



PPA Annual Review Reporting Year: 2012/2013

Note: maximum word length 15,000; 12pnt for compulsory sections 1-8

(This includes tables, figures, footnotes etc. This excludes questions, guidance, optional sections 9 and 10 and Annex A and B).

Any text over the maximum word length will be disregarded.

**Please submit an electronic copy to:
PPA-applications@dfid.gov.uk by 12:00 1st July**

Section 1: Background Information

(Note Sections 1 and 2 will be used by reviewers commenting on individual sections, not the whole report)

1.1 Organisation	TI Secretariat	General
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1.2 Main contact	Ronald Visser (rvisser@transparency.org)
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1.3 Finance	2010/11	2011/12	2012/13	2013/14
Annual Income of Organisation (£)	£13.609.342	£17.745.315	£19.856.968	TBC
	2010/11	2011/12	2012/13	2013/14
PPA funding (£)	£1.060.000	£3.374.344 <i>(General £2,670,269 & CHASE £704,075)</i>	£3.374.344 <i>(General £2,670,269 & CHASE £704,075)</i>	£3.374.344 <i>(General £2,670,269 & CHASE £704,075)</i>
As % of total organisational income	7.8%	19.00% <i>(15% General PPA, 4% transferred to TI-UK Defence and Security Programme)</i>	17.00% <i>(13% General PPA, 4% transferred to TI-UK Defence and Security Programme)</i>	
	2010/11	2011/12	2012/13	2013/14

Other DFID funding (£)	£1.905.746	£1.526.618	£1.647.376		
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1.4 Summarise your relationship with DFID and other DFID funding? Has this changed since 2011/12?

DFID continued to fund three key areas of work in 2012/2013. The PPA remained the biggest core funding agreement TI-S holds with bilateral donors, while 2012/2013 was the final year for GTF implementation, with a final evaluation to follow in 2013/2014. DFID also continued to support the Global Corruption Barometer, results of which will be published July 2013. On the wider engagement between TI-S and DFID, there has been a clear commitment from both sides to increase dialogue. The heads of DFID's Civil Society Department and DFID's Anti-Corruption Team attended the TI annual donor meeting in October 2012 and in early April 2013, TI-S staff and TI-UK met DFID in East Kilbride where again, the commitment to increase dialogue was expressed and further planned. Together with TI-UK, TI-S continued to engage with DFID on a range of specific priorities, including IATI, the HLP on the post 2015 framework, and the Open Government Partnership.

1.5 Approximate % of PPA expenditure allocated by sector or theme for 2012/13

TI-S income in 2012 (Euro)

	Total	Out of which core income (including PPA, 44% of total unrestricted income)	Percentage of core income spent in respective areas
Governance and special initiatives (including TI-EU office, IACC and TI-UK Defence and Security Programme)	3,832,114 (16.9%)	1,246,381 (5.5%)	16.6%
Global Advocacy, External Relations, Communications and Fundraising	3,009,060 (13.3%)	2,579,341 (11.4%)	34.4%
Research, Knowledge and M&E	2,763,265 (12.2%)	1,532,213 (6.8%)	20.4%
Chapters and Programmes	13,071,157 (57.7%)	2,387,260 (10.5%)	31.8%
Other (include FX Gains & Losses)	241,717 (1.1%)	-245,757 (-1.1%)	-3.3%

Section 2: Organisational information and progress towards results

2.1 Describe your organisational type using the categories in the guidance and the implications for your work.

i. Tier

TI-S is primarily a second-tier organisation, as the core work of TI-S is to work with, for and on behalf of the TI Chapters all over the world. However, when representing the TI movement at the global and regional levels (primarily through our research, communications and advocacy work) we engage directly with those people, institutions and process we seek to influence at that level.

ii. Type

Coffey has categorised TI as the only PPA holder “working at the level of international systems”. One of the core functions of TI-S is indeed to “change attitudes, behaviour and policies of actors at the international level”. However, we could also be considered a niche technical specialist considering we are the leading NGO specialised in fighting corruption worldwide. With our technical support (research, development of tools, technical assistance to programming) to Chapters and other stakeholders, we contribute to the implementation of anti-corruption work which these other organisations undertake.

iii. Implications

The main implication of being a second tier and networked organisation is that management, monitoring and evaluation of country level work is done indirectly, giving us less influence and control over final outcomes and reporting of our partners. At the regional and global level, it is easier for us to capture results and impact, as this work is usually done directly by TI-S. In order to ensure more common purpose in the movement, the TI Strategy 2015 was developed. This strategy has allowed TI-S to be clearer on its role and added value to the TI movement, which in turn made it easier to monitor its support to Chapters and the impact it achieves through its work with Chapters.

2.2. What is your theory of change for your PPA funds i.e. that underpinning your logframe?

The theory of change for our PPA funds has remained the same as described in last year’s report and in the original funding application to DFID. Despite some changes to indicators (which were shared with DFID) the logframe remained the same too. Some more minor changes are proposed for 2013/2014 and for the following two years we may make some more revisions in September 2013.

As reported last year, the intervention logic of the PPA is based on the assumption that improved anti-corruption policy and practice by public and non-state actors (Outcome) contributes to a reduction in corruption at all levels and across all sectors of society (Impact). The four result areas are consequently interconnected. A better understanding of corruption and how it manifests itself enables citizens to be better informed when demanding accountability. Equally, information about corruption will allow TI-S and Chapters to undertake evidence-based advocacy aiming to improve policy and practice of public and other institutions. And while leading governmental and business institutions have the potential to influence the way corruption occurs within societies, they are also susceptible to change. Public pressure can be used to ensure greater responsiveness; laws and their effective enforcement can provide the framework for operations; and value-based leadership can help shape their behaviour. Ultimately, working better together as a movement will enable us to become better at diagnosing corruption and will allow the various constituents in the movement to learn from each other’s interventions in citizen

mobilisation, advocacy, coalition building, etc.

2.3 What are your key objectives and approach(es) for the ways in which you use your PPA funds?

The way in which we use the PPA matches the findings of the ITAD-produced report on the added value of strategic funding, and was also captured in the TI General PPA mid-term IPR evaluation. Essentially, we use PPA funds to allow us to innovate, invest and improve. For example:

- We further improved organisational development processes, including the development of HR policies ¹ and continued investments in M&E².
- Innovation: PPA funds, along with other unrestricted funds, have been used to issue call for proposals for Chapters to work on innovative approaches ³ and also, for example, to start developing a Local Integrity System Assessment tool.⁴
- Through unrestricted funding such as the PPA we were able to invest in areas which we consider of key importance to achieving the deliverables in TI Strategy 2015. For example, we strengthened our teams working on private sector and public sector integrity.

2.4 Brief summary of progress in 2012/13

i. Please include a summary of your progress.

ii. Separately, identify your top three highlights and three biggest challenges (Questions i. and ii. should be no more than 600 words combined)

TI further accelerated our TI Strategy 2015 key priority, namely that “we will engage with people more widely than ever before – for ultimately, only people can stop corruption”. We supported and increasingly mobilised people in the anti-corruption fight, using ICTs⁷ more than ever before to bring our message across and mobilise new audiences. We became bolder in speaking out for increased transparency, integrity and accountability by public and private institutions and individuals. We were strong in our statements on the state of corruption in Europe and on multinational companies not being sufficiently transparent about their finances and structures. We engaged with global processes like the G20⁵ and the OGP⁶, capitalising on our extensive network of Chapters to remind governments that words and commitments only matter when they are followed up by action.

Supporting our network of Chapters in developing their capacities remained a key area of work. In addition to assisting Chapters with our holistic organisational capacity assessment, we offered them a range of new capacity development solutions, including seed funding and guidance assisting them with their strategic and fundraising planning processes. We extended this support to new emerging partners seeking to strengthen our presence in countries where we have not been active so far. We also strengthened numerous internal dimensions of our work, such as mainstreaming gender, updating our financial manual¹⁰, establishing new modalities for thematic decentralisation to Chapters and shaping two future initiatives on “no impunity for corruption” and “financial sector integrity”. Always seeking to lead by example we further improved our internal accountability, integrity and governance, taking into account feedback from the Independent Review Panel of the INGO Accountability Charter.

Such foundational investments and change were made possible through unrestricted income of which the PPA remains our biggest income stream (44% of our core income). Simply put, without the PPA our progress would have been slower, investments would have had to be put on hold, and the anti-corruption fight would not have advanced as

significantly as it did.

Highlights

- We accelerated our engagement with citizens through ICT tools and social media. Increasingly, TI Chapters combine “offline” hotlines and support (particularly ALACs) with online reporting and mapping platforms. We also increased our social media outreach, including to Arab speaking countries¹².
- Our TRAC report ¹³ was a great example where limited investments led to strong impact. The report targeted governments, companies and civil society and analysed the transparency of corporate reporting on a range of anti-corruption measures among the 105 largest publicly listed multinationals. Following the launch, we have been in touch with about 50 companies researched in the report wanting to discuss their scores and how they can improve their anti-corruption performance.
- Our boldest statement yet on the state of corruption in the developed world was the European National Integrity Project. ¹⁴ This project produced a substantial body of knowledge on anti-corruption systems in 25 EU countries and was accompanied by substantial media attention reaching an estimated audience exceeding 1.2 million people. ^{15&16}

Challenges

- As we continued to seek to engage more citizens in the fight against corruption, we became increasingly aware that victims and witnesses of corruption coming forward need protection. We also unfortunately noted how it is difficult for an increasing number of Chapters to operate freely.
- While good progress was made in policy areas relating to our issue (e.g. the new EU accounting and transparency directives), it became clear that important legislation is under pressure (e.g. Foreign Corrupt Practices Act)
- As our efforts towards citizens’ engagement gained greater momentum, organising ourselves to turn citizens as active supporters will be the next creative challenge for TI.

2.5 Logframe

i. Has the logframe been updated since the last Annual Review?

Yes

ii. How have these changes altered the results that you have reported on in this Annual Review?

As reported above, the changes to the Logframe related to a few indicators which we believe better reflect our work and better measure progress against outputs. The relevant sections dealing with these outputs in this report reflect these changes, but as the theory of change underpinning the PPA remained the same, no major alteration of results occurred.

Section 3: Outcome reporting

3.1 Progress to date against PPA Outcome(s)

Outcome 1: Improved anti-corruption understanding, policy and practice by public and non-state actors globally

Indicator	Number and description of systemic positive change shown annually (change in discourse, policy development, policy adoption, implementation, enforcement of change) with a verifiable contribution by TI to this change		
Baseline	0 new changes		
Milestone	2011/12	2012/13	2013/14
	10	10 new	10 new
Achieved	13	27	
Variance	+3	+14	

i. Narrative on progress

Worldwide we noticed that our views are continually sought and that with continued critical and constructive engagement with policy makers we are able to influence legislation and practise. However, our approach depends on regional and particularly country contexts. In countries where sufficient anti-corruption legislation and practise is lacking we focus on changing laws. In other countries, such as in the EU, focus might be on enforcement, while still seeking to improve specific legislation.

ii. Assessment of overall progress towards target

Due to word limits for this report, we only provide detail on some of the 27.

TI-Kenya was invited to be involved in the design and development of the Integrated Public Complaints and Referral Mechanism (IPCRM) with a range of key national anti-corruption agencies. The IPCRM is currently being piloted but its establishment and that TI Kenya contributed to its development is considered an encouraging achievement.¹⁷

TI Peru is one of the six countries applying a TI methodology to strengthen integrity and social accountability of conditional cash transfer (developed and piloted by TI-S in partnership with other Chapters).¹⁸ The methodology helped the chapter conduct a general diagnosis of corruption risks in Peru's social investment programs at the invitation of the Ministry of Development in July-August 2012. In this assessment, the chapter demonstrated that PRONAA, the national program for food assistance, presented serious corruption risks. Subsequently, in late 2012, the Ministry for Social Inclusion commissioned the chapter to develop a plan to strengthen social accountability of the Program QALI WARMA, the most important food and health programme for the poorest schools in Peru.

In January, 2013, the government and civil society steering committees together with the Government of **Chile** hosted a regional meeting on the OGP which brought together high level actors from government and civil society leadership throughout the Americas. Thanks to advocacy by TI-S and partners, the agenda was re-written to ensure that all plenaries and workshops had equal participation by civil society and government and enough space for genuine dialogue and reflection.

