1.1 Introduction

In 2015, GOPAC undertook to develop a five-year strategic plan to guide the Organization for the ensuing 2015 to 2020 period. This was an opportunity to evaluate the organization and make a number of strategic decisions with respect to its future and choice of priorities.

Building upon the 2015-2020 Strategy and Business Plan, GOPAC has developed this draft two-year plan (2021-2022) to re-organize the institution and actualize GOPAC goals into specific programs and action. This draft plan is subject to adoption by the GOPAC Executive Committee and the Board in early 2021. The plan will then be implemented by the Secretariat; the Board should meet for a full planning review exercise after June 2021 to review this document and action items. This planning review may consider and recommend constitutional amendments and changes that would need to be considered at the next GOPAC Biennial General Meeting (due between November 2021-February 2022).

The plan is derived from the previous road map and outlines a detailed growth plan which includes the following objectives for the next two years:

- **Build Capacity** by establishing at least two new regional chapters (eg Eastern Europe and Central Asia), assist regions-in-formation and develop 70 National Chapters by 2022.
- **Build Subject Matter Expertise** – by creating a Global Anti-Corruption Knowledge Management Database available in the GOPAC website, so that GOPAC Members, partners, and other institutions can refer to GOPAC as the preeminent Anti-Corruption Legislation expert.
- **Build Momentum** – by positioning GOPAC as the leading source of expertise and resources for Parliamentarians around the world in the fight against corruption. This includes the development and updating of a highly interactive website; a communications program; full engagement in all UNCAC-related international capacity-building and the hosting of the biennial Global Conference.

GOPAC aims to implement strategic engagement with Parliamentarians during this two-year term. The 2021-2022 Strategic Plan also articulates that the primary vehicle of engagement is through chapter/regional development and capacity-building workshops.

The Strategic Plan also commits to an annual review and planning process. GOPAC will conduct a satisfaction feedback survey at the end of the year using members, partners, and GOPAC Newsletter subscribers as the respondents. The result of the survey will be an input to measure the plan’s objectives. Clearly GOPAC as an organization has been subject to many changes and challenges. These are documented for Executive Committee review and approval prior to adoption of this plan.
2.1 Objectives of the Planning Process

GOPAC’s 2021-2022 Strategic Plan commits to an aggressive chapter/region development and development of a media and research division team (see Table 2.1). The focus for the beginning of 2021 is to establish the new secretariat based in Doha, re-establish GOPAC Global Task Forces (GTFs), and develop a Global Anti-Corruption Legislation & Practices database to be launched during a planned GOPAC side meeting during UNGASS in New York, 2-4 June 2021.

In addition, GOPAC will also reach out to national Parliaments and invite them to create GOPAC National Chapters. In October 2020, the GOPAC Chair sent out letters to the Speakers of national Parliaments to join GOPAC. Kazakhstan, through the Kazakhstan Embassy in Jakarta has reached out to the secretariat expressing their interest in creating a Kazakhstan national chapter and the possibility to develop a Central Asia regional chapter.

The focus of the content in the 2021-2022 business plan is centered on the ‘quality vs. quantity’ issue. In other words, are the objectives presented in Table 2.1 realistic and reflective of what GOPAC is trying to accomplish? Concerns have been raised with respect to direction and a sense of trying “to do too much”. Thus, the objectives of a scheduled implementation planning session following adoption of this draft plan can be centered on the following:

1. Identify and agree on key core initiatives – namely what is GOPAC trying to accomplish?
2. Establish clear priorities and focus – are the priority initiatives and objectives clear?
3. Ensure outcomes are clear and resources are available – are the necessary resources in place to address the priorities and achieve the desired outcomes?

Table 2.1 GOPAC’s Objectives: 2021 to 2022

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Chapters(^1)</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Total National Chapters</td>
<td>66</td>
<td>70</td>
</tr>
<tr>
<td>Number of Workshops</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Total Number of Regions(^2)</td>
<td>5</td>
<td>8</td>
</tr>
</tbody>
</table>

Source: Strategic Business Plan for GOPAC, December 2020

\(^1\) This includes the “re-engagement” of existing National Chapters
\(^2\) Based on a Regional Chapter being made up of approximately 5 National Chapters. This will vary from region to region depending on how National Chapters are clustered.
3.1 The Major Issues

The major issues and directions to be considered are as follows.

1. The Challenge of Chapter Development – a foremost and primary issue facing GOPAC is the ability to engage members and in turn develop National Chapters that remain motivated, active and sustainable over the long term. This lack of engagement is proving to be a major and persistent challenge for GOPAC and became a primary focus of the discussion.

It is clear that the ‘call’ to fight corruption has considerable resonance and appeal for Parliamentarians. Thus, attracting interest in being part of GOPAC is relatively easy. However, once this interest is ignited, the path forward is much less clear. Furthermore, it also appears that the value provided by GOPAC and/or the value of being a GOPAC member is not readily evident or sufficiently compelling.

What appears to be happening is this: further to a meeting or presentation by a senior GOPAC representative, individual parliamentarians get motivated; several parliamentarians gather to form a chapter without a clear sense of what its role is to be and/or little or no administrative capacity; this is then followed by a dissipation of energy and ultimately lack of purpose. As a consequence, some of the GOPAC Chapters exist in name only as evidenced by the lack of actual, committed and qualified members that GOPAC is able to identify in its membership database.

