



TILAC 2012

REGIONAL STRATEGY FOR LATIN AMERICA AND THE CARIBBEAN

At the end of 2007, Transparency International's chapters in Latin America and the Spanish speaking Caribbean (TILAC) together with the Americas department at TI's Secretariat, approved a new four-year strategic framework-- TILAC 2012-- that will guide their work until 2012. In the next pages you will learn more about the priority areas chosen by TILAC: regional advocacy, organisational development and shared learning; as well as the thematic foci around which the network will concentrate its advocacy efforts: poverty and inequality, international anticorruption agreements and political systems.

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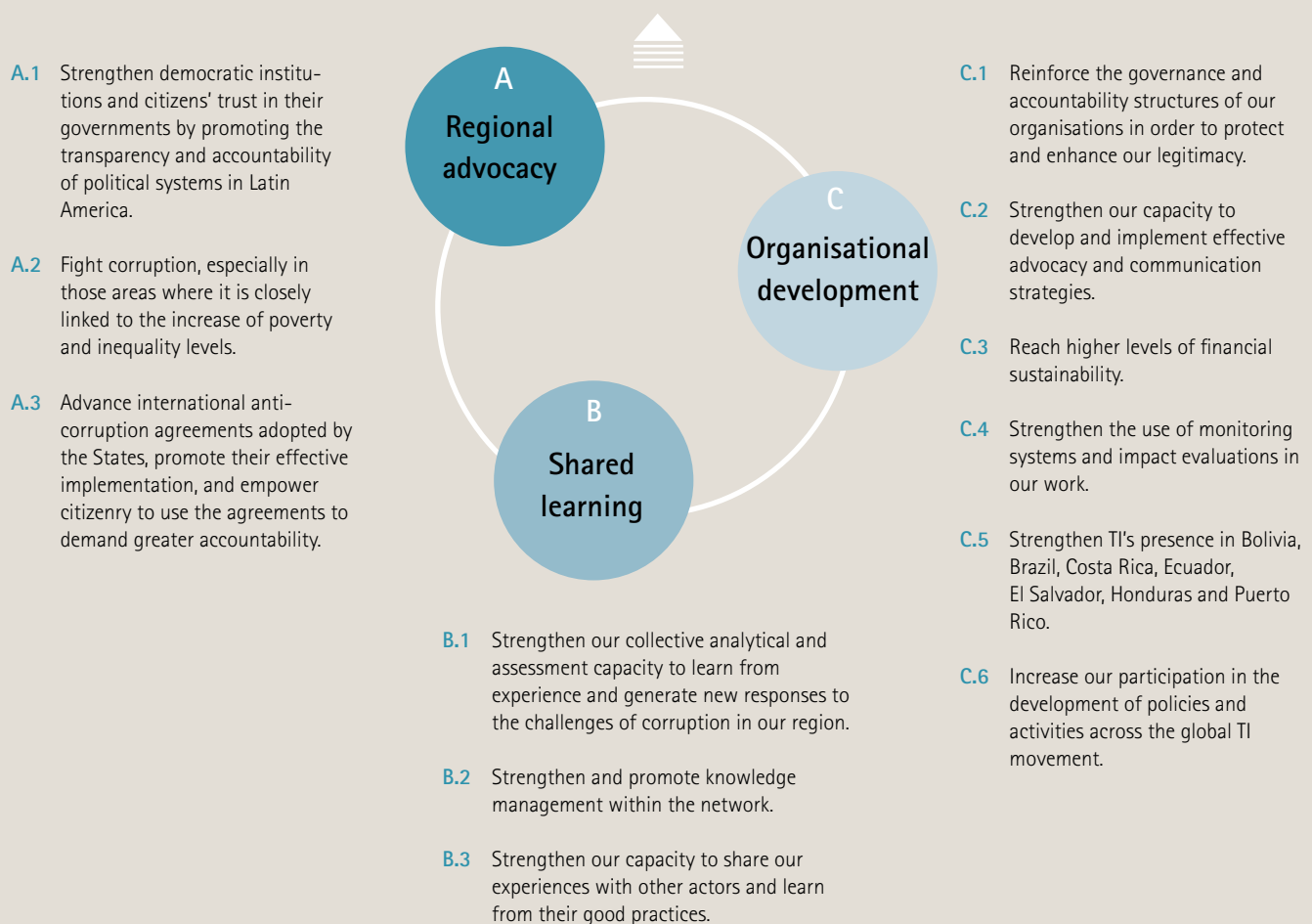
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TILAC 2012 in one page

TILAC will meet its regional strategy goal through the development of three areas of work: regional advocacy, shared learning, and organisational development. These areas are complementary – and do not substitute – the country-level efforts of the national chapters.

