

Annual Review - Summary Sheet

This Summary Sheet captures the headlines on programme performance, agreed actions and learning over the course of the review period. It should be attached to all subsequent reviews to build a complete picture of actions and learning throughout the life of the programme.

Title: PPA – Transparency International secretariat – Year 4		
Programme Value: GBP 16,871,711	Review Date: 1 st July 2015	
Programme Code: <i>TBC by DFID</i>	Start Date: 01/04/2011	End Date: 31/03/2016

Summary of Programme Performance

Year								
Programme Score								
Risk Rating								

Summary of progress and lessons learnt since last review

In terms of advocacy, we have had some major successes in year 4 such as the adoption of anti-corruption principles by the G20 and the inclusion of a governance goal within the draft Sustainable Development Goals. There is a clear momentum for anti-corruption action at the international level (also at the G7 and EU levels), but substantial efforts are needed to capitalise on it. The programme continues to prove its value in changing policies and practices, and our direct support to victims and witnesses of corruption has allowed us to collect more and more stories showing our impact on people’s lives. More than 60 chapters work on such cases and often mainstream this approach into their activity. We will however need to closely monitor civil society space and attacks on activists and whistleblowers, which were prominent issues in year 4. We have increased our reach through website, blog and social media alike, and the 2014 Corruption Perceptions Index received huge media attention and visibility. Partnerships with other NGOs also helped us broaden our audiences. Nationally, chapters have made efforts to reach out to more and more citizens, for example in the Middle East and North Africa, where networks of women leaders have been set up. We continued to strengthen our evidence base on corruption with 10 new publications, ranging from the [Exporting Corruption Report](#) on foreign bribery to the [Transparency in Corporate Reporting report](#), which boosted private companies’ engagement with TI and their commitment to improve their behaviour. Finally, the TI secretariat supported chapters to develop their capacity, especially in the field of leadership, risk management, advocacy and communications. For this purpose, horizontal learning and chapter-to-chapter exchanges have proven very useful.

Summary of recommendations for the next year

- Develop a new 5-year strategy that is expected to be implemented from early 2016.
- An organisational audit of the secretariat will be performed to examine our processes and systems and see how we can further improve our value for money.
- Expand our supporter base, for example through our Global Unmask the Corrupt campaign and a new responsive website.
- Deepen our analysis of National Integrity System Assessment impact data.
- Strengthening synergies between research and knowledge products.
- Secure further partnerships to carry out regional surveys for the Global Corruption Barometer.
- Increase understanding of what works, what does not, and why in anti-corruption work.
- Continue strengthening the management and resolution of cases of corruption.
- Strengthen the TI secretariat’s value-added as a ‘broker’ and ‘facilitator’ within the TI movement

A. Introduction and Context (1 page)

DevTracker Link to Business Case:	<i>DFID to input</i>
DevTracker Link to Log frame:	<i>DFID to input</i>

TI's strategy 2015 remains the overarching guiding document for the TI secretariat and chapters. Continued PPA support allows us to take the implementation of our key strategic priorities to the next level. The adoption of TI's strategy 2015 was a landmark moment for the TI movement. This document sought to bring more common focus to the work of the TI movement while supporting its diversity. Based on the strategy, the secretariat developed a five-year implementation plan. It is for the continued and deepened implementation of this five year plan and for the specific role of the secretariat within the TI movement that PPA support is used. The PPA logframe reflects a few of the key strategic roles of the secretariat, such as global influencing (outcome 1, output 3), support to chapters in undertaking national level work (outcome 1, output 4) and development of evidence and recommendations on anti-corruption policy and practice (output 1). Output 2 reflects the increased focus on people engagement in the TI movement. It is important to note that, although the PPA does not necessarily directly fund national-level changes in policy and practice mentioned in the report, it has been indispensable to allow the secretariat to fulfil its roles, such as providing technical assistance to chapters and supporting them in developing policy advice based on existing standards. The PPA has provided the backbone that enables TI to be present in over 100 countries through its network of chapters, and to work towards change as an international coalition. The intervention logic of the PPA is based on the assumption that improved anti-corruption understanding, policy and practice by public, non-state actors and citizens all over the world (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 to undertake evidence-based advocacy aiming to improve policy and practice of public and other institutions. While leading governmental and business institutions have the potential to influence the way corruption occurs within societies, public pressure can be used to ensure greater responsiveness by these institutions. Meanwhile, laws and their effective enforcement can provide the framework for operations and value-based leadership can help shape behaviours. Ultimately, working better together as a movement will enable us to become better at diagnosing corruption and will allow the various constituents of the movement to learn from each other's interventions in citizen mobilisation, advocacy, coalition building.

