SEVENTH FRAMEWORK PROGRAMME OF THE EUROPEAN COMMISSION
THEME SSH-2007.5.1.1
Area 8.5.1 Participation and Citizenship in Europe

Research Project:
Promotion of Participation and Citizenship in Europe through the "Advocacy and Legal Advice Centres (ALACs)" of Transparency International. Analysis and Enhancement of an Anti-corruption Tool to Enable Better Informed and Effective Citizen Participation in Europe (short title: ALACs)

KICK-OFF MEETING
Holiday Inn, Berlin City East, Landsberger Allee, Berlin
22-23 January 2010

PROCEEDINGS OF THE MEETING

February 2010

Overview of the meeting

The kick-off meeting of the EU-funded research project "ALACs" organised by the University of Konstanz and the Transparency International-Secretariat aimed at discussing and preparing the project in all details related to research, administrative and organisational matters. The single sessions of the meeting have been planned in a way that all project partners understand their role and their tasks during the course of the project as well as the scope of the foreseen research and training activities. Generally, a short presentation of all aspects of each project phase provided by the coordinators of the project during the single sessions of the meeting has been followed by a discussion in which participants has been given the opportunity to clear up additional questions.

On the first day of the meeting a general introduction to the project took place which provided participants with fundamental aspects and the scope of the project. This introductory session has been followed by three additional sessions in which single aspects of project work have been presented and discussed according to the three project phases. This has been completed with a general discussion which took place at the end of the first meeting day in the frame of which core project aspects have been summarised and further aspects related both to single project procedures and the project as a whole have finally be discussed.

On the second day of the meeting still open questions derived from the first meeting day have been cleared up and a thorough discussion on ALACs work and functioning took place. The scope of the discussion was to provide academics with an overview as well as with insights of ALAC implementation and specific problems they face to date in order to be able to prepare research work to be then carried out in the single ALACs based in Romania, Czech Republic, Bosnia and Herzegovina and Azerbaijan during the first project phase. In view of the establishment of an ALAC in the TI-National Chapters of Ireland, Finland, Hungary and Lithuania during the second project phase participants coming from these chapters also participated in the discussion.

Prior to the meeting participants have been additionally provided with an overview of the implementation plan of the project in terms of tables covering whole project duration.

<div align="center">**AGENDA**</div>

Friday, 22nd January 2010

09:00-09:15
Welcome

09:15-10:00
Session 1: The ALACs research project: General introduction
Dirk Tänzler, University of Konstanz

10:00-11:00
Session 2: The first project phase: research, administrative and organisational aspects
Angelos Giannakopoulos, University of Konstanz

11:00-11:30
Coffee break

11:30-13:00
Session 3: The second project phase: research, administrative and organisational aspects
Angelos Giannakopoulos, University of Konstanz

13:00-14:00
Lunch

14:00-15:30
Session 4: The third project phase: research, administrative and organisational aspects
Angelos Giannakopoulos, University of Konstanz

15:30-16:00
Coffee break

16:00-17:30
Session 5: General Discussion
Chair: Anja Osterhaus, TIS

19:30
Common Dinner

Saturday, 23rd January 2010

9:30-17:00 (contained two coffee breaks and a lunch)
Experience Pool on ALAC Implementation
Chair: Dirk Tänzler

Participants:

Wolfgang Bode, European Commission

Laura Sanz-Levia, Council of Europe, Directorate General of Human Rights and Legal Affairs

Dirk Tänzler, University of Konstanz

Angelos Giannakopoulos, University of Konstanz

Andreas Göttlich, University of Konstanz

Konstandinos Maras, University of Duisburg-Essen

ALAC Romania: Victor Alistar, Iulia Cospanaru

ALAC Czech Republic: Petr Jansa, Katarina Obonova

ALAC Bosnia and Herzegovina: Bojan Stancevic, Pedja Galic

ALAC Azerbaijan: Samir Alibayov, Eldar Karimov

National Chapter Ireland: John Devitt

National Chapter Finland: Leila Mustanoja

National Chapter Lithuania: Sergej Muravjov, Neringa Mickeviciute

National Chapter Hungary: Adam Földes

Anja Osterhaus, Transparency International-Secretariat (TIS)

Conrad Zellmann, Transparency International-Secretariat (TIS)

Milena Marin, Transparency International-Secretariat (TIS)

Proceedings

Friday, 22ⁿᵈ January 2010

The kick-off-meeting started at 9am by Angelos Giannakopoulos (University of Konstanz) who welcomed the participants and introduced all project partners by some short remarks concerning their professional status as well as their role in the project.

09:15-10:00
Session 1: The ALACs research project: General introduction
Dirk Tänzler, University of Konstanz

In the first session Dirk Tänzler (University of Konstanz) delivered an introduction to the "ALACs" research project. He began by indicating the difference between theory and practice, this being a general problem which has partially to be seen in relation to the research project since the latter explicitly intends to bring these two perspectives together. He, therefore, underlined the importance of understanding the project as a process of collective learning and exchange of experiences since the project is just conceived as a sort of pilot project with reference to the cooperation between civil society and academic partners.

With regard to the specific research subject and focus of the project Mr. Tänzler related the issue of corruption to the broader aspect of participation and citizenship in Europe. Processes of globalisation and transformation boost corruption in certain countries leading to a loss of trust in state and market institutions. Within the context of the project the only adequate way to face this problem is strengthening the so-called third sector, that is, civil society. Non-institutional actors, i.e. Transparency International (TI) and the Advocacy and Legal Advice Centres (ALACs) shall be empowered as central actors of fighting corruption and advocating for systemic change. In this context, the role of science consists in the theoretical reflection of socio-political acting. An important paradigm is the concept of a knowledge based society aiming at the overcoming of a mere means-end-rationality in favour of a reflective rationality which focuses on the non-intended consequences of action. In this way, from the standpoint of social science, ALACs can be seen as a means of organisational change within society.

