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# Monitoring and reporting corruption

Participatory methods and tools for civil society organizations  
in Africa

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## Practical guide for anti-corruption stakeholders and experts

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## Introduction

Corruption affects both wealthy developed countries and poor developing countries, albeit in different forms and varying degrees. Corruption hurts the poor disproportionately and impedes efforts to achieve the Millennium Development Goals (MDG). The situation is all the more serious in West and Central Africa where corruption is compounded by fragile state institutions that do not have the capacity to detect and prosecute corruption cases. As in many developing countries, existing anti-corruption laws and anti-corruption bodies in most West and Central African countries lack financial, technical and institutional capacities, characterised by the gap between the anti-corruption rhetoric of governments and realities faced by the populations. Stakeholders at the domestic (governments, civil society organizations, citizens, private sector) and foreign (donors, regional integration organizations) levels, are unable to fulfil their role in the development, monitoring and evaluation of anti-corruption systems that are often put in place.

Improved governance must come from within and be owned by the country concerned and its citizens. Civil society organizations (CSOs) therefore have a vital role to play: they must participate in, legitimize and endorse government policy and action. They also play the role of watchdog of the behaviour of regimes, public agencies and civil society itself, while collaborating in the national development effort. This guide exclusively targets civil society actors specializing or interested in the fight against corruption.

In 2010, UNDP in collaboration with World Bank, the Anti-Corruption Observatory of Central Africa (OLCAC) and civil society stakeholders organized a training workshop for CSOs in Congo-Brazzaville. This workshop highlighted, inter alia, the need for training of CSOs in most, or even all, countries in West and Central Africa on corruption monitoring and reporting. In 2011, with the support of the Government of Belgium, World Bank, Tiri, Transparency International and the coordination of country offices, UNDP organized training workshops in three francophone countries in Africa (Benin, Burundi and Mali). The objectives were to provide training and assistance for CSOs to encourage public demand for the adoption and implementation of anti-corruption laws through advocacy and accountability-related activities, and to build the capacities of CSOs to detect, monitor and report corrupt practices in their circle and in the public and private sector.

Following these workshops, UNDP developed this guide to share the methodology employed for the development, organization, conduct and evaluation of these training sessions. It is intended for all actors and organizations that wish to provide training to members of civil society organizations on corruption monitoring and reporting. This guide can therefore be utilized by colleagues at UNDP offices, colleagues in the broader UN system, international organizations and agencies, as well as international, national or local CSOs. It can provide CSOs with a better sense of ownership enabling them to reproduce this training programme in favour of other organizations.

## Setting goals and intended outcomes

The purpose of the training is to strengthen the capacities of CSOs through the presentation of the United Nations Convention Against Corruption (UNCAC), regional mechanisms and national legal frameworks and to provide them with in-depth training on monitoring and advocacy in the fight against corruption. The training also consists of providing technical support to CSOs for the preparation of funding requests to mobilize the resources necessary to promote their advocacy and development objectives. The specific objective of the training, with UNDP country office support, is to introduce technical tools to:

- Equip participants with the essential skills required for the implementation of UNCAC

- provisions, hence allowing them check and act as a counterweight to government practices;
- Enable participants to master the use of all monitoring and reporting tools and checklists;
- Train participants on techniques for writing grant applications and on fund-raising methods;
- Strengthen the capacities of participants to reproduce the training at the national and subnational levels.

This type of training can be the start of a medium to long-term training programme, spread over time, with more detailed modules to address specific needs. The training aims to analyse the type of programmatic support needed by CSOs in the fight against corruption.

The intended outcomes of the training are:

- Participants will acquire full understanding of the conceptual framework and of international standards and criteria in the fight against corruption;
- Participants will be updated on trends and the current situation in the fight against corruption;
- Participants can identify gaps in their knowledge on corruption and anti-corruption initiatives, and compile a list of sources and contacts to be established and maintained;
- Participants will be capable of developing the skills and knowledge required for networking, project preparation and fund-raising.

Objectives and intended outcomes of each workshop must of course be adapted to the local context, taking into consideration participants attending the workshop as well as the political, social and economic climate of the country and region where the workshop is being conducted.

This is not a workshop for resolutions to be adopted and recommendations issued, but a workshop where information and knowledge on anti-corruption tools and techniques are to be shared.