The UN Sustainable Development Goals will frame the future of the development agenda and TI, also in partnership with the UK government, has been actively engaged in shaping these. TI's strong belief that corruption must be ended in order to end poverty was amplified by a joint statement signed by 70 organisations and companies, and is reflected in a call made by more than seven million people from 194 countries who said that "an honest and responsive government" was among their top four concerns. In 2014 global news were increasingly marked by corruption scandals, often made public by whistleblowers. Large-scale tax evasion, money laundering and corruption schemes are being unveiled, pointing to the need for integrity in the business and public sectors. We continue seeing the space for civil society action shrink in many countries. This trend, combined with ever stronger push-back from vested interest, makes it even more essential to scale up our support for anti-corruption activists and whistleblowers.

While maintaining our evidence-based and constructive approach and capitalise on our expertise and strengths, the election of a new Chair and Vice-Chair of TI's international Board of Directors has given the TI movement new momentum and energy. Building on our traditional and effective ways of working, we will increasingly use cases to identify systemic weaknesses and campaigning for change.

B: PERFORMANCE AND CONCLUSIONS (1-2 pages)

Annual outcome assessment

The programme is on track and we expect to achieve the outcome by the end of the year 5. In this reporting year, three of the targets were achieved, while on one indicator (1.3) we are slightly below target.

Indicator 1.1: TI contributed to **57 changes in policy and practice**, including:

- The creation, following allegations of embezzlement, of an independent trust in Honduras to oversee the purchase and distribution of pharmaceuticals by state-run hospitals
- The request by the Kenyan government that our chapter becomes an observer on the national implementation entity committee, to take part in the Task Force on Anti-Corruption for REDD¹, to give training on anti-corruption, and to develop a code of conduct for the National Environmental Management Authority committee.
- The setting up of a complaints desk by the Department of Lands in Papua New Guinea which was launched in August 2014. Our Chapter advocated for a complaints desk following the analysis of citizens' corruption-related grievances reported to the chapter since 2009, which revealed that they mostly related to the land sector. TI PNG collaborated with the government by providing technical guidance. The chapter now continues to follow up and monitor the complaints received and the Land Department's progress in addressing them.
- Changes regarding the transparency of lobbying in several European countries

Indicator 1.2: **34 TI secretariat recommendations** were **adopted**, including the following:

- The G20 adopted anti-corruption principles. TI conducted intense advocacy on countries seen as blocking, including China, as well as supporting (Australia) the adoption of these principles. TI also authored an op-ed for Open Democracy 50:50 on the G20, corruption and gender which was listed in their "Highlights of 2014".
- The UN SDGs: The UN Working Group adopted a governance goal recommendation (using TI's wording), an anti-corruption target and a target related to accountable and transparent institutions. TI worked hard to get government and company support for this goal. TI organised a high-level meeting with UK Prime Minister Cameron and the President of Ghana where Mr. Cameron used TI facts, figures and key messages on development. We also published a sign-on letter calling on governments to back a governance goal. [The letter](#) had more than 70 sign-ons from over 20 countries, including companies such as Safaricom and Ericson and NGOs like Oxfam International. In addition, TI leads up work on supportive states within our role on the executive committee of Beyond2015, which oversees the strategic management of the platform of over 1,300 CSOs worldwide.

Indicator 1.3: The **number of unique visitors on our website** increased (**+6.4%**), but not as much as targeted (10%). This is due to an increased focus on our social media which in turn has led to an increase of social media supporters by 50% to 100% depending on the platform. Also worth noting is the huge increase in backlinks to the TI website which have grown from 290,000 to 1.75 million from end 2013 to end 2014. Our flagship Corruption Perceptions Index is a huge opportunity to increase our reach, and we succeeded in attracting media attention, for example through an embeddable map of the results that was viewed on hundreds of external websites and is becoming the single most viewed piece of content we have ever produced – 3.2 million views in a single month. For International Women's Day, through a special website feature, blog posts and social media, we successfully showcased [how corruption affects women](#) and the achievements women have had against corruption, including several interviews with female chapter staff from all regions. The content proved highly popular and one social media graphic received around 10,000 likes and 800 shares on Facebook, making it one the most

¹ Reducing Emissions from Deforestation and forest Degradation

popular posts for us.