Against this background Dirk Tänzler outlined three phases which mark developments in the field: (1) policy, (2) polity, and (3) politics. The first phase is mainly characterised by making and getting people aware of certain socio-political grievances once a problem has been identified. During the second phase the focus is turned towards the (efficiency of the) own organisation, its structure and composition. The third phase aims at establishing the best

practice model combining the aspects of management and participation (in this context ALAC is the attempt to make structures more effective without loosing autonomy). This phase is the one recently launched by TI and represents a development to be finally accompanied by the research project.

Mr. Tänzler's presentation led to an intensive and fruitful discussion between scientists and practitioners main issue of which was the question to what extent scientific modelling is able to reproduce the actual situation of TI and ALACs. John Devitt from the Irish TI-National Chapter expressed some scepticism whether the diversity of extisting ALACs can be captured by a single definition, and Victor Alistar from the TI-Romanian Chapter in general argued against too strong scientific pre-assumptions. In reply, Dirk Tänzler stressed the ideal-type character of scientific models which are not meant to represent, but to give a conceptual means of structuring social reality. Furthermore, John Devitt asked whether the research focus was more on form or on consequence, the answer being that from a scientific standpoint the differentiation between form and consequence is problematic: Whereas from the perspective of the practitioner the objective always comes first, scientific observation shows that form often has a strong influence on goals – an influence which must be revealed in order to cope with it.

10:00-11:00
Session 2: The first project phase: research, administrative and organisational aspects
11:30-13:00
Session 3: The second project phase: research, administrative and organisational aspects
14:00-15:30
Session 4: The third project phase: research, administrative and organisational aspects
Angelos Giannakopoulos, University of Konstanz

In the course of the second, third, and fourth session Angelos Giannakopoulos presented the different phases of the research project in terms of research work as well as of administration and organisational tasks. Principally, the project is divided into three phases which were highlighted sequentially (c. f. "Structure of work plan", Appendix I.). The first phase (months 1-16) starts with a collection of empirical data in Romania. Their analysis will bring forward primary hypotheses which will be further developed by the following research in the Czech Republic, in Bosnia and Herzegovina, and finally in Azerbaijan. A central aim of these four case studies is to produce initial proposals concerning the optimisation of structure and efficiency, that is, the improvement of database indicators and of the existing ALAC mechanism. During phase 2 (months 17-29) research will be expanded to the national chapters of Finland, Ireland, Lithuania, and Hungary where ALACs are planned to be established. The main objective of the third phase (months 30-36) will be the elaboration of

policy recommendations as result of the previous phases at national as well as at EU level. The former lies mainly within the responsibility of the practitioners, the latter more in the one of the scientists in co-operation with TIS, concerning especially the expertise of Ralf Rogowski from the University of Warwick. In this context, Wolfgang Bode from the European Commission again stressed the novelty of the project which aims to gain stakeholders and policy makers as well as the wider public for the participation in anti-corruption measures.

Apart of research activities one important issue of the project is the accomplishment of trainings which are also foreseen in the implementation plan of the project. There are three types of training (Specialised thematic module trainings, Targeted how-to trainings, On-demand trainings) the core scope of which is the direct interaction between researchers and practitioners, aiming especially at mutual learning. Given this principal approach, the performance of the trainings will be open for any proposal by the practitioners. In total, training modules will run in the frame of five meetings, the first in the frame of the International Anti-corruption Conference (IAAC) in Bangkok in November 2010 the organisation of which has to be further discussed and arranged with TIS once the submission of workshop proposals to the conference has officially started, approximately in February 2010.

In addition to the research phases of the project there are two reporting periods: the first one covers months 1-18 of the project, the second one months 19-36. At the end of both periods the Activity and Management Report along with the Financial Reports (Forms C) will be submitted to the European Commission (c. f. "Bar chart for full project duration", Appendix II.). The project management in Konstanz will be of assistance to all project partners providing them with all necessary documents in order to prepare their reports. Especially regarding the Financial Reports and Form C to be submitted by all project partners Mr. Bode stressed that this should be treated with adequate diligence in order to avoid unnecessary delays in payments. For the same purpose, although audits may happen anyway by random, it was underlined that the use of time sheets is obligatory. Angelos Giannakopoulos will provide project partners with a blueprint of time sheet.

Adam Földes from the TI-National Chapter Hungary was interested in the possibility of including recommendations within the documentary reports and was told that the right "locus" for such input are the trainings and the final report. This input will be considered in further research by Ralf Rogowski. There was also the question to what extent the reports will be sensitive to national specifics on the one hand (John Devitt), and in what way they will be

comparable to each other on the other hand (Conrad Zellmann, TIS). As an answer, Dirk Tänzler explained that the methodological approach of the project is more interested in the differences than in the similarities between the "cases", especially in the beginning, whereas the detection of patterns comes later. In accordance to this, the way of formulating the reports is to a large extent up to the particular ALACs and TI-National Chapters, respectively. However, there is already, as Angelos Giannakopoulos stated, some kind of basic structure, resulting from the differentiation of aspects as given in the Description of Work (DoW). At this occasion, Mr. Bode underlined the importance of a steady reference to the proposal while writing the periodic reports.

Concerning the question of finances, there are two disbursements, according to the reporting periods (for details all partners should take into consideration the Grant Agreement Forms and ANNEX I. of the contract already distributed to all participating institutions). As a principal rule, project means should be spent within the period they have been given for. Project means for the first project period have been transferred by the European Commission to the University of Konstanz in late 2009 and the University of Konstanz will soon distribute them to all partners. According to the pre-financing provisions set by the European Commission partners will be receiving 85% of the scheduled amount of the first project period while the rest of 25% will be paid after submission of financial statements in month 18 of the project and after they have been approved by the Commission's services (the same applies to the second project period). Furthermore, there is a guarantee of 5% to be paid at the end of the project. The usual duration between claim and payout is between four and six weeks, provided that Forms C are correctly filled in. Travel costs for all training-meetings will be reimbursed by TIS with the exception of the kick-off-meeting which will be reimbursed by the University of Konstanz and the extraordinary meeting in the frame of the IAAC as stated in ANNEX I.