Kosovo On the basis of recommendations elaborated in the context of a TI-S managed

project on transparency of political party financing, the Ministry of Finance approved a new draft law for political finance. The majority of TI recommendations which had been advocated for in the framework of the project, have been incorporated in the new draft law that will soon be voted on in the Assembly.¹⁹

Palestine AMAN played a major role in monitoring local elections which took place in October 2012 and receiving citizens' complaints. This urged the government to issue instructions demanding that public officials and employees refrain from interfering in election campaigns of candidates, while the Central Elections Committee issued instructions that banned the use of mobile phones at poll stations.

ii. Recommendations on amendments

N/A

Indicator	Number and description of TI recommendations taken up by regional and global institutions		
Baseline	0 new changes		
Milestone	2011/12	2012/13	2013/14
	3 new	3 new	3 new
Achieved	3	13 new	
Variance	0	+10	

i. Narrative on progress

Working with, for and on behalf of the TI movement, TI-S conducted advocacy on global and regional policy processes. Many of our recommendations were taken up and the work in this area is partly co-funded through the PPA.

ii. Assessment of overall progress towards target

1. In this reporting year the World Bank continued to request input from TI on the accountability and integrity agenda. TI recommendations were shared with the Bank's president Kim.²⁰ The continued requests from Bank staff to engage with them suggests our messages are of relevance and use. Informed by TI's messages, President Kim is increasing his public statements on corruption and the World Bank's zero tolerance for it.²¹ The Bank becoming stronger on preventing corruption in its aid programmes means less funding earmarked for the poor will be wasted.
2. Language on corruption, transparency, accountability and broader governance concerns was included in the UN's official communications around discussions on the post-2015 discussion (see e.g. the UN High Level Panel Bali²² and Monrovia²³ Communiqués and the HLP report on 31 May 2013). These communications reflect TI's global recommendations (published on the TI website)²⁴. Governance and corruption issues are often cited by poor citizens as one of the biggest barriers to their development and by ensuring governance and corruption feature prominently in the post-2015 framework, the poorest and most vulnerable will benefit.
3. We contributed to securing an extension of the mandate of the G20 Anti-Corruption Working Group. Within the reporting period, we called for an extension of the mandate in a letter to the Finance Ministers (April 2012), which was reflected in Paragraph 80 of the G20 Los Cabos Leaders Declaration. With this development came a new Action Plan.²⁵
4. In a July 2012 letter to the G20 Anti-Corruption Working Group about their priorities for the new action plan, TI called for the G20 to "put in place legal frameworks that would enable victims of corruption and civil society to take asset recovery cases to court, both in the countries from where the assets have been stolen and in the

- countries where the assets are deposited.” The G20 Anti-Corruption Action Plan took some steps towards this goal by committing to develop “national guides on international cooperation on asset recovery and make them publicly available” as well as identifying good practice of transparency of legal entities in G20 countries.²⁵
5. We have called for enhanced corporate transparency via project-by-project and country-by-country reporting and greater organisational transparency. Informed by our messaging, the G20 Anti-Corruption Working Group Monitoring Report 2012 firmly stated that the G20 recommended “companies in the extractive industries to disclose their payments to governments in countries where they operate.”²⁶
 6. Civil Society’s recommendations and reports to the G20 were commended in the Los Cabos G20 communique as providing “valuable inputs to G20 discussions” (Los Cabos Communique). The Russian Presidency also established a new [Civil 20 \(“C20”\) process](#), which is an ask we have made since the establishment of the G20.²⁷ We believe that with greater transparency, and opportunity for civil society to engage with these high level processes, that there is more potential for accountability, and the generation of impactful recommendations.
 7. Our advocacy at the UN Rio+20 conference contributed to the final outcome document including a paragraph recognising the importance of tackling corruption in sustainable development, including climate financing.²⁸
 8. In March 2013 TI recommended to UNODC that a specific panel on protecting whistleblowers is organised at the UNCAC Implementation Review Group annual briefing for NGOs on 30 May 2013. UNODC supported this recommendation.²⁹
 9. Our continued engagement on the UN Convention against Corruption was highlighted by the publication of six civil society parallel country progress reports and an [overview report](#) being submitted as official UN documents to the Implementation Review Group of the convention in June 2012. These were recognised by the UN as official documentation informing the meeting, meaning that TI’s recommendation to involve Civil Society in the review process was taken up by the UN.³⁰
 10. TI contributed expertise for the development of the methodology and new benchmarks for the assessment of EU member states’ implementation and application of anti-corruption measures.³¹ This assessment will result in the first [EU Anti-Corruption Report](#) of the European Commission in 2013.³²
 11. TI EU’s recommendations³³ for increased transparency and more accountability were reflected in the [Liikanen report](#) on Structural Reform of the EU Banking Sector.³⁴
 12. We also successfully advocated the European Parliament³⁵ to [amend the Commission’s proposals](#) with regards to the management of conflicts of interest at the European Central Bank³⁶.
 13. After a sustained and intense advocacy campaign³⁷, the Legal Affairs Committee of the European Parliament [voted unanimously](#) for a set of amendments to new EU extractive industries legislation, which included all of our key demands.

iii. Recommendations on amendments

It is recommended this indicator increases to 5 new.

Indicator	Number of annual citations of TI Global Corruption Barometer in academic journals		
Baseline	525 (up to 2010)		
Milestone	2011/12	2012/13	2013/14
	10% increase (i.e. 578)	10% increase (i.e. 578)	

Achieved	1060	243	
Variance	+ 482	- 335	

i. Narrative on progress

The Global Corruption Barometer is the largest cross-country survey to collect the general public's view on, and experience of, corruption. Momentum grew during 2012 recognising the importance of public opinion data on experience and perceptions of corruption. DFID itself also recognises the importance of using the GCB data to inform policy and practise, and monitor anti-corruption progress, which is the reason DFID funds the GCB. More evidence on the value of the GCB is described below:

- Professor Richard Rose's, (Centre for the Study of public policy, University of Strathclyde) guide on public opinion surveying on corruption draws predominately on the Global Corruption Barometer survey for guiding future public opinion research in the field. http://www.cspp.strath.ac.uk/view_item.php?id=494
- 14 Students and researchers requested access to the micro level data in 2012 set of the Global Corruption Barometer. MOUs with these students and researchers can be shared as evidence upon request.

ii. Assessment of overall progress towards target

The number of citations went down which is likely a direct result of the fact that the GCB was not launched during the reporting year nor the preceding year. As academic journals take time to be completed, typically the number of citations will increase the year after the launch of the barometer. This explains the high number of citations in 2011.

For the report to continue to grow in coverage, it was decided to spread the costs of the survey over a two year period and not publish the GCB in this reporting year. We would thereby reduce the financial commitments of this extensive project on a single financial year, but reduce the amount of coverage it received. Therefore 80% of the survey work was conducted in the latter end of 2012, the remaining survey work was conducted in early 2013, and the publication and launch will take place in July 2013.

iii. Recommendations on amendments

It is likely that we will see an increase in citations in 2014 (following the July 2013 launch). For the coming year we hence want to decrease the target to 200 citations.

3.2 Discuss i. Key new challenges to the achievement of outcome(s) and ii. Key new factors of progress

Particularly constraining for our Chapters working at the national level is the pressures by governments to crack down on NGO activities. In Russia, Ethiopia and Venezuela for example, Chapter are finding it increasingly difficult to operate, not least due to the difficulties to access funding. In dealing with these concerns, we continue to be critical and constructive in our engagement with national governments. Additionally, as a global movement we are able to speak with more authority than just one Chapter and donors are also able to put some political pressure on governments.

3.3. Assumptions

The assumptions in the logframe have not changed. On public and non-state actors being willing to engage, please see above. To ensure that new knowledge products are read and understood by key actors we increasingly seek to present our findings and messages in

more accessible ways, for example through the TI blog and social media. When we produce global reports we also produce summaries of our findings and recommendations on the website – with a particular focus on easily-accessible infographics-, and publish press releases which clearly and concisely capture the main messages.³⁸

Outcome 2: Increased anti-corruption awareness and action by citizens all over the world

Indicator	Number of unique visitors to TI website		
Baseline	1.805.992 (10.02.2010 – 09.02.-2011)		
Milestone	2011/12	2012/13	2013/14
	10% increase against baseline (i.e. 1.986.591)	10% increase against milestone 1	10% increase against milestone 2
Achieved	1.982.319 (+9.8%)	2.266.157 (+14.3%)	
Variance	- 0.2%	+4.3%	

i. Narrative on progress

Overall, the unique number of visitors to the TI website exceeded the target set for this reporting year. We believe this is partly a result from the fact that we launched a new website, and because TI Chapters have increased the amount of content that they deliver to TI-S on National activities, which in turn helps feeding our new Country Profiles section of the website. For Chapters work to feature at the country pages of the global TI website allows the Chapters to reach a wider global audience. Chapters have also increased their capacity to accept online donations - this may partly be down to the fact that we now link directly to Chapter donation pages (where they exist) from within our own Donate section of the corporate website, thus giving them greater access to international donations.³⁹

The mid-term IPR noted that visitors to the TI website and social media should be broadened to a more global audience (i.e. beyond western audiences). Investments in this area have already resulted in an increased number of website visits in all countries in the Arab world (except Syria).⁴⁰ In this reporting year we surveyed users of the TI website. Comparing the information with data from 2009, when the previous older site was in place, the task completion score has increased from 80% to 81%, and the overall satisfaction rate of website visitors increased from 6.6 to 7.2.⁴¹

iii. Assessment of overall progress towards target

The overall target was met but we realise we need to continue to expand our audience beyond the EU and US. Earlier investment in media work in Arabic has in this reporting year been followed by investments in media work in French.

iii. Recommendations on amendments

It is recommended this indicator remains the same, along with the target.

Indicator	Number of contacts received by Advocacy and Legal Advice Centres		
Baseline	21000 (2010)		
Milestone	2011/12	2012/13	2013/14
	22000 (2011)	24000 (2012)	26000 (2013)
Achieved	22356	26488	

Variance	+356	+2488	
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ii. Narrative on progress

During the course of last year, TI has launched a new data collection and case management platform for its ALACs. It is a custom made software solution which enables ALACs to manage corruption complaints efficiently, but also to document and demonstrate impact and to promote reform on a strong evidence base. The software facilitates data collection on key ALAC performance indicators - this will provide for much more accurate and comprehensive figures and data in the future significantly increasing the efficiency of the ALACs.

iii. Assessment of overall progress towards target

The target was exceeded. Out of the contacts whose gender was recorded 4703 were female and 9824 were male.⁴² Most ALAC contacts were made in countries where TI Chapters operate more than one ALAC. In terms of direct results leading from the ALAC contacts, please see our case studies reported on below (most case studies relate to ALAC contacts) along with our report on outcome indicator 1.1

iii. Recommendations on amendments

The increase in number of contacts has been above the milestones so far, but the variance is not high enough to warrant a major amendment to the target. We hence suggest the 2013 target to be 27000.

Outcome 2: Increased anti-corruption awareness and action by citizens all over the world

Indicator	Number of case studies of citizens resisting corruption		
Baseline	0 new		
Milestone	2011/12	2012/13	2013/14
	20 new	30 new (including 20 from milestone 1). i.e. 10 new in this reporting year.	40 new (including 30 from milestone 2)
Achieved	21	33 new in this reporting year	
Variance	+1	+ 23	

i. Narrative on progress

Profiles of corruption heroes and successful initiatives both supports and furthers the work to fight corruption, and inspires others to follow them, as evidenced in the narratives of certain stories. By raising the profile of our work through these case studies more people are aware of our services and the possibility of reporting corruption and receiving free and confidential support. As a result of trainings by TI-S and the increased production and promotion of case studies there has been an increase in the number of chapters approaching TI-S to develop stories (in text and in video) and offering stories to be used in global TI communications. Increased awareness of the human-impact of corruption seen through growing readership of stories and popularity of story-driven content on the TI blog and social media channels.

ii. Assessment of overall progress towards target

Out of the 33 new stories, 11 were added to True Stories web section – a new area of the website designed to profile stories of citizens fighting corruption, viewed 14,550 times during reporting period. ⁴³ A stand-alone brochure was produced for the first time featuring 5 key stories as part of the 2012 Annual Report. Circulated through 2000 print editions and viewed more than 6000 times online – reaching over 8,000 people in total. Inspiring corruption fighters were profiled in special web features to mark the end of 2012⁴⁴ and International Women’s Day 2013⁴⁷ and profiles of citizen whistleblowers used as blog posts and web features to raise awareness of speaking out against corruption. ^{45,46} Case studies of citizen initiatives - in some cases chapter-led- to curb corruption in service delivery were used on the TI blog and website, and promoted widely on social media. All case studies can be found on the TI website.

iii. Recommendations on amendments

As part of its efforts to explain our issue and work better to citizens, TI-S will continue to capture and communicate case studies of citizens fighting corruption. We seek to keep this indicator in the 2013/2014 year, and probably beyond. It is recommended the target increases to 15 new case studies in the upcoming year.

3.2 Discuss i. Key new challenges to the achievement of outcome(s) and ii. Key new factors of progress

As mentioned elsewhere in this report, increasingly reaching out to citizens and encouraging them to speak up against corruption comes with increased risks to safety and security. We have therefore started an initiative to improve whistleblowing legislation globally, ^{48,49} funded through core support such as the PPA (see elsewhere in this report).

3.3. Assumptions

The assumption that “citizens do not consider corruption to be “normal” remains valid, though we are aware that in some countries where we operate corruption is more widely accepted than elsewhere. It is exactly through our increased outreach to citizens and through making our messages more accessible to citizens that we seek to bring across the message that corruption is not “normal”.