GOAL

To increase transparency and accountability levels of political and administrative systems in Latin America through concerted efforts of the government, the private sector, and civil society with the aim to reduce social and economic inequalities, improve the quality of public policies, and strengthen the legitimacy of democratic institutions.



Introduction

REGIONAL COMMITMENT TO ADDRESS NEW CHALLENGES

Transparency International (TI), the global civil society organisation leading the fight against corruption, unites individuals from different backgrounds, professions, and beliefs that share the same mission: to stop the devastating effects of corruption on the lives of women, men, and children around the world.

Corruption is defined as the abuse of entrusted power for private gain.

For 15 years, the organisation has been raising awareness on effective ways to fight corruption, providing analysis to better understand corruption's manifestations and costs, and promoting coalitions to lead reforms.

TI recognises that corruption is deeply rooted and has diverse effects in different countries around the world. However, TI also understands that corruption is a transnational phenomenon that spares no nation. Through global networks, it is possible to efficiently confront the corruption problem, offering local responses while advocating for joint international frameworks to promote transparency and integrity.

In Latin America, there are national chapters and contact points in 14 countries, as well as established linkages with various stakeholders and organisations around the region. From the beginning, we have relied heavily on the strength of a regional network that can scale up the impact of our efforts. The TILAC network (TI national chapters in Latin America and the Caribbean) was created in 1996. Members requested the Americas Department of the TI Secretariat to act as the network's Executive Secretariat.

After more than ten years of experience, it is clear that working as a regional network is a powerful means to:

1. Accelerate learning through the exchange of experiences.
2. Strengthen local influence with the support of the network.
3. Promote regional frameworks and agendas against corruption.

Additionally, we have seen that the network provides a reference point for generating and implementing collaborative work and encourages the creation of sub-regional networks to search for solutions to similar problems. For example, the network of chapters and allied institutions in Central America and the Dominican Republic has developed a series of joint advocacy strategies in recent years.

At the end of 2006, the accomplishments and experiences gained over the previous years prompted us to reassess the challenges, opportunities and assumptions related to our work in Latin America. From the beginning of this process, we have assumed, and taken as a challenge, the need for new responses and the adjustment of strategies and actions. As a consequence, we are convinced that we can take significant steps in enhancing the impact of our work in the region.

This document conveys these aspirations in a new regional strategy that will guide the efforts of the network for the next five years (2008 – 2012). The region's strategic planning process has benefited from the involvement of all the region's national chapters, the Berlin Secretariat, and programme coordinators based in the region. It also serves to complement the global 2010 Strategic Framework for Transparency International.

TI 2010

The strategic framework for TI, with a timeline through 2010, highlights six strategic goals:

1. Increase knowledge production.
2. Promote anti-corruption norms and principles (and their effective implementation).
3. Enhance dynamic communication and knowledge sharing.
4. Cultivate strategic partnerships.
5. Reach a broader base of citizens.
6. Monitor global trends, which impact on our work.

The attainment of these goals requires a great emphasis on the need to work through the national chapters; strengthen research and tool development; prioritize diagnostics and policy change; focus our advocacy strategies and programmes on global and regional priorities; increase and widen our anti-corruption alliances; and be more creative and proactive in expanding and diversifying our financial base.