16:00-17:30
Session 5: General Discussion
Chair: Anja Osterhaus, TIS

The last session of the first day was reserved for open questions. Adam Földes enquired the research plan of Ralf Rogowski since his expertise for legal aspects would be a welcome input regarding the current framework. It was assured that Mr. Rogowski will share his concept with the practitioners so that they will have the possibility to react to it. Bojan Stancevic from the TI-National Chapter Bosnia and Herzegovina was interested in the specific sociological interest of the research. It was commented that there is the theoretical

aspect on the one side, concerning theory on civil society, and the methodological on the other. The latter is related to the challenge of giving analytical competence to practitioners in terms of advocacy during the first project phase and in terms of impact during the second. It is exactly this reflective competence, i.e. the ability to change the perspective and to question one's own routine which can be the scientific "surplus" in comparison to already existing tools of measuring the impact of the work of NGOs.

Conrad Zellmann's proposal to elaborate a concrete objective was answered in the same vein. The sociological competence to be established will furthermore allow an understanding of the particular social environment within of which new ALACs will be established. Adam Földes wanted to know more about the specifics of the second phase of the project. Its general idea is the monitoring of the implementation process. On the basis of the results of the first research period related to the evaluation of the existing ALAC-mechanism in the four countries designated above a kind of action research will be applied which presupposes a permanent interaction and exchange between scientists and practitioners focusing to the last task of the project, that is, on policy recommendations. Their concrete formulation is up to the particular National Chapters and ALACs respectively and will focus on aspects they identify as relevant. On enquiry of Sergej Muravjov from the Lithuanian TI-National Chapter it was again underlined that the given form of co-operation between academics and practitioners is totally new, hence formulation of recommendations must be considered as an open process. In general, it was agreed that the specific interests and needs of the practitioners will be acknowledged and considered in every phase of the project.

Saturday, 23rd January 2010

9:30-17:00 (containing two coffee breaks and a lunch)
Experience Pool on ALAC Implementation
Chair: Dirk Tänzler

Session 1:

The first session of the second day attended two topics: (1) open questions concerning technical problems, (2) specifics of the work process.

(1) It was agreed that the TI chapters in those countries where ALACs still have to be established (Finland, Lithuania, Ireland and Hungary) should be more strongly involved in project's first phase since they have already began preliminary work

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toward the establishment of an ALAC in their countries. This has been considered by the academics as an important additional aspect of their research work which has definitely to be included in the analysis. Due to this, Mr. Bode has been asked to clear up with the Commission's services the legal frame of this issue by means of paying to these National Chapters a part of their budget in 2010. Another result of the discussion was a consensus concerning the installing of an internet platform for discussion and information exchange between all participants in the project. This task will be fulfilled by the project management at Konstanz University by extending the already existing technical possibilities in the frame of the last EU-project.

(2) The second topic mainly consisted of a brief introduction into the method of Grounded Theory given by Kostandinos Maras from the University of Duisburg-Essen. As an inductive method, progressing from the singular case to generalisation (not vice versa), the Grounded Theory applies perfectly to the requirements of the given project.

Session 2:

This session attended the way of reporting and the requirements of the analysis. Starting point was the question whether research support to the academics in order to fulfil their tasks refers more to an evaluation of the own work of the practitioners or to provide them with "narratives". Angelos Giannakopoulos and Dirk Tänzler both commented that principally all data potentials should be made use of. Statistics, if available, are welcome but narratives are of utmost importance. In contradistinction to the periodic reports, there is no predetermined structure for the documentary reports (deliverables). Their emphases are to be defined by the National Chapters and ALACs. Petr Jansa from the Czech TI-National Chapter maintained the standpoint that the diversity of national cases must condense in a diversity of reports. It was pointed out that the reports in any case will be made available to the public as a matter of contractual obligation.

According to this general orientation, Victor Alistar's question, who is to be mentioned in the reports (employees, stakeholders, beneficiaries, clients?), was answered by the statement that this decision is up to the particular National Chapter or ALAC. The same applies to the inclusion of informal activities. With regard to comparability the reports are supposed to reproduce the objective structure of the organisation which will be covered in depth later on in the course of interviewing. In this context, Anja Osterhaus (TIS) hinted at the possibility of making proposals concerning interview partners. Sergej Muravjov asked about further details concerning the second phase, especially the transition between phase one and two. Angelos Giannakopoulos answered that it is hardly possible to give such details since details of

implementation of phase two depends on the results of phase one which cannot be anticipated. He, therefore, suggested turning the tables with reference to this point to the end that the practitioners should formulate their wishes and expectations particularly during the first project phase but also during implementation of the second one. All academics stressed that the benefit of the practitioners is the main focus of the project and they are aware of the fact that real needs should be considered during the course of the whole project, as mentioned also above. Angelos Giannakopoulos additionally promised to be of assistance to all partners regarding maintenance of communication and project reporting in general.

Session 3:

The third session of the second day dealt with the topic of policy recommendations applying either to the national level or to the one of the EU. Each National Chapter has to suggest recommendations referring to the former level, recommendations concerning the EU should be included within the reports only if there are corresponding experiences. Since experience shows that institutional changes alone are not suffice to defeat corruption, the project as such aims at the mobilisation of civil society, that is, at public information and cooperation with NGOs. Focussing on citizens' participation was embraced by the practitioners and John Devitt insisted that it should not be weakened by additional foci. In this context, Pedja Galic from the TI-National Chapter of Bosnia and Herzegovina hinted at the importance of discussing and improving the legal status of whistleblowers.