Several factors contribute to this dynamic including:

- Change in chapter leaders and/or members at the Parliamentary level due to elections, political developments etc.
- The fundamental orientation of Parliamentarians themselves – typically a Parliamentarian is overwhelmingly focused on current issues, responsibility to constituents as well as internal political matters. As a result, he or she may have little if any energy or time to apply to other matters such as an external organization such as GOPAC.
- The lack of follow up on the part of the GOPAC Secretariat (also referred to as a lack of managerial processes with respect to member registration, information from members, lack of interaction etc.).
- Sensitivities or reluctance to take a high-profile position on corruption issues due to political or personal pressures that are systemic or for unspoken reasons.

It is generally agreed that an active GOPAC Chapter requires the following ingredients:

- An inspired anti-corruption champion and leader – the primary purpose of the introductory GOPAC workshop is to identify and ‘create’ this critical leadership role.
- A clear cause or purpose – the role of a specific GTF workshop including a follow up action plan.
• The presence of engaged peers – typically Parliamentarians work best with a group of peers with similar goals and the opportunity to interact.
• Resources and tools – to be identified and supplied by the GOPAC Secretariat.
• Communications – which needs to be constant and interactive from GOPAC to its members and chapters.
• Results and a sense of progress – requiring a clear agenda, action plan, measures and a process of evaluation.
• Most importantly chapters need the GOPAC template guide designed for chapter development to be revamped and more dynamic – including what can be done; how to do it; a pathway for progress; results; rewards, etc.

In summary, chapter development both at the regional and national level remains a consistent weak point. This must be addressed and overcome for GOPAC to survive let alone thrive as an organization.

It should also be noted that over the course of the past year, several new chapters have either formed or are anticipating a workshop to be delivered. These include: Panama, Qatar, Serbia, Ukraine, Kazakhstan and Nigeria.

In the medium-term, perhaps at the Board planning review after June 2021, GOPAC may again consider its membership basis. Part of GOPAC’s success has been its position as a Parliamentarian-run chapter, rather than a creature of the Speaker’s Office. Previously, discussion has been had about making GOPAC national chapters more sustainable if they were attached to a Speaker’s office, like the IPU or CPA chapters are. However, this may then preclude the involvement of former parliamentarians, which is a strength of GOPAC.
2. **The Critical Importance of the Global Task Force (GTF)** – Global Task Forces and the related subject matter (including expertise and workshops) are the key ‘offer’ or ‘value add’ to members and potential members. Considerable discussion has consistently affirmed the absolute necessity of the GTF’s, making it very clear that it is the GTF that provides the valuable information as well as the processes on how to move forward on specific corruption issues. This ‘knowledge and process’ base in turn provides the underpinnings for chapter formation and sense of purpose for GOPAC members.

In this regard, workshop content is critical. But it was also made very clear that the workshop must be highly relevant to the target chapter or region and not just a transfer of generic intellectual knowledge. Thus, the need to understand national and/or regional needs and the ability to customize workshop content is exceedingly important. Otherwise GOPAC runs the risk of having no unique offering or expertise on specific corruption issues.

Currently the central GTFs for GOPAC include: Anti-Money Laundering (AML); Parliamentary Oversight (PO); Parliamentary Ethics and Conduct (PE&C); the United Nations Convention against Corruption (UNCAC); and Participation of Society. Another possible GTF was discussed in 2015 – this was referred to as – Eliminating Bribes and Kickbacks by focusing on those who pay bribes. However, no clear forward plan of action was agreed to and while this could be an extension of a current GTF such as AML or PO no decision was made at that time. Since the 2017 and 2019 Global GOPAC Conferences, consensus has grown to widen the Participation of Society GTF into Open Parliament and the Participation of Society.

Two more areas of discussion related to GTF workshop development and delivery included:

a. The need to develop more refined management systems – namely clear plans for any and all workshops which should include:
   - The plan by region with a minimum of three months in advance and possibly six months if possible for workshop commitments.
   - Travel requirements.
   - Content requirements.
   - Entry visas if required.
   - The evaluation plan.
   - Development of a Memorandum of Understanding that will regulate the relationship between the Global Secretariat and the national chapter for the delivery of the workshop.

b. The need to support Regional Program Officers – given the importance of developing and presenting highly relevant workshops more resources are required to customize GTF to adapt to the regional interests/issues.
3. Role of the Global Secretariat

There is a clear need to clarify the role of the Global Secretariat (in Doha) with the leadership of the Chair (represented by Mr. Noureddine Bouchkouj) and day-to-day operations oversight by the Secretary and proposed Management Committee (Secretary John Hyde, Vice Chair Dr Fadli Zon, Executive member Dr Naser Al Sane). Clarity and areas of defined responsibility are key. The time zones and distance gap between any international Secretariat and its Executive Board will always raise extra communication issues. The primary role of the newly hired CEO/Executive Director will be to define the role and structure of the Global Secretariat in Doha, agree to priorities and outcomes, ensure that progress is being made and results are achieved. In essence, the discussion identified the following key areas:

The Global Secretariat’s primary purpose is to:

1. Operationalize the strategic plan;
2. Assist GOPAC regions with their priorities;
3. Develop and implement robust project management practices and management systems including Chapter follow-up and Workshop follow-up;
4. Nurture partnerships and provide for GOPAC financial sustainability; and
5. Set goals and objectives with respect to the above.