Section 4: Output Review and Scoring

4.1 Output 1

To develop evidence on corruption issues

Assessment of performance of output and progress against expected results

Indicator 1.1	Number and description of TI-S research publications		
Baseline	11 (2010)		
Milestone	2011/12	2012/13	2013/14
	11	11	11
Achieved	11	9	
Variance	0	-2	
Disaggregated data*	N/A	N/A	

* – expand number of rows if needed

i. Narrative on progress

As outlined under section ii, the research publications produced by TI-S received significant uptake by the public but also by the target groups directly. For example, our report on the UNCAC review process⁵⁰ was taken up by the UN as official documentation informing the UNCAC Implementation Review Group meeting in June 2012⁵¹, while our TRAC report led to a range of companies contacting us to discuss the findings of the report. The 2012 CPI got more media attention than ever before.

ii. Assessment of overall progress towards indicator

Due to prioritizing comprehensive and high-impact research outputs in the reporting year, TI-S has not met its milestone for this indicator. In particular two major research outputs, the EU NIS consolidated regional report along with the CPI,⁵² which was based on an updated methodology, took up most resources. Rather than being conceptualised merely as standalone reports, the research work for these products extended to the advocacy elements of the projects and developing a full suite of messaging and communications materials to complement the reports. As part of our work to increase the sharing of learning in the TI movement, we also decided to increase investment in answering individual targeted research questions on specific corruption questions. At the time when we applied to the PPA we decided to not include the HelpDesk research papers under this indicator. Should we have included Helpdesk research papers for our National Chapters (95), we would have come to 103 in this reporting year.⁵³

The following publications were produced

- 1) [Exporting Corruption? Country enforcement of the OECD anti-bribery convention, progress report 2012](#)⁵⁴

This report targeted Governments, Companies and Civil Society and assesses country's enforcement of the OECD anti-bribery convention. The report was launched with a web feature on the [TI site](#).⁵⁵ It was used to organise various launch events in the countries that were covered by the study, including Australia, Argentina and New Zealand. The recommendations were included as part of TI's [recommendations to the G20 and its anti-corruption working group](#).⁵⁶ The G20 anti-corruption working group has taken up related messaging on anti-corruption conventions.⁵⁷ See [here](#) and [here](#).

- 2) [Transparency in corporate reporting: Assessing the world's largest companies \(TRAC\)](#)⁵⁸

This report targeted Governments, Companies and Civil Society and analysed the transparency of corporate reporting on a range of anticorruption measures among the 105 largest publicly listed multinational companies. There was very good press coverage and the report also led to speaking engagement opportunities. The publication of this report

opened doors to further direct engagement with many of the surveyed companies and even to some companies that were not included but were interested in the methodology and recommendations. TI-S has been in contact with about half of the companies, mostly at the initiative of the companies' heads of compliance, ethics, CSR and in one case tax accounting and has prompted at least some of the companies to review and improve their public reporting. More than one manager has contacted us that improving their company's rank in the index has been specifically included in her 2013 performance goals.

3) Assurance Framework for Corporate Anti-bribery Programmes⁵⁹

The Assurance Framework is the latest addition to a range of TI tools based on the Business Principles for Countering Bribery and developed to raise the level of anti-bribery practice by business. The Assurance Framework is aimed primarily at enterprises. It sets out and explains the process for enterprises commissioning independent assurance, and charts new territory in the field of assurance as it attempts to address the complex issue of what is material to stakeholders in matters of bribery and corruption. A formal launch was held in June 2012 hosted by the Institute of Chartered Accountants of England and Wales.

4) Gateway: Mapping the Corruption Assessment Landscape⁶⁰

In keeping with its aim of increasing the knowledge base of the anti-corruption measurement community, TI-S developed a paper to analyse the trends in corruption measurement and to identify important gaps. *Mapping the Corruption Landscape* was published in December 2012. The paper provides useful information on the methodology for collecting and mapping the tools, the scope and purpose of corruption assessment tools, the extent of coverage by topic, and some overarching trends and recommendations.

5) Money, Politics, Power: Corruption Risks in Europe^{14, 15, 16}

This regional report covers the findings of the EU National Integrity System project which covers virtually all EU member states and analyses the integrity pillars in each of these countries. It draws together the cross-cutting results from more than 20 individual country reports, which each provide comprehensive (up to 200 pages) assessments of corruption risks in the respective countries.

Overall, an estimated 855,000 people have directly benefited from the research and advocacy activities of the project. A total of over 2645 discussion, research and outreach events have taken place throughout Europe. These have been accompanied by substantial media attention reaching an estimated audience exceeding 1.2 million people. The report and findings have subsequently been presented to major regional and national audiences including Council of Europe Parliament, United Nations Convention Against Corruption (UNCAC) meeting, Open Government Partnership (OGP), 2nd European Outreach Meeting, German policy makers and civil society representatives, Utrecht University as well as bilateral meetings in Hungary, England, Greenland, to name a few.

The report has fuelled widespread political will and civic pressure for reform. In the Czech Republic and Romania, for example, its recommendations have been included in government anti-corruption strategies. Slovakia's political parties have committed to passing legislation on party financing. TI Greece is proposing electronic systems for interaction between government and citizens. Electoral code amendments are scheduled in Bulgaria, and recommendations on the employment of ex-public servants have been endorsed by UK parliamentary committee.

6) Corruption Perceptions Index (CPI)⁵²

As part of our drive to continuously improve our work, we launched the CPI 2012 with an updated methodology, allowing for comparisons over time and greater transparency in the calculation method. The CPI's updated methodology was validated by an independent external review conducted by an international expert on composite indices. The online CPI 2012 launch on 5 December attracted the most media attention of any CPI launch to date. The CPI remains a key product receiving global attention, in turn keeping corruption on the radar of policy makers, the general public and others.

7) UNCAC Review process

This report targets the UN and its member states and discusses the first two years of the UNCAC review mechanism from a civil society perspective. The report was prepared as a contribution to the UNCAC Implementation Review Group (IRG) session in Vienna, 18-22 June 2012 and was based on a survey of the review process in 51 of the 68 countries in the first two years of review. The report was recognised by the UN as official documentation informing the meeting.

8) Keeping REDD clean. A step by step guide to preventing corruption⁶¹

The policy landscape around forest carbon accounting is rapidly changing. It is within this challenging context that this manual has been developed, to help interested parties to understand and address associated risks. This manual is informed by TI research on the risks involved in rolling out REDD projects and the report covers our main findings. Its publication was accompanied by a feature on the TI website⁶² including statements of support from Global Witness as well as PAC REDD teams of Indonesia and Vietnam who used it. GIZ are now building on the manual to produce their own guidelines and UN-REDD also used the manual to develop their own national level methodology.

9) Putting Corruption out of Business¹⁰²

Using the data gathered as part of the Bribe Payers Survey 2011, this research was published online via a new interactive data analysis tool. The data focussed on questions of how to combat corruption in the private sector. Each week the results of an additional question were launched online with an associated blog post, many of which have been referenced and shared by related organisations and social media activity, which included posts which received the highest number of comments to date among TI blogposts. In addition to the analysis at the global level, the data captured the views of business people from 30 countries has been used by Chapters to better understand the perspectives of the business community.

iii. Recommendations on amendments to output or indicator

Amend milestone to 10

Indicator 1.2	No and description of TI National Chapter research publications supported by TI-S		
Baseline	25		
Milestone	2011/12	2012/13	2013/14
	25	25	25
Achieved	62	18	
Variance	+37	-7	
Disaggregated data*	N/A		

*– expand number of rows if needed

i. Narrative on progress

In terms of national level research publications, TI-S provided support on a wide range of publications produced by national chapters. Training, technical assistance, development the methodology, along with methodological and quality control are among the core functions of TI-S in this work. For some reports we also provided libel checks and assisted with the design of the report. Increasingly TI-S supported Chapters in the launches of their research reports, seeking to achieve greater impact of our work at country level.

ii. Assessment of overall progress towards indicator

While last year we exceeded our milestone by a large margin, this reporting year we did not meet our milestone. This is explained by the fact that a range of reports which were planned to be finalised between April and December 2012 were already published in the first quarter of 2012 (i.e. outside of this PPA year). The following research publications were supported. Where there were clear results coming out of these reports, these are included under outcome indicator 1.1.

National Integrity System assessments

The NIS evaluates key 'pillars' in a country's governance system, both in terms of their internal corruption risks and their contribution to fighting corruption in society at large. The analysis highlights discrepancies between the formal provisions and reality on the ground, making it clear where there is room for improvement.

- [Paraguay](#) ⁶³
- [Belgium](#) ⁶⁴
- [Estonia](#) ⁶⁵
- [Ireland](#) ⁶⁶
- [Lithuania](#) ⁶⁷
- [Netherlands](#) ⁶⁸
- [Norway](#) ⁶⁹
- [Portugal](#) ⁷⁰
- [Spain](#) ⁷¹

UNCAC review studies

Because of the importance of the UNCAC review process and taking into account the provisions in UNCAC on civil society participation and transparency and the Terms of Reference provisions on a transparent and inclusive review process, many national civil society organizations have prepared or are currently preparing reports to evaluate the country review process and country compliance with UNCAC standards. TI-S supported these reviews

- [Brazil](#) ⁷²
- [Colombia](#) ⁷³
- [Nicaragua](#) ⁷⁴
- [Panama](#) ⁷⁵
- [Papua New Guinea](#) ⁷⁶
- [Portugal](#) ⁷⁷
- [Zambia](#) ⁷⁸

Whistleblowing

- [Greece](#) ⁷⁹
- [Italy](#) ⁸⁰

iii. Recommendations on amendments to output or indicator

Keep at 25.

4.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress

In addition to supporting specific publications, we have focused our attention on developing guidance materials and templates that Chapters can readily use to conduct national research and/or present national and international research findings at home. This included a suite of materials facilitating national launches of the CPI and comprehensive guidance notes for Chapters to use the Putting Corruption out of business data. As such, the contribution of TI-S at Chapter level is not reflected only in direct support for physical publications, but has indeed better enabled Chapters to research and communicate TI research independently.

Where we have made major progress is in better linking our research to our own follow-up advocacy. Where in the past we did not always achieve a close link between research and advocacy, we have improved our approach so that advocacy goals are already considered during the research phase. Concretely on our NIS assessments for example, we have developed a stakeholder/political will analysis tool which helps to ensure that relevant advocacy targets are consulted during the research phase, thereby improving their buy-in of the research findings and subsequent policy recommendations.

While, as evidenced above, we got better in this reporting year on assessing whether our research pieces are being picked up and used by others, it remains difficult to be able to track all impact our research achieves. We have been working with an external M&E consultant to help us develop better tools for capturing outcomes and impact of our research at country level with a focus on the widely-used NIS assessments.

4.3 Impact Weighting

i. Current impact weighting in logframe (%):

25%

ii. Are you making any changes to this weighting: Y/N

As Transparency International shared with DFID in the process leading up to the PPA contract signature, and in last year's PPA report, the theory of change underpinning the PPA is that each of the four output areas are equally important in achieving the outcomes and impact. I.e. no changes should be made.

iii. Explanation for changes:

NA

iv. How are you managing changes?

NA

4.4 Output risk

i. Current risk:

Low

ii. Are you making any changes to the level of risk? Y/N – If yes, state new level

N/A

iii. Explanation for changes

N/A

iv. How are you managing changes?

N/A

4.5 Actual achievement of expected results for Output 1

A

The new project scoring system measures **actual achievement of expected** results rather than the *likelihood of achievement* in the future.

Ratings to be applied:

- A++ = Outputs substantially exceeded expectation
- A+ = Outputs moderately exceeded expectation
- A = Outputs met expectation
- B = Outputs moderately did not meet expectation
- C = Outputs substantially did not meet expectation

Repeat for further outputs and output indicators.

4.1 Output 2

To support citizens to address corruption and promote integrity

Assessment of performance of output and progress against expected results

Indicator 2.1	Number of Advocacy and Legal Advice Centres globally		
Baseline	60 (January 2011)		
Milestone	2011/12	2012/13	2013/14
	65	70	75
Achieved	71	88	
Variance	+6	+18	
Disaggregated data*			

* – expand number of rows if needed

i. Narrative on progress

Significant achievements were made in supporting people around the world to access simple and viable solutions that would help them to be both informed about their options when faced with corruption, and to be able to report it. Thus far, the most effective initiative facilitating this access are ALACs. In addition to servicing existing centres, TI-S has been

supporting the opening of new ALACs. A new ALAC software solution will provide for much more accurate and comprehensive figures and data in the future. Leveraging and using ICTs, including SMS and mobile technologies for effective corruption reporting, follow-up and referral has also received a great deal of emphasis.

i. Assessment of overall progress towards indicator

36 ALACs were active in Europe and Central Asia, 9 in Middle East and North Africa, 23 in Sub-Saharan Africa, 9 in the Americas, and 11 in Asia Pacific. The total number of countries where we have ALACs is 58.⁴² Impact resulting from ALACs are covered under outcome indicator 1.1

i. Recommendations on amendments to output or indicator

85 in year 3

Indicator 2.2	Number of Development Pacts globally		
Baseline	61 (21.03.2011)		
Milestone	2011/12	2012/13	2013/14
	75 (March 2012)	90 (March 2013)	105 (March 2014)
Achieved	80	38 confirmed	
Variance	+5	- 52	
Disaggregated data*		27 Bangladesh, 11 Uganda	

*– expand number of rows if needed

i. Narrative on progress

Regarding engagement of citizens we were particularly scaling up the ALACs and using ICT solutions to reach out to citizens, as mentioned elsewhere in this report. Therefore, the emphasis we would have placed on supporting and monitoring the uptake of development pacts was reserved for other work.

ii. Assessment of overall progress towards indicator

Due to the fact that other work was getting more of our focus this year, we cannot confirm the final milestone beyond the 38 confirmed. Good evidence on the potential impact of Development Pacts was particularly visible in Uganda. For example, Local Government technical staff were able to witness first-hand the concern local people have regarding their performance and this exacted pressure on them to be more sensitive to people’s problems and needs. The Chief Administrative Officer who heads the technical wing in the district later expressed his gratitude to TI Uganda for the initiative.

iii. Recommendations on amendments to output or indicator

TI-S is proposing to replace this indicator with another indicator. We will get back to DFID on this shortly.

