

Annex 1. Guidance on Team Planning Agenda and In-Country Activities

Sample Team Planning Meeting (TPM) Agenda

Purpose of the TPM: To refine or come to an understanding of the assignment, the resources available, and the procedures to get the job done, develop a work plan, and produce key products.

Objectives and Key Outcomes:

The following are objectives and expected key outcomes of this Team Planning Meeting and preparatory days in Washington before going to the field. If the team is unable to meet in Washington beforehand, the following agenda may be adapted upon arrival in-country.

By the end of the TPM, the team will have:

1. Clarified the scope of the work and the purpose of the assignment
2. Identified roles and responsibilities of the team. Reached an understanding and agreement on how the team will work together effectively, including communication. Reached an understanding on the special role of the team leader
3. Developed a shared understanding of the focus and scope of the work
4. Agreed to and developed a preliminary work plan and schedule for the fieldwork, including dates for known events/activities
5. Developed an agenda for initial focus groups and developed a potential list of attendees
6. Developed a protocol for interviewing stakeholders; developed a methodology for conducting interviews; and discussed a process by which information from interviews will be shared across the team
7. Developed a preliminary report format for the final report
8. Identified and reviewed preliminary background documents
9. Completed logistical and administrative arrangements

Sample Agenda:

Day 1:

9:00-9:15	Arrival and coffee Welcome and brief orientation Purpose of the TPM and role of the facilitator
9:15-10:00	Objectives of the TPM Schedule for the TPM Methodology for completing assignment tasks Getting to know each other Norms and ground rules
10:00-11:00	Logistics and administrative matters
11:00-1:30 (includes a break for lunch)	Clarifying the needs of the client and the tasks Preparing for the intake USAID briefing

Reviewing and analyzing the scope of work
Reviewing background documents (USAID country strategy, prior anticorruption assessments, etc.); history of corruption in the country
What will the end product look like?
Who are the stakeholders (in addition to USAID)?

1:30-2:15 The role of the Team Leader and how leadership will function
Exploring how the team will work together and preferences for working together
Integrating the local expert(s)
Sharing experiences from positive team experiences

2:15-3:30 Dividing the work and the tasks
Establishing roles and responsibilities

3:30-5:00 Developing the work plan

Day 2:

9:00-12:00 Revisiting the work plan
Developing an interview protocol
Developing a preliminary agenda for a potential stakeholder workshop and the potential list of attendees
Preparing for the debrief with the USAID mission

Guidance on In-Country Activities for Anticorruption Assessments

[Note: This proposed timeline is based on past assessment experiences. While some individual items may not necessarily be feasible during the proposed assessment, this guidance can help a team plan the general layout of its work.]

Week 1

1. Conduct a brief team planning meeting, especially to integrate the local experts who will join the rest of the team only upon arrival in-country. Review the purpose of the assessment, approach, expectations for the final product, sensitivities, interview schedules, documents, periodic team reviews, briefings for USAID, work plan, preliminary strategic plan and working hypotheses, preliminary list of sectors/functions that will be analyzed in Week 2, writing responsibilities, deadlines, etc.
2. Meet with USAID Technical Officer at Mission to discuss work plan, expectations for final product, additional documents, interviews, debriefs, etc.
3. Meet with group of USAID program managers across all sectors. Present basic approach to assessment, test/validate working hypotheses about underlying causes of corruption, and test/validate list of priority sectors/functions that demonstrate high corruption vulnerability but opportunities for reform.
4. Meetings (usually for the entire team) with key anticorruption thinkers/actors, including other international donors, implementing partners, host country government (executive, legislative and judicial), civil society groups, business groups, and media outlets. Again, the purpose is to test/validate your hypotheses and sector/function priorities.
5. One of the most important decisions that needs to be made during Week 1 concerns which sectors/functions will be selected for in-depth analysis. Each member of the team should review and consider the table to help identify key sectors and functions. Hold a team meeting early in Week 1 to

discuss the sectors/functions. Please use, at a minimum, the following decision criteria from the Handbook:

- a. Are there major deficiencies and vulnerabilities, plus strong opportunities in the sector/function?
 - b. Does the sector/function fit into one or more of the core problem statements in the Strategic Plan?
 - c. Is there strong political will and readiness among stakeholders in the sector/function?
 - d. Are major programs already under way or planned by the government, donors or USAID/USG in the sector/function?
 - e. Do major obstacles to reform or internal resistance or obstacles exist in the sector/function?
 - f. Is there high USAID/USG priority for the sector/function?
6. Based on your preliminary decisions about sectors/functions, hold a meeting no later than the end of Week 1 with the USAID Technical Director to come to a mutually acceptable agreement on which ones to select. Note that within a 2-1/2 week field trip, usually no more than 7-8 sectors/functions can be dealt with reasonably.
 7. Have local support people schedule meetings for sector/function analyses.

Week 2

1. With responsibilities divided among the team members for different sectors/functions, hold your meetings. Try to meet with the range of relevant actors/stakeholders in each sector/function. Where possible, organize group meetings to save time.
2. Refer to Annex 4 for key diagnostic questions that can help focus your interviews on points of corruption vulnerability. This Annex includes detailed questions in 18 sectors/functions.
3. Seek out particular documents/studies in the sectors/functions you are analyzing.
4. Remember that the final writeup of your analysis on each sector/function can probably run no more than 3-5 pages. A basic outline for each sector/function analysis is:
 - Sector/function overview
 - Corruption vulnerabilities
 - Opportunities and obstacles for reform (including laws, institutions, actors, resources, etc.)
 - Programming recommendations
5. Continue to have team meetings in the evenings to discuss issues, problems, obstacles and early findings. Each team member should begin to sketch out their sections early in the week, rather than waiting until the end.
6. Remember to relate your conclusions and recommendations back to the Strategic Plan you started with.
7. Develop a debriefing for the Mission on your last day in country. Include strategic approach and some preliminary ideas for future programming. Many missions appreciate discussion of why you do *not* recommend certain strategic or programming approaches, particularly if these are popular or heavily discussed in the country or mission. In some cases, it can be important to identify what would be the most strategic or meaningful approaches and explain why those approaches are not recommended (e.g., lack of political commitment), but also explain the reduced likelihood of impact that goes with the less strategic or meaningful reforms. Missions may also appreciate discussion of signals of political will—either signals that have occurred and thus justify a certain approach, or important signals that have not occurred but could significantly change the calculus of opportunities and constraints if they did.