Outcome indicator 1.4: 33.9% of the cases taken on by our chapters **were solved** since the new cases database was started in 2011 (target: 30%). TI's impact on people's lives is reflected in the human interest stories that we collect from the many cases of corruption reported to our chapters. A recent example is the case of a raped child in Zimbabwe, where the accused bribed the police to try to drop the investigations, but was eventually prosecuted thanks to TI's support and legal advice. This shows the importance of giving people an avenue to speak up against corruption. This area of work was strengthened by the development of an online Corruption Reporting Tool setup wizard, which assists chapters in the deployment of their own tool in order to allow people to report corruption grievances on a much larger scale, to enhance monitoring of corruption and visualise it on a map.

Overall output score and description

To develop evidence on corruption issues: A+

To support citizens to address corruption and promote integrity: A+

To reach out to and influence external stakeholders: A

To strengthen the capacity of the TI movement: A++

Key lessons

- There is a clear momentum for anti-corruption at the international level (G20, G7, EU, UN Sustainable development goals), but substantial efforts are needed to capitalise on it. Meanwhile at the national level however, there have been increased insecurity and attacks on civil society last year, [such as in Sri Lanka](#), and supporting anti-corruption activists and whistleblowers has become even more essential.
- Work with witnesses and victims of corruption is more and more mainstreamed into the activity of chapters, and taking different forms.
- An increasing number of visitors are coming to the TI website using a tablet or phone. We started extensive work to make our website responsive (i.e. adapted to mobile devices).
- Partners can really help us amplify our message and reach new and larger audiences. The partnership with Global Witness and ONE for our G20-related work is an example.
- Partnerships with existing regional survey networks seems to offer a sustainable long-term model for our Global Corruption Barometer, our flagship survey of citizens' experience and views of corruption.
- Chapter-to-chapter exchanges proved very useful for learning. For example, TI Russia organized three workshops with other European and Central Asian chapters for them to learn about TI Russia's approaches and discuss anti-corruption tools and solutions.

Key actions

- 2015 will be an important year for TI as the movement is developing a new 5-year strategy that is expected to be implemented from early 2016.
- An organisational audit of the secretariat will be performed to examine our processes and systems and see how we can further improve our efficiency and value for money.
- We aim to expand our supporter base, for example through our global [Unmask the Corrupt](#) campaign, through a new responsive website that attracts more visitors and through technical assistance to our chapters on fundraising from the public.
- Regarding our research work, our priorities will be the Global Corruption Barometer, deepening our analysis of the impact of National Integrity assessments, and strengthening synergies between research and knowledge products.

Has the logframe been updated since the last review? The logframe was updated following DFID feedback to be more ambitious in our targets. The final updated logframe was approved by DFID and is reported on here.

C: DETAILED OUTPUT SCORING (1 page per output)

Output Title	To develop evidence on corruption issues		
Output number per LF	1	Output Score	A+
Risk:	Low	Impact weighting (%):	25%
Risk revised since last AR?	N	Impact weighting % revised since last AR?	N

Indicator(s)	Milestones	Progress
Number and Description of TI-S research publications	10	10
No and descriptions of TI National Chapter research publications supported by TI-S	30	39

Evidence based advocacy is an essential part of TI's approach to fighting corruption. It allows us to identify and formulate recommendations and solutions based on evidence, thus bringing credibility and access to opinion makers and policy makers. In line with this year's target, we published 10 reports on topics ranging from corporate integrity to poverty and foreign bribery. TI's evidence and research outputs focused on issues that were high on the agenda, e.g. sustainable development/ climate change (and the link to corruption) as well as on its long-standing flagship reports, such as the [Corruption Perceptions Index](#), Foreign Bribery Monitoring (OECD Progress Report) and Transparency in Corporate Reporting assessments of the world's largest multinational companies.

TI's assessments of the various climate change-related funds and mechanisms have contributed to a number of advocacy gains, such as increased disclosure by UN REDD programme and a review of the Global Environmental Facility's engagement policy with civil society. In a similar vein, the follow-up advocacy by TI chapters on TI's [Exporting Corruption Report](#), which assesses OECD member states' compliance with the Foreign Bribery Convention, has been an important factor in helping move governments towards relevant legislative changes and particularly better enforcement. Here, Canada and New Zealand (classified in 2013 under "limited" or "little" enforcement, respectively) are particularly noteworthy as, for the first time, relevant investigations of foreign bribery are under way.

