



Strategic Plan 2021-2025

Centre de Recherche sur l'Anti-Corruption

www.anticorruption-center.org



Overview

For the next five years, we are going to focus on four prioritized and strategic goals. To achieve all of them, we must perceive them as a single integrated activity, each reinforcing the others. These four prioritized activities will have an impact on four key areas of Congolese society: the people, values, institutions, and laws.

As our movement against corruption grows, CERC will play roles in a variety of capacities. Working together, building coalitions and creating constructive engagement will be our guiding principles. In the pursuit of these, we will multiply the impact of our work from sub-national to national levels.





Who We Are

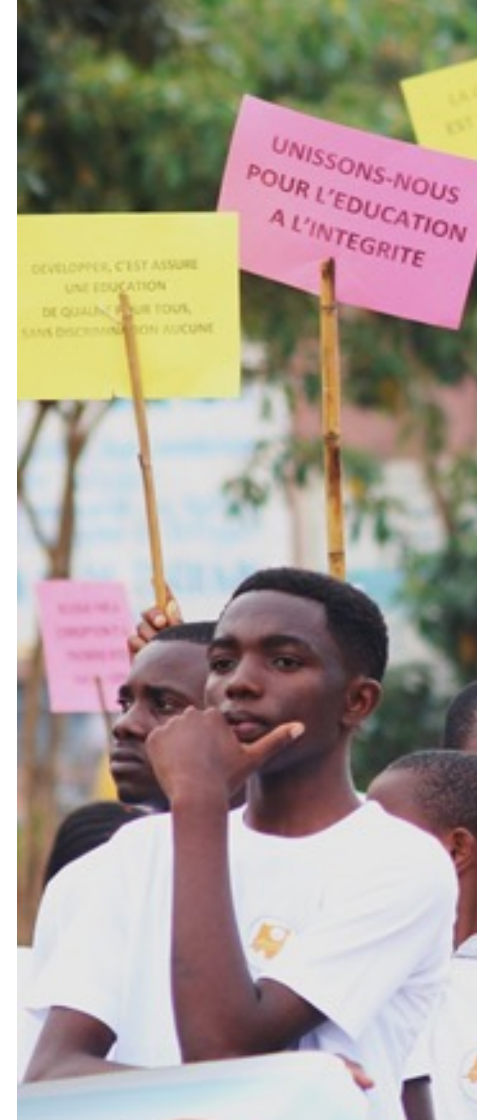
Our Mission

Our mission is to advance knowledge on the causes and consequences of corruption and support the development of new anti-corruption policies and initiatives in the Democratic Republic of the Congo.

Our Vision

CERC is working towards a Congo in which :

- Government, Politics, Businesses, Civil Society **are free from corruption.**
- Individuals and groups are **empowered** with knowledge and skills to take action to claim and defend their own human rights and the rights of others;
- Barriers to **meaningful participation** are removed and **collaboration and equitable partnerships** are encouraged so that individuals and groups, particularly women, children and youth, have opportunities to reach their full potential;
- **Local leadership** capacity emerges to influence decision-makers and hold governments **accountable** to the needs and aspirations of citizens;



Our Strategic Objectives

Goal 1: Diagnose corruption issues and use findings as a reference to stimulate more informed debates and formulate further projects on anti-corruption

Although corruption is a well-known phenomenon, whether people talk about it openly or not will depend on the availability of reliable sources of information. In that sense CERC, under consultation of anti-corruption experts will develop tools and conduct specific, in-depth assessments, research and studies, on corruption in DRC. The studies and assessments will include but not be limited to a National Integrity System Assessment, the Integrity KAP Survey, and a compilation of existing studies on corruption-related issues. The studies' findings and recommendations will be assessed and used as a reference to influence policy changes or stimulate further debate on the corruption issues in DRC.

To ensure public acceptance, partnership and ownership of the findings from the above studies and research, CERC will work closely with other relevant stakeholders including the Congolese Government's Anti-Corruption Agency (APLC), NGOs and civil society organizations, media and other professional research institutes through the formulation of the Advisory Group.

In addition, CERC will look into best practices, examples and models from other countries in the region and from the around the world. Tools that have effectively been used to fight will be introduced to anti-corruption stakeholders in DRC, and adapted for use in the Congolese context. CERC will play its role as a resource centre for supplying related anti-corruption tools and materials to Congolese advocates.

Results:

1. Reliable sources of reference on corruption issues in DRC will be made available for the public and stakeholders to use.
2. The society, especially the anti-corruption stakeholders will be more precisely aware of the specific corruption issues that matter to them and to the whole society. This awareness will generate greater reaction to corrupt acts and stronger demand for integrity.
3. More anti-corruption projects and initiatives will be generated and implemented after sharing the results from the research, studies and assessment as well as the collection of best practices, models and tools from other countries.

Goal 2: Build and support partnerships and coalitions of civil society organizations to fight corruption more effectively

Fighting corruption by any means in DRC is still very dangerous, and doing so effectively requires a joint effort of many institutions and individuals from all different spectrums in the society including state and non-state actors, as well as individuals. Working closely with the leading anti-corruption development partners, we will play a role in facilitating coordination among the institutions that are actively engaged and involved in the fight against corruption. CERC will set up a supporting mechanism through which regular dialogues and exchange of information among these stakeholders and individuals, such as the high-level anti-corruption dialogue, can be held.

