

TNRC Associate Awards

Associate Awards (AAs) under the Targeting Natural Resource Corruption (TNRC) project offer a unique opportunity to implement a variety of anti-corruption approaches tailored to specific contexts and natural resource management (NRM) challenges. AAs are stand-alone agreements between a USAID mission or operating unit and World Wildlife Fund (WWF-US), separate from the Leader Award (LA). To realize the full potential of TNRC, however, coordination between the LA and AAs—especially on learning—will be a feature of WWF’s response. AA implementation will in most cases be led by WWF or TRAFFIC at the country level, working with other local, national and/or international partners as appropriate for the designated objectives and activities.

Effective anti-corruption programs and approaches are based on context. “What works” in one setting may not work in another, so an essential first step for programming is understanding the factors that facilitate and drive specific corrupt practices in targeted NRM sectors or functions, along with the viable entry points for progress on reform. Members of the TNRC LA consortium (WWF, U4 Anti-Corruption Resource Centre, TRAFFIC, and the Terrorism, Transnational Crime and Corruption Center (TraCCC)) will be available to engage remotely to consult about mission and operating unit priorities and provide guidance on possible next steps for situation analysis and/or programming responses. There is also (limited) scope for in-country visits if needed, to support initial consultations.

The following elements represent TNRC’s recommended approach to anti-corruption programming and align with [USAID recommendations for effective anti-corruption work](#). A mission can choose to do some or all of the following under an AA.

Lessons on Anti-Corruption Programming

- Avoid law enforcement programming in countries with a repressive political environment.
- Refrain from setting explicit anticorruption goals in countries with minimal or questionable political will or tenuous stability.
- Refrain from setting unrealistic project timeframes.
- Avoid accountability and oversight interventions if enforcement and sanctions are not faithfully administered.
- Refrain from mobilizing citizens to report corruption complaints when the justice system or other complaint handling systems have few ways of addressing grievances and following up on such cases.

Source: USAID, *Practitioner’s Guide for Anticorruption Programming* (July 2015)

Context/Situation Analysis: TNRC AAs can assist missions to conduct: (1) analysis of the legal-institutional framework, (2) political economy analysis of NRM corruption issues, (3) stakeholder mapping, (4) in-depth diagnostic analysis of corruption vulnerabilities in selected sectors and government functions or institutions, and/or (5) identification of viable entry points and pathways for reform based on existing knowledge and programming track records.

Program Implementation: TNRC AAs can be stand-alone activities targeting a specific corruption problem in NRM, [or they can be integrated into wider sector work](#), for example by adding an anti-corruption component to a reforestation or park management program. The type of activities AAs can implement will depend on the context/situation analysis and could involve a wide range of interventions, from strengthening public financial management (e.g. making sure rangers are paid on time) to developing anti-corruption legislation, to supporting judicial reform (e.g. specialized green courts) or supporting Civil Society Organizations (CSOs) to advocate for reform or monitor activities (so called “demand side” activities). While there is no template for determining the “right” program, USAID has developed some lessons about overall program approaches that align with broader learning in the anti-corruption field (see Box).

Monitoring, Evaluation and Learning (MEL): In keeping with USAID-supported learning on anti-corruption programming, AA design and implementation would include systematic monitoring and evaluation plans. Additionally, WWF would seek to include MEL elements that would contribute to the Leader Award’s learning agenda, focused on the effectiveness of various anti-corruption approaches in different contexts.