The [Corruption Perceptions Index](#) (CPI) has reached a wide and global audience with more than 250,000 downloads of CPI material in the months after the launch, and 3 million clicks on the CPI interactive map. It also continues to be used widely by policy-makers and the business community. A recent survey shows that 3 out of 4 compliance officers of major companies use the CPI information as a primary source for their country risk analysis. TI's [Transparency in Corporate Reporting](#) report is expanding its recognition and impact, as more and more companies (80 this year) engage with TI to discuss their ranking and how to foster corporate transparency.

TI chapters received substantial support from the secretariat (development of methodologies and training on their use; technical assistance and quality assurance; editing and review of reports) to build their own evidence base in their countries. The 39 national reports published are an integral part of larger evidence-based advocacy efforts by TI chapters to improve anti-corruption efforts in their countries. This combination of strong evidence, the engagement of key stakeholders in the process and subsequent constructive advocacy is a hallmark of TI's approach to fighting corruption. The National Integrity Systems assessments, which provide a comprehensive sector-by-sector analysis of national anti-corruption efforts as well as concrete recommendations to stamp out corruption, are a good example. While impact resulting from the 14 assessments published this year is too early to establish, such reports provide a roadmap for change, and we already have evidence of how much they have enabled chapters to influence governments and trigger reforms. An example of earlier change comes from Georgia, where the party and campaign finance law was amended following a campaign by a civil society coalition formed by TI Georgia, thereby improving transparency and the protection of voters against intimidation. This was a direct result of the study, which gave credibility to the advocacy work.

Summary of responses to issues raised in previous annual reviews (where relevant)

N/A

Recommendations

- securing partnerships to carry out regional surveys for the Global Corruption Barometer, which gathers citizens' views from all over the world
- deepening our analysis of the impact of our National Integrity System assessments
- strengthening synergies between TI's research and knowledge products
- increase understanding of what works, what does not, and why in anti-corruption work.
- strengthen empirical research towards greater case based advocacy and campaigning.

Output Title	To support citizens to address corruption and promote integrity		
Output number per LF	2	Output Score	A++
Risk:	Low	Impact weighting (%):	25%
Risk revised since last AR?	N	Impact weighting % revised since last AR?	N

Indicator(s)	Milestones	Progress
Number of corruption grievances reported to ALACs	3500	4688
Number of case studies published of people successfully resisting corruption	40	40

By end of March 2015, 62 chapters were supporting victims and witnesses of corruption through a total of 102 offices. 4,688 corruption grievances were reported, well over the target of 3,500. The number includes 2,180 complaints from men and 815 from women (gender information is not known for the rest of the cases). The data is received from the online database with which TI is collecting information on corruption cases. As of March 2015, 46 countries had access to this online database, although 6 of them had not yet used it. The TI secretariat has been managing the database since its inception and has helped chapters use it and improve the quality of the data. It also provided tools (a case management handbook and an online reporting tool setup wizard), and fostered learning and knowledge sharing.

A total of 40 case studies were published during the reporting period. These include:

- 16 [true stories](#), viewed more than 23,000 times on the website.
- 7 [video stories](#) profiling citizens in Africa who successfully spoke out against corruption with the help of our legal advice centres.
- Video profiles of social entrepreneurs whose initiatives are leading to significant gains against corruption.
- A photo story on migrant workers in the Maldives. Selected by the editorial panel of the platform Exposure as one of the week's top stories, the story was viewed 5,887 times.

The latter example provides particularly interesting lessons:

- The storytelling output does not only give an account of TI's successes in helping citizens solve their grievances; it also increases our visibility. For example, the Facebook post on this Maldives story attracted 6,939 likes – one of the most-liked posts of the year.
- The attention raised by such stories helps chapters to speak out more effectively at the national level: the photo story prompted a national TV news service to invite the chapter to talk about their work as well as two print stories, allowing the chapter to increase public awareness of this under-discussed issue. Stories also support fundraising efforts at a global and national level.
- It is also an example of a chapter mainstreaming the support to victims and witnesses of corruption in its work. A lot of grievances came from migrant workers, and the chapter decided to reach out to them, advise them on their rights, and eventually advocate for new legislation on migrants' rights. Citizens' demand for support thus allows identifying specific issues where our work can have impact on people's lives, but also on policy and practice.