Finally, the Global Secretariat will operate within the framework of a plan that is agreed to and supported by the Management Committee and the Executive (a primary purpose of this document).
4. The Need for New Sources of Funding via Global Strategic Partners

Currently GOPAC is the beneficiary of, and dependent on, a single source of funding. While this is greatly appreciated, it also places the organization in a very vulnerable position should this source of funding be reduced or lost. Key feedback from GOPAC’s rapid development during the funding period provided by the Government of Kuwait sponsorship was that GOPAC did not devote enough planning and resources to achieving sustainability. Thus a concerted effort to identify and develop sustainable sources of funding is a high priority. Four areas of potential are identified:

- Acknowledge the benefits of direct (and in kind) funding from the Qatar Shura and Government and previously the Parliament of Indonesia and the Government of Kuwait;
- Revisit previous GOPAC funding arrangements and offers. Eg Canadian International Development Agency (CIDA) - a federal Canadian organization that administered foreign aid programs, now merged into the Department of Foreign Affairs was GOPAC’s original major source of funding; Islamic Development Bank; etc
- Numerous NGOs and international agencies including: G20/B20; WEF; UNODC - CoSP; UNDP, and other relevant UN agencies: WBI; WB; IMF; CSC; USAID; MEP; and the IACA in Vienna;
- Private sector companies that operate internationally with a track record in altruism; and
- Foundations/Philanthropists
4.1 The GOPAC 2021-2022 Business Plan

The 2021-22 Business Plan is built on three core premises:

1. Focus – namely the selection of a narrow set of key action areas that are critical to building the long-term sustainability of GOPAC as an effective organization.

2. Clarity of Roles and Responsibilities – there is a need to clearly identify the responsibilities of the Global Secretariat as well as the responsibilities of the Senior Management / Executive.

3. Content and subject matter expertise by means of GTF’s and related workshops supported by GOPAC personal are the essential drivers for effective and sustained chapter development.

4. Devolved support for strong Regional Chapters.

Six distinct policy areas are identified. These are described including roles and responsibilities in the following sections (see next page).
Policy Area 1: Target Development by Region and National Chapter

Note: Action Area 1 and Action Area 2 (Align and Strengthen GTFs by Regional Interests) are inextricably linked. Chapter development must occur in concert with effective GTF development implementation and support.

Chapter development continues to be a primary focus and will be done within the context of building strength and critical mass by region. The following key regions will be targeted. In addition, the lead chapter (or country is identified):

- APNAC – via APNAC Secretariat office previously hosted in Ghana and now Kenya as the home country base of the APNAC President and one of the most active chapters in APNAC.
- ARPAC – via Beirut, Lebanon and further to a recent UNCAC Workshop.
- SEAPAC – via Indonesia (The House of Representatives of the Republic of Indonesia will host SEAPAC Office).
- GOPAC Latin America – re-engage national chapters lead by Dr. Carlos Cuevas (Mexico)
  - GOPAC Oceania – closely aligned to UNODC-UNDP’s UN Pacific Regional Anti-Corruption (UN-PRAC) Project, there are now chapters in seven Pacific parliaments with an additional four in formation.

In addition, regional chapter development is taking place in:

- SAPAC Chapter in formation – Afghanistan is currently in the process of developing a national chapter and possibility to lead the completion of SAPAC regional chapter development. As of now, SAPAC has national chapters in Nepal, Bangladesh, and Sri Lanka
- Caribbean Chapter in formation – Trinidad & Tobago leads the development process of this regional chapter.
- Eastern Europe – via Serbia and Ukraine chapters that are active in doing activities such as workshop and/or capacity building with the help of UNDP.

Overall, chapter and region formation will never be discouraged. However, it is recognized that active chapters are much more likely to occur within an active region that has a common agenda and builds critical mass that GOPAC can facilitate and service. A chapter operating in isolation is much more likely to become non-active and a chapter in name only. The GOPAC Secretariat needs to develop a New Chapter Development Template which outlines the criteria and/or conditions that need to be met before a chapter is formed.
Area 1 Action Plan

Specific action plans for each region are outlined as follows:

**Action 1: APNAC**

The focus on the development of the African Parliamentarians’ Network Against Corruption (APNAC) for 2012-13 is to collect information on the regional and national chapters, build the region, and bring it into the fold.

Currently APNAC Secretariat is located in Accra, Ghana. The Executive Director of APNAC is Mr. Fabrice Fifonsi. During these past five years, the communication between GOPAC and APNAC Secretariat is minimum. Due to the budget constraint, some of GOPAC materials only can be translated into English, thus it makes it difficult for some countries in APNAC who relies on French translation. For the next two years, it is must be prioritizing to align, co-ordinate, and give mutual support within the secretariat in the delivery of secretariat services to APNAC, in particular delivering GOPAC document translation.

It is GOPAC’s intention to co-ordinate APNAC development with PC Africa and to develop new GOPAC chapters throughout sub-Sahara Africa.