## Assessing needs

Prior to making a decision to organize a training workshop, it is important to assess the need for such training. Each country develops a strategic plan to implement its national policy. The commitment of the government to properly implement its strategic plan is a prerequisite for any governance-related training to achieve the desired results. Involving the government in such workshops is not solely for the purposes of the workshop, but also to nurture ties with the government in order to achieve better governance, accountability and effectiveness.

## Targeting potential participants

Participants should be selected based on the aforesaid training objectives and expected results. The number of participants may vary. It is preferable to have a sufficient number of participants in order to have added regional value, but also limit the number for effective group discussions. A target group of about 25 participants can be identified.

**Civil society organizations (CSO):** CSO members are the primary beneficiaries of this training workshop on the fight against corruption. Civil society is understood as all citizens' organizations working outside the government: associations, non-governmental organizations (NGOs), local groups and communities, lobby and interest groups (unions, religious brotherhoods, customary and traditional groups, women, youth and vulnerable groups, etc...). If possible, CSO members who are already involved in anti-corruption activities should be targeted so as to strengthen their capacities. Participation should however not necessarily be limited to organizations specializing in the fight against corruption; CSOs with little knowledge in this area or active in related areas can also be

targeted in order to train them in the basics of anti-corruption practices. Criteria for the selection of training beneficiaries shall be defined based on the level of commitment and the specific nature of CSOs. A call for candidates is also recommended so as to facilitate the selection of participants and encourage voluntary participation of CSOs. Candidates can also be identified based on their experience, hence avoiding the selection of individuals who have attended several similar training programmes. Though the sessions conducted in Mali, Benin and Burundi in June 2010 were attended by a mixed audience, organizers may also decide to conduct two separate training sessions (one for experts and another for employers who will be implementing the anti-corruption activities).

**Government stakeholders:** Although training sessions are intended for civil society, it is equally important to involve certain government stakeholders in this workshop. For instance, the Minister of Justice, the representative of the anti-corruption committee, the Minister in charge of governance or other government representatives with links to anti-corruption activities can be invited to attend the opening ceremony.

**Representatives of the government agency responsible for combatting corruption:** The participation of representatives of anti-corruption bodies will foster collaboration between them and civil society and encourage information sharing. Moreover, it is an illustration of the commitment and willingness of policy makers to accept the work of civil society in this area that was once a State monopoly, thereby promoting mutual enhancement between state and non-state stakeholders.

**Selecting an expert and resource persons to coordinate the process:** An expert on governance and anti-corruption issues should be designated to coordinate the knowledge production (content) process before the start of the needs assessment stage. This person could adapt the questionnaire and participate in needs assessment missions with potential training beneficiaries.

## Assessing needs

The needs of potential participants should be assessed prior to planning and organizing the workshop. In this regard, conducting an assessment mission is crucial to identify the needs of CSOs in the fight against corruption. Two participatory methods are recommended to conduct the participatory analysis of training needs. On the one hand, qualitative and face-to-face interviews can be conducted with about ten pre-selected CSOs. On the other hand, a meeting in the form of a *café-idées*<sup>1</sup> can be organized for CSOs to discuss political, social and economic issues, opportunities and challenges as well as training needs. It is also possible, if time and resources permit, to set up a small training needs assessment coordination team to propose a “package” based on identified needs. Training on the UNCAC is important but emphasis should also be placed on tools for measuring corruption as well as on communication, advocacy and other tools in order to help civil society actors develop their knowledge and practices in the fight against corruption.

Discussions with potential participants will help determine their level of experience and knowledge in the fight against corruption. These discussions will also engender a sense of ownership in participants prior to the training session, by allowing them to define their own needs and determine

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<sup>1</sup> A *café-idées* is a brainstorming session conducted in small groups, where a person acts as a coffee-shop owner and sells ideas in the form of questions to be answered by customers for a maximum duration of twenty minutes. All participants shall participate in two to three brainstorming sessions so as to share their views on the various issues being discussed. The coffee-shop owners will then summarize and present findings during a plenary session, followed by a general discussion session.

the contents of the training programme. **Appendix 1** is a sample questionnaire to assess the knowledge and needs of potential participants. This questionnaire should be shared with potential participants several days before the interviews. Responses obtained will be employed to develop a training programme that is perfectly adapted to the needs of participants. It will especially help to clearly identify organizational and environmental challenges faced by CSOs as well as opportunities open to them. As previously, if time and resources permit, it is also possible to assess the specific needs of each participating CSO. As an adjunct to the general training programme, it is possible to provide individual support in such a way that the support received by a CSO working essentially in research will be different from that received by a CSO mainly involved in the mobilization of citizens.