4.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress

As mentioned elsewhere in this report, while we seek to engage more citizens in the fight against corruption, we are acutely aware that victims and witnesses of corruption coming forward need protection. As a result we accelerated our work on Whistleblower protection work and we finalised our *Recommended Principles for Whistleblower Legislation*. These principles – the first of their kind to be developed by an international NGO – are meant to be used by members of Parliament, anti-corruption officials, NGOs and whistleblower

advocates to implement new and strengthen existing whistleblower protection laws. We are also working with chapters in the MENA region on a toolbox to provide enhanced protection for victims and witnesses of corruption. TI'S MENA Programme will share tools developed and lessons learned with other regional programmes. In terms of progress, we are particularly satisfied with our increase use of ICT tools and social media to reach out to citizens, as reported above.

4.3 Impact Weighting

i. **Current impact weighting in logframe (%):**
25%

i. **Are you making any changes to this weighting: Y/N**
No (see explanation under output 1)

i. **Explanation for changes:**
NA

r. **How are you managing changes?**
NA

4.4 Output risk

i. **Current risk:**
Low

i. **Are you making any changes to the level of risk? Y/N – If yes, state new level**
N/A

i. **Explanation for changes**
N/A

r. **How are you managing changes?**
N/A

4.5 Actual achievement of expected results for Output 2

A

4.1 Output 3

To reach out to and influence external stakeholders

Assessment of performance of output and progress against expected results

Indicator 3.1	Number of page views of the TI Space for Transparency Blog		
Baseline	94,077 (2010)		
Milestone	2011/12	2012/13	2013/14
	150,000 (2011)	165,000 (2012)	181,000 (2013)
Achieved	175,539	600,096	
Variance	25,539	435,096	
Disaggregated data*			

*– expand number of rows if needed

i. Narrative on progress

Due to the popularity of the blog and a more concerted outreach to the Chapters by TI-S, we saw an increase in the number of blogs written by our Chapter staff. Our blog received increased recognition throughout this reporting year, evidenced for example by

- Our blog winning a [Digital Communication Award](#) – Best Corporate Weblog – from the [Quadriga University of Applied Sciences](#).⁸¹
- The NY times adding our blog to their [blog role](#)
- Several organisations asking for blog cross posting, including Publish what you Pay, GOPAC, ONE (who put our post on their homepage) and the WEF (which informed us our blogs were very popular with their readers and triggered debate)
- The [Washington post based an entire article on our blog](#)⁸²

ii. Assessment of overall progress towards indicator

The milestone has been exceeded by 364%. Part of the reason for this is that the number of pages that visitors look at on our blog when they visit has almost tripled from 2011 to 2012 (Pages per visit 2011: 1.64, in 2012: 3.43). Also, the redesign of the blog shows more related blog posts per page than the original design which has greatly increased the number of pages a user visits on the blog site.

iii. Recommendations on amendments to output or indicator

Increase to 500,000 in year 3

Indicator 3.2	Number and description of TI document with recommendations on Anti-Corruption practise and policy annually		
Baseline	14 (1.4.2010 – 31.3.2011)		
Milestone	2011/12	2012/13	2013/14
	14	14	14
Achieved	16	14	
Variance	+2	0	
Disaggregated data*			

*– expand number of rows if needed

i. Narrative on progress

As evidenced below, TI's recommendations continue to gain traction by media, policy makers and the wider public. In this reporting year we have become better at using new media tools to reach wider audiences. However, as also outlined under output 1, whether or not we will be able to understand the impact depends to a large extent on whether our target groups contact us following the publication of our research.

i. Assessment of overall progress towards indicator

Please note that to avoid double counting this number excludes our research products, which usually also include recommendations (see output indicator 1.1).

- Resolution on Growing threats and restrictions of Civil Society space around the world - The resolution has been used to assist chapters and other organisations under threat for their activities in a country. ^{83 84 85}
- Resolution on Including Governance and Anti-corruption in the post-2015 Millennium Development Goals framework - ⁸³ Based on this resolution TI-S produced an op-ed ahead of the High Level Panel meeting in Monrovia, Liberia, in January 2013 which led to BBC 4 interview with TI-UK's executive director. ⁸⁶ TI-S is liaising with High Level Panel members on TI's position (including TI Advisory Council member and Nobel Peace Prize Laureate Tawakkol Karman).
- Resolution on Building Transparency and Accountability in the Natural Resources Industries - Informed by this resolution there is now a network of chapters working on mining issues. ⁸³
- Resolution on Enhancing the Integrity of the Financial Sector The TI-S Strategy on Financial Integrity is a direct result of the resolution, with high correlation between the resolution and the objectives of this initiative. ⁸³
- Resolution on Afghanistan - An agreement with UNDP has been signed to conduct an NIS which will serve as a baseline for addressing corruption in the country. ⁸³
- Lobbying in the European Union: Levelling the playing field ⁸⁷⁻ See outcome 1.1 and 1.2 for impact.
- Increasing integrity and EU citizens' trust in public procurement ⁸⁸⁻ Round-table events on the issue were held with the EU directorates, members of parliament, media, civil society organisations and the general public in Brussels.
- Code of conduct blog ⁸⁹ - We used the blog series to do follow-up work on integrity of public officials, including a web feature in January 2013⁹⁰. The series served as a way to profile work underway in Georgia, Estonia and Romania where chapters are working with the government to draft such codes.
- Web feature on Afghanistan ⁹¹ - Recommendations on addressing corruption in Afghanistan were published as an op-ed in the New York Times ⁹² and International Herald Tribune. Corruption was highlighted as a key concern at the donor meeting and has since had broader coverage in thinking about international funding to the Afghan government. For example, the EU halted its aid to Afghanistan due to corruption allegations in November 2012. ⁹³
- Saving Football = Good Governance + Anti-Corruption ⁹⁴⁻ These recommendations were made to FIFA in addition to TI's recommendations made in 2011. The recommendations respond to a working group meeting held in February 2012 regarding governance issues within the organisation.
- G20 Presentation to the Anti-Corruption Working Group ⁹⁵⁻ TI's Chair Huguette Labelle made multiple recommendations in her G20 speech to the Anti-Corruption Working Group in Moscow in February 2013.
- Civil Society's Seat at the G20 Table - ⁹⁶ Before the G20 meeting began in February 2013, TI made six specific recommendations.
- Opportunities and Challenges for Open Government in Latin America - This piece sets out several recommendations to minimize the risk of failure and ensure the successful implementation of the Open Government Partnership Initiative.

i. Recommendations on amendments to output or indicator	
N/A	
4.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress	
As evidenced above, TI's recommendations continue to get traction by media, policy makers and the wider public. In this reporting year we have become better at using new media tools to reach wider audiences. However, as also outlined under output 1, whether or not we will be able to understand the impact depends to a large extent on whether our target groups contact us following the publication of our recommendations.	
4.3 Impact Weighting	
i. Current impact weighting in logframe (%): 25%	
ii. Are you making any changes to this weighting: Y/N No (see explanation under output 1)	
iii. Explanation for changes: NA	
iv. How are you managing changes? NA	
4.4 Output risk	
i. Current risk: Low	
ii. Are you making any changes to the level of risk? Y/N – If yes, state new level N/A	
iii. Explanation for changes N/A	
iv. How are you managing changes? N/A	
4.5 Actual achievement of expected results for Output 3	A+

4.1 Output 4

To strengthen the capacity of the TI movement

Assessment of performance of output and progress against expected results

Indicator 1.1	Number of capacity development activities implemented by TI Chapters with Secretariat support		
Baseline	10 (2010)		
Milestone	2011/12	2012/13	2013/14
	15 (March 2012)	20 (March 2013)	Minimum 25 (March 14)
Achieved	17	43	
Variance	+2	+23	
Disaggregated data			

i. Narrative on progress

In the reporting period TI-S has continued to expand activities supporting the capacity development of Chapters. A Small Grant Programme, partly funded by PPA support, has continued to serve as an effective channel for strengthening Chapter capacity, and has supported 27 Chapter-specific and 8 horizontal learning initiatives. In the reporting period, TI-S focused its support under Output 4 in the areas of capacity assessment, strategic planning and financial sustainability.

ii. Assessment of overall progress towards indicator

Capacity assessment / preparing for capacity development (4 activities)

Uptake of global TI capacity development tools has continued to increase. TI's Organisational Capacity Assessment Tool was used in the reporting period for identifying concrete capacity development objectives by Chapters and TI partners in countries such as Brazil, Cameroon, Palestine and Vanuatu. In Palestine, the findings of the capacity assessment process helped the Chapter engage in a process of organisational restructuring, increasing organisational effectiveness and empowering staff at middle management level.

Strategic planning for increased relevance, effectiveness and anti-corruption impact (9 activities)

TI-S supported strategic planning projects in various Chapters. Chapters which received advice and/or used the TI Guide to Strategic Planning in their own strategic planning efforts significantly enhanced their capacity to articulate the change they are seeking to create, and to use their strategic plans as a sound basis for engagement with external stakeholders. TI's local partner in Cambodia was able to secure a major grant from Sida after developing a new 4-year strategic plan.

Financial sustainability / resource mobilisation (14 activities)

TI-S was able to support Chapters across regions in their efforts to enhance financial sustainability and resource mobilisation capacity. For example, seven Chapters (Argentina, Guatemala, Ghana, Greece, Slovakia, Turkey and Kuwait) participated in a 1-year 'fundraising mentoring project' (partly funded through PPA support) and developed multi-annual resource mobilisation strategies and action plans. Initial successes from these activities include:

- TI Argentina securing approximately USD 80'000 from a corporate donor
- TI Guatemala securing approximately USD 135'000 by broadening its traditional bi-

and multilateral donor base

In addition to activities implemented within these global priority areas, TI-S was able to support a range of other capacity development activities:

Building capacity in designing and implementing effective campaign strategies (3 activities)

- TI Armenia, together with TI Ukraine, developing a campaign promoting the integrity of local government and elected officials that significantly strengthened its public profile and saw its key advocacy messages picked up by a range of other actors
- 20 Chapters receiving expert advice and guidance on developing strategic advocacy and communication messages, tools and tactics in the context of TI's Time to Wake Up Campaign
- Review of a "TI Advocacy Toolkit", with an online/e-learning version to be developed with Chapter input in the 2nd half of 2013⁹⁷

Building capacity in effectively engaging with the corporate sector (4 activities)

- TI's local partner in Costa Rica, together with TI Colombia, secured the commitment of key private sector stakeholders for a proposed engagement strategy, with efforts continuing to develop these partnerships and mobilise corporate support in 2013
- Following publication of TI's global 'Transparency In Corporate Reporting' (TRAC) report, TI-S developed an advocacy menu to help Chapters promote its recommendations
- Benefiting from a guide developed by TI-S and a workshop on researching and writing national TRAC reports and how to use them for subsequent advocacy, 7 Chapters have already or will complete such reports in 2013
- TI-S developed a draft series of three self-study trainings for Chapters on a) introduction to corruption in the private sector, b) building an effective anti-corruption programme, and c) engaging business in the fight against corruption.