This coordination mechanism will also contribute to promoting effectiveness and efficiency in the use of resources and expertise in implementing project activities to fight corruption. Moreover, it is also a very good avenue to facilitate the sharing of

experience and knowledge among active anti-corruption institutions and advocates so that they can continue to improve and adopt their work and strategy as needed in a timely manner.

In addition, to fight corruption successfully also requires widespread public engagement on the issue. It also needs people to be equipped to take action. Consequently, a focus of CERC over the next three and half years will be to build and support coalitions among institutions and individuals from across DRC. These will include relevant government ministries, NGOs, youth and students, media, private companies, law enforcement institutions and local authorities.

Wherever and whenever possible and appropriate, joint projects will be developed to address corruption issues and promote accountability and transparency. These will be implemented by relevant institutions and interested organizations in cooperation with the APLC.

Results:

1. Resources to fight corruption will be more effectively and efficiently distributed among key stakeholders, while effective learning avenues will be facilitated regularly.
2. Cooperation and networking among many anti-corruption stakeholders will be established that multiply the impact of the work to fight against corruption.
3. A larger number of individuals and organizations in the coalition to fight corruption will be established which increases the influence to advocate for a better anti-corruption policy framework and law enforcements.

Goal 3: Engage citizens and young people in promoting integrity more actively

Raising awareness on the negative effects of corruption among the citizens is important but it is even more crucial to secure their active participation in the fight against corruption. In order to do so, CERC will create more opportunities for citizens to get involved in the fight against corruption by establishing Integrity Clubs in secondary schools.

Engaging citizens is fundamental in our effort at project level. Citizens become more engaged once they understand the benefits of their involvement, and when they are provided the means and the skills to do so. In this sense, CERC will educate citizens not only about the harmful effects of corruption but also the skills and knowledge necessary for them to get involved in stopping it.

In order to do so, CERC will seek to work with NGO partners from across DRC in implementing various project activities. In addition, CERC will actively engage youth

in promoting integrity and accountability through supporting youth to youth initiatives and collaborating with leading youth organizations and networks from across the province.

Furthermore, CERC will cooperate with the Congolese Prevention and Anti-Corruption Agency and utilize the influence from its coalitions and partners to advocate for inclusion for education curriculum in the subject of integrity and ethical values in the education system. ACRC will also seek to expand education on integrity through information systems and youth networks when appropriate and possible.

This goal will achieve the following results:

1. Citizens will have more opportunities and are encouraged to take part actively in promoting integrity.
2. Various youth engagement initiatives will be established and led by youth organizations and networks bringing stronger voices from the young population of DRC.

3. Students and young people will receive education on integrity through formal or informal education programs. The hope is that they will uphold such values as they enter the workforce, and create greater demand for integrity in society.
4. Government, in particular the Ministry of Education, will agree to incorporate anti-corruption and integrity as subjects on the education curriculum.

Goal 4: Build governance foundations and operational structures and processes for scaling up anti-corruption and integrity building works in other provinces

For our institutions to fight corruption successfully, we must be equipped with the necessary skills and expertise. Therefore one of our prioritized areas for the next three and half years will be to build capacity of our institution and its core staff members. CERC has successfully mobilized a group of eminent individuals who will establish the foundation of a sustainable presence in South-Kivu and North-Kivu.

It is very important however, that CERC's core capacities are developed to use the tools and support to constructively participate in the national forum on corruption. Moreover, CERC must work in collaboration with various anti-corruption institutions such as the APLC and various civil society organizations towards the implementation of the necessary reforms and enforcement of the anti-corruption laws.

Tapping into the global expertise and resources, CERC has great opportunities to benefit significantly concerning enhancing knowledge and skills. In addition, CERC will broaden its networks with other partners in all regions, through participating in regional meetings, and through appropriate partners exchange visits.

In addition, CERC will be institutionally strong in its internal governance, leadership, credibility, and legitimacy in the country. This is one of our priorities for the next three and half years. We will seek all capacity development opportunities provided by Integrity Action for our own staff as well as developing our organizational capacity and governance systems over this period and beyond.

As CERC progressively develops its institutional capacity, it will gradually be seen as a bridge to national anti-corruption resources and expertise on anti-corruption after these three and half years and will begin to transform itself to be one of the capacity development institutions in anti-corruption work for DRC.

Results:

1. CERC's Board of Directors comprising of eminent individuals from diverse backgrounds and expertise (development, human rights, democratic governance, youth development, private sectors and capacity development) are mobilized.
2. CERC's Executive Director and Board are given opportunities to participate in regional and international anti-corruption events through which learning from and networking with other partners and international experts can be convened.
3. CERC is legally registered with the Ministry of Justice and has full legality and legitimacy to conduct its anti-corruption work.

4. Mutual understanding, trust and confidence between Congolese stakeholders, in particular Congolese institutions and CERC are achieved.
5. CERC and its core members have strong commitment and are working towards compliance with criteria and requirements of donors.
6. All necessary legal frameworks and organizational policies including: by-laws, financial management manuals and staff policies are in place.



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