Strengthening civil society has to be seen against the background of lack of trust in existing institutions, especially in post-socialist societies. John Devitt broached the issue of measuring trust and made the suggestion of sharing information concerning this aspect (like existing studies etc.). Coming back to the topic of trainings, John Devitt also suggested recruiting external experts, e. g. legal advice experts. This proposal was positively received, however under reserve of additional expenses. Furthermore, there was some critique concerning the differentiation made in the proposal between laymen, professionals and researchers. It was agreed that this is a topic for further discussion which has to consider the difference between the perspectives of theory and practice as well as the existence of different conceptions of civil society including the problem of legitimation. The session was closed by Angelos Giannakopoulos who gave a brief report of a trip to Serbia and the local ALAC.

Session 4:

The final session of the meeting gave place for a general discussion. Leila Mustanoja started with an account of the Finnish case where an ALAC still has to be established. She reported about the specific needs, plans and outlines for the development of the National Chapter and

identified the protection of whistleblowers as one of the most urgent objectives. She also picked out the acquisition of business donations as a central theme. Seizing this topic, John Devitt added that advisory service for companies becomes more and more an issue for the Irish TI-National Chapter and from this evolved a controversial debate about possible conflicts of interests. Victor Alistar and Sergej Muravjov were taking up the position that such conflicts can principally be avoided by implementing adequate action in the run-up while Adam Földes and John Devitt were more sceptical about the issue.

A final suggestion was made by Victor Alistar. Stating that "policy recommendations" in the strict meaning of the word cannot possibly be made by means of the given resources, he pleaded for an exact definition what has to be included in the required papers. Mr. Alistar will prepare an accordant proposal to be sent to the project management in Konstanz and distributed to all project members. This issue will be further discussed during the visit of the research team to Bucharest in March 2010. The same applies to the logo and visual image of the project which are supposed to be used for public performance (websites etc.) and prepared by the project management in Konstanz.

The meeting ended on Saturday, 23 February at 5pm.

Appendix I.: Structure of work plan

Activity	Phase 1	Phase 2	Phase 3
1. Research on factors affecting citizen participation concepts in eight countries; research on practices and perceptions on the basis of existing ALAC mechanisms in four countries and creation of conditional framework of analysis on European citizen participation in the context of combating corruption.	███		
2. Situation analysis of four ALACs in operation; development of monitoring and quality assessment framework.	███		
3. Evaluation and recommendations to improve the methodology of ALAC citizen participation tool; joint validation by researchers and practitioners.	███		
4. Implementation, monitoring and assessment of improved ALAC methodology in four new ALACs in EU member states.		███	
5. Improvement of policy formulation and implementation at national and EU level through evidence-based recommendations from TIS and TI National Chapters.			███
6. Organisation of cross-fertilisation training meetings between researchers (researcher team) and practitioners (Transparency International); dissemination of knowledge.	███	███	███

Appendix II.: Bar chart for full project duration

WP No.	Work package description	Project partner responsible												1st Year												2nd Year												3rd Year											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
WP 1	Situation documentary and individual country report on implementation of current ALAC mechanism. State of the art and overall situation documentary report on ALAC implementation				■	■	■	■																	D2																									
WP 2	Evaluation of structure and effectiveness of ALACs in operation and recommendations. Research on exercise of citizenship	■		■									■															D4 D1																					
WP 3	Implementation of improved ALAC mechanism in four EU-member states and individual country report								■	■	■	■																									D5												
WP 4	Support to implementation of improved ALAC mechanism in 4 EU states and overview report		■																																	D6													
WP 5	Monitoring of implementation of improved ALACs mechanism in 4 EU-member states and evaluation report	■		■									■																							D7													
WP 6	Policy recommendations for an improved legal framework on national level				■	■	■	■	■	■	■	■																															D8					
WP 7	Policy recommendations for an improved legal framework on EU level		■	■									■																																		D9
WP 8	Co-ordination, Management, Exploitation, Dissemination	■	■	■	■	■	■	■	■	■	■	■	■																	R																	R

Partners colour legend: University of Konstanz, Transparency International, University of Warwick, TI-National Chapter Azerbaijan, TI-National Chapter Bosnia and Herzegovina, TI-National Chapter Czech Republic, TI-National Chapter Romania, TI-National Chapter Finland, TI-National Chapter Hungary, TI-National Chapter Ireland, TI-National Chapter Lithuania, University Duisburg-Essen, **D= Deliverables, R= Periodic reports**

Appendix III.: Powerpoint presentation on project's theoretical frame and implementation plan

SEVENTH FRAMEWORK PROGRAMME OF THE EUROPEAN COMMISSION THEME SSH-2007.5.1.1

Theme Title: Area 8.5.1 Participation and Citizenship in Europe

Funding Scheme: Research for the Benefit of Specific Groups

Project ALACs

Promotion of Participation and Citizenship in Europe through the "Advocacy and Legal Advice Centres (ALACs)" of Transparency International. Analysis and Enhancement of an Anti-corruption Tool to Enable Better Informed and Effective Citizen Participation in Europe
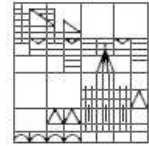
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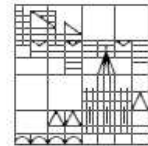
Beneficiary	Beneficiary Name	Beneficiary Short Name	Country
1 (Coordinator)	University of Konstanz	UKON	Germany
2	Transparency International-Secretariat	TIS	Germany
3	University of Warwick	UNWA	UK
4	Transparency-Azerbaijan Anti-Corruption Public Association	NCAZ	Azerbaijan
5	Transparency International Bosnia and Herzegovina	TI BIH	Bosnia-Herzegovina
6	Transparency International Czech Republic	NCCR	Czech Republic
7	Transparency International Romania	NCRO	Romania
8	Transparency International Finland	NCFN	Finland
9	Transparency International Hungary Foundation	NCHU	Hungary
10	Transparency International Ireland Ltd.	NCIR	Ireland
11	Transparency International Lithuanian Chapter	TILS	Lithuania
12	University of Duisburg-Essen	UDE	Germany