Building capacity in creating change in the public sector (3 activities)

- Following an in-depth scoping exercise and horizontal learning exchanges on effective tools and approaches to fighting corruption in the public sector, 'local government integrity', 'social accountability mechanisms' and 'integrity pacts' have been identified as priority areas for engagement in the next reporting period
- An extensive 'knowledge bank' has been established for procurement with existing standards, best practice tools and links to relevant institutions
- A toolkit to build Chapter capacity on implementing local integrity system assessments has been initiated and is expected to be finalised in the 2nd quarter of 2013

Building regional advocacy capacity (2 activities)

- TI Chapters in Denmark, Finland, Norway and Sweden strengthening, through a horizontal learning initiative, their ability to advocate effectively at national and regional levels on the findings from their 2012 NIS Assessments
- 26 Chapters in the Europe/Central Asia region supported in strengthening national and regional advocacy capacity following the implementation of National Integrity Systems Assessments

Building organisational and executive management/leadership capacity (1 activity)

- TI Chapters in Ghana, Kenya, Sierra Leone and Zambia establishing, through a horizontal learning initiative, an online forum for peer learning with executive staff from other Chapters and drafting a 'Towards Best Practice in Organisational Management Guide'

Building capacity in leading collective action and international networks (2 activities)

- TI Chapters in Australia and Kenya emerging as leaders on global thematic initiatives on mining and humanitarian aid, respectively, and were supported by TI-S in organising cross-regional planning meetings and the development of multi-annual programme strategies

Building thematic capacity in specific sectors and areas of engagement (1 activity)

- A 'Help Desk' established by TI-S providing thematic expertise in response to 95 questions submitted by 49 different Chapters in the reporting period, with high levels of user satisfaction and demand continuing to grow at rapid pace.

iii. Recommendations on amendments to output or indicator

To reflect the increasing number of TI-S-facilitated capacity development activities that are supported and monitored by TI-S, it is proposed to increase the target to 25 for 2013-2014.

Indicator 4.1	Number of trainings organised by TI-S for Chapters		
Baseline	25		
Milestone	2011/12	2012/13	2013/14
	25	25	25
Achieved	26	34	
Variance	+1	+9	
Disaggregated data			

i. Narrative on progress

Channels and tools for capacity development increasingly diversified over the reporting period, with 'traditional' training events being complemented by e-learning courses, webinars, expert support e.g. from academic partners and a range of horizontal learning opportunities. The following trainings and capacity development workshops were undertaken by TI-S (or with TI-S support)

ii. Assessment of overall progress towards indicator

	Event	TI Chapter/ local partner participants
1	Effective communications (media and advocacy training) (I)	TI UK
2	Collecting and analysing ALAC data for effective anti-corruption advocacy	8 Chapters in Africa
3	Keeping REDD+ clean	Kenya, Zambia (+ 70 external participants)
4	Collecting and analysing ALAC data for effective anti-corruption advocacy	5 Chapters in Asia-Pacific
5	Developing effective campaigning skills	20 Chapters from Asia Pacific
6	Effective NGO leadership	
7	Enhancing regional communication through effective chapter-to-chapter exchange	6 Chapters in Americas
8	Using new/ social media for strategic anti-corruption advocacy	Palestine, Morocco, Yemen, local partners from Egypt
9	Providing effective legal advice to victims and witnesses of corruption	7 Chapters in Africa
10	Offering effective advocacy and legal advice to victims and witnesses of corruption	Local partner organisations in Tunisia, Egypt, Jordan and Yemen
11	Planning and managing effective projects	Local partner organisations in Tunisia
12	Assessing strengths and weaknesses in national integrity systems	Maldives, Pakistan, Bangladesh, Sri Lanka and Nepal
13	Effective communications (media and advocacy training) (II)	TI UK
14	Communicating and advocating effectively on climate finance integrity	5 Chapters in Asia-Pacific
15	Strengthening civil society capacity on UNCAC and its review mechanisms (I)	Sri Lanka, Hungary, Austria, Armenia, Romania, Madagascar, Palestine
16	Using new and social media for access to information advocacy	Morocco, Palestine
17	Strategic leadership of civil society	Local partner organisations in Tunisia

	organisations	
18	Strengthening civil society capacity on UNCAC and its review mechanisms (II)	Guatemala, Brazil (+ external participants)
19	Public sector integrity solutions	10 Chapters globally
20	Preparing for organisational sustainability	Niger, Mauritius, Cameroon, Senegal
21	Tools and solutions for tackling corruption in REDD+	Indonesia, PNG, Vietnam, Korea, Malaysia (+ external participants)
22	Effective communications	7 Chapters in Asia Pacific
23	Effective governance in civil society organisations	Local partner organisations in Tunisia
24	Corruption in humanitarian assistance: developing strategies for multi-stakeholder impact	6 Chapters globally
25	Corruption in mining: developing strategies for multi-stakeholder impact	6 Chapters globally
26	Communicating effectively on corruption in the defence sector	South Korea, Indonesia, Taiwan, Japan, Malaysia
27	Reaching out to women and youth	9 Chapters in Africa
28	Transparency and Accountability in Corporate Reporting	7 Chapters globally
29	Financial management	6 Chapters in MENA
30	Technical media and communication and media skills	Georgia
31	Communicating to mobilise resources in support of your work	Total of 54 Chapters participating in TI's global "Speak Up!" event
32	Communicating for anti-corruption impact	
33	Land grabbing: understanding the issue, developing effective solutions	11 Chapters globally
34	E-learning module to build capacity on climate finance governance	178 participants

Capacity development is a dynamic and multi-dimensional process. Thus it is too early to assess the mid- to long-term outcome of these training efforts. However, at an early stage outcomes include:

- Chapters are taking increasing ownership of their capacity development and increase value for money by reviewing and adapting knowledge and experience of other TI Chapters through horizontal learning opportunities facilitated by TI-S
- A growing number of TI Chapters is preparing to take leadership on global thematic initiatives, thus significantly scaling up TI's capacity to achieve global anti-corruption impact
- A growing number of TI Chapters is engaging in research and advocacy on climate finance integrity, with a strong focus on building external and multi-stakeholder relationships
- Chapters from francophone Africa who participated in an 'organisational sustainability' workshop have implemented in-depth organisational assessment and/ or strategic planning processes, with TI-S support continuing in 2013 and a further training workshop on financial sustainability/ resource mobilisation scheduled for June.

▪ **iii. Recommendations on amendments to output or indicator**

Although the target for this reporting period has been exceeded, it is proposed to retain the proposed milestone for 2013-2014 as TI-S will continue to enhance its understanding of how sustainable capacity develops and contributes to chapter performance and sustainability.

4.2 Discuss i. key new challenges to the achievement of output(s) and ii. key new drivers of progress

Increased chapter ownership of capacity development and growing TI-S commitment to create spaces for horizontal learning are the key drivers of progress under this output. The diversification of channels for capacity development reflects this and TI's effort of maximising value for money. The fact that despite growing commitment and ownership, Chapters often struggle to mobilise (unrestricted) resources in support of capacity development and to set sufficient time aside for holistic assessment and long-term planning processes (given the need to focus on short-term project implementation and delivery) remains a key challenge. Also, capacity development processes are inherently complex and long-term, often involving varying degrees of trial and error. Their outcome is thus not always predictable, and demonstrating a direct correlation between increased capacity and increased anti-corruption impact is difficult. However, TI-S continues to enhance its understanding of these issues and, in response, to further improve its 'external' support of 'endogenous' capacity development processes at chapter level.

4.3 Impact Weighting

i. Current impact weighting in logframe (%):
25%

ii. Are you making any changes to this weighting: Y/N
No (see explanation under output 1)

iii. Explanation for changes:
NA

iv. How are you managing changes?
NA

4.4 Output risk

i. Current risk:
Low

ii. Are you making any changes to the level of risk? Y/N – If yes, state new level
N/A

iii. Explanation for changes
N/A

iv. How are you managing changes?
N/A

4.5 Actual achievement of expected results for Output 1

A++

Section 5: Organisational effectiveness (This may be read as a stand-alone section)

5.1 Organisational effectiveness, definition and impact of PPA funds

How do you define organisational effectiveness within the context of your PPA funding?

TI-S defines organisational effectiveness as the extent to which we are able to achieve the

organisation's objectives, being clear on the reasons as to why or why not objectives are achieved, and to ensure learning from this in order to improve future actions and develop new approaches. PPA funding is used to increase and assess organisational effectiveness at the broad level, looking at work processes and procedures which allow TI-S to achieve the priorities as outlined in the TI-S five year implementation plan (2011-2015).

i. What difference has PPA funds made to organisational effectiveness in 2012/13. What effect has this had, if any, on the delivery of your activities and your reported results? How will this be developed in 2013/14?

PPA funding allows us to invest and test new areas of work, ultimately increasing our ability to achieve our results. For example, as mentioned elsewhere in this report, in this reporting year PPA funds contributed to our scale up of work with social media and ICTs, while our Local Integrity System assessment pilot will allow us to test approaches to improve governance at the local level.

Beyond using PPA funds to invest in strategic priorities, work also progressed on developing a range of internal policies, such as an updated procurement policy, a financial manual, an access to information policy, and whistleblowing policy. We started to roll-out our M&E system and developed and updated a range of policies and procedures in relation to Human Resources (recruitment, relocation allowance, and learning and development). Such investments are funded partly through unrestricted income, out of which the PPA is our biggest core income stream.

Overall improved policies and procedures improve our ability to deliver on the objectives as outlined in TI Strategy 2015. Our M&E system now allows us to better capture and communicate change than in previous years, and to better assess progress throughout the year, while improved HR policies and procedures increase staff satisfaction, subsequently improving delivery.

ii. What have PPA funds enabled your organisation to do in 2012/13 that you would not have otherwise been able to do, and why?

As our largest source of core income, the PPA significantly contributes our ability to improve in almost all areas. Without PPA support we would have had to delay some of the key deliverables outlined above, meaning progress on organisational development would have been slower. Similarly, our ability to open up new areas of work or expand promising approaches (e.g. whistleblower work, development of Local Integrity System assessment tools) may not have been possible in this reporting year.

***iii. What are you doing less of as a result of PPA funding, and why?
Please include examples***

Unrestricted funding such as the PPA has allowed us to move into programmatic ways of working, ensuring we seek to limit the number of small-scale projects not relevant to achieving our strategic objectives. More concretely, the work of TI-S is now in the process of becoming structured along programmes, which in turn seek to achieve the objectives as outlined in TI Strategy 2015. This means that we are no longer seeking to implement small-scale projects (unless they have an element of innovation or piloting), but instead are trying to focus on broader and more strategic areas of programmatic work. Programmatizing our work is a process which is not yet finalised and in the coming years we continue refining this process.

5.2 Anti-corruption and Transparency

i. Are you IATI compliant? – If not, please explain why not.

Yes, we are compliant in line with our Implementation Schedule dated 30/05/2012. Data on all DFID funded work is now published on our website. The IATI page is part of our efforts to continue to increase our transparency towards external stakeholders.

ii. Do you go beyond IATI minimum compliance? Y/N – If yes, please explain

Yes. For some activities, we've also published data from the "Preferred Additional Level of Disclosure", including Sector, Start date, End date, Contact details, Website for projects, Organisation documents, Income date and value. As implementation progresses, we aim to continue publishing additional information, including non-DfID funded projects. One concrete step is for example, publishing our 2014 operating budget to IATI standards once the 2014 budget has been signed off by our international board of directors in November/December 2014.

iii. How are you taking anti-corruption measures forward?

Measures to prevent and address corruption are integrated in a range of governance documents which all seek to ensure and increase transparency, accountability and integrity at TI:

- TI-S's Code of Conduct includes clauses on conflict of interest, anti-corruption, gifts and entertainment and transparency and accountability.⁹⁹ The Board of Directors has its own Code of Conduct which includes a Register of Interests for all members.¹⁰⁰
- The primary responsibility of the TI-S Ethics Advisor is to inform about the Code of Conduct and to give confidential advice on ethical questions to staff members and other stakeholders who request it. An Ethics Council supports the work of the Ethics Adviser.
- While whistleblower protection provisions are included in the TI-S Code of Conduct, a fully-fledged policy for TI-S is currently being developed
- TI-S reports to the International Financial Reporting Standards, showing income and expenditure in extreme detail . It is TI's policy to list all donations over €1,000 and publicly disclose these. All donations over €1,000 to TI-S can be found in our Audited Financial Reports.¹⁰¹
- Annually, TI-S compiles a GRI (Global Reporting Initiative) NGO Supplement level C report on its structure, systems and activities.

iv. Paragraph 16 of the PPA MoU states that we must be notified of any misappropriation of funds or potential fraud. Have we been notified of any such situations? Y/N

No

5.3 What key issues or challenges, identified by your organisation in the Annual Report 2011/12, were to be addressed during 2012/13? How has this work progressed?

Last year TI reported having to respond to constantly changing contexts and targets. The Rapid Response Unit, first reported on last year, is now a well-functioning unit ensuring we are able to respond to emerging issues quickly and comprehensively. The RRU has become known as the place to go across the movement when members of our

organisation want to get a global message out quickly. An example of an action by the RRU was the decision in April 2012 to write a letter in the name of TI's Chair asking the President of Nigeria to keep the country's anti-corruption commissions intact, and not close or merge them as was being reported in the local media. The Nigerian Embassy in Berlin requested a meeting with TI shortly thereafter. In that meeting (with Minister Sunday O. Ajala) we reiterated our message. Several weeks later, the President publically supported keeping the two commissions. It is impossible to attribute this success to TI-S, but we are strongly convinced our quick reaction contributed to this positive change.

We reported last year that expectations about TI's leadership on sectoral issues were high globally and that it was difficult to meet all demands. In this reporting year, we substantially scaled up our work on Network Initiatives by having specific Chapters leading on anti-corruption work in specific sectors, supported by TI-S. TI-UK is leading our work on preventing corruption in the defence and security sector, and in this reporting year TI Kenya for example started developing a network programme on preventing corruption in humanitarian aid.

