



## Targeting Natural Resource Corruption

Harnessing knowledge, generating evidence, and supporting innovative policy and practice for more effective anti-corruption programming

### Associate Awards Under TNRC

Associate Awards 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 conservation and natural resource management challenges. Associate Awards are non-competitive stand-alone agreements between a USAID mission or operating unit and World Wildlife Fund (WWF-US). These awards are separate from the TNRC Leader Award, whose mandate is to improve biodiversity outcomes by building knowledge among global conservation and natural resource management practitioners to better address the threats posed by corruption to wildlife, fisheries and forests.

Associate Award implementation will, in most cases, be led by WWF or TRAFFIC at the country level, working with local, national and/or international partners, as appropriate, for the designated objectives and activities. The combined investment ceiling for all Associate Awards is \$35 million. These awards may be issued at any time up to 26 June 2024 (maximum duration of five years).

### What Associate Awards Can Do

Corruption undermines global efforts to improve conservation and natural resource management and to reduce illegal and unsustainable exploitation of wildlife, fish and forests. Economic downturn and loss of tourism revenue related to the global COVID-19 pandemic are expected to further worsen pressures on natural resources and to heighten the importance of effective natural resource management and conservation work. TNRC Associate Awards may be used by USAID missions or operating units to analyze and develop stronger understanding of corruption vulnerabilities and viable entry points for reform; to implement stand-alone activities; and/or to integrate anti-corruption elements into wider sectoral work.

The [TNRC consortium](#) combines expertise in natural resource management, conservation, and anti-corruption. Consortium members from World Wildlife Fund (WWF), U4 Anti-Corruption Resource Center, TRAFFIC, and the Terrorism, Transnational Crime and Corruption Center (TraCCC) are available to consult, as needed, about mission and operating unit priorities for Associate Awards. Information on current Associate Awards is available on the [TNRC website](#).



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The following options are recommended by TNRC and align with USAID's recommendations for effective anti-corruption work:

**Context/Situation Analysis:** TNRC Associate Awards can assist missions to conduct: (1) analysis of the legal-institutional framework, (2) political economy analysis of natural resource management 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 Associate Awards can also be stand-alone activities targeting a specific corruption problem in natural resource management, 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 Associate Awards 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 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).

### 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)

## Co-Creation Opportunities

Associate Awards are noncompetitive, thus, missions can work with WWF/TRAFFIC and in-country partners to co-create activities with support from TNRC's technical and MEL advisors. Associate Awards also provide an opportunity for missions to build evidence for theories of change, test hypotheses and new approaches, strengthen collaborations, and adaptively manage. The TNRC consortium is available to provide remote guidance on possible next steps for situation analysis and/or programming responses. There is also limited scope for in-country visits by members of the consortium to support initial consultations, where needed.

## Learn More

With interest, and for more information, please contact:

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