An online story database now provides the Transparency International movement with a fully searchable selection of 60+ human interest stories (sortable according to location or topic). It will allow chapters to easily source the right success case study to be used in their fundraising or public communications.

Summary of responses to issues raised in previous annual reviews (where relevant)

We have updated our ALAC data following the problems that we encountered in 2013. The data is attached to the report.

Recommendations

- Continue strengthening the management and resolution of cases of corruption by professionalising our systems and approaches and by expanding this work nationally and globally.
- To achieve this, it is essential to strengthen the use of data for advocacy and technology for reporting corruption cases, and to support TI chapters to use social sanctions and civic actions to solve relevant cases.
- Work with the TI movement to mainstream case work into as many areas as possible, be it procurement, election monitoring, corruption in the private sector, etc.
- Increasing our fundraising efforts to support case work by Chapters.

Output Title	To reach out to and influence external stakeholders		
Output number per LF	3	Output Score	A
Risk:	Low	Impact weighting (%):	25%
Risk revised since last AR?	N	Impact weighting % revised since last AR?	N

Indicator(s)	Milestones	Progress
Number of page views of the TI Space for Transparency Blog	499,572 (i.e. 10% increase)	479,008 (i.e. 5.5% increase)
Number and description of TI documents with recommendations on Anti-Corruption practise and policy annually	30	41

During the reporting period, with PPA support, there was a greater focus on reaching larger audiences through outreach to our website and social media channels, which explains why we are under target for the first indicator (which measure the readership of our blog only), while substantially overachieving on the second one. In total, we published 109 blog posts in 2014 with slightly more than 50% focused on TI chapter activities. We produce this content in collaboration with the chapters, either interviewing them, editing text they send, or drafting based on raw materials they have sent. These efforts help to raise the profile of their national work to the international level. We accompanied the 2014 [Corruption Perceptions Index](#) launch with a series of blog posts analysing the results for various regions. The L.A. Times published an article drawing on many of the blog posts.

Our chapter in Haiti and staff at the TI secretariat worked on a blog post describing the long process of anti-corruption legislation which was guided by TI's work. On 8 April 2014 Prime Minister Laurent Lamothe both linked to the blog on his Facebook page (which has 89,000+ likes) and tweeted it to his 46,000 followers.

There have been increased efforts to reach out to women and communicate on the relationship between gender and corruption:

- In the Middle East and North Africa, an initiative was launched to create opportunities for women to play a role in the fight against corruption. In 6 countries, chapters and partners began targeting women in their outreach work for the first time in the region. National networks of women leaders (450 as of October 2014) from the private, public and academic sectors have been established and we plan to continue working with them on advocacy activities in 2015.
- Our chapter in Guatemala carried out a study to assess if women have as much access to public information as men and if and how their level of access influences their economic development. The chapter is now planning to work with the government to develop and implement public policies for improved economic welfare of women.
- For International Women's Day, through a special website feature, blog posts and social media, we successfully showcased how corruption affects women and the achievements women have had against corruption, including several interviews with female chapter staff from all regions. The content proved highly popular and one social media graphic received around 10,000 likes and 800 shares on Facebook, making it one the most popular posts for us: <http://blog.transparency.org/tag/womenagainstcorruption/>

Summary of responses to issues raised in previous annual reviews (where relevant)

Regarding further details on the widening of TI's audience, especially in the Arab world, we have expanded our presence by formalising a partnership with a Jordanian NGO, and continued to strengthen our collaboration with I Watch, our chapter in Tunisia. The broadening of our audience in Tunisia is particularly evidenced by the chapter's outreach to the youth (e.g. summer school) and an initiative to create opportunities for women to play a role in the fight against corruption (see above).

Recommendations

- Shaping and developing a supporter base tops our list of ambitions for next year. We aim to shape a digital environment that truly engages and inspires our supporters.
- Launch a new responsive homepage (i.e. suitable for mobile devices) that aims to attract more visitors.
- The continued successful rollout of the global Unmask the Corrupt campaign remains a priority. We also see this campaign as an important driver for engagement, capacity building, and impact.