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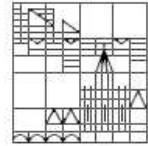
Political and Social Framework of the ALACs-Project

- Participation and Citizenship in Europe
- Politics beyond State and Market
- Transformation and Globalization
- (Mis)Trust in Institutions
- Civil Society / Third Sector
- Non-institutional Actors
- Grassroots movements
- Networks
- New Forms of Government
- Direct Democracy: Participation and Citizenship
- Empowerment
- Advocacy: Participation and Representation

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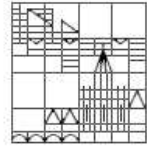
Why Science?

Postmodern Civil Society as a Knowledge Society

1. From Means-End-Rationality to Reflexive Rationality
of (Non-intended) Consequences

*Example: Corruption from the Perspective of
Individual Utility and / or a Common Good*

2. New Forms of Government / Organisational Change

Example: Advocacy / ALAC

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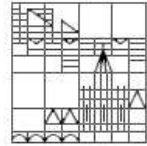
ALAC as a Means of Organisational Change

Transparency International:
From Moral Institution to Professional Service Organisation

1. Phase: Policy: Programme

2. Phase: Polity: Form(ation) / Institution / Culture

3. Phase: Politics: Procedere / Power-Play

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SEVENTH FRAMEWORK
PROGRAMME
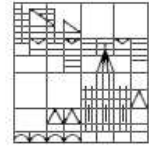
ALAC: A "Best Practice"-Model

Management Tool	*Participation Tool*
Handling	Involvement
Monitoring	Communication
Leadership	Commitment
- instruction	- conviction
- order	- agreement
- authority	- deliberation
- obedience	- engagement
Power	Knowledge
Goal-Orientation	Value-Orientation
Hierarchy	Network
Pyramid Organisation	Rhizoom / Roots
Top-down	Bottom-up

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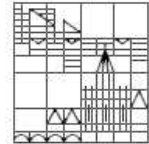
**Advocacy and the Division of Labour
in the Transparency International Network**

Transparency International Secretariat	*National Chapters*
Representation	Participation
Problem-Orientation	Case-Orientation

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Objectives of the ALACs-Project

1. Scientific Objectives

better knowledge / understanding

a) of citizen participation

b) how democratic "ownership" develops

c) of the nature of interaction between loose coupled network practitioners
and professionals from Transparency International

d) of cultural conditions necessary for implementing a specific management
method and a mechanism to increase citizen participation

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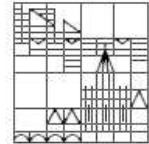
Objectives of the ALACs-Project

2. Practical Objectives

"best practice"-model of civil society activities in the anti-corruption coalition

a) enhancing civil society participation

b) raising anti-corruption effectiveness

c) enhanced transparency and accountability

d) developing the advocacy for legal change at the national and EU level

3. Policy and Institutional Recommendations at European and National Levels

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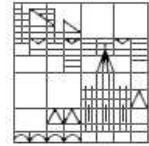
Measures

"action-research"

"practical implementation"

"organisational learning"

KICK-OFF MEETING PROJECT ALACS
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22-23 January 2010
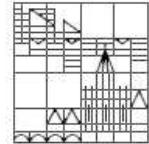
Conditions and Design of the ALACs-Research Project

The ALACs-Research Project is part of the implementation of ALAC as a management and citizen participation tool which is going to establish a new stage of organisational development of the TI-network.

The structure of the ALACs-Project follows the intentions of Transparency International Secretariat and the National Chapters.

- Ethical intentions and "open" organisational structure of Transparency International

  ⟹ combination of an anti-corruption management tool and a citizen participation tool

- Different and changing societal and cultural contexts

  ⟹ ability to reflect the conditions under which professionals / activists operate

- Knowledge-based society: strong link between theory and practice

  ⟹ professional competence and management of knowledge

- Complex organisational and managerial challenges

  ⟹ demand a co-operation between professional practical actors and scientific researchers

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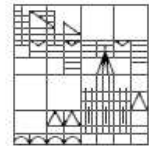
Structure, Objectives and Measures

ALACs is a unique *joint venture* founded by three types of social actors with different but corresponding interests, competencies and objectives:

1. The civil society activists from the ***National Chapters*** of Transparency International, who seek democratic development in their societies through enhanced citizen participation

2. The ***Transparency International Secretariat***, which is interested in improving its organisational structure by implementing new techniques of knowledge management (including a database) in its ALAC network Europe- and worldwide

3. The ***Research Group*** aim at enhancing knowledge about the cultural conditions necessary for the implementation of anti-corruption policies by establishing an innovative *action research* approach.

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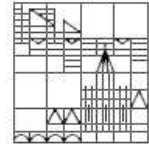
The objectives will be reached by specific measures:

1. Through the *application of knowledge*, the national chapters seek to enhance legal advice and the democratic capital of citizens. From the *layman perspective* of these *activists at the front*, the project aims at increasing people's understanding of citizen participation and how democratic "ownership" develops, with a focus on Europe.

2. As a global CSO, Transparency International intends to encourage the processes of *professionalisation and diffusion of knowledge*.

3. The Research Group is interested in the *enhancing of knowledge*, i.e. the better understanding of how to integrate research and practice in the form of *action research*. Science, in other words, will be used to reflect on the process of establishing a distinguished form of action precisely *while* that process is taking place.