Specific actions for development of APNAC are:

1. Develop database of current chapters and members (original at GOPAC Secretariat with a copy in Ghana office)
2. Write analysis of each existing chapter, including date of creation, number of active members, contact coordinates of each member, activities accomplished, recent elections, seat on APNAC Board, financial strength, strategic plan
3. Ensure APNAC representation on each GTF
4. Develop strategic plan for APNAC with a section for each national chapter with input from national chapters
5. Facilitate acceptance of APNAC’s strategic plan
6. Develop a detailed outline of the GTF workshop plan for APNAC for acceptance
7. Present a fundraising plan for APNAC for acceptance
8. Ensure GTF workshops are proceeding as planned
9. Implement national strategies
10. Hold vibrant APNAC AGM
11. Raise funds
12. Seek opportunities for new national chapters
13. Ensure database is always accurate and up-to-date
14. Ensure good communication and collaboration between national chapters

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1 These regional plans are included as unchanged from 2015. The secretariat invites regional chapters to provide updated text prior to the first 2021 executive meeting.
Action 2: ARPAC

The Arab Regional Parliamentarians against Corruption (ARPAC) was created in Beirut, Lebanon in 2006 with the support of the Lebanese Transparency Association (LTA), which was then led by Charles Adwan. Currently, ARPAC chapters include Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Morocco, Palestine, Yemen, and Tunisia (in formation).

Overall, ARPAC has been quite active over the years. Communication with ARPAC heavily relied on Dr. Naser Al Sane of Kuwait who currently now serves as GOPAC Executive Committee.

There is a possibility to have more active programs and activities within ARPAC as GOPAC Global Secretariat will be relocated in Doha.

Current planned activities include:

1. Determine whether there will be ARPAC office in Doha
2. Build a strong rapport between ARPAC and the GOPAC Global Secretariat
3. Build strong communication channels between the GOPAC Global Secretariat and ARPAC
4. Develop database of current chapters and members
5. Develop a better understanding of ARPAC’s work plan
6. Reach out to, and understand, each national chapter (i.e., date of creation, number of active members, contact coordinates for each member, activities accomplished, recent elections, seat on ARPAC Board of Directors, financial strength, strategic plan, challenges)
7. Identify the needs of the national chapters (e.g., training)
8. Contact national chapters for their business plans
9. Determine whether GOPAC could assist national chapters with their finances
10. Ensure ARPAC representation on each GTF
11. Seek opportunities for new national chapters
12. Seek opportunities for GTF work
13. Enhance the image of GOPAC in the region
Action 3: SEAPAC

SEAPAC will have a secretariat office hosted by the House of Representatives of the Republic of Indonesia. SEAPAC currently is in the process of developing their website and social media as tools to promote their programs and activities.

As of now, SEAPAC has national chapters in Indonesia, Malaysia, Timor-Leste, and the Philippines. Thailand has active members but has not developed a national chapter, while Cambodia has designated a specific committee of parliamentarians responsible for works related to GOPAC. However, the Philippines has been non-active since the passing of Mr. Edgardo Angara. SEAPAC will re-engage non-active chapters and invite more countries in the South East Asia region to join GOPAC.

Specific actions for development of SEAPAC include:

1. Build website and social media
2. Conduct webinar and SEAPAC AGM in January 2021
3. Build strong communication channels between the GOPAC Global Secretariat and SEAPAC
4. Develop database of current chapters and members
5. Reach out to, and understand, each national chapter (i.e., date of creation, number of active members, contact coordinates of each member, activities accomplished, recent elections, seat on SEAPAC Board of Directors, financial strength, strategic plan, challenges)
6. Identify the needs of the national chapters (e.g., training)
7. Determine whether GOPAC could assist national chapters with their finances
8. Ensure SEAPAC representation on each GTF
9. Seek opportunities for new national chapters
10. Seek opportunities for GTF work
11. Enhance the image of GOPAC in the region
   Develop a public relations package
**Action 4: GOPAC Latin America**

The Global Secretariat has received status updates of the regional chapter from Dr. Carlos Cuevas, the Chair of GOPAC Latin America in the last Executive Committee meeting. According Dr. Cuevas, there need to be re-engagement to all national chapter in the Latin America as the political situation are very dynamic. GOPAC Secretariat need to assist GOPAC Latin America to plan and provide necessary documents to re-engage the chapters.

**Action 5: GOPAC Oceania**

Oceania works actively with UNODC-UNDP’s UN Pacific Regional Anti-Corruption (UN-PRAC) Project and with UNDP’s Effective Governance program in the Pacific. Oceania is investigating for 2021-22:

1. Establishing a regional secretariat possibly based in a member parliament;
2. Heightened involvement in UNDP’s post-election induction trainings for Pacific parliaments;
4. Assist in-formation chapters to develop.
Policy Area 2: Align and Strengthen GTFs by Regional Interests

The GTF is GOPAC’s most critical ‘product.’ Without relevant and current GTF’s, GOPAC lacks a platform for action and a subject basis to attract members that will in turn form effective national chapters. As noted earlier, Action Area 1 and 2 are inextricably linked.

Thus, a foremost priority for GOPAC is to identify, evaluate and/or align regional interests by GTF. This requires:

• Identifying specific regional needs, interests and issues;
• Refining and/or further developing GTF’s by regional needs, interests and issues;
• Organizing specific workshops in the region targeted to a particular national chapter but not limited to a single chapter. Efforts will be made to attract parliamentarians from other chapters in the region;
• Develop clear follow-up steps. This is critical to create a sense of purpose as well as provide the step-by-step guide that may eventually more toward enabling legislation.