Output Title	To strengthen the capacity of the TI movement		
Output number per LF	4	Output Score	A++
Risk:	Low	Impact weighting (%):	25%
Risk revised since last AR?	Y/N	Impact weighting % revised since last AR?	Y/N

Indicator(s)	Milestones	Progress
Number of capacity development activities implemented by TI Chapters with Secretariat support	30	39
Number of trainings organised by TI-S for TI National Chapters	30	50

The TI secretariat continued to provide ongoing support to TI chapters and to carry out activities aimed at strengthening the capacity of the global TI movement. Efforts to facilitate horizontal learning as an effective approach to capacity development were further intensified. Below are more details on three of this year's priority areas:

Leadership Development: Building on the success of an initial 'leadership development' pilot project initiated in September 2013, a model for induction of Executive Directors in TI Chapters was piloted in the Asia Pacific region. The model is framed around a set of key leadership behaviours, and combines experiential learning in a workshop setting with personal leadership development plans supported by 'learning buddies' and senior mentors from the region. Secondly, a group of 5 senior chapter executives met in April 2014 to explore strategic leadership challenges, and benefited from a 10-day 'study tour' to Bangladesh to deepen their understanding of 'inclusive leadership'. The pilot identified the combination of training, horizontal learning, experiential learning (incl. out of the classroom) and coaching provided by a senior leadership development consultant as a key success factor.

Risk management capacity: The TI secretariat developed a "risk management health check" to help TI chapters evaluate their current level of risk preparedness and to develop practical action plans to address any critical gaps faced, in turn allowing them to do better advocacy. The tool was piloted by TI Argentina in December 2014, and is now available in Arabic, English, French, Russian and Spanish. Dialogue was initiated with chapters in Cambodia, Georgia, Romania, the UK and Vanuatu with a view to implement the tool in 2015. The secretariat supported chapters in Palestine and Tunisia in developing security action plans, and representatives from 10 countries took part in security-related capacity building activities in 2014. Training on risk management has already significantly enhanced the capacity of a number of participating chapters. For example, the Chapter in Yemen has now finalised a written security and safety policy, and has begun holding monthly meetings to discuss the security situation and safety of staff, participants and supporters. Chapters that faced concrete safety threats (Palestine, Sri Lanka, Maldives, Yemen) were supported by the TI secretariat security helpdesk in developing immediate risk response capacities.

Advocacy and communications capacity: Building the capacity of TI Chapters to establish, nurture and sustain effective relationships with key external stakeholders is critical to achieving sustainable anti-corruption impact. Often, this capacity is built through project-related training that allows Chapters to directly put into practice any newly acquired advocacy, campaign and communication skills. For example, Chapters that participated in the "Lifting the Lid on Lobbying" project individually and collectively developed capacity to advocate against legal gaps and the lack of transparency in lobbying practices in 17 European countries and the EU in Brussels, culminating in the launch of a regional report scheduled for April 2015. At other times, Chapters received individual, tailor-made training. For example, TI Italy demonstrated enhanced advocacy capacity following such training by launching a domestic media campaign on occasion of the G20 Anti-Corruption Working Group meeting, and actively engaging in TI's global 'Unmask the Corrupt' campaign. To support this capacity development priority, we also developed a 'communications hub' that serves as a resource centre for chapters.

Summary of responses to issues raised in previous annual reviews (where relevant)

N/A

Recommendations

Increase the use of horizontal learning and knowledge exchange as a capacity development approach.

Key cost drivers and performance

The organisation's cost drivers remain the same, and include costs related to staff, travel, honoraria and premises at the secretariat, plus the expenditure incurred by our chapters and project partners. On the economy side, our commitment to ensuring more value from the resources we use is confirmed by our internal VfM assessment of policies and procedures, and travel-, honoraria- and premises-related costs. These highlighted a number of strengths and a few weaknesses, as well as recommendations in terms of further process improvements. On premises, current rental figures show very good value for money (average of €8.40/m², compared to a market range for a similar property of €11.00-€17.00/m²). On honoraria, we have identified the need to strengthen our procurement process, which will be done in 2015. In terms of effectiveness, as we manage a large number of donor grants, a key delivery driver is our programme management skills and practices; we started to implement Prince2 as the standard project management methodology and sought the qualification of project managers/coordinators and accountants. This is expected to increase efficiency in project management and implementation, and generate in the medium term substantial VfM. Finally, we are constantly improving our processes and approaches to monitor the impact of our work.