Last year we reported that our increased efforts to mobilise citizens to fight corruption and our intention to become bolder in our anti-corruption messaging, security and safety risks for anti-corruption activists are increasing. As reported in section 5.1 ii above, in response to this challenge we substantially increased our work on the protection of whistleblowers.

5.4 What key issues or challenges were identified in your feedback letter in 2011/12 for resolution by 2012/13? How has this work progressed?

The feedback letter in 2011/12 noted the year 1 report did not sufficiently bring out the change which TI creates, and was encouraging us to better tell the story of TI's work and how our interventions contribute towards this change. The feedback also highlighted insufficient clarity with respect to the nature of the evidence used and how it has been reported. In this report on 2012/13 we believe we are better able to demonstrate how our interventions lead to change. We also sought to directly address some of the more detailed comments by DFID. For example, this year we spell out the research publications produced and provide more detail on the target group and aims of the publication. Where evidence on impact can be provided, it is reported.

Section 6: Evidence and Evaluation (This may be read as a stand-alone section)

6.1 Outline your monitoring and evaluation approach with respect to PPA-funded activities.

In order to be able to effectively monitor and evaluate the TI-S 2015 Implementation Plan, TI has refined and expanded its approach to M&E focusing on two dimensions:

- Programmatic work, cutting across TI-S and the Chapters. Here, monitoring and evaluation is based on a TI-S overall results matrix, capturing results in the Key Programmes and in the Key Support Services. The result matrix is used for annual planning as well as quarterly monitoring and will also form the basis of the mid-term evaluation of the 2015 Implementation Plan to be conducted in early 2014.
- TI-S's core performance particularly in relation to the fulfilment of the commitments made in the 2015 Implementation Plan. Monitoring and evaluation of the Secretariat's performance is based on *Key Performance Indicators* covering the organisational core functions. These Key Performance Indicators are used by the core functions at the TI-S (e.g. finance, HR, communications, resource development) for annual target setting and quarterly monitoring.

This M&E approach applies to all our activities, including those funded through the PPA.

6.2 Demonstrate how your organisation has used evidence from your M&E systems to improve PPA-design and delivery activities, increase impact and create better value for money.

TI is using baseline studies – both for the PPA and the overall programmatic work – as a key input for programme adjustment, management and learning. The programme baseline, for example, has been used to set the 2013 annual targets. The exercise to collect baseline data has led to an increased understanding of the relevant M&E indicators and processes, particularly around identifying the contribution of the TI-S to Chapter activities.

In 2013, TI has successfully begun to monitor its annual plan quarterly. Being clearer on our targets for the year and allowing for quarterly assessments of progress increases value for money as we are able to better and earlier understand where we need to make corrections, increase investments, or scale up work. Quarter 1 of 2013 was used to pilot the new ME&L system. Consequently, some frameworks are currently under review.

6.3 How have you collected beneficiary feedback and used it to improve your work? Include a discussion of your methodology, sampling and verification activities.

Beneficiary feedback is collected via a number of relevant tools, particularly the client database used by ALACs. The ALAC database also collects information on clients' satisfaction with the ALAC service and data from in-depth surveys with sample clients which is typically used by ALACs to assess the quality of the services provided and ultimately reach more people. Examples include:

- [TI BiH conducted a web survey](#) in order to capture ALAC clients' feedback and their rights awareness. 42% of the respondents were highly satisfied with the legal advice, 35 % were satisfied and 25 % were not satisfied. Those disappointed mostly stated that the authorities did not act upon the complaints or that the client was not given a solution but rather an analysis of their case. 77 % of clients stated that they would recommend the ALAC services to other people.
- In an assessment in Rwanda, clients were asked about their satisfaction over the service received from ALAC and 90.2% confirmed their satisfaction. Of this 90.2%, 97.1% said their satisfaction was related to the way the clients were treated, followed by those who said that it was related to the proper advice they got for their complaints.

The GCB is a representative public opinion survey on corruption conducted in more than 100 countries worldwide, also provides important beneficiary data for TI. First, respondents provide information on their willingness to engage in a number of anti-corruption activities, which is important data for TI's people engagement work. Second, respondents indicate hot spots of bribery and corruption in their country, which assists our Chapters and TI-S in identifying needs and planning specific programmatic interventions. Third, the GCB contains data on respondents' awareness of the respective TI Chapter, which serves as a useful proxy of national 'brand recognition' and the relative success of public outreach activities by NCs.

The main direct beneficiaries of the TI-S work are, however, the Chapters. As reported last year, TI-S works on their behalf at the global level and seeks to strengthen their ability to advocate for change. Feedback from Chapters to TI-S indicates that in this reporting year

the TI-S continues to serve the movement well. The TI-Strategy was omnipresent and guided the agenda of our 2012 Annual Members Meeting and other TI-S services which receive positive feedback from TI Chapters include for example the TI Helpdesk and support provided to Chapters in their fundraising and strategic planning efforts.

Section 7: Partnership Working and Value for Money (This may be read as a stand-alone section)

7.1 Please provide evidence to show how PPA funding allows you to take risks and innovate (if at all).

PPA core support has made it possible to carry out a second round of the blue sky innovation grants programme geared towards soliciting and realising creative ideas from Chapters. Four projects are underway that both push the boundaries of anti-corruption work (Latvia connecting with theatre dramaturges, Lithuania fusing voting records with online news stories) and at the same time also promise to help major existing anti-corruption tools reach the next level (Colombia gauging citizen information demands; Madagascar producing corruption radio helpline).

Core support via the PPA has made it possible to explore the urban corruption risk profile in more detail and draw out thematic and strategic implications for urban management, as well as for the anti-corruption movement with a particular focus on urban land issues. Breaking new ground thematically has opened new interfaces to a community of urban practitioners planners, architects, and policy-makers that play a pivotal role in making municipalities more transparent and accountable.

Another pilot we were able to fund thanks to unrestricted support such as the PPA was the development of a Local Integrity Systems assessment methodology. The need to assess corruption risks at the local level was identified during the Strategy 2015 discussions and strongly reinforced in 2012 following the publication of a range of National Integrity System studies which found that assessments had to be done at the local level. The LIS will link the assessment of strengths and weaknesses to the development of local action plans and implementation of practical solutions to address key integrity challenges. To strengthen the research-advocacy link, the National Integrity system approach has recently introduced a sophisticated and innovative stakeholder and political will analysis tool.

7.2 What effect has PPA supported risk-taking and innovation had on the effectiveness, impact and value for money of your activities and reported results?

We organised a series of innovative Hackathons in cooperation with several of our chapters from different regions to promote, scale up and integrate innovative and sustainable Information and Communications Technology solutions in the fight against corruption. Increasingly, TI Chapters combine “offline” hotlines and support (particularly our Advocacy and Legal Advice Centres) with online reporting and mapping platforms, e.g. in Macedonia, Georgia or Russia, Nicaragua, Panama and Guatemala. This work was partly financed through the PPA and is an innovative way to reach out to citizens better, while capitalizing on ICTs and Social Media. By using these tools we are more effective in reaching out to citizens while also increasing our impact and outreach.

7.3 What additional financial and material resources have been levered from partners as a direct result of PPA funding, enabling you to more effectively deliver your results? How has this been achieved?

DFID was the first donor to significantly increase its contribution to our work following the

adoption of TI Strategy 2015. As reported last year, other donors have subsequently done the same, a trend which has continued in 2012/2013 when Sida and Norad doubled their core contribution to our work. There is a realisation among bilateral donors that with Strategy 2015 and the TI movement at large has matured and now has more clearly defined joint objectives and understanding of TI-S's role. Donors have recognised this evolution and this has resulted in improved dialogue with donors such as AusAID, BMZ/GIZ, Finland, Sweden and the UK, and is also reflected in that virtually all bilateral donors continue to increase their financial support to TI-S. DFID, being a thought leader and leading donor to TI globally, has shown the leadership which other donors now feel comfortable following.

7.4 Partnership working is considered to be one of the key 'added value' aspects of CSOs, and contributes to effectiveness. Outline your approach to partnership working with respect to PPA funding and how it enables your organisation to deliver and achieve results.

Partnerships relating to the work of TI-S, take place at different levels. TI strategy 2015 allow for consensus in terms of relevant objectives for the wider community and TI-S staff as well as partnerships with other organisations. For example, in this reporting year we signed a strategic partnership agreement with Global Organization of Parliamentarians Against Corruption which will directly contribute to our work to promote public sector integrity. Our partnerships with donors are equally informed by our strategic directions and where they match these of our donors. New agreements were signed in this reporting year with AusAID, the UK FCO and the German Foreign office to fund in particular our regional programmes, while we also signed new core funding agreements with Sida, Irish Aid and Norad with the TI-S five year plan as the basis for the agreement.

7.5 Value for Money (VfM)

i. What are the main cost drivers for your organisation in delivering interventions?

As a knowledge and advocacy driven organisation, the main costs drivers for TI-S in delivering our interventions are staff costs, along with travel, training costs, consultancy costs, and publications. All these costs are relevant and necessary for TI to achieve its mission. Project management, research, advocacy and other key activities are undertaken by staff members. Staff also support National Chapters in over a hundred countries, meaning regular travel is required.

The main cost drivers for the financial year 2012 are as follows:

- Staff Costs 39.3%
- Partnerships (mainly transfers to Chapters) 28.3%
- Travel and Workshops 11.7%
- External support/advice (honoraria) 11.6%
- Other 9.1%

ii. Describe how competition and effective commercial practice is used to drive improved value for money

TI's procurement guidelines require competitive bidding for procurement of goods or services over EUR 5,000. This includes consultancies, travels, publications and other activities, and ensures economy of cost for the input needed. TI's travel policy further requires that all staff travel economy class, and ensure that accommodation is reasonably priced, while taking safety and country costs into account.

iii. Do you track any specific value for money measures in any of your programmes (e.g. unit costs, cost effectiveness measures etc.)? If so, review performance on these measures.

We track the costs of the support departments, including finance, human resources, office management and information technology. These departments provide the necessary support for the organisation to continue functioning effectively, and are monitored and controlled on a systematic basis. Additionally, we do track Value for Money for specific interventions. For example

- 1) Our TRAC report highlighted earlier in this review costed EUR 58,097 to produce, i.e. Euro 553 per company researched and around EUR1,000 per company with whom we have been in contact since the launch of the report (50). In other words, we have opened doors to engage with 50 of the largest companies in the world – as measured by them contacting us and asking for guidance on how to improve - for only Euro 1,000 per company. Given the scale and importance of these companies and the necessity of them engaging in anti-corruption work, this is significant value for money.
- 2) The average cost of producing a TI Helpdesk answer is less than EURO 2,000. Should such answers be produced by external research consultants, costs would almost certainly have been much higher.

iv. Explain and evidence how the use of measures or management practices enables you to achieve results that represent better value for money.

As reported last year, the best example of TI-S increasing its Value for Money is that thanks to the development of TI Strategy 2015, and the subsequent TI-S 5 year implementation plan, TI-S is ensuring that:

- The objectives TI-S works towards are relevant to and grounded in the work of the TI movement and the wider anti-corruption community.
- All departments and staff at the TI-S work towards the same objectives.
- Proposals for new investments at TI-S are assessed against their relevance towards achieving the objectives as highlighted in the 5-year plan. This ensures that proposed pieces of new work which are not strategic and relevant will not be invested in.
- Partnerships with other organisations, including funding relationships with donors, are assessed against their value towards achieving our strategic objectives.
- Our annual planning processes are aligned to our 5-year implementation plan, therewith ensuring annual plans are relevant towards achieving our overall goals.

In this reporting year, a new financial manual was adopted, providing clear guidance on achieving value for money in procurement. The financial manual also provides clarity on other financial procedures, including processing of invoices, travel guidelines and others.

Our improved M&E system also allows us to assess value for money. We are now monitoring progress on our annual objectives quarterly, ensuring we are able to intervene at different stages in the year where we realise we are not achieving our objectives. Having frequent cross-organisational reviews also enables us to intervene if we consider particular areas of work are no longer priorities for the remainder of the year.

Without PPA support not all the improvements above could have been made.

v. Have you had experienced any significant VfM achievements in the last reporting year? If so, please describe.

We have kept our support costs down (at around 13% of total costs) and in some areas even managed reductions, in spite of the significant increase in our operations during the

past few years.

To control the cost of procuring external consultants and other services, TI-S increasingly contracts pro-bono and in-kind support from commercial enterprises. For example, the number of international law firms providing pro-bono support to TI increased from 2 in 2011 to 14 in 2012. Our Legal Affairs Unit, set up in 2012 thanks to unrestricted support such as the PPA, pro-actively sought to establish these relationships with these law firms. By investing into one new unit we have hence seen major multiplier effects in this reporting year by getting these firms on board. We also receive EUR 10,000 worth of free advertising per month from Google along with a discount from Dow Jones on our Factiva subscription. We are constantly seeking out more such arrangements.

In this reporting year we invested in Adobe Connect, a video conferencing technology. This not only decreases costs related to travel, but also by lowers the numbers of flights we take.

