auctions of Telecommunications Licenses	Colombia (2001-2002)	Multiple PTF projects have involved providing feedback/revisions on draft laws relating to public procurement, anti-corruption, transparency, and accountability issues. Some have involved experts in providing this feedback. In this project implemented by Transparencia por Colombia, the CSO worked with the Ministry of Communications on how to introduce greater transparency into the public auctioning of telecommunications licenses. An independent consultant carried out the review (pro bono), and suggested a number of important clarifications and changes to the draft documents which the government accepted. (Page 7 in link)
	Trinidad and Tobago: Transparency Institute – Construction Sector Enquiry	Trinidad and Tobago (2009)	In this PTF project implemented by TTTI, an international expert was brought in to testify to the public and televised Commission of Enquiry on the government procurement of construction projects. The expert informed the commission and the public on and where corruption can occur during procurement processes, and his specific recommendations led to governmental reforms. (Pages 57 and 58 in link)

Participation in Governmental Working Groups	Latvia: Monitoring of the Government Activities Addressing Issues of Political Corruption	Latvia (2001-2003)	In this project implemented by Delna (TI Latvia), the CSO participated in a working group set up by the Latvian government to prepare draft laws on political party finance and on the institutional arrangements for fighting corruption, which the government accepted. Two local experts from NGO circles were financed by PTF to participate on the working group, and Delna's experts facilitate the group's access to knowledge from other parts of the world. They also contributed to "broadening the concept of the Anti-Corruption Law to embrace prevention of conflict of interests in public institutions" and to changing the draft legislation "On Financing of Political Parties". (Page 17 in link)
Translation of existing legislation for review	Mongolia: TI Mongolia: Improvement of Judicial Code of Ethics	Mongolia (2009)	This can be useful in getting feedback from international experts to strengthen national legislation and in promoting best practices.

In this project implemented by TI-Mongolia, the CSO translated the 30 Police Procedure Standards most prone to abuse for review by international experts. TI-Mongolia then signed a Partnership agreement with the National Police Authority to improve procedure standards to be consistent with the best international practices. (Pages 43 and 44 in link) |
| *7C. Conducting public awareness/media campaigns to hold officials accountable* | | | |
| Public awareness/media campaigns | Nicaragua: Media Campaign Against Serious Abuses in the Remuneration of Top Officials | Nicaragua (2003) | These aim to promote awareness about corruption issues and seek to hold policymakers and public officials to account to act on corruption. In some cases, that can mean collaborating directly with the media to raise awareness about a specific issue.

This project implemented by ET used a series of radio and TV spots as part of a public campaign to pass new legislation limiting the compensation paid to the country's President and top political leaders. |

			The 3 month campaign ending in November 2003 was followed by the National Assembly cutting salaries of all public officials earning more than $50000 by 10%. (Page 23 in link)
	Nepal: Anti-Corruption Media Campaign	Nepal (2004)	This project implemented by FACT designed and ran a series of radio programs to raise public awareness of corruption and the actions which could be taken to strengthen the country's integrity system. The weekly program, called Hamro Chaso (Our Concern), took the form of an informative radio magazine with coverage of corruption cases, emphasizing the principles of good governance, and publicizing efforts being made to combat corruption. It became one of the most popular radio programs in the country and attracted the active participation of Nepalese decision-makers. (Pages 22 and 23 in link)
	Nepal: Forest Action -- Promoting Transparency & Accountability for Rights Based Community Forestry in Nepal	Nepal (2010-2013)	This project implemented by Forest Action aimed to reduce corruption in the community forestry sector "by promoting innovative, transparent, participatory and accountable governance" systems. The project used radio programs to create awareness of corruption in community forestry and to explain what might be done to curb it. (Pages 46, 47, and 48 in link)
	Strengthening Stakeholder Engagement and Improved Governance in the COVID 19 Response in Ghana's Upper West Region	Ghana (2020)	In this project implemented by SAVE-Ghana during the Covid-19 pandemic to improve the efficiency and effectiveness of the government's response to the pandemic by facilitating construction community engagement, the CSO launched a weekly radio program "which allowed people to call in and question duty bearers about the use of Covid-19 funds, the interventions applied by the government to reduce the spread of the disease, as well as any other important issues for

			the region". This led to the program's wide reach in a sparsely populated region, and to high participation as calls were free; it also brought different parties together on the platform and addressed issues people were interested/worried about. The program's success led to the radio station taking on the production costs. (More information on Page 14 here).

Endnotes

[1] "Civil society monitoring in the health sector: The Partnership for Transparency Fund's work to ensure clean procurement and quality service provision". *U4 Practice Insight*, 2022:2; pp. 3-4.

[2] Ibid, p. 13.

[3] Partnership for Transparency Fund (2020). Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society: Completion Report. p. 3.