PURPOSE AND SCOPE OF TILAC 2012

The TILAC 2012 strategy is the result of our commitment to strengthen our organisations and the network's efforts to enhance the impact of the anti-corruption activities in Latin America. Based on an analysis of the opportunities and challenges in the region as well as of our own strengths and weaknesses, the strategy focuses on **three areas**:

1. **Regional Advocacy:** Regional advocacy work must be focused, which implies identifying a limited number of strategic priorities for the network and developing clear strategies to achieve our objectives. While this determines the scope of regional work, members will continue to work on different country priorities, considering the uniqueness and demands of each national context.
2. **Shared Learning:** It is important to improve our capacity for collective learning. As such, we will take better advantage of the knowledge accumulated across the network to improve our capacity to better respond to complex problems, promote innovation, and increase our quality standards.
3. **Organisational Development:** It is fundamental to strengthen the capabilities of our member organisations to work more effectively and to expand our presence and credibility as leading anti-corruption organisations.

The strategy reflects a commitment by our network to the principles, standards and priorities of the international movement, while at the same time recognising the autonomy and diversity of each member. As a result, the regional strategy – besides giving a framework to the collective effort of all the members of TI in Latin America – serves as a guide and inspiration to the particular strategies and plans of each chapter.

TILAC 2012 is a work in progress. The three key areas of work, and their corresponding objectives and strategic focus are highlighted in this document, whereas its operationalisation will be subject to work plans that are adjusted in an on-going manner based on achieved results and changes to the Latin American context.

Context: opportunities and challenges

To achieve its goals, the regional strategy takes advantage of and is built around opportunities within the context of our work and the strengths of our organisations. Similarly, the strategy tries to mitigate existing weaknesses and respond to external challenges.

EXTERNAL CONTEXT

When dealing with corruption in the region, there is a tendency to see the countries through the same “analytical lens.” Although Latin American countries have similarities, they have diverse political and economic structures, as well as different norms and agreements that regulate relationships within society.

Notwithstanding these differences, through the diagnostics and dialogue guiding the strategy’s development, we have identified changes and trends that should significantly influence the overall region, while impacting our efforts. Without claiming to be comprehensive, the following trends are worth noting:

Economic growth does not necessarily lead to the reduction of the gap between poor and rich.

- Although each country has adopted different economic models, the recent regional trend is one of sustained economic growth (5.6% in 2007¹).
- Despite this growth, there are significant inequalities in opportunities for most of the population in the region. Some countries have made progress in alleviating poverty; however, in all cases, the policies and systems to improve the distribution of wealth are still incomplete and subject to political fluctuation.

Opportunities and Challenges:

The anti-corruption agenda can increase its prominence in the region if we understand it as a central element in achieving greater levels of equality and in reducing poverty – rather than as an isolated element primarily linked to ethics or justice. Achieving the Millennium Development Goals, for example, would be significantly reinforced if anti-corruption mechanisms were understood and incorporated as a key tool in the poverty reduction process. Likewise, it is important for the international community to understand that, although there is relative economic stability in Latin America, the problems have not yet been solved.

¹ ECLAC 2008

² *The National Integrity System is a concept developed by TI that analyzes all the institutions and practices that work in an interrelated fashion to protect society from corruption. If the system depends entirely on one or few institutions, it will be weak and risk collapsing.*

The populist and/or authoritarian orientation of certain governments in the region and the tendency to concentrate power in the executive branch generate disequilibrium in the balance of powers and affect the anti-corruption struggle.

- As a result of the populist and sometimes demagogic discourse, the fight against poverty tends to be presented and applied from a paternalistic perspective and not through transparent systems that encourage respect for citizens' rights and the inclusion of the citizenry in policy decisions.
- As a result of the concentration of power in the executive branch, the National Integrity System² is dominated by one pillar of government, affecting the principle of balance of power of the State and the possibilities for internal and external control.
- The polarizing trend of political discourse turns corruption into an essentially political issue and, occasionally, into a tool for attacking political opponents.

Opportunities and challenges:

The Legislative and Judicial branches and/or the oversight bodies need to take on more prominent roles in fighting corruption. Similarly, local governments often offer alternatives for change when central governments have little inclination to work with civil society. It is a challenge to incorporate the pro-transparency and accountability discourse as a substantial, and not only rhetorical issue, in all levels of government.

The criminality and insecurity that characterize Latin America are reinforced by high levels of corruption in a weak institutional context.