7.6 Organisational risks – Have you been able to achieve better value for money in delivering your results because of the risk mitigation actions that you have taken. If so, how and why? If not, why not?

Implementation of the risk management process has continued during the year with the development of the individual “Risk Register and Management Tool” for each department at TI-S. These provide for the identification of risks and controls in place, as well as their assessment (probability and impact) and treatment (action plan). The Risk Management Committee continues to meet regularly and reports to the Audit Committee of the TI Board of Directors.

Although challenging to quantify, we are confident that the implementation of best risk management practice is already delivering added value throughout our work, not just by merely avoiding hazards, but by creating opportunities and enhancing decision making. For example, it is clear that risks which are considered high (both in terms of probably and impact) need to be addressed urgently and thoroughly and with the required financial resources. Not addressing those major risks will have serious implications for the organisation to achieve its objectives. Concrete examples include:

- Security and safety risks to anti-corruption fighters increase with TI becoming more bold in its messaging. We have therefore started an initiative to improve whistleblowing legislation globally, funded through core support such as the PPA (see elsewhere in this report)
- There is a real risk to TI-S that its unrestricted income from bilateral donors decreases in the coming years. As a response we have continued to invest in diversifying our donor base (investments paid out of core funding) and in this reporting year we also accelerated our efforts to programmatize our work, ensuring that where donors seek to restrict their funding, the funds still directly contribute to our organisational strategy.

Section 8 Lessons Learned (This may be read as a stand-alone section)

What lessons are being learned and shared with respect to PPA funding?

i. Briefly describe your organisation’s approach to PPA learning.

The approach to PPA learning mirrors that of our overall organisational learning. With

learning we mean assessing what works and what does not work in a particular area, in a particular context, and within the organisational context.

Learning through monitoring

- Some indicators in the overall TI-S results matrix and in the global impact indicators are *self-assessment indicators*. These require teams or Chapters to reflect on their work and principally on the impact of their work in the context of purposively organised internal meetings.
- *Learning reviews*. At TI-S all-staff learning review meetings are organised twice a year. These meetings are used as an open forum to discuss concrete achievements, challenges, and possible improvements across the entire Secretariat.
- *After-Action Reviews and Retrospects*. These reviews are a leadership and knowledge sharing tool that bring together managers and respective teams to reflect on progress towards the set targets and openly discuss the failures and successes regarding what worked well and what could have worked better.
- *Regional meetings*. Regional meetings are organised every year. These bring together Chapters from a specific region and relevant TI-S staff.

Learning through evaluations

- Learning reviews are organised with the main stakeholders after every evaluation conducted to discuss the main findings, recommendations, next steps and priorities.
- Different departments are also encouraged to discuss organisational evaluations in their respective meetings.

ii. Where possible, describe the impact of your learning.

Examples of learning across TI-S and how this leads to changes in our work are referenced in a range of sections in this report. On the programmatic side for example we learned that with power increasingly being decentralised in many countries where we work, there is a need for evidence-based advocacy at the local level. We therefore are developing Local Integrity System assessments in addition to NIS assessments. We also learned that involving more people in the fight against corruption implies the need to scale up our protection to anti-corruption advocates, as reflected, for example, in our increased work to introduce whistleblowing legislation all over the world.

To address the fact that we might have separated our research too much from our advocacy work, we now increasingly seek to ensure that advocacy already starts at the research phase. The National Integrity System assessment approach for example, involves its target groups – i.e. stakeholders in key anti-corruption institutions in the research phase of the project, ensuring broader ownership and eventual uptake of the recommendations emerging from the research by these very stakeholders. To strengthen the research-advocacy link, the National Integrity system approach has recently introduced a sophisticated and innovative stakeholder and political will analysis tool.

iii. Describe how you learn from and/or contribute to the sector's learning.

TI is engaged with the PPA learning partnership. TI-S attends meetings regularly but since we are not based in London we realise there are some events we would like to but cannot attend. TI particularly engaged with the group dealing with institutional effectiveness as we believe this group deals with issues which apply to all PPA agencies. Particularly the ITAD produced report on the added value of unrestricted funding was considered extremely useful as it confirmed assumptions TI-S had on the added value of strategic funding. TI-S will remain an active member of this group when it follows up on its next steps, including looking at how different donors define and manage unrestricted

funding. In the coming year we seek to engage more with other learning groups too by, for example, attending the upcoming meeting on beneficiary feedback.

PLEASE NOTE:

THIS IS THE END OF THE COMPULSORY SECTION OF THE ANNUAL REPORT

Note 1: The following two sections present optional opportunities to discuss aspects of your work that you have not been able to represent in the main sections.

Note 2: The evidence table is a compulsory appendix to the Annual Report and is located after sections 9 and 10.

Section 9: Changing Lives Case Study (This may be read as a stand-alone section).

Note:

- a. *The case study is optional.*
- b. *The case study should be **no more** than 600 words.*
- c. *The case study should be linked to the logframe.*

Changing Lives Case Study: Title

Our outcome indicator 2.3 reports back on case studies produced in this reporting year. Most of the case study are a direct result of our work on ALACs (outcome indicator 2.2 and output indicator 2.1.

Section 10: Further Information (This may be read as a stand-alone section)

Note:

- a. This is optional and helps us develop DFID policy work. This section does not form any part of your annual assessment.
- b. This should be **no more** than 1000 words.

Organisations are invited to discuss aspects of their work, not included or highlighted in the main report and particularly undertaken with excluded groups – for example work on faith, disability, gender, youth etc.

In this year's report we have sought to better integrate gender in our reporting. We have also sought to better describe how our high level policy work ultimately benefits the most vulnerable in society.

In terms of mainstreaming climate change issues in the report, we feel it is most appropriate to report on this here, as there is no natural fit to describe this work elsewhere in the report.

The main environmental risks associated with TI-S's work relate to the number of flights we undertake. While acknowledging the importance of personal contact and face-to-face dialogue, we try to minimise the number of trips and seek to find the most environmentally friendly flight routes in planning travel, incorporating as many country stops as possible in a single trip. Telecommunications, including video- and teleconferencing, is also used to the greatest extent possible to reduce the amount of travel required. In this reporting year concretely, we invested in Adobe Connect, a video conferencing technology. This not only decreases costs related to travel, but also by lowers the numbers of flights we take. In addition, environmental considerations are integrated into the everyday running of the TI-S office, with measures including an office-wide recycling programme and conversion to 100% green energy. We do track our direct and indirect greenhouse gas emissions by weight.

In terms of programming, our main work in this area is our Climate Governance Integrity Programme, which is picking up momentum. The programme was strengthened in the nine pilot countries: Bangladesh, Dominican Republic, Indonesia, Kenya, the Maldives, Mexico, Papua New Guinea, Peru and Vietnam. Chapters carried out in-depth research to map the flows of climate finance in their countries and to assess the strengths and weaknesses of the transparency, accountability and integrity of climate finance related institutions, processes, policies and practises. The chapters thus developed a thorough understanding of the corruption risks, engaged stakeholders, built networks, and utilised findings in national and global level advocacy. This resulted in the launch of an official government investigation in Bangladesh into a number of climate projects, social media monitoring platforms, education campaigns for local communities, journalists' trainings, and the inclusion of climate finance transparency in several national laws and government documents. Global successes include: advocacy for the UN Rio+20 conference with the final outcome document including a paragraph recognising the importance of corruption in ensuring sustainable development; the publishing of *Keeping REDD+ Clean – A step by step guide to preventing corruption*; (see output indicator 1.1) and the development of an e-learning training course on climate finance and corruption. In the coming year we will seek to strengthen our work in more countries, particularly in Africa.

Annex A: Acronyms

ALAC	Advocacy and Legal Advice Centre
AMAN	Palestinian Chapter of TI
BBC	British Broadcasting Corporation
C20	Civil20
CSD	Civil Society Department
DFID	Department for International Development
DPS	Colombia's Department for Social Prosperity
EITI	Extractive Industries Transparency Initiative
EU	European Union
FCO	Foreign and Commonwealth Office
G20	Group of Twenty
GCB	Global Corruption Barometer
GOPAC	Global Organization of Parliamentarians Against Corruption
GRI	Global Reporting Initiative
GTF	Governance and Transparency Fund
HLP	High Level Panel
HR	Human Resources
IATI	International Aid Transparency Initiative
ICT	Information and Communications Technology
IPCRM	Integrated Public Complaints and Referral Mechanism
IPR	Independent Progress Review
LIS	Local Integrity Systems
M&E	Monitoring & Evaluation
ME&L	Monitoring, Evaluation & Learning
MOU	Memorandum of Understanding
NGO	Non-governmental organisation
NIS	National Integrity Systems
Norad	Norwegian Agency for Development Cooperation
NY times	New York Times
OGP	Open Government Partnership
PPA	Partnership Programme Arrangement
PRONAA	Peru's national programme for food assistance
QALI WARMA	Peru's most important food and health programme for the poorest schools
REDD+	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
RRU	Rapid Response Unit
SEC	US Securities and Exchange Commission
Sida	Swedish International Development Cooperation Agency
TI BiH	Transparency International Bosnia and Herzegovina
TI EU	Transparency International European Union Liaison Office
TI	Transparency International
TI-Rw	Transparency International Rwanda
TI-S	Transparency International Secretariat
TI-UK	Transparency International United Kingdom
TRAC	Transparency in Corporate Reporting
UN	United Nations
UNCAC	United Nations Convention against Corruption
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
US	United States

WEF World Economic Forum
WILSA Women and Law in Southern Africa

Annex B: Evidence Table

Reference Number	Page No.	Reference	Further information
1	4	'Recruitment Policy Transparency International Secretariat' (Berlin, Transparency International, July 2012), 'Learning and Development Policy Transparency International Secretariat' (Berlin, Transparency International, July 2012), 'Relocation Allowance Transparency International Secretariat' (Berlin, Transparency International, August 2012)	Internal Human Resources policies
2	4	'Structure for Evaluations' Terms of Reference' Guideline, Monitoring, Evaluation, and Learning (Berlin, Transparency International, October 2012), 'Guidance on Report Writing' Monitoring, Evaluation, and Learning (Berlin, Transparency International, December 2012)	Internal Monitoring, Evaluation and Learning guidelines documents
3	4	'Transparency International: Anti-Corruption Lab blue sky ideas competition' (Berlin, Transparency International, November 2013)	Call for proposals for National Chapters to work on innovative approaches
4	4	'Local Integrity System (LIS) Assessment Toolkit Draft' (Berlin, Transparency International, 2013)	Internal Initial Draft toolkit for piloting
5	4	Paragraph 80 of the G20 Los Cabos Leaders Declaration	http://www.consilium.europa.eu/uedocs/cms_Data/docs/pressdata/en/ec/131069.pdf
6	4	'Opportunities and challenges for open government in Latin America,' Regional Open Government Partnership meeting, Santiago, Chile (Berlin, Transparency International, January 2013)	Speech by Zoe Reiter, Regional Programme Manager, Americas Department Transparency International Secretariat http://www.transparency.org/news/speech/opportunities_and_challenges_for_open_government_in_latin_america
7	5	'Technology against corruption' (2013) News Feature, Transparency International Website	http://www.transparency.org/news/feature/technology_against_corruption
8	5	'Transparency International, 2011 GRI Report,' (Berlin, Transparency International, 2012)	http://www.transparency.org/files/content/ouraccountability/TI_GRI_2011.pdf
9	5	Review Panel letter, feedback from	Independent Review

		the INGO Accountability Charter (January 2013)	http://www.ingoaccountabilitychart er.org/wpcms/wp-content/uploads/Feedback-letter-from-Panel-to-Transparency-International1.pdf
10	5	'Procurement policy Transparency International Secretariat' (Berlin, Transparency International, September 2012)	Internal Financial Guideline document
11	5	'Financial Manual Transparency International Secretariat' (Berlin, Transparency International, August 2012)	Internal Financial Guideline documents
12	5	Monitoring data of Transparency International Arabic Facebook page and Transparency International Arabic Twitter (April 2012-April 2013)	Comparison of data trends Monitoring statistics on these channels: Transparency International Arabic Facebook page: https://www.facebook.com/pages/%D9%85%D9%86%D8%B8%D9%85%D8%A9-%D8%A7%D9%84%D8%B4%D9%81%D8%A7%D9%81%D9%8A%D8%A9-%D8%A7%D9%84%D8%AF%D9%88%D9%84%D9%8A%D8%A9/202159219810121 Transparency International Arabic Twitter: https://twitter.com/TIArabic
13	5	'Transparency in corporate reporting: Assessing the world's largest companies' (Berlin, Transparency International, 2012)	Transparency International Public Report http://www.transparency.org/whatwedo/pub/transparency_in_corporate_reporting_assessing_the_worlds_largest_companies
14	5	' <i>Money, Politics, Power: Corruption Risks in Europe</i> ' (Berlin, Transparency International, 2012)	Transparency International Public Report http://www.transparency.org/enis/report
15	5	Monitoring Data of the ENIS project (June 2012-April 2013)	Excel file distribution list Progress reports Press links and clippings/screenshots
16	5	'Project Evaluation Evidence-based Action against Corruption – The European Integrity Systems Project (ENIS),' Consultant Pierre Robert, May 2013	Independent Evaluation