## Developing the content of the training programme

The content of the training programme can be developed as soon as the needs and opportunities have been identified. The time required for the organization of the workshop shall be determined. A minimum of two months for the preparation of the workshop is recommended. Planning the workshop over a three to five-day period is also recommended in order to ensure that all participants have a full understanding of the content.

### Finalizing the training objectives

At the completion of the assessment mission, training objectives should be defined taking into consideration the capacities of participants and their needs. Additional objectives that emerge during the assessment of training needs shall be analysed to determine whether they are not overly specific and to determine the relevance of including them in the final concept paper.

### Preparing the training agenda

It is extremely important, when drafting the training agenda, to consider corruption-related challenges specific to West and Central Africa, including its adverse effects on service delivery, achieving MDGs, security and justice as well as the presence of corruption in the public procurement field, and in tax and customs departments. Results of studies and reviews conducted in the sub-region can be used to identify challenges. These include the Global Corruption Barometer of Transparency International ([http://www.transparency-france.org/ewb\\_pages/r/rapports-Transparence-International.php](http://www.transparency-france.org/ewb_pages/r/rapports-Transparence-International.php)), World Bank reports ([http://publications.worldbank.org/index.php?main\\_page=advanced\\_search\\_result&qs=1&bookTitle=corruption](http://publications.worldbank.org/index.php?main_page=advanced_search_result&qs=1&bookTitle=corruption)), UNDP-conducted studies (<http://www.beta.undp.org/undp/en/home/librarypage/democratic-governance/anti-corruption.html>), etc... **Appendix 2** is a sample draft agenda providing a general overview of the training programme; the agenda shall be prepared on the basis of identified needs.

Firstly, registration of participants at the start of the workshop and at the opening ceremony shall be planned. The opening session should include a welcome address delivered by the director/chairperson of the institution organizing the training programme. Besides, the opening session is the ideal occasion to highlight government participation with a keynote address delivered by a senior representative. The opening session is also an opportunity for policy dialogue and the participation of the local media. This session can also be the occasion to present an overview of the linkages between corruption and development in Africa as well as the role of civil society in the fight against corruption. The opening session can end with the presentation of the agenda as well as the objectives and expected results of the training programme.

The content of the various sessions shall be prepared based on the results of the needs assessment exercise. UNDP and its partners structured the training programme around three broad themes: 1)

the state of knowledge on corruption in Africa; 2) measurement and advocacy tools in the fight against corruption; and 3) strengthening the capacities of CSOs in governance to effectively monitor and combat corruption practices within and outside civil society. Again, it is worth noting that if time and resources permit, a follow-up workshop on each of the three themes can be organized, thereby strengthening knowledge sharing.

The module on **the state of knowledge on corruption in Africa**, based on the needs of participants, can include sessions on:

- International and regional conventions against corruption: contents and implementation mechanisms (UN, African Union, ECOWAS and WAEMU);
- The national legal and institutional anti-corruption framework: results achieved, strong points and shortcomings;
- The daily struggle against corruption: corruption at the lower levels (this session can include presentations of local CSO experiences and on social accountability);
- Corruption at the sectoral level: linkages between human rights, education and gender.

The module on **measurement and advocacy tools in the fight against corruption**, based on the needs of participants, can include sessions on:

- International mechanisms to evaluate implementation of international conventions (UN, African Union);
- The United Nations Convention Against Corruption mechanism and the advocacy role of CSOs;
- Advocacy tools in favour of institutional reforms and policies to fight against corruption: dialogue between CSOs and the official anti-corruption agency;
- Presentation of civil society case studies;
- Working relations between civil society and the anti-corruption agency: mutual expectations;
- Relations with national and local bodies such as the auditor general's office or local governments.

The module on **strengthening the capacities of CSOs in governance to effectively monitor and combat corruption practices within and outside civil society**, based on the needs of participants, can include sessions on:

- Management of corrupt practices within civil society organizations: internal governance and capacity-building;
- Risks and opportunities related to working in the area of corruption in Africa;
- Fund-raising: techniques for writing grant applications;
- Networking by civil society organizations in the fight against corruption.