This action area also requires a review of each GTF. Several task forces have little or no participation by GOPAC members. This needs to be reviewed and assessed. Individual task forces need to be populated by members who have a clear understanding and commitment to their role. Furthermore, budgets enabling GTF meetings and/or strategy development need to be developed. Again, GTF refinement as well as task force representation needs to be guided by specific regional or national chapter interests.

The central GTFs proposed for 2021-22 are:

• Anti-Money Laundering (AML);
• Parliamentary Oversight (PO);
• Parliamentary Ethics and Conduct (PE&C);
• United Nations Convention against Corruption (UNCAC);
• Participation of Society and Open Parliament

The newest topic area considered relevant for GOPAC is Open Parliament. This topic received significant focus during the past few years upon the adoption of Declaration on Parliamentary Openness, during the IPU World e-Parliament Conference, 2012 in Rome, Italy. The Open Government Partnership (OGP), the international organization working to promote transparency, openness and public participation has also adopted a Legislative Engagement Policy Guidance and currently included Open Parliament as one of its Policy Areas. As Open Parliament will be deeply connected to public participation issue, it is proposed a new role on the fifth Task Force entitled Open Parliament and the Participation of Society.

There are other topic areas that have been considered for Task Force formation but to date the focus has been on the five areas above. Others discussed include:

• Knowledge dissemination and information sharing through;
• Peer-to-peer engagement, learning, and relationship building;
• Advocacy work to implement and enforce anti-corruption legislation and promote democratic principles worldwide;
Area 2 Action Plan

Action 1: Re-establish GTF and Recruit GTF Membership - Since 2018, the GTFs have been inactive. Starting in 2021, GOPAC should re-activate GTFs by creating a GTF action plan and invite GOPAC members to nominate for GTFs and committee recruitment through the GOPAC newsletter, website, and social media. Once the recruitment has been done, the Executive Committee should endorse the GTF program and activities plan. Every GOPAC regional chapter must be represented in the GTF Groups. Additionally, the GTFs need to build up more materials and intellectual property that can be used as a resource for task force members, and the membership at large, so that Parliamentarians can make informed decisions in their anti-corruption and anti-money laundering work. To date, there are a number of tools that have been developed for specific task forces - (e.g. Anti-Money Laundering Action Guide for Parliamentarians; Handbook on Parliamentary Ethics and Conduct: A guide for parliamentarians; Controlling Corruption: A Parliamentarians Handbook; Financial Oversight: A Handbook for Parliamentarians). These new resources can be part of the workplan for GOPAC’s new knowledge management team.

Action 2: Strengthen GTFs - assess what additional intellectual property/resource materials are needed to support the work of the task forces, identify any gaps or missing pieces, and based on this assessment, design and implement a work plan to develop and publish this material.

1. Identify gaps, GOPAC Secretariat/GTF Chairs
2. Develop Action Plan, GOPAC Secretariat/GTF Chairs
3. Implement Action Plan, GOPAC Secretariat/Knowledge Management team/GTF Chairs

In addition, it is noted that GTF membership and participation has been very sporadic and incomplete. Many task force members are not engaged. It is very important for task force membership to be representative of the regions, while at the same time members must play an active role in the development of a strategy and work plan for their respective GTF, and in the execution of this program. The challenge is to identify Parliamentarians who can commit the time to work effectively on a task force and make a contribution. This is a critical step since Parliamentarians have many competing priorities.

Action 3: Define GTF Roles and Responsibilities - the role and responsibilities of all task force members needs to be defined, articulated and circulated to all task force members, with individual follow-up to ensure there is a buy-in. The GOPAC Secretariat will examine incentive options that would encourage parliamentarians to actively participate in their respective task forces.

1. Define and articulate role, GOPAC Secretariat/GTF Chair
2. Examine motivational incentives, GOPAC Secretariat/GOPAC Management Committee
3. Communicate with GTF members, GTF Chairs/GOPAC Secretariat

It is essential for there to be dialogue with regional and national chapters to identify what workshops are most relevant to their needs, and to encourage the delivery of workshops in their areas of jurisdiction.
Action 4: Develop regional plans - a workshop plan for each Region is required. This should be updated every quarter.
Develop work plan for each region, Regional Chairs/GOPAC Secretariat

Once a task force workshop has been identified, it is essential for there to be a clear execution plan (see next action item).

Action 5: Develop a Workshop Checklist - a workshop checklist needs to be developed that delineates the following:

- workshop concept and objectives;
- country/region research paper to identify local situation and state of play in the fight against corruption and money laundering;
- target audience and forecast attendance numbers;
- workshop budget;
- task force membership participation and financial arrangements;
- cast-sharing arrangements and MOU with Regional/National Chapter;
- Travel requirements; logistics and budget;
- Content/presentation requirements tailored to the specific needs of the region/country;
- methodology to ensure the workshop is interactive and inclusive;
- Entry visa requirements and logistics if required;
- list of participants; and,
- An evaluation plan.