- Impunity, influence peddling, and bribery add to high rates of poverty and marginality as factors that create and/or sustain criminality. On top of this, the judiciary's incapacity to respond to demand on this issue makes Latin America one of the most insecure regions of the world.
- Groups that benefit from lawless and violent environments (drug traffickers and mafia, for instance) work actively to weaken State institutions. In practice, they are among the main opponents to fighting corruption.

Opportunities and challenges:

The asymmetry in the capacity to influence decisions makes it easy for opponents of reform to reverse anti-corruption efforts. This challenge is countered by an increased demand for citizen security. Linking to this agenda is key for the anti-corruption effort.

"State capture" limits legitimate efforts to generate better and/or more just government decisions and public policies.

- The culture and practices of weak accountability and the power of certain legal (e.g. corporate lobbying) or illegal groups (e.g. crime networks) bias public decisions toward private interests that threaten the quality of public policies. Inequality and impunity further strengthen the relative position of these groups.

Opportunities and challenges:

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

Decreasing integrity standards are often justified by global economic competition.

- To increase competitiveness, it is often argued, there is a need to reduce transparency and integrity standards, or rather "play by different rules."

Opportunities and challenges:

Convince the business community that transparency and business ethics are profitable. The existence and promotion of international agreements and treaties create opportunities to advance in this field.

There is growing dissatisfaction given the challenges to demonstrating triumphs in the fight against corruption.

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

Opportunities and challenges:

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

In spite of the relative political stability and economic weight of Latin America, the international community is losing interest in the region.

- Latin America does not play a central role in the global agenda (it is not a security concern, nor an economic competitor, nor an extremely poor continent like Africa, for instance). On one hand, economic growth figures drive away international cooperation in development areas, while on the other hand, economic competition from countries such as India and China jeopardize the capacity to attract investment for the region.

Opportunities and challenges:

The opportunity to define alternative development models with strong regional rooting that support institutional development is a viable option. However, this potential is threatened by the growing incapacity to attract financial resources that sustain such undertakings. TILAC faces the challenge of achieving financial sustainability for its activities.

We can summarize analysis of the **external context** in one **central challenge**, for which the regional strategy will seek a response:

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

INTERNAL CONTEXT

This refers to strengths and weakness of the TI member organisations, also with respect to their involvement in the global and regional network:

- There is a strategic framework for TI (2008 – 2010) that helps target the global efforts undertaken by the movement, which incorporates concepts such as knowledge management, impact measurement, and others. These are all related to the way the network operates and are considered central to TILAC. Support from the global movement is expected.
- Some of the global TI programs are central of our regional strategy, such as international conventions, political finance, corruption and poverty. This translates into human resources and support from the movement dedicated to these issues.
- The debate on the financing of our work has expanded. While we have traditionally depended on international cooperation for funding, to date we are currently debating whether to undertake paid consultancy work (under certain conditions) and have found avenues towards other resources as well. This would positively impact our financial sustainability, but also represents a challenge in that the credibility of TI may be mistakenly questioned if paid work is perceived as responding to special interests inconsistent with TI's required independence.
- Knowledge management (capture, sharing, and learning from that knowledge) it is not systematically carried out in TILAC and in TI. Consequently, there is a limited use of the region's creative capacity and successful initiatives, which remain intellectual assets of a national chapter or group of individuals.
- There is an inclination to fragment the regional agenda given the diversity of topics and objectives of the members. In a limited resources environment, this limits our capacity to have an impact.

- As the regional network has been in existence for over ten years and members have maintained constant interaction, we operate as a cohesive group, committed to the benefit of all members. The practice and multiple examples of exchange and mutual support demonstrate this.
- On occasion, our national and regional leadership in fighting corruption leads us into an isolated position with respect to forming alliances with a larger number and more diverse mix of civil society organisations. On the one hand, this is an advantage (the selectivity has allowed us to avoid involvement with actors with possibly negative impacts), while on the other hand, it has limited our openness to actors that could help improve our work and impact.