The presentation of case studies from civil society organizations will be an asset to the workshop. It will facilitate experience and knowledge sharing among participants and provide an overview of the work already accomplished on the ground in the fight against corruption. A guide has been prepared to help organizations prepare their presentations. This guide is included as **Appendix 3**.

The workshop should also allocate time for group work as well as discussions during a substantive session. Time must be allocated for participants to ask questions. Group work can follow substantive sessions and initiate discussions on topics addressed. Questions prepared beforehand by the trainers to initiate discussion among participants can also be debated during these group sessions.

Finally, the closing session shall also be planned. Senior representatives of the government, donors or the training provider can again participate in this session. Otherwise, it can be a more informal



session, limited to participants and the team of trainers. The closing session is the appropriate time to award workshop attendance certificates to all participants.

It is important to share the agenda with a few selected participants, members of the training team and other colleagues and request their input so as to ensure that it addresses the needs of participants.

### **Developing the training modules**

A hard copy as well as an electronic version (on a flash drive) of the participant's manual shall be given to each participant. The manual shall include the following:

- The general objectives of the training;
- An overview of the training programme and methodology;
- The module for each session, including objectives, learning points, audio-visual materials (PowerPoint presentations, etc...), discussion points and additional materials.

Assignments for participants to work on before the workshop, including reading material, interviews, drafting of comments and documents can also be prepared, if necessary.

All training modules utilized by the UNDP and its partners for the preparation and implementation of anti-corruption training programmes are on the CD-ROM included in this guide. Also included is a bibliography of all basic documents (conventions, reports, etc...) and other reference documents. These documents can be relevant for the preparation of the workshop and can also be shared with participants as additional material. The list of documents on the CD-ROM is indicated in **Appendix 4**. Handing-out, in paper and electronic form, presentations made during the training shall, on the one hand, enable participants to effectively master the content and allow access to this content for all members of participating CSOs, and on the other hand, facilitate the reproduction of the training by CSOs that attended the training programme.

### **Identifying the team of trainers and facilitators**

Trainers can be selected from within the various UN specialized agencies, local or international CSOs working in the anti-corruption field, academia, etc... A meeting with potential trainers working on governance and anti-corruption issues can be organized to aid in identifying the appropriate trainers based on the requirements of the workshop. There are many experts on anti-corruption issues in Africa and in the sub-region who can be recruited. It is important to have a multidisciplinary team of trainers in order to implement an extensive and detailed training programme. Furthermore, it is recommended to seek the participation of national and local contributors who have a good knowledge of the state of corruption at the local level. The training agenda should be prepared in collaboration with the team of trainers.

A guide for trainers to better structure their presentations was proposed to facilitate their preparatory work as well as the development of training modules. An example of this guide is included as **Appendix 5**. Various presentation methods shall be employed for sessions to be lively and to ensure participants fully understand the content.

Facilitators shall also be designated for each discussion and question and answer session. Facilitators will stimulate debate among participants on themes being discussed and will also serve as timekeepers.

### **Training selected participants**

## Identifying rapporteurs

Each day, two participants will volunteer to prepare the report of the day. These reports shall be compiled at the end of the training programme. They shall note down the main points discussed during the day and make a summary presentation the following day. These reports can also be used to prepare the final workshop report.

## Presenting and moderating sessions

A facilitator shall be responsible for each session. Workshop facilitators and coordinators are in charge of:

- Ensuring, as much as possible, that sessions start and end on time;
- Presenting topics and trainers for each session;
- Encouraging a reasonable number of questions on the topic of each session, while trying to limit the number of off-topic questions or those to be dealt with later during the workshop;
- Ensuring that the workshop is smoothly conducted.

## Evaluating and summarizing the day

A short session (ten to fifteen minutes) to summarize and evaluate each day of the workshop is recommended. The main themes discussed during the day will be summarized. The facilitator can be in charge of this session and participants can also be asked to share their thoughts. Moreover, feedback from participants on each of the sessions conducted during the day will hence be obtained soon after presentations and discussions. It is also important to dedicate time each day for participants to evaluate the various sessions of the day. Comments made by participants will help to assess the knowledge they have acquired and to modify or improve future workshops.