[4] https://www.waterintegritynetwork.net/stakeholder-engagement-tools/
https://www.waterintegritynetwork.net/assessment-tools/annotated-water-integrity-scan/

[5] https://www.care.org/wp-content/uploads/2021/11/10.22.2021-CSC-Brief.pdf

[6] PTF Europe (2022). "BRIDGE-GAP: Abbau der geschlechtsspezifischen und regionalen Bildungslücken in Nordghana". pp. 9-10.

[7] Partnership for Transparency Fund (2020). Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society: Completion Report. p. 3.

[8] "Civil society monitoring in the health sector: The Partnership for Transparency Fund's work to ensure clean procurement and quality service provision". *U4 Practice Insight*, 2022:2; p. 26.

[9] European Investment Bank (2020). Guidance note for EIB Standard on Stakeholder Engagement in the EIB Operations. p. 11; 18.

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[11] Partnership for Transparency Fund: Report on Completed Projects (Updated March 31, 2006), pp. 1-2.

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[13] Summaries of PTF Supported Completed projects November 2009 to April 2012. p. 48.

[14] The World Bank (2019). Implementation Completion and Results Report <TF018163> on a Small Grant in the Amount of USD 0.65 Million to the Globe International Center for Transparency and Accountability in Mongolia Education (TAME). p. 6.

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[17] Partnership for Transparency Fund: Report on Completed Projects (April 1 2006 - March 31 2007), pp. 5-8.

[18] Partnership for Transparency Fund (2015). Lessons from the CARTA Program in Nepal and Bangladesh. p. 2.

[19] Partnership for Transparency Fund: Report on Completed Projects (Updated March 31, 2006). pp. 6-7.

[20] "Civil society monitoring in the health sector: The Partnership for Transparency Fund's work to ensure clean procurement and quality service provision". *U4 Practice Insight*, 2022:2; p. 9.

[21] Partnership for Transparency Fund: Report on Completed Projects (April 1 2006 - November 30 2006), pp. 10-11.

[22] "Monitoring Public Procurement in Ukraine: Guidelines and Resources for Civil Society". EBRD, PTF, KSE. p. 13.

[23] "Civil society monitoring in the health sector: The Partnership for Transparency Fund's work to ensure clean procurement and quality service provision". *U4 Practice Insight*, 2022:2; p. 47.

[24] Ibid, pp. 34-35.

[25] Partnership for Transparency Fund: Report on Completed Projects Updated March 31, 2006), pp. 29-30.

[26] Monitoring Public Procurement in Ukraine: Guidelines and Resources for Civil Society". EBRD, PTF, KSE. p. 10.

[27] Partnership for Transparency Fund: Report on Completed Projects (April 1 2006 - November 30 2006), pp. 1-2.

[28] Summaries of PTF Supported Completed projects November 2009 to April 2012. pp. 46-48.

[29] "Civil society monitoring in the health sector: The Partnership for Transparency Fund's work to ensure clean procurement and quality service provision". *U4 Practice Insight*, 2022:2; p. 13.

[30] Summaries of PTF Supported Completed projects November 2009 to April 2012. pp. 39-40; 42-43.

[31] "Civil society monitoring in the health sector: The Partnership for Transparency Fund's work to ensure clean procurement and quality service provision". *U4 Practice Insight*, 2022:2; pp. 9-10.

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[33] Ibid, pp. 4-5.

[34] Ibid, pp. 15.

[35] Ibid, pp. 19-20.

[36] Ibid, pp. 36-37.

[37] Ibid, pp. 31-32.

[38] Partnership for Transparency Fund: Report on Completed Projects (Updated March 31, 2006), pp. 3-4.

[39] Partnership for Transparency Fund: Report on Completed Projects (Updated March 31, 2006), pp. 36-37.

[40] "Civil society monitoring in the health sector: The Partnership for Transparency Fund's work to ensure clean procurement and quality service provision". *U4 Practice Insight*, 2022:2; p. 17.

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[42] Partnership for Transparency Fund: Report on Completed Projects (Updated March 31, 2006), p. 7.

[43] Summaries of PTF Supported Completed projects November 2009 to April 2012. pp. 57-58.

[44] Partnership for Transparency Fund: Report on Completed Projects (Updated March 31, 2006), p. 17.

[45] Summaries of PTF Supported Completed projects November 2009 to April 2012. pp. 43-44.

[46] Partnership for Transparency Fund: Report on Completed Projects (Updated March 31, 2006), p. 23.

[47] Summaries of PTF Supported Completed projects November 2009 to April 2012. pp. 46-48.
[48] "Civil society monitoring in the health sector: The Partnership for Transparency Fund's work to ensure clean procurement and quality service provision". *U4 Practice Insight*, 2022:2; p. 14; 29.