The **central challenge** from the **internal context** can be summarized as:

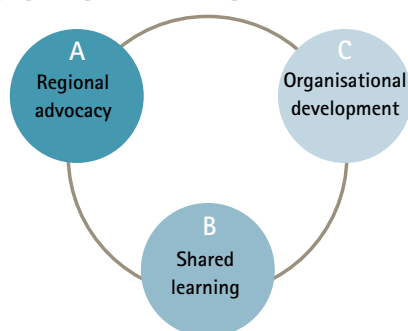
Maximize with greater efficiency and strategic focus the potential of our membership in the TILAC network and the international TI movement to increase our impact in fighting corruption in the region.

Regional Strategy

THE STRATEGY'S OVERALL GOAL

To increase transparency and accountability levels of political and administrative systems in Latin America through concerted efforts of the government, the private sector, and civil society, with the aim to reduce social and economic inequalities, improve the quality of public policies, and strengthen the legitimacy of democratic institutions.

STRATEGIC WORK AREAS



PURPOSE OF THE STRATEGY

To provide a strategic orientation that allows us to take better advantage of our involvement in the regional (and international) TI network and enhance our contribution to the defined goal.

A REGIONAL ADVOCACY

In the category of Regional Advocacy,³ we would like to focus on a few strategic priorities in fighting corruption and believe that working through a network, we can and must make a difference in these areas.

The priorities must respond to the central context challenges. Their selection is based, moreover, on the following criteria:⁴

- That we have appropriate experience and expertise as an organisation/network to respond to the priorities.
- That there is potential to achieve verifiable impact.
- That the priorities permit us visibility as a regional movement and benefit from collective efforts among the members.
- That we have comparative advantages vis-à-vis other organisations in addressing the priorities.
- That the priorities are relevant for all countries in the region.
- That the priorities enable us to obtain funding.

We understand that regional advocacy has multiple dimensions and develops at different levels, as it addresses diverse stakeholders. We propose the following ways to address this diversity:

- Focus our advocacy strategy on international actors so that they: modify their own policies and practices to promote change in the countries; promote international governance frameworks; and provide technical and financial support to anti-corruption efforts in the countries.
- Develop indicators that allow us to generate comparative information on selected issues, through their simultaneous and coordinated application in the countries; this information should help promote a debate, an agenda, and regional momentum.
- Concentrate our efforts on advocacy at the national level and, through the network, provide regional support to specific actions and campaigns.

Priority⁵ A.1

Strengthen democratic institutions and citizens' trust in their governments by promoting transparency and accountability of Latin American political systems

Objective: Increase transparency in political party and electoral campaign financing

Strategic approaches:

- Generate indicators to assess and compare transparency levels of political finance systems and prompt debate on the results obtained.
- Work with different stakeholders (political parties, electoral agencies representatives, electoral judges, journalists, and business people) to take on responsibility for improving transparency in the legislation and practices relating to political finance.
- Work with international stakeholders to support transparency reforms in political finance.
- Facilitate shared learning and innovation based on the identification and dissemination of best practices for citizen oversight of political finance.

Objective: Expand accountability mechanisms and practices in parliaments

Strategic approaches:

- Generate comparative information on legislative transparency and accountability to initiate and support debate.
- Identify and promote incentives and best practices to foster a legislative transparency agenda in the region.
- Identify national and regional strategic alliances to foster a transparency agenda.
- Promote social oversight exercises for transparency and accountability in the legislative branch at different levels of government (national, provincial, municipal).

Objective: Gain a more comprehensive view on the phenomena of state capture, including causes, forms, and measures to counter it

Strategic approaches:

- Promote regional spaces for reflection and analysis of the topic.
- Generate information showing the different forms of state capture in the countries and identify measures for combating and preventing the process.
- Develop medium-term regional actions in this area.

³ Regional Advocacy is defined as any activity geared to influence processes, behaviors, decisions, etcetera, towards a desired state. Identified at the regional meeting of TILAC in Guatemala, November 2006.

⁴ The selection of the following three priorities does not exclude collective action in other thematic areas that are not necessarily the priority of the whole network. Different chapter groups will continue to work on the following areas:

- Expanding the private sector commitment to combat corruption.
- Increasing transparency and accountability in provincial and municipal government.
- Reducing corruption in public contracting.
- Promoting and protecting investigative journalism against corruption.