## Final evaluation of the workshop

A final evaluation of the workshop should take place during the last day of the workshop to determine whether the general objectives were achieved or whether the content, materials, organizational aspects, etc... are to be amended. Participants shall be given an evaluation form to be filled and returned to the organizers of the workshop before the end of the last day. A sample final evaluation form is included as [Appendix 6](#).

It would also be important to provide members of the training team the opportunity to evaluate their experience in the organization and conduct of the training programme.

## Follow-up?

What are the plans to monitor that knowledge acquired is put to use and strategies are implemented?

The main purpose of this guide was to describe how to conduct training on anti-corruption issues for CSOs. However, the long-term objectives can only be achieved through follow-up. The aim is to ensure not only the sustainability of results but also continuing capacity-building. The assessment and training sessions brought to light that medium and long-term challenges are many. It is therefore vital to work closely with CSOs to develop a medium to long-term strategic support plan for capacity building and strengthening. This strategic CSO work plan is also important for the mobilization of funds. Follow-up of training programmes is therefore necessary.

## Appendices

### Appendix 1: Questionnaire on the assessment of civil society training needs

#### A. Organizational / Functional evaluation

##### Background, facts and figures

- 1: What date was your organization created?
- 2: How many employees work in your organization?
- 3: What is the rate of employee turnover?
- 4: Does your organization have articles of incorporation? Are they available?
- 5: What is the organizational and functional structure of your organization?
- 6: Do you have strategic plans and/or external or internal evaluation documents? Do you have an annual report?
- 7: What are your organization's missions and objectives?

##### Capacities / Human resources

- 8: Do you have adequate staff and resources to fulfil your missions and achieve your objectives?
- 9: Have you invested in capacity-building? How? How much? When? In what areas?
- 10: Does your organization have internal conflict resolution procedures?

##### Reputation / Complementarity

- 11: What do others (NGOs, donors, international organizations) say of you?
- 12: With whom do you work in close collaboration?
- 13: How do you counteract with the government, the national assembly? The private sector? Donors?

##### Accountability

- 14: What internal governance mechanisms do you have within your organization? (for example, board of directors, steering committee, etc...)?
- 15: Do you prepare audit and financial reports? Are they available? Do you publish your annual reports? Where? Who is the target audience?

##### Impact

- 16: In concrete terms, what do you think of when you talk about combatting corruption?
- 17: In what areas are you the most active, in terms of the fight against corruption?
- 18: Who are the main beneficiaries of your activities?
- 19: What are your main results?

##### Sustainability

- 20: How do you ensure the sustainability of your interventions? Where do you see yourselves in one,

five, ten years?

## ***B. Evaluation of anti-corruption policies/strategies***

### **Priorities and opportunities**

21: Have you already implemented a specific programme in the anti-corruption field? What programme?

22: What type of training have you received over time? Have you attended training programmes relating to the fight against corruption or governance?

23: In your opinion, what are the strategic priority areas in the fight against corruption in your country?

24: In your opinion, what are the opportunities in the fight against corruption over the next two years?

### **Experience**

25: In what areas relating to the fight against corruption are you the most active (sectors, tools, methodologies)?

26: Do you have success stories to share?

### **Capacity-building needs**

27: In what areas relating to governance would you like to work but consider not to have the capacity? Why?

### **Implementation mechanism of the United Nations Convention Against Corruption**

28: What do you know about the UNCAC?

29: How do you plan to ensure the monitoring and implementation of the UNCAC process in your country?

### **Strategic stakeholders in the fight against corruption**

30: Who are the strategic stakeholders you consider to be very important with regard to anti-corruption policies/strategies?

31: How significant is and to what ends do you use methods of investigative journalism in your country? What is the role of the media in the fight against corruption?

32: Does the national anti-corruption agency/committee meet your expectations in the processing of corruption cases?

33: What are your recommendations to intensify the fight against corruption in your country?