17	6	TI Kenya website outlining the launch of the pilot (posted August 2012)	http://tikenya.wordpress.com/2012/08/04/integrated-publ/
18	6	CCT methodology	
19	6	'Legislation and Practices in the Financing of Political Parties' CRINIS Research Project, Kosova Democratic Institute (KDI) / Transparency International Kosova (TIK) (Kosovo 2011)	http://www.transparency.org/files/content/activity/2011_KosovoCRINISReport_EN.pdf
20	7	List of the TI recommendations shared with the World Bank president Kim cited in 'Are we there yet? The World Bank's anti-corruption record' News Feature, Transparency International Website (June 2012)	http://www.transparency.org/news/feature/are_we_there_yet_the_world_banks_anti_corruption_record
21	9	World Bank President Jim Yong Kim tells a Georgetown University student that the World Bank has zero tolerance for corruption and that the Bank, in partnership with other institutions, should help newly elected leaders embrace good governance. (April 2013)	Video: http://www.worldbank.org/en/news/video/2013/04/02/jim-kim-zero-tolerance-for-corruption Transcript: http://www.worldbank.org/en/news/speech/2013/04/02/world-bank-group-president-jim-yong-kims-qa-georgetown-university
22	9	'Communiqué Meeting of the High Level Panel of Eminent Persons On the Post 2015 Development Agenda In Bali Indonesia' (March 2013)	UN official communications http://www.post2015hlp.org/wp-content/uploads/2013/03/Final-Communique-Bali.pdf
23	9	'Communiqué Meeting of the High Level Panel of Eminent Persons on the Post 2015 Development Agenda in Monrovia, Liberia' (February 2013)	UN official communications https://docs.google.com/file/d/0BxBatz1AmF7xay1IOHp2OG1SVzQ/edit?pli=1
24	9	Transparency International's global recommendations for the Post-2015 Development Agenda, 'Building Anti-Corruption Into the Millennium Development Goals,' News Feature, Transparency International Website (March 2013)	http://www.transparency.org/news/feature/building_anti_corruption_in_to_the_millennium_development_goals
25	8	G20 Anti-Corruption Action Plan 2013 – 2014, The G20 Anti-Corruption Working Group, (February 2014)	www.g20.org/load/781360452
26	8	G20 Anti-Corruption Working Group Monitoring Report 2012 (January 2015) (Paragraph 50)	http://www.worldwewant2015.org/file/301359/download/326893

26	8	Paragraph 84 of the G20 Los Cabos Leaders Declaration	http://www.consilium.europa.eu/ue/docs/cms_Data/docs/pressdata/en/ec/131069.pdf
27	8	Letter sent from Transparency International to South Korean and Canadian co-chairs, February 25 2010)	http://archive.transparency.org/news_room/latest_news/press_releases/2010/2010_24_02_letter_g20
28	8	'The Future We Want' UN Rio+20 conference contributed to the final outcome document (June 2012) paragraph 266	http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N11/476/10/PDF/N1147610.pdf?OpenElement
29	8	Email from UNODC	
30	9	Six civil society parallel country progress reports and an overview report 'The First Three Years of the UNCAC Review Process: A Civil Society Perspective' Transparency International Berlin (June 2012)	http://uncaccoalition.org/uncac-review/cso-review-reports
31	9	The European Commission published an open call for applications to the Expert Group, and Transparency International EU Office Director Jana Mittermaier was selected amongst the 17 members of this group. The remit of the Expert Group is to advise the Commission on the development of the structure of the anti-corruption report, help identify potential indicators and to provide advice on methodological issues for the report.	European Commission Expert Group's mandate in full: http://ec.europa.eu/transparency/regexpert/index.cfm?do=groupDetail.groupDetail&groupID=2725
32	9	European Commission document outlining process of EU Anti-Corruption Report	http://ec.europa.eu/dgs/home-affairs/what-we-do/policies/pdf/com_decision_2011_3673_final_en.pdf
33	9	'Transparency International's Contribution to the Consultation of the European Commission High Level Expert Group on Possible Reforms to the Structure of the EU Banking Sector' Transparency International EU office, Brussels (June 2012)	http://trans2.demo.mujo.be/wp-content/uploads/2012/08/2012_06_08_Banking_Sector_Reform.pdf
34	9	'High-level Expert Group on reforming the structure of the EU banking sector,' Chaired by Erkki Liikanen, Final Report (Brussels, 2 October 2012)	http://ec.europa.eu/internal_market/bank/docs/high-level_expert_group/report_en.pdf
35	9	Position Paper "Improving the accountability and transparency of	http://trans2.demo.mujo.be/wp-content/uploads/2012/10/2012-10-

		the European Central Bank" Transparency International EU office, Brussels (October 2012)	18_TI_ECB_position_paper_final.pdf
36	9	'Report on the proposal for a Council regulation conferring specific tasks on the European Central Bank concerning policies relating to the prudential supervision of credit institutions, European Parliament, (December 2012)	http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-%2f%2fEP%2f%2fNONSGML%2bREPORT%2bA7-2012-0392%2b0%2bDOC%2bPDF%2bV0%2f%2fEN
37	9	'EU oil, gas, mining and forestry transparency rules: crucial European Parliament vote on 18 September, Media Advisory Transparency International EU office, Brussels (September 2012)	http://trans2.demo.mujo.be/wp-content/uploads/2012/09/2012-09-13_MEDIA-ADVISORY-extractives.pdf
38	10	Enis Project summaries of our findings, recommendations, easily-accessible infographics and press releases.	http://www.transparency.org/enis http://www.transparency.org/enis/national_results http://www.transparency.org/enis/press
39	11	Donate section on Transparency International's New Website, 'Select a Chapter'	https://www.transparency.org/donate/
40	11	Website monitoring	
41	11	Transparency International Website user surveys 2009 and (November) 2012 surveys	Comparison of data trends
42	12, 20	TI ALAC database	Internal Monitoring Database
43	12	True Stories page on the Transparency International Website	Monitoring statistics on the webpage http://www.transparency.org/news/stories/
44	13	'2012: A year of courage and conviction,' New Feature, Transparency International Website (December 2012)	http://www.transparency.org/news/feature/2012_a_year_of_courage_and_conviction
45	13	'Reinstatement and redemption: whistleblowers' path to acceptance.' New Feature, Transparency International Website (March 2013)	http://www.transparency.org/news/feature/reinstatement_and_redemption_whistleblowers_path_to_acceptance
46	13	'They took lavish foreign "research" trips whistleblowing in Japan,' (February 2013)	http://blog.transparency.org/2013/02/12/they-took-lavish-foreign-research-trips-whistleblowing-in-japan/
47	13	'International Women's Day: profiles of women fighting corruption' New Feature, Transparency International	http://www.transparency.org/news/feature/international_womens_day_profiles_of_women_fighting_corr

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48	13	Leveraging Whistleblower Protection Laws to Promote Whistleblowing in the Public Interest: An International Conference (held in March 2013)	http://www.transparency.org/news/event/whistleblowing_for_change
49	13	Transparency International launched a public consultation on international best practices for whistleblower protection laws (April 2012)	Public Survey https://www.surveymonkey.com/s/TI_whistleblower_survey
50	14	'The First and Second Years of the UNCAC Review Process: A Civil Society Perspective, Gillian Dell, (Transparency International, Berlin, June 2012)	http://uncaccoalition.org/images/PDF/Overview-Report-2012.pdf
51	14	Conference of the States Parties to the United Nations Convention against Corruption Implementation Review Group Third session 'Statement submitted by Transparency International, a non-governmental organization in consultative status with the Economic and Social Council' (June 2012)	http://www.unodc.org/documents/treaties/UNCAC/WorkingGroups/ImplementationReviewGroup/18-22June2012/V1254004.pdf
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53	14	HelpDesk research papers, Transparency International Berlin (April 2013-March 2013)	http://www.u4.no/helpdesk/
54	14	'Exporting Corruption? Country enforcement of the OECD anti-bribery convention, progress report 2012' (Transparency International, Berlin, September, 2012)	http://www.transparency.org/whatwedo/pub/exporting_corruption_country_enforcement_of_the_oecd_anti_bribery_conventio
55	14	'Fighting foreign bribery: prosecutions making it harder for companies, New Feature, Transparency International Website (September 2012)	http://www.transparency.org/news/feature/fighting_foreign_bribery_prosecutions_making_it_harder_for_companies
56	14	'The G20's Anti-Corruption Working Group: Its History, Achievements, and Goals' Angela McClellan Transparency International, Berlin With Andrew Eberle Heinrich Böll Foundation – North America (January 2013)	http://www.boell.org/downloads/G20-Fundamentals_3.pdf
57	14	'The G20 Anti-Corruption Working	http://www.g20.org/news/2013022

		Group specified its working plan for 2013' G20 News, (February 2013)	6/781243304.html
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60	15	'Gateway: Mapping the Corruption Assessment Landscape' (Transparency International, Berlin, December 2012)	http://gateway.transparency.org/files/uploads/GATEway_report_for_web.pdf
61	15	'Keeping REDD+ clean: a step-by-step guide to preventing corruption' (Transparency International, Berlin, October 2012)	http://www.transparency.org/whatwedo/pub/keeping_redd_clean
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63	17	'National Integrity System Assessment Paraguay' (Transparency International, October 2012)	http://issuu.com/transparencyinternational/docs/2012_nis_paraguay_es/103
64	17	'National Integrity System Assessment Belgium' (Transparency International, May 2012)	http://issuu.com/transparencyinternational/docs/2012_nisbelgium_en/10
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66	17	'National Integrity System Assessment Addendum Ireland' (Transparency International, October 2012)	http://transparency.ie/sites/default/files/TI%20Country%20Study%20Addendum2012.pdf
67	17	'National Integrity System Assessment Lithuania' (Transparency International, June 2012)	http://issuu.com/transparencyinternational/docs/2012_nislithuania_en/1
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74	17	'UNCAC Civil Society Review Nicaragua' (Transparency International, June 2012)	http://www.uncaccoalition.org/images/PDF/Full-Report-Nicaragua.pdf
75	17	'UNCAC Civil Society Review Panama' (Transparency International, June 2012)	http://www.uncaccoalition.org/images/PDF/Full-Report-Panama.pdf
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81	22	Digital Awards Winners List, Transparency International under Corporate Weblog, Space for Transparency relaunch	http://www.digital-awards.eu/files/2012/09/dca_winner_2012.pdf
82	23	'Map: The most- and least-corrupt countries in the world' by Olga Khazan, Washingtonpost (December	http://www.washingtonpost.com/blogs/worldviews/wp/2012/12/05/map-the-most-and-least-corrupt-countries-in-the-world/

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83	23	'Transparency International Formal Annual Membership Meeting 6 November 2012, Brasilia, Brazil'	http://www.transparency.org/files/content/pressrelease/TI_2012_AMM_Resolutions.pdf
84	23	'Threats to civil society are rising rapidly' Frank Vogel, Huffington Post November 2012	http://www.transparency.org/news/speech/threats_to_civil_society_are_rising_rapidly http://www.huffingtonpost.com/frank-vogl/threats-to-civil-society_b_2179600.html
85	23	"Civil society plays an important role in the fight against corruption, shaping a healthy and stable society and the need for governments at all levels, Labelle noted, adding that civil society organizations are carriers of excellence. "They bridge the gap between citizens and the state," said Labelle," quote from 'Civil 20 Summit was held in Moscow under Russia's G20 Presidency' New G20 Website	http://www.g20civil.com/newsg20/1958/
86	23	BBC 4 interview with TI(UK) executive director	http://www.bbc.co.uk/programmes/b01q979p
87	23	'2012 Regional Policy Paper #3: Lobbying in the European Union: Levelling the playing field' (Transparency International, Berlin November 2012)	http://www.transparency.org/whatwedo/pub/2012_regional_policy_paper_3_lobbying_in_the_european_union_levelling_the_p
88	23	2012 Regional Policy Paper #1: Increasing integrity and EU citizens' trust in public procurement (Transparency International, Berlin, October 2012)	http://www.transparency.org/whatwedo/pub/2012_regional_policy_paper_1_increasing_integrity_and_eu_citizens_trust_in
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95	24	Speech by Huguette Labelle, Moscow, Russia February 2013	http://www.transparency.org/news/speech/c20_presentation_to_the_anti_corruption_working_group
96	24	'Civil society's seat at the G20 table' News Feature, Transparency International Website (February 2013)	http://www.transparency.org/news/feature/civil_societys_seat_at_the_g20_table
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100	30	'Register of Interests for the international Board of Directors of Transparency International (2012)	http://www.transparency.org/files/content/ouraccountability/Board_RegistersALL_2012_03_20.pdf
101	30	Transparency International Secretariat Audited Financial Reports with Independent Auditors Report	http://www.transparency.org/whoweare/accountability/audited_financial_reports_with_independent_auditors_report/1/
102	15	Putting corruption out of business	http://www.transparency.org/research/bps2011