Develop a Checklist, GOPAC Secretariat

GOPAC need to strengthen the national anti-corruption agenda to create more effective and inclusive governance systems. GOPAC should build its expertise by empowering policymakers and citizens with necessary tools so that each national chapter could develop its own national anti-corruption action plan.

Thus, to achieve this objective, GOPAC will develop and offer the following services:

1. Capacity-Building Workshops for Parliamentarians
2. Media, Research, and Knowledge Resource
3. Gap Analysis Support
4. Mentorship for Women in Parliament
5. Peer support and Advocacy

Area 3 Action Plan:

Action 1: Capacity-Building Workshops for Parliamentarians – design capacity-building workshops and develop training books materials. GOPAC will offer tailored workshops for parliamentarians on anti-money laundering, parliamentary ethics and conduct, parliamentary oversight, the United Nations Convention Against Corruption (UNCAC), and increasing the participation of society in the democratic processes. GOPAC will also offer webinar expertise to deliver trainings online.

1. Develop workshop handbook and training materials
2. Create leaflet and e-brochure to promote the workshops
3. Promoting workshop to parliaments
4. Deliver training and a workshop at least twice a year

Action 2: Media, Research, and Knowledge Resource – develop knowledge resource tools, such as handbooks, policy papers, research papers, reports and assessment guides, to support the delivery of capacity-building workshops and provide free accessible tools that are tailored to the needs of parliamentarians. This content can be guided by GTF priorities along with partnership opportunities with UNODC, UNDP and other GOPAC stakeholders. GOPAC will also ensure that its materials are available in English, Arabic, French and Spanish to reach as wide as possible membership base.

Action 3: Gap Analysis Support – develop Global Anti-Corruption Legislation Database – build a compendium of international treaties/agreements and national anti-corruption legislation in each country, organize the data, and publish it in the GOPAC website. The database serves as the main content to be provided on the website. It acts as a reference for GOPAC Members, partners, and other stakeholders to see the list of anti-corruption legislation in a particular country and how it intersects with international obligations (eg UNCAC membership and Reviews). It also could be used to promote GOPAC expertise as a parliamentarians’ network in combating corruption. The following are the tentative action plan tasks to create the Global Anti-Corruption Legislation & Policy database:

1. Data collecting on anti-corruption legislation (January – March 2021)
2. Creating platform and design of the database (April – May 2021)
3. Launch the database during UNGASS 2021 (June 2021)

**Action 4:** **Mentorship for Women in Parliament** – build a system of peer support to assist women parliamentarians to increase their capacity and become actively engaged in more robust committees and issues in the fight against corruption. GOPAC should value-add to gender-audit templates being used and planned by parliaments by ensuring they encompass anti-corruption. GOPAC should also gender-audit its own materials and practices. GOPAC should engage in the UN’s annual Conference on the Status of Women (CSW).

**Action 5** **Peer Support and Advocacy** – provides a platform for peer support for parliamentarians leading the fight against corruption by sharing members’ successes and challenges at an international level through a monthly e-newsletter and social media, and by inviting parliamentarians to collaborate and share their experiences at international events. GOPAC will connect members working on similar issues at a bilateral level, forging relationships of mutual support. GOPAC needs to produce communications tools to help our members and civil society partners in the national advocacy efforts to bring attention to corruption issues and build support for proposed solutions. GOPAC will participate in the international events or gatherings focused on anti-corruption and good governance, such as:

1. The Conference of States Party to the UNCAC (CoSP)
2. The Inter-Parliamentary Union Assembly
3. The EGMONT Group Meeting
4. UN General Assembly Against Corruption (June 2021)
5. ACP-EU Joint Parliamentary Assembly (JPA)
6. Commonwealth Parliamentary Association
7. Other Regional Parliamentary mechanisms

In the first half of 2021, the United Nations will host a Special session of the General Assembly against corruption to adopt a concise and action-oriented political declaration. GOPAC will participate and ensure that the voice and role of parliamentarians is strongly recognized in this process.

Action: GOPAC’s ECOSOC membership gives it strong engagement as a not-for-profit NGO system. However, there is scope for GOPAC to strengthen its position to an International and Regional Organization status within the UN, such as that of the International Anti-Corruption Academy (IACA) and the IPU.

In the short term this can be more easily accommodated with UNODC and GOPAC should seek advice and support from Qatar’s resident Vienna team, affiliated with UNODC.
Policy Area 4: Strengthen Operations

GOPAC needs to upgrade and in some case establish clear business processes and procedures. Several operational areas require attention including:

- Maintaining/Developing GOPAC Website; GOPAC’s website is also hosted by the Indonesian Parliament currently;
- Re-create GOPAC Official email – as we ceased paying for services from Canada IT Maintenance in 2016, email info@gopacnetwork.org and web-hosting could not be used. Thus, currently GOPAC official email is using Gmail: gopacnetwork@gmail.com. An email backup is provided by the Indonesian House of Representatives: gopac@dpr.go.id
- Upgrade membership data base – currently the membership lists are either not up to date or lack information. It is apparent that many names are on the list but it is not clear whether they continue to be active members of GOPAC;
- Maintain Members Relation Management program (MRM) – as of now, our member database is using the CRM Platform. This platform needs to be maintained by an IT department.
- Establish GOPAC profile and publication package such as GOPAC profile booklet and leaflet template for promotion purposes
- Create template and layout for GOPAC materials; proposal, presentation, positioning paper, news release, and newsletter.