## Appendix 2: Sample agenda for an anti-corruption training workshop for civil society organizations

### Training workshop for civil society organizations "Monitoring and reporting corruption" Agenda

<i>Day 1</i>	
<b>9.00 – 9.30</b>	<b>Registration</b>
<b>9.30 – 10.45 (1h15)</b>	<b>Opening session</b> <ul style="list-style-type: none"> <li>• Welcome address</li> <li>• Keynote address by the Minister of Justice (or other senior government representative)</li> <li>• Introductory presentation 1: Overview of linkages between corruption and development in Africa</li> <li>• Introductory presentation 2: The role of civil society in the fight against corruption: overview and key points</li> <li>• Presentation of meeting agenda: training objectives and expected outcomes</li> </ul>
<b>10.45 – 11.00</b>	<b>Coffee break</b>
<b>Session 1: The state of knowledge on corruption in Africa: practices of stakeholders and standards</b>  <i>Objectives of the session: Understanding basic concepts in the fight against corruption. Review of national and international anti-corruption standards and legal frameworks</i>	
<b>11.00-11.45 (45min)</b>	<b>International and regional conventions against corruption: what content, implementation mechanisms and actions? UN, AU, ECOWAS, WAEMU</b>
<b>11.45-12.15 (30min)</b>	<b>Question and answer session</b>
<b>12.15-1.00 (45min)</b>	<b>1.2. The national legal and institutional anti-corruption framework: results achieved, strong points and shortcomings</b>
<b>1.00-1.30 (30min)</b>	<b>Discussions</b>
<b>1.30-2.15 (45min)</b>	<b>Lunch</b>
<b>2.15 - 3:00 (45min)</b>	<b>1.3. Combatting corruption on a daily basis (corruption at the lower level): Two experiences of local civil society organizations (between theory and practice)</b>
<b>3.00 - 3.45 (45MIN)</b>	<b>Group work on the 2 experiences (3 groups of 10 participants)</b>
<b>3.45 – 4.15 (30min)</b>	<b>Presentation of group work</b>

4.15 – 4.30 (15min)	<i>Coffee break</i>
4.30 – 5.15 (45min)	<b>1.4. Corruption at the sectoral level: linkages between human rights, education and gender (best practices)</b>
5.15 – 5.45 (30min)	<b>Question and answer session</b>
5.45 – 6.00 (15min)	<b>Evaluation of Day 1</b>
<i>Day 2</i>	
<b>Session 2: Measurement and advocacy tools in the fight against corruption: from international to national</b>	
<i>Objectives of the session: Share with participants advocacy tools for the implementation of national instruments and international and regional conventions. Explore the various methods of evaluating governance and corruption</i>	
9.00 – 9.45 ( 45min)	<b>2.1. International mechanisms to evaluate implementation of international conventions (UN, African Union)</b>
9.45 – 10.15 (30min)	<b>Question and answer session</b>
10.15 – 11.00 (45min)	<b>2.2.2. UNCAC mechanism and advocacy role of civil society organizations</b>
11.00-11.30 (30min)	<b>Question and answer session</b>
11.30 – 11.45	<i>Coffee break</i>
11.45 – 12.30 (45min)	<b>2.3. Advocacy tools in favour of institutional reforms and anti-corruption policies: dialogue between CSOs and the official anti-corruption agency</b>
12.30-1.00	<b>Question and answer session</b>
1.00 – 1.45 (45min)	<b>2.4. Presentation of CSO case study</b>

1..45 – 2.30 (45')	<i>Lunch</i>
2.30 – 3.15 (45min)	<b>Presentation of group work</b>
3.15 – 4.00 (45min)	<b>2.5. Working relations between civil society and the anti-corruption agency: mutual expectations</b>
4.00 – 4.30 (30min)	<b>Discussions</b>
4.30 – 4.45	<i>Coffee break</i>
4.45 - 5.15 (30min)	<b>Summary presentation of discussions</b>
5.15-5.30 (15min)	<b>Evaluation of Day 2</b>
<b>Day 3</b>	
<b>Session 3: Strengthening the capacities of CSOs in governance to effectively monitor and combat corruption practices within and outside civil society</b>	
<i>Objectives of the session: Understanding risks in view of commitment, recognising issues relating to networks and building capacities especially for the professional management of anti-corruption programmes and projects (fund-raising).</i>	
9.30-10.15 (45min)	<b>3.1. Management of corrupt practices within civil society organizations: what internal governance and capacity building?</b>
10.15-11.45 (30min)	<b>Group work</b>
11.45-12.00	<i>Coffee break</i>
12.00-12.45	<b>Working to combat corruption: Risks and opportunities in Africa</b>
(45 min)	
12.45-1.15 (30min)	<b>Discussions</b>