⁵ While the Secretariat gives priority in resource allocation to the principal three strategic work areas, nonetheless support will be offered for other initiatives in the above-described focus areas.

Priority A.2

Fight corruption principally in those areas where it is most closely linked to the increase of poverty, inequality, and social exclusion

Objective: Promote greater integration of the anti-corruption and poverty reduction agendas in order to strengthen our impact

Strategic approaches:

- We will promote research and analysis that help our national chapters to increase their understanding of the link between corruption and poverty. Moreover, we will aim to strengthen the advocacy impact of TI tools in the area of poverty reduction.
- From this analysis, we will develop communication tools and monitoring strategies that minimize the risks of corruption most closely linked to poverty and in sectors and areas with high social impact.
- Promote a dialogue with government agencies at the national and municipal level to identify those incentives that will induce better accountability systems in public management vis-à-vis citizenry, particularly in poor and excluded communities, as well as build the capacity to design and implement such systems.

Objective: Bring together development agencies, as well as citizens in poverty, to motivate and facilitate their involvement in the fight against corruption

Strategic approaches:

- Promote dialogue opportunities with development organisations to explore options to integrate agendas.
- Encourage dialogue and collaboration with less privileged groups to empower them to implement social oversight activities. A systematic effort will be made to involve poor communities in the design and implementation of public sector monitoring strategies, in as far as these strategies have an immediate impact on their lives.

Priority A.3

Promote international anti-corruption agreements and their effective implementation, while empowering citizenry to demand greater accountability

Objective: Increase the effectiveness of international agreements⁶ in the fight against corruption

Strategic approaches:

- Contribute independent information to existing monitoring processes.
- Advocate for international commitments to contain effective monitoring mechanisms that include the full involvement of civil society.
- Execute regional advocacy and social oversight activities at the national and sub-national levels to promote the implementation of these agreements.

Objective: Contribute to a more effective use of available resources by integrating the different monitoring systems for international agreements

Strategic approaches:

- Evaluate the value of developing integrated monitoring by civil society of the most relevant agreements.
- Promote public disclosure by governments regarding the implementation of international commitments.

Objective: Expand the number of stakeholders that benefit from international agreements as a mechanism for change

Strategic approaches:

- Provide analysis and training for different actors of civil society and other sectors on the thematic areas included in the international agreements in order to increase demand for their enforcement.
- Include more civil society actors in monitoring and promoting the implementation of international agreements.
- Promote awareness among different publics regarding the different monitoring mechanisms that address anti-corruption.

⁶ We refer to anti-corruption conventions (for instance OAS, United Nations and OECD); agreements and treaties (for instance anti-corruption measures incorporated to free trade agreements) even non-legally binding agreements like the presidential declaration for a corruption-free Central America.

B**SHARED LEARNING**

Shared learning is one of the central elements that justify the existence of the TILAC network. To strengthen learning capacities in the network, it is necessary to improve the production, capture, and processing of information and knowledge of TILAC and TI, while sharing the most relevant information among its members. Similarly, the network learns from interacting and sharing knowledge with external actors.

TILAC will also invest in this strategic area because:

1. Shared learning and knowledge management are essential functions for network success that, when efficiently implemented, allow members to obtain more benefits than costs in belonging to the network.
2. The increase in the number of stakeholders and partners interested in the work of TILAC expands our audience, as well as the demand for our work, which introduces a challenge or incentive to our members to be innovative and seek higher standards.
3. The identification and analysis of success stories in the network and the subsequent extraction of good practices (as well as the learning from our mistakes) strengthen the network's capacity to focus the work on initiatives with greater potential impact.
4. Knowledge management allows the network to gain strength collectively and expand the presence and influence of the national chapters in supra-national arenas. That is to say, this will strengthen their voice in regional debates and decision-making concerning development issues.