Area 4 Action Plan

Action 1: Discuss GOPAC IT related matter such as website and email with Qatar Office (January/February 2021)

Action 2: Upgrade membership base with the objective to clean up and refresh the following:

- A full remediation of the primary member database; 28 February 2021
- Review of secondary data base for newsletter subscribers; 15 March 2021
- Build a tertiary database of allied organizations and anti-corruption opinion leaders; 26 March 2021

Action 3: Maintain Members Relation Management Program through CRM – discuss with the IT team on how to maintain the CRM database. (End of February 2021)

Action 4: Develop promotion materials consisting of the GOPAC Profile booklet and leaflet, etc.

Action 5: Decide GOPAC official color tone and font as well as layout for GOPAC official and promotional documents; media release protocols etc.
Policy Area 5: Identify and Develop New Funding Opportunities

Currently GOPAC relies on in-kind contributions from the Executive Committee members, the Qatar Shura Council, and the Indonesian House of Representatives. For 2021 and 2022 activities, GOPAC will receive funding from the State of Qatar (Approx. $1 million per year). It is imperative that alternative sources of funding and strategic partnerships be identified for the sustainability of GOPAC. This will require an extensive contact and follow-up strategy including the preparation of key presentations and communications materials that speak to the GOPAC story and the benefits to the potential funders.

- Rebuild relationships and partnerships with other organizations;
- Develop relationships and explore funding opportunities with NGOs – both nationally and internationally;
- Search for grant opportunities;
- Contact strategy with major resource companies.

**Action 1:** Develop and/or assemble items needed for International Development Partners and Agencies. The items included in this are as follows:

- Proof of Organization’s legal status
- Organization Bylaws
- Organization Chart
- Board Member Information
- Anti-Corruption Policies
- Code of Ethics
- Independent Project Evaluation

**Action 2:** Develop and/or assemble items needed for Private Funders including:

- Up-to-date annual reports
- Introductory presentation letter
- Where GOPAC works – regional and national chapters
- Brochures on GTFs
- Recent newsletter
- Summary of key achievements and results
- Major priorities
- Benefits to Private Funders in supporting GOPAC

**Action 3:** Develop Step by Step Plan for Fundraising from the Private Sector including:

- Target list (see attachment 1).
- Identify introducers
- Follow-up.
Policy Area 6: Strengthen Organizational Capacity and Profile

GOPAC needs to strengthen the role of the Board of Directors and its accountability as an organization to become an active and engaged Board of Directors. Currently this is lacking. Several core actions are required:

- Agree to the 2021-2022 Business Plan and the role and responsibilities of the Executive Director specific to the Global Secretariat in Doha; January 2021
- Establish a reporting and accountability framework re: operational goals and what is to be reported; February 2021
- Address board governance and develop a succession policy plan – currently board governance needs to be strengthened; further there is no evidence of a coherent way to address leadership succession within GOPAC’s regions and Board, cognizant of the GOPAC Constitution; TBD
- Produce an Annual Report – this is a vital document that addresses the accountability question as well as a key piece to speak to and/or attract additional funders; February 2021
- Build regional relations with APNAC; ARPAC; SEAPAC; Oceania and GOPAC Latin America. The primary role of the Executive Director is to be ears, eyes and voice of the organization. Thus continual and progressive interaction with Regional Chapters is key. A full-time ED and Secretariat should enable relations between GOPAC and these regional chapters to be respected and mutually beneficial; Meeting with regional chair/chapter in-charge – February 2021
- Target and attend major conferences including:
  a. IPU Assembly (May 2021)
  b. G20/B20/P20 (October 2021)
  c. OECD (March 2021-virtual)
  d. CoSP (December 2021)
  e. UNGASS 2021 (June 2021)
  f. CoSP Working Group to prepare for CoSP Parliamentary Sessions (September 2021)
  g. OGP Summit and its relevant Legislative Track
  h. Other opportunities for Parliamentarians

Again, the Executive Director plays a key role in targeting key events and conferences with the overriding objective of identifying opportunities for GOPAC.

It should also be made clear that any and all next steps associated with new opportunities must be thoroughly vetted and reviewed by the CEO/Executive Director. It will be her/his responsibility to determine what and how new opportunities can be made operational in light of resource commitments, and recommend as such to the Management Committee and Executive Committee.
Responsibility:  
Global Secretariat, Staff responsibilities to be allocated as per the Work Plan (with follow up, by exception, at Staff Meetings).