<b>1.15-2.00 (45 min)</b>	<b>3.2. Fund-raising: techniques for writing grant applications</b>
<b>2.00-2.45</b>	<i>Lunch</i>
<b>2.45-3.15 (30min)</b>	<b>Group work</b>
<b>3.15-4.00 (45min)</b>	<b>Networking by civil society organizations in the fight against corruption: regional and local experiences</b>
<b>4.00-4.45 (45min)</b>	<b>Discussions</b>
<b>4.45-5.00</b>	<i>Coffee break</i>
<b>5.00-5.30 (30min)</b>	<b>Final evaluation</b>
<b>5.30-6.00 (30min)</b>	<b>Closing ceremony</b>



## Appendix 3: Instructions for the presentation of case studies of civil society organizations

Each case study must not exceed 10 pages. They should address the following issues and be as clear and precise as possible. Instructions are given below each point. Use this form to describe your experience or case study and return to us by 12 June 2011 at 12 noon. Indicate the name of the person who will be presenting the case study at the planned training session.

<b>1. The facts</b>	
<p>Describe in specific terms how the initiative was implemented, what was physically and actually achieved.</p> <p>The following should be included under this point:</p> <ul style="list-style-type: none"><li>- Title of case study/experience;</li><li>- Name of organization implementing the case study/experience;</li><li>- Brief description of the case study/experience;</li><li>- Issues dealt with;</li><li>- Geographic focus;</li><li>- Alliances and partnerships;</li><li>- Funding (amounts and sources)</li></ul>	
<b>2. The objectives</b>	
Main objective and secondary objectives.	
<b>3. Background</b>	
Describe the political and social context in which the case study was implemented, including positive and negative factors.	
<b>4. Reproduction conditions</b>	
Identify the conditions for the reproduction of this initiative.	

**5. Methodology**

Describe approaches and tools used to achieve objectives.

**6. Results achieved**

List a few results achieved.

**7. Challenges**

List challenges that this case study/experience addressed during its implementation.

**8. Recommendations (lessons for the future)**

List lessons learned at the end of the initiative and propose recommendations for improvement.

**9. Appendices**

Indicate electronic sources or attach appendices to provide further information on this initiative.

## Appendix 4: List of documents included in the CD-ROM

### Training modules

- Introduction
  - Monitoring and reporting corruption: toolkit
- Session 1: The state of knowledge on corruption in Africa: practices and standards
  - International and regional anti-corruption conventions: contents and implementation mechanisms (UN, African Union, ECOWAS and WAEMU);
  - The national legal and institutional anti-corruption framework: results achieved, strong points and shortcomings
  - The daily struggle against corruption: corruption at the lower levels (this session can include the sharing of local CSO experiences and presentations on social accountability);
  - Corruption at the sectoral level: linkages between human rights, education and gender.
- Session 2: Measurement and advocacy tools in the fight against corruption: from international to national and local?
  - International mechanisms to evaluate implementation of international conventions (UN, African Union);
  - The United Nations Convention Against Corruption mechanism and the advocacy role of civil society organizations;
  - Advocacy tools in favour of institutional reforms and anti-corruption policies: dialogue between CSOs and the official anti-corruption agency;
  - Presentation of civil society case studies;
  - Working relations between civil society and national and local governments, as well as the anti-corruption agency: mutual expectations.
- Session 3: Strengthening the capacities of CSOs in governance to effectively monitor and combat corruption practices within and outside civil society
  - Management of corrupt practices within civil society
  - Working to combat corruption: risks and opportunities
  - Fund-raising: How to write a successful grant application

### Reference documents

- *La corruption compromet elle la réalisation de l'éducation pour tous?*, Lafia MOKADDEM (2010)
- African Union Convention on preventing and combatting corruption
- United Nations Convention Against Corruption
- Legislative guide for the implementation of the United Nations Convention Against Corruption
- Review mechanism of the United Nations Convention Against Corruption
- Sample schedule for country reviews based on the terms of reference of the review mechanism
- List of candidates for review mechanism, Year 1
- Technical guide to the United Nations Convention Against Corruption
- ECOWAS protocol on the fight against corruption
- Preventing corruption: UNCAC toolkit for parliamentarians
- Guide to measure corruption
- *Gérer les municipalités sans corruption*
- USAID Handbook for Fighting Corruption