In all its dimensions the ALAC research project is designed as a simultaneous, reciprocal and open process of *social learning* between researchers and practitioners.

The three collaborating partners will not give up their roles and interests as laymen, professionals and scholars, but will attain their goals by widening their scopes of knowledge, i.e. by *taking one another's perspectives into account in a process of organizational learning*.

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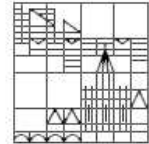
FIRST PROJECT PHASE:
Analysis of ALACs citizens' participation mechanism
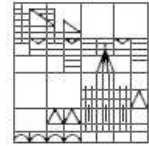**September 2009-January 2011**

ACTIVITIES OF TYPE "OTHER"
Workpackage 1:

Documentary and individual country report on implementation of current ALAC
mechanism. State of the art and overall situation documentary report on ALAC
implementation
(to be carried out by TIS and NCRO, NCCR, TI BIH, NCAZ)

RESEARCH ACTIVITIES
Workpackage 2:

Evaluation of structure and effectiveness of ALACs in operation and recommendations.
Research on exercise of citizenship
(to be carried out by UKON, UDE and UNWA)

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Holiday Inn Berlin City-East Landsberger Alle
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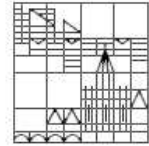
FIRST PROJECT PHASE:
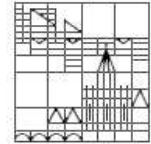**Analysis of ALACs citizens' participation mechanism**
September 2009-January 2011

RESEARCH ACTIVITIES

1. Research on citizenship and framework of analysis

Assess of the concept of citizen participation underlying the ALACs mechanism
and practices in Europe in conjunction with European law

- Assistance in all questions and comparative analyses of European Law for
  the duration of the project

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FIRST PROJECT PHASE:
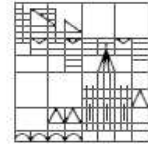**Analysis of ALACs citizens' participation mechanism**
September 2009-December 2010
RESEARCH ACTIVITIES

2. Existing ALACs situation analysis

Research input:
- Exercise of citizenship in the context of corruption (UNWA)
- Situation analyses on current ALACs operation (TIS and NCAZ, TI BIH, NCCR, NCRO)

Research location:
ALACs in Romania, Czech Republic, Bosnia and Herzegovina, Azerbaijan

Research materials:
- ALAC database material
- Interviews with National Chapter staff
- Additional interviews with key persons in anti-corruption at national level

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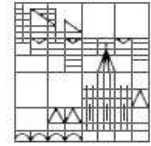
FIRST PROJECT PHASE:
Analysis of ALACs citizens' participation mechanism
September 2009-December 2010

RESEARCH ACTIVITIES

Methodology of research:

- Evaluation will begin with an analysis of the ALAC in Romania

- Tentative results from this first-case analysis will serve as the empirical basis for the formulation of a hypothesis for the analysis of the ALAC in Czech Republic

- The comparison of these two cases basis for the study of the ALAC in Bosnia and Herzegovina and, finally, in Azerbaijan

- Case studies of all four ALACs will be examined on the basis of the whole sample

- Recommendations for improvement of their structure and effectiveness will be stressed

KICK-OFF MEETING PROJECT ALACS
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FIRST PROJECT PHASE:
Analysis of ALACs citizens' participation mechanism
September 2009-December 2010

RESEARCH ACTIVITIES

Research targets

- Improvement of database indicators which are:

1. effective for learning about corruption from the bottom up
2. necessary for ALAC project management and performance quality control
3. helpful in generating national and EU policy recommendations

- Improvement of existing ALAC mechanism

KICK-OFF MEETING PROJECT ALACS
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FIRST PROJECT PHASE:
Analysis of ALACs citizens' participation mechanism
September 2009-December 2010

REPORTING
Deliverables

Deliverable 1
Month 6 (February 2010): Exercise of citizenship and framework of analysis in the EU anti-
corruption context (to be submitted by UNWA)
Deliverable 2
Month 12 (August 2010): Situation documentary and individual country report on
implementation of current ALAC mechanism in RO, CZ, BH and AZ (it contains in chapters the
reports of partners NCRO, NCCR, TI BIH and NCAZ)
Deliverable 3
Month 15 (November 2010): State of the art and overall situation documentary report on ALAC
implementation in Ro, CZ, BIH and AZ (to be submitted by TIS)
Deliverable 4
Month 16 (December 2010): Evaluation of structure and effectiveness of ALACs mechanism in
operation in RO, CZ, BIH and AZ and recommendations for its improvement (to be submitted by
UKON and UDE)

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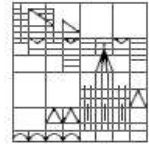
FIRST PROJECT PHASE:
Analysis of ALACs citizens' participation mechanism
**September 2009-December 2010**

TRAINING

In general: Three types of training

Training modules will run in the frame of four regular and one additional meeting starting in month 17 and after first evaluation project results are available.

- Specialised thematic module trainings
  - Targeted how-to training:
    - On-demand training

Core scope of trainings:
The training meetings should be considered both as *training* and *learning* activities based on a direct interaction between researchers and practitioners.