VfM performance compared to the original VfM proposition in the business case

During the reporting period, the secretariat developed a value for money policy, committing to the adoption of best practices in the delivery of VfM on all our activities. The policy sets out how we will ensure the delivery of VfM; it explains our underlying approach to VfM, and lays out the objectives, principles, implementation guidelines, as well as roles and responsibilities. We have been working towards adopting and mainstreaming the policy into our work. In the beginning of 2015 we started piloting the new approach. We also conducted a benchmarking exercise for staff costs, and will do so for travel costs. On the monitoring and control of costs, the new financial management information system is already providing higher-quality information faster and more efficiently; improving accuracy, control and transparency; and allowing for better decision making. On the monitoring and evaluation side we are strengthening feedback mechanisms to better track our impact, which is an important dimension of VfM. Regarding programme management, we are testing new project reporting templates that focus on classic VfM measures, and grant agreements with project partners were amended to include VfM. The Mid-Term Review of the secretariat's implementation plan for the Strategy 2015, to which PPA support contributed, has also helped us identify key actions to increase VfM.

Assessment of whether the programme continues to represent value for money

The above shows that VfM is an integral component of the programme. Our robust programme management and procurement processes, cost savings efforts, and impact in the fight against corruption (see part B) demonstrate the outstanding value for money of TI's PPA. Examples of improved efficiency include the move from a centralised model of undertaking the Global Corruption Barometer to a regional partnership-based model, which substantially decreases the cost of the survey, and the implementation of a new finance and accounting system.

Quality of financial management

The management of the secretariat's finances is guided by a medium-term Finance Strategy, realised by the engagement of qualified finance staff (including fully certified accountants); the existence of, and compliance with, an array of policies and procedures; the implementation of best accounting practice (e.g. delegation of duties, four eye principle); as well as robust systems and processes. The effective financial management of projects is further materialised by the deployment of an effective partnership between the project implementation and finance teams.

Date of last narrative financial report	<i>DFID to complete</i>
Date of last audited annual statement	<i>DFID to complete</i>

E: RISK (½ page)

Overall risk rating: Low

Overview of programme risk

In this reporting year significant progress has been made on managing and preventing risk. Responding to our intention to speak out more boldly on corruption, our pro bono networks of lawyers was expanded. A Political Risk Management Panel was created to make rapid political and legal risk assessments and executive decisions when needed. There were increased attacks on civil society, notably on anti-corruption activists and whistleblowers, and protecting them is therefore more and more crucial. On Sri Lanka for example, we published a joint statement with four international journalist protection groups. We have worked with a security consultant to improve the security procedures in chapters in five countries in the Middle East and North Africa. Chapters then developed plans and policies and procedures to deal with safety and security issues. A “TI risk management health check” was developed to enable TI chapters to assess their risk management capacity, and develop action plans to address critical shortcomings. Meanwhile we continued improving contract templates.

Outstanding actions from risk assessment

We will consolidate our internal anti-corruption systems into one policy during year 5.

F: COMMERCIAL CONSIDERATIONS (½ page)

Delivery against planned timeframe: Y

Most of the targets have been reached. The number of visitors of our website and blog (outcome indicator 1.3 / output indicator 3.1) have not gone up as much as we had planned (+6.4% instead of +10% / 5.5% instead of 10%) mostly because we focused on our social media reach. This focus has led to an increase of social media supporters by 50% to 100% depending on the platform. Our continued focus on building our supporter base enables us to realise our ambition regarding outreach and influencing external stakeholders.

Performance of partnership (s)

Our key partners are TI national chapters, whose local reach and expertise have been essential to achieve collective impact. Many changes in policy and practice have come from chapters, supported by the secretariat through the design of anti-corruption tools, capacity development, etc. The secretariat also complements national work by advocating for global and regional reforms (e.g. Sustainable Development Goal on governance). More broadly, partnerships are at the core of TI’s work. For example, collaboration with Global Witness and ONE boosted our visibility and reach ahead of the G20 summit, and our work with the OECD has shed light on how well its convention against foreign bribery is enforced. Strategic engagement between TI and DFID was scaled up in year 4, e.g. with the joint side event on Corruption and the SDGs during the 2014 UN General Assembly. A high level meeting was also organised in March 2015 between TI and DFID senior leadership to examine global corruption trends and approaches and discuss ways to enhance our collaboration. We contributed to Bond’s paper “The changing role of UK-based INGOs” and to the IELG submission on unrestricted funding. Finally, TI led on a study comparing different donor approaches to unrestricted funding.