- TI and UN-Habitat: Tools to Support Transparency in Local Governance
- Teaching Integrity to Youth
- TI: Corruption Fighter's Toolkit
- EPAS and the Council of Europe: Corruption in sport
- *Evaluation de la lutte contre la corruption à Madagascar*
- TI: Global Corruption Report: climate change
- Ren-Lac : The state of corruption in Burkina Faso
- E-governance and citizen participation in West Africa: Challenges and case studies
- *La rançon de la corruption*
- Anti-Corruption Resource Centre : Institutional arrangements for corruption prevention
- World Bank: Assessment surveys and action plan for good governance and fighting corruption
- TI: 2015 Strategy
- World Bank Institute : Mobile Phone Technology to empower citizens to support better governance
- UNCAC coalition: a global network of civil society organizations
- TI: Corruption and local governments
- TI: Corruption and gender in service delivery: the unequal impact
- Tiri : Reconstruction Monitoring Field Guide: Options for Civil Society Reconstruction Monitoring in Post-War Countries (2007)
- World Bank Institute: Demanding Good Governance: A Stocktaking of Social Accountability Initiative by Civil Society in Anglophone Africa (2006)

## Appendix 5: Instructions for the preparation and presentation of training modules

### 1. Content and criteria

The theme of your module is indicated in the agenda. Documents such as the workshop objectives and the country report on the CSO needs assessment mission are important elements that will help you to effectively develop your module. Also, the learning outcomes of your module shall be specified prior to developing the content of the module.

Your module should take the following criteria into consideration:

- The target audience mainly comprises members of civil society organizations, some of whom have already conducted anti-corruption activities and others who are new to the subject;
- At the end of the training programme, participants are expected to be better prepared to engage in anti-corruption projects and programmes;
- Materials (articles, excerpts of documents, videos, etc...) attached to the module as well as the module itself should be in the English language;
- The module shall be produced in electronic format and shall comprise between **15 to 20 pages maximum**.

### 2. Duration of the presentation and methodology

The maximum duration is **45 minutes** (indicative).

An interactive seminar is preferred. However trainers can propose the method best suited to put across the content of their modules. About 35 participants are expected. Equipment for PowerPoint presentations will be made available to each trainer.

### 3. Materials and appendices

It is recommended, if necessary, to include background material as appendices to your module. The maximum volume for appendices is 30 pages. Audio-visual materials to be submitted must be delivered in electronic format for copying to flash drives.

Trainers authorize the reproduction of their modules and related appendices. These course materials will be printed in the form of a “participant’s handbook” and stored in a flash drive given to participants at the start of the workshop.

### 4. Bibliography

Each module will include a bibliography of references used, encouraging participants to “go further”.

### 5. Agenda and handing out of modules

The final date for handing out modules in electronic format is **12 June at 1200 hours**.

### Template for the development of a module

Title of module	
Last and first name of trainer	
Venue:	

Title of module:

Learning outcomes of the module

- 
- 
- 
- 

Plan

- 
- 
- 
-

## Appendix 6: Final evaluation form

What is your opinion on the general programme of the workshop?

- Relevant                       - Not sufficiently relevant                       - Not relevant at all

Why? .....  
.....  
.....

How do you rate the various modules presented?

- Interesting                       - Fairly interesting                       - Not interesting at all

Why? .....  
.....  
.....

In your opinion, are members of organizations adequately engaged in the fight against corruption?

.....  
.....  
.....

What do you think of the time allocated to group work and to themes discussed during this workshop?

.....  
.....  
.....

### TRAINING CONTENT

Were your expectations...

Met:

Not entirely met:

Not met at all:

Why? .....  
.....  
.....

Which session did you find most satisfactory:

Opening panel:

Session 1:

Session 2:

Session 3:

What themes would you have liked discussed during this workshop?

.....  
.....

### ORGANIZATION

Are you satisfied with the welcome reserved for you (orientation, logistics, lodging)?

- Yes  - No

Why? .....  
.....  
.....

Are you satisfied with the organization of the workshop and discussions?

- Yes  - No

Why? .....  
.....  
.....

What are your recommendations for the next workshops?

.....  
.....  
.....  
.....

Please give us your views on the entire workshop

.....  
.....

THANK YOU