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FIRST PROJECT PHASE:
Analysis of ALACs citizens' participation mechanism
September 2009-December 2010

TRAINING AND WORKSHOP

Month 14: Extraordinary training in the frame of the IAAC in Bangkok,
10-13 November 2010

- Closer elaboration and discussion of the existing ALAC mechanism by confronting it to first results on its evaluation during the first project phase

- Preparing detailed training activities to be then organised during the ALAC start-up training meeting in month 17

- RTD-performers will deliver to the international anti-corruption community a presentation on the ALACs-project and its tentative results

KICK-OFF MEETING PROJECT ALACS
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22-23 January 2010
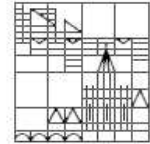
SECOND PROJECT PHASE:
Advance the ALAC methodology in four new ALACs
January 2011-December 2011

ACTIVITIES OF TYPE "OTHER"

Workpackage 3:
Implementation of improved ALAC mechanism in four EU-member states and individual country
report
(to be carried out by NCFN, NCHU, NCIR and TILS)

Workpackage 4:
Support to implementation of improved ALAC mechanism in 4 EU states and overview report
(to be carried out by TIS)

RESEARCH ACTIVITIES

Workpackage 5:
Monitoring of implementation of improved ALACs mechanism in four EU-member states and
evaluation report
(to be carried out by UKON and UDE)

KICK-OFF MEETING PROJECT ALACS
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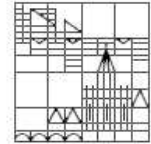
SECOND PROJECT PHASE:
Advance the ALAC methodology in four new ALACs
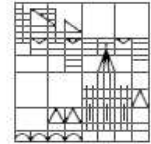**January 2011-December 2011**

RESEARCH ACTIVITIES
Action research:

- Putting into practice the analyses and recommendations produced during the study of the first four ALACs.
- Promoting the implementation, monitoring and evaluation of improved ALAC methodology in four new ALACs
- Phase 1 research findings on the factors affecting citizen engagement in the respective countries will also enhance the design and effectiveness of this critical outreach phase of ALAC set-up

Research input:

- The New ALAC implementation report of the four national chapters that execute the new ALAC model
- The report of TIS which will compile in a final report the implementation of the four new ALACs

Research location:
TI National Chapters in Finland (NCFN), Hungary (NCHU), Ireland (NCIR) and Lithuania (TILS)

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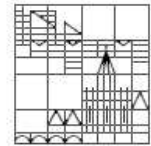
SECOND PROJECT PHASE:
Advance the ALAC methodology in four new ALACs
January 2011-December 2011

RESEARCH ACTIVITIES

Methodology of research and targets

The research group will:

1. Support and proactively monitor the implementation of the recommendations at the four new ALACs

2. Researchers will also monitor the implementation of changes in the four operating ALACs, though on a more minimal basis

3. Primary objective of the monitoring will be to deepen understanding of the substantive recommendations for the strengthened ALAC methodology and to examine any barriers to implementation or points of "passive" resistance that emerge in practice

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SECOND PROJECT PHASE:
Advance the ALAC methodology in four new ALACs
January 2011-December 2011

RESEARCH ACTIVITIES

Methodology of research and targets

The practitioners will:

1. Engage in dialogue, share perspectives with the research team and report on how sociological and institutional factors specific to national contexts affect the exercise of citizenship and are reflected in both local ALAC methodology and (early) results achieved

2. Launch an outreach campaign to engage citizens and to advertise the new centres in print and electronic media in the four countries involved

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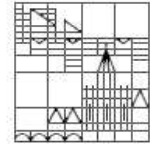
SECOND PROJECT PHASE:
Advance the ALAC methodology in four new ALACs
January 2011-January 2012

REPORTING
Deliverables

Deliverable 5
Month 24 (August 2011): Implementation of improved ALAC mechanism in FN, HU, IR and LI
(it contains in chapters the reports of partners NCFN, NCHU, NCIR and TILS)

Deliverable 6
Month 26 (October 2011): Support to implementation of improved ALAC mechanism in FN,
HU, IR and LI and overview report
(to be submitted by TIS)

Deliverable 7
Month 29 (January 2012): Monitoring of implementation of improved ALACs mechanism in
FN, HU, IR and LI and evaluation report
(to be submitted by UKON and UDE)

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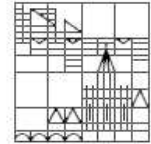
SECOND PROJECT PHASE:
Advance the ALAC methodology in four new ALACs
January 2011-January 2012

REPORTING

Periodic Reports
(**Workpackage 8:** Co-ordination, Management, Exploitation, Dissemination)

At month 18 (February 2011) the project management at Konstanz
University will submit the interim **periodic report** containing all partner
periodic reports to the Commission

These are in detail:
1. The Periodic Activity Report
2. The Periodic Management Report
3. Which includes the financial statements by each project partner

KICK-OFF MEETING PROJECT ALACS
Holiday Inn Berlin City-East Landsberger Alle
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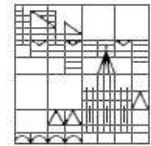
SECOND PROJECT PHASE:
Advance the ALAC methodology in four new ALACs
January 2011-January 2012

TRAINING

1. Month 17 (January 2011): ALAC start-up training
Scope: To support the smooth start-up of the new ALACs by examining and utilising the existing body of knowledge and materials on ALAC operations and inaugurations on the basis of Phase I recommendations, Location of the training: Berlin

2. Month 24 (August 2011): Training and technical support for the ALAC database
Remark: This training should be coordinated with the efforts of TIS to establish parallel and independent to the implementation plan of the project a central database at TIS in Berlin

The following activities will be undertaken:
- a user introduction and upgrade guide will be produced
- the existing database manual will be updated for new installations/users
- technical support and training will be offered on a need basis
  (i.e. responsive, on-call), Location of the training: Berlin

KICK-OFF MEETING PROJECT ALACS
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SEVENTH FRAMEWORK
PROGRAMME
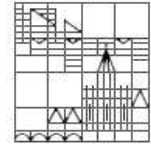
SECOND PROJECT PHASE:
Advance the ALAC methodology in four new ALACs
January 2011-January 2012

TRAINING

**3. Month 28 (December 2011): ALAC capacity and management training**

Will be geared towards the new ALACs only and will focus on:

- capacity-building

- joint problem-solving and sharing of the existing body of knowledge on ALACs already in existence

Location of the training: Budapest

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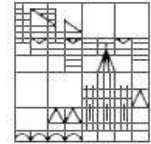
THIRD PROJECT PHASE:
Improve policy and institutions at national and EU level
February 2012-August 2012

ACTIVITIES OF TYPE "OTHER"

Workpackage 6:
Policy recommendations for an improved legal framework on national level
(to be carried out by NCRO, NCCR, TI BIH, NCAZ, NCFN, NCHU, NCIR and
TILS)
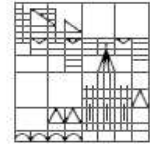
RESEARCH ACTIVITIES

Workpackage 7:
Policy recommendations for an improved legal framework on EU level
(to be carried out by UKON, UDE and UNWA. Part of it by TIS as type of
activity "Other")

KICK-OFF MEETING PROJECT ALACS
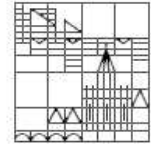Holiday Inn Berlin City-East Landsberger Alle
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THIRD PROJECT PHASE:
Improve policy and institutions at national and EU level
February 2012-August 2012

General remark:
- This part of the last project phase aims at enhancing TI's contribution to anti-corruption policy formulation and its institutional recommendations at the national level in the eight countries of operation as well as at the EU level

- Data generated by the ALACs are invaluable if European states and the EU want to effectively fight corruption. Policy recommendations and institutional measures must, after all, be based on concrete evidence

KICK-OFF MEETING PROJECT ALACS
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THIRD PROJECT PHASE:
Improve policy and institutions at national and EU level
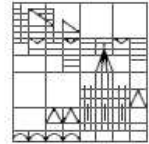**February 2012-August 2012**

ACTIVITIES OF TYPE "OTHER"

1. National-level policy and institutional recommendations

- Based on the corruption-related cases that citizens have presented to the centres, assessments will be made regarding necessary policy changes in the sectors and institutions that inspire the most complaints

- Specific institutional and legal vulnerabilities will be highlighted and recommendations for improvement will be provided and advocated

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THIRD PROJECT PHASE:
Improve policy and institutions at national and EU level
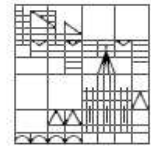**February 2012-August 2012**

RESEARCH ACTIVITIES

General remark on EU-policy:

- As legislator and political actor, the EU has the power to apply decisions that affect the fight against corruption to all EU member states and EU accession candidate countries

- It is assumed that improved European legislation and policies reflecting citizen needs will help build up an active citizenry in Europe

KICK-OFF MEETING PROJECT ALACS
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THIRD PROJECT PHASE:
Improve policy and institutions at national and EU level
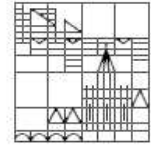**February 2012-August 2012**

RESEARCH ACTIVITIES

2. EU-level policy and institutional recommendations

- Evaluation of EU's anti-corruption legal framework, highlighting those aspects that should be given special consideration in view of the project's goal towards formulation of anti-corruption policy recommendations at EU level

- The evaluation will also take the national-level recommendations into consideration, paying close attention to areas of overlapping or confluent policy and institutional mandates Where such areas exist, the "national" recommendations then also be advocated at the EU level

KICK-OFF MEETING PROJECT ALACS
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THIRD PROJECT PHASE:
Improve policy and institutions at national and EU level
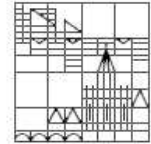## February 2012-August 2012

RESEARCH ACTIVITIES

2. EU-level policy and institutional recommendations

- Policy and institutional recommendations only become useful if they are effectively advocated

- Therefore, an interface between research and decision-making will be created

- TIS will use its Brussels office as base of project operations during the third project phase in order to increase the effectiveness of EU advocacy planning, dialogue and impact

- Similarly, advocacy pressure will be Brussels-based due to the city's prominent role in international politics and high media visibility

KICK-OFF MEETING PROJECT ALACS
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THIRD PROJECT PHASE:
Improve policy and institutions at national and EU level
February 2012-August 2012
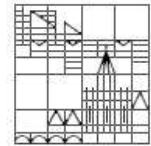
REPORTING
Deliverables

Deliverable 8
Month 34 (June 2012): Policy recommendations for an improved legal framework on national level in the fight against corruption (it contains in chapters recommendations of all eight national chapters involved)

Deliverable 9
Month 36 (August 2012): Policy recommendations for an improved legal framework on EU-level in the fight against corruption
(to be submitted by UKON, DUE and UNWA)

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THIRD PROJECT PHASE:
Improve policy and institutions at national and EU level
February 2012-August 2012

REPORTING
Periodic Reports

(**Workpackage 8:** Co-ordination, Management, Exploitation, Dissemination)

- The **periodic reports** of all partners will be submitted to the Commission by the project management at Konstanz University after the end of the project in **month 36 (August 2012)**

These are in detail:
1. The Periodic Activity Report
2. The Periodic Management Report
3. Which includes the financial statements by each project partner

- The project management at Konstanz University will also submit the **Final Periodic Reports** after the end of the project

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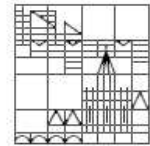
THIRD PROJECT PHASE:
Improve policy and institutions at national and EU level
February 2012-August 2012

TRAINING

Month 31 (March 2012): ALAC advocacy training

- This thematic module training designed for participants from TIS, all National Chapters and RTD-performers will focus on policy and institutional advocacy

- Topics such as effective development of advocacy strategies, communications planning, stakeholder analysis, effective coalition work, effective media outreach and so on will be covered

Location of the training: Berlin

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