Objective B.1:

Increase the collective capacity to analyze and reflect on our efforts to learn from experience and hence, generate new responses to the challenges of corruption in the region

Strategic approaches:

- Prioritize the generation of new information and knowledge in key areas of work identified in this strategy. Working groups of network members will, in some cases, promote analysis and learning on new topics, and in other cases, will support the transformation of existing information and experiences into materials suitable for sharing this knowledge. These materials will also be available to external actors and support the process of building linkages with new partners.
- Greater added-value will be given to information already available in the network through the analysis and extraction of lessons relevant for the region or national chapters (for instance, studies of the National Integrity System, studies of campaign financing, measuring tools, report cards) in order to revitalize the network. Also, information will be uniquely "packaged" for use with specific groups of actors (for example, for dialogue with donors).
- A monitoring system will be launched to follow changes to the context in which we operate in Latin America, paying special attention to the factors, which directly impact on the achievement of the goals set by this plan. This information will be available to network members and fuel the ability of TILAC and the national chapters to facilitate rapid adaptation to changing contexts.

Objective B.2:

Strengthen and promote the knowledge management function in the network

Strategic approaches:

- A knowledge management system will be developed to help respond better to the network members' demands for innovative and effective activities. The system will be based on promoting best practices within the network. The program will: Identify relevant quality tools and activities (the knowledge capture function); Analyze and identify factors contributing to the success or failure of the activities (the research function); "Package" the information (production of materials); and Disseminate experiences and support their adaptation and replication (the knowledge sharing and implementation function).
- Identification and implementation of viable options to strengthen the monitoring, evaluation, and measuring capacities of the network and each of its members. It is expected that in the midterm, monitoring and evaluation will become permanent functions of the network. In the long-term, we aspire to a network that uses the "impact" variable as the key selection criteria in identifying success stories.

Objective B.3:

Strengthen our capacity to exchange experiences with other actors and learn from their good practices

Strategic approaches:

- Design mechanisms to disseminate best practices and knowledge of our network to stakeholders, other regional networks, and organisations external to TILAC, including, for example, direct dialogue (fora and debate), publications, on-line databases.
- In cooperation with academia, assess the viability of courses and training programs for social leaders and civil servants. TILAC would provide practical knowledge based on our experience, while academia would provide scientific rigor and multidisciplinary approaches.
- Review and update this strategy, keeping it open to new issues and areas of interest, with particular emphasis on links with other regional agendas where the anti-corruption agenda may provide elements to strengthen efforts in the field of development, for example, or in the areas of health and citizen security, among others.

C

ORGANISATIONAL DEVELOPMENT

We understand that the institutional strengthening of our organisations, particularly their governance, management, and operational capacities, is essential to implement effective anti-corruption efforts. Therefore, we confirm our commitment to comply with the **organisational development** and internal governance standards of Transparency International.

We view the strengthening of our organisations as a continuous process. The TILAC network will promote an active dialogue to exchange experiences and work collectively so as to develop a common understanding of the organisational development needs of each organisation. In parallel to this dialogue, the TILAC network seeks to expand its membership and become a more relevant and active participant in the global TI movement.

Objective C.1:

Strengthen the governance and accountability structures of our organisations to protect and strengthen our legitimacy

Strategic approaches:

- Based on self-evaluation exercises and reviews of compliance with the TI accreditation framework, we will prepare diagnostics for each organisation. This will provide the basis for the identification of the areas requiring strengthening. Solutions will be implemented based on the exchange of experiences and the identification of good practices.

Objective C.2:

Strengthen our capacity to develop and implement effective advocacy and communication strategies

Strategic approaches:

- The needs of each organisation and the Secretariat will be identified through dialogue. We will seek training opportunities in advocacy strategies and/or communication tools.
- Advocacy and communication strategies for regional and global activities and products will be developed jointly so that they also have national impact.
- A permanent dialogue between the network members and the Secretariat will enable the identification of opportunities to support national advocacy activities through a regional voice.

Objective C.3:

Reach higher levels of financial sustainability

Strategic approaches:

- Analyze the fundraising experiences of the members of the network at the national and regional level. Based on this analysis, we will jointly identify innovative approaches and opportunities to contribute to the financing and sustainability of the network and thus contribute to the sustainability of the members.
- The information gathered in this analysis will be central in preparing joint funding proposals, both for the network in accordance with this strategy and for the chapters.
- The capacity-building needs of the members of the network in the area of resource mobilization will be identified and options will be explored to respond to these needs.