Objectives:  
CEO/Executive Director to determine

Resource Requirements:  
CEO/Executive Director

Budget Implications:  
CEO/Executive Director to develop with Management Committee / Mr. Noureddine / Executive Committee

Other Potential Actions

Several new and/or potential strategic opportunities were identified including:

- Anti-Corruption Day (December 2021) – what can or should be done?
- GOPAC 8th Global Conference
- OECD Parliamentary Network (Paris, September 2021)
- OECD Global Anti-Corruption & Integrity Forum (March 2022)
- OECD Washington parliamentary Network (April 2021)
- Strategic Planning workshop – held during the GOPAC Side event during UNGASS and/or CoSP – could invite external facilitator or speaker for workshop
- Viral Videos to create awareness – More Video content for GOPAC YouTube.
- Recruiting high profile celebrities to become the voice of anti-corruption.
- Parliamentary election observer
- UN Parliamentary Hearing (17 February 2021)
- Open Government Partnership
- CoSP Working Group (Vienna) to prepare for CoSP Parliamentary Sessions (September 2021)
- Re-engage with ACP now Organisation of African, Caribbean and Pacific States (OACPS). New treaty focuses on six broad areas: including human rights, democracy and governance. OACPS relevant for Africa, Oceania, Caribbean, Europe chapters. (Dec 2020)
- A partnership with UNODC, FIFA and the International Olympic Committee on developing model legislation to address match-fixing in sport. As GOPAC did with the SDGs Handbook and other toolkits, GOPAC could also partner in the development of a Parliamentarians Toolkit to implement Match-Fixing Legislation. This would also address our plan to increase our Toolkit products, with translations, to boost GOPAC's presence online and with parliaments. UNODC Sports Integrity team is also proposing to organize a regional event on Sports Integrity for Asia, but hosted in Doha in 2021/22.
None of these areas have been studied or analyzed in detail and are presented in this document as information. Again it will be made clear that any and all next steps associated with potential action areas must be thoroughly vetted and reviewed with the ED and Management Committee. It will be the CEO’s responsibility to determine what and how potential action areas can be made operational in light of resource commitments.
Major Activities per Year

2021

January-July 2021 – handover training of secretariat from Jakarta to Doha.
Establish new secretariat and engage Executive Director, based in Doha. Establish Executive Management Committee to oversee secretariat with the Chair.
Executive meeting to adopt Strategic Plan and ongoing oversight of GOPAC’s activities in Doha (March / July / September 2021)
In June 2-4 2021, the United Nations will host a Special session of the General Assembly against corruption to adopt a concise and action-oriented political declaration. UNGASS21
Two further in-person Executive meetings in Doha.
Initial Board Meeting in Doha (or at UNGASS21 in New York, 2-4 June) to review Strategic Plan, revise the GOPAC Constitution, By-laws, operational procedures and undergoing governance training. (November 2020)
One further Board meeting in late 2021 – either in Doha or on the sidelines of a major anti-corruption conference (eg CoSP, Egypt, December 2021).
OECD Parliamentary Network – tbc September 2021, Paris
April OECD Washington Parliamentary Network (postponed)
GOPAC participation in at least eight new Parliament post-election induction programmes
GOPAC presenting at least three IPU and OGP events
GOPAC Executive member attending every regional AGM (5)
9th COSP - 9th Forum of Parliamentarians (Cairo, Egypt, Late 2021)
Develop model legislation to address match-fixing in sport in partnership with UNODC, FIFA and the International Olympic Committee; development of a Parliamentarians Toolkit to implement Match-Fixing Legislation. UNODC Sports Integrity team is also proposing to organize a regional event on Sports Integrity for Asia, but hosted in Doha in 2021/22.

2022

Three Executive Meetings in person
Two board meetings
GOPAC AGM and Biennial elections (Early 2022)
April OECD Washington Parliamentary Network
GOPAC participation in at least eight new Parliament post-election induction programmes
GOPAC presenting at at least three IPU and OGP events
GOPAC Executive member attending every regional AGM (5)
December 2022 –GOPAC session at the International Anti-Corruption Conference.
GOPAC AGM – fourth quarter 2020 (could be held at December 2022 IACC)
2022 FIFA World Cup 21 November – 18 December 2022, Doha. GOPAC side event – Parliamentarians Conference on Youth Integrity through Sport, in association with UNODC/Doha Declaration on Youth Sport.
https://www.unodc.org/dohadeclaration/topics/crime-prevention-through-sports.html
Attachment 1: Target List for Funding (to be discussed)

- Asian Development Bank (https://www.adb.org)
- Austrian Development Agency (https://www.entwicklung.at/en/ada/funding)
- Canadian International Development Agency
- Danish International Development Agency (https://um.dk/en/danida-en/)
- DFAT - AUSAID
- EGMONT GROUP
- Inter-American Development Bank (https://www.iadb.org/en)
- Islamic Development Bank (https://www.isdb.org)
- National Endowment for Democracy (https://www.ned.org/apply-for-grant/en/)
- Norwegian Agency for Development Cooperation (https://www.norad.no/en/front/funding/)
- OPEC Fund (https://opecfund.org/what-we-offer/grants/grant-application)
- Qatar Fund for Development (https://qatarfund.org.qa/en/)
- Sweden’s government agency for development cooperation (https://www.sida.se/en/for-partners/civil-society-organisations)
- Swiss Development and Cooperation (https://www.eda.admin.ch/sdc)
- The EEA and Norway Grants (https://eeagrandst.org)
- UK Foreign, Commonwealth, & Development Office (https://www.gov.uk/international-development-funding)
- United Nations Development Programme
- United Nations Office on Drugs and Crime
- USAID (https://www.usaid.gov/work-usaid/find-a-funding-opportunity)
- Westminster Foundation for Democracy (https://www.wfd.org)

Discussions should proceed with the Ottawa, Canada-based ParlAmericas regarding a potential MOU for partnerships in North America and Latin America.