Objective C.4:

Strengthen our capacity to monitor and measure the impact of our work

Strategic approaches:

- Identify activities and tools relevant to regional strategy.
- Identify common methodologies to monitor and measure impact of these tools and activities.
- Design training and information-transfer methodologies for the implementation of tools by the national chapters, both at the country level as well as the network level, which support regional goals.

Objetivo C.5:

Strengthen the presence of Transparency International in Bolivia, Brazil, Costa Rica, Ecuador, El Salvador, Honduras, and Puerto Rico

Strategic approaches:

- Initiate the formation of national chapters based on the global TI guidelines, as well as an evaluation of the context, the opportunities and the stakeholders involved in the fight against corruption in each of these countries.
- Establish new alliances guided by the regional strategy and each of its components.
- Facilitate the active involvement of each of the TILAC members in identifying these new actors and in forming national chapters.

Objetivo C.6:

Increase our participation in the policies and activities of the global TI movement

Strategic approaches:

- Keep active in the regional dialogue the issues related to policies and governance of the global movement to generate joint proposals and inputs from the region to the movement.
- Actively participate in international activities and initiatives so as to ensure the provision of regional inputs to the movement, as well as the adequate articulation of efforts at the international, regional, and national level.
- Based on the network's shared learning initiative, make concerted efforts by the network and its members to inform the rest of the movement about existing and future national and regional experiences generated in the framework of the network.
- Bring to the region the knowledge and lessons learned in the rest of the movement to support and enhance the efforts of the network and the chapters in the region.
- The efforts of the network and its members will benefit from being part of a global network and from counting on international support from other chapters as well as the government and coordination bodies of the movement. We will look to maintain this support continually, especially in the circumstances that demand it most.
- Alliances with other national chapters and regions will be promoted when adding significant value to the network, with special consideration given to the collaboration opportunities between the North American and Anglophone Caribbean chapters.

Roles, responsibilities and resources

TILAC 2012 reflects a collective commitment of the whole TILAC network, and as such requires the active participation of all of its members. The Americas' team will act as Executive Secretariat of the network, coordinating the general implementation of the strategy, while the different chapters will take on the leadership of specific activities and programs. As such, the responsibility for the success or failure of the strategy will be shared.

Any strategy will be effective inasmuch as it can count on the resources required for its implementation. TILAC 2012 also represents a commitment by the network to intensify the collection of resources and the assignment of these resources to finance selected regional activities in priority areas. This does not mean that the national chapters must focus more on obtaining resources for regional work than what their national activities demand, but rather that all network members, and in particular the Americas' team, must commit to investing effort to ensure the sustainability of the strategy.

Evaluation and Monitoring

The network will implement a continual follow-up to the strategy in order to introduce the required revisions and adjustments as needed. This will allow members of the network to learn from advances and revitalize the efforts; provide motivation; and support the gathering of resources to further such efforts.

To this end, the network will develop a system to monitor progress and the fulfilment of commitments by network members in different areas of work outlined by the strategy.

As mentioned earlier, the content of the strategy (priorities, objectives and strategic approaches) will be put into operation via the work plans. These plans will include indicators whose application will enable the monitoring and evaluation of results and impact of our work. This responds as well to the prioritisation of the strengthening of our capacity to monitor and evaluate impact in the areas of shared learning and organizational development.

Furthermore, the network will take constant advantage of electronic communication among network members (intranet, electronic mail, etc.) to maintain continuous communication and document advances. Regional meetings will provide opportunities for in-person interaction and a collective space to review and update the strategy.

Contact us

TILAC consists of national chapters and national contacts in the region, the Americas regional department of TI's Secretariat in Berlin and three regional coordinators based in Chile, Brazil and Guatemala.⁷

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Moreover, TI works actively with civil society organisations in those countries with whom TI does not have a formal alliance.

⁷ As of November, 2008

Contact us

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The full document of the TILAC 2012 strategy is available at

www.transparency.org/tilac/strategy



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