Asset monitoring and control

Robust policy, procedures, and practices guarantee a high level of confidence on the management of the organisation’s assets. A detailed step-by-step approach, from procurement to inventory count to disposals, and a clear demarcation of responsibilities, ensures accountability for all assets purchased for use in the operation of the business with a life exceeding one year and an initial purchase value higher than €410.

G: CONDITIONALITY (½ page)

N/A

H: MONITORING & EVALUATION (½ page)

Evidence and evaluation

In 2014, with the PPA support, the TI secretariat conducted a Mid-Term Review (MTR) of its 5-year implementation plan. This review was designed to be participatory and feedback-oriented: it interviewed over 30% of staff and a considerable number of external stakeholders. Hence, the MTR contributed significantly to TI's learning and internal accountability processes. Building on the MTR, in 2015 an organisational audit will be conducted to examine our processes, systems and ways of working and see how we can further improve our efficiency and value for money. An evaluation on the performance of our Asia Pacific Regional Programme and a learning review on the effectiveness of the Integrity Pacts were carried out. The TI movement is currently developing the new TI Strategy 2020. Stakeholders and partners globally have been consulted and provided their ideas on how TI can make the biggest difference in stopping corruption. While the theory of change for our PPA has remained the same, we are currently consolidating the consultations to see how we can make our global influence and voice even stronger.

Monitoring progress throughout the review period

The secretariat's monitoring, evaluation and learning system involves quarterly reporting against the annual implementation plan. The quarterly reviews mainstream data collection in all departments and allow us to systematically assess the progress made. The findings are analysed and shared in quarterly summary reports to inform strategic decisions and improve programme design and implementation. Data collection is now mainstreamed in a systematised way and allows us to use the data for learning and to increase our accountability. We now maintain an impact log with evidence of our impact at policy and legislative level and at behaviour level. This data allows us to assess our performance and impact and, importantly, it has become the central information node of other units, namely our communications, policy and advocacy, and resources departments.

In 2014, the secretariat further developed and adopted a new approach to monitoring impact of anti-corruption work. This approach will be woven into the future Strategy 2020 and will be crucial to monitor its progress; it aims to build a more robust body of evidence regarding what works in stopping corruption, why and how it works. It is designed to capture the different change processes that the TI Movement is contributing to and achieving and it will also help us to plan stronger programmes and improve the allocation of resources from ineffective to effective initiatives. The approach consists of two complementary elements: a matrix to support impact-oriented monitoring in projects and programmes; and a limited number of impact assessments that provide in-depth insights on relevant topics and trends identified through the ongoing monitoring. Additionally, we conceptualised the secretariat's first impact assessment, which will focus on women empowerment initiatives.

Following up on last year's report, where we mentioned that seven chapters in the Americas conducted community-level participatory research, using beneficiaries' feedback to shape advocacy recommendations, several successes came out of this project. For example, in September 2013, more than 12,000 mothers, beneficiaries of the *Familias en Acción* programme in Colombia, attended first social accountability event in Soacha, Bogotá. Following the recommendations of our chapter, local representatives of the programme publicly disclosed the budget and explained how to receive the transfers. The Local Government of Soacha, along

with other four mid-size municipalities in Colombia, is now promoting similar public events to ensure higher levels of transparency and accountability in the programme.

I: DISABILITY (½ page)

Does your organisation consider disability in its policies and programmes: N/A
If yes, please outline your approach

Smart Guide

The Annual Review is part of a continuous process of review and improvement throughout the programme cycle. At each formal review, the performance and ongoing relevance of the programme are assessed with decisions taken by the spending team as to whether the programme should continue, be reset or stopped.

The Annual Review includes specific, time-bound recommendations for action, consistent with the key findings. These actions – which in the case of poor performance will include improvement measures – are elaborated in further detail in delivery plans. Teams should refer to the Smart Rules quality standards for annual reviews.

The Annual Review assesses and rates outputs using the following rating scale. ARIES and the separate programme scoring calculation sheet will calculate the overall output score taking account of the weightings and individual outputs scores

Description	Scale
Outputs substantially exceeded expectation	A++
Outputs moderately exceeded expectation	A+
Outputs met expectation	A
Outputs moderately did not meet expectation	B
Outputs substantially did not meet expectation	C

Teams should refer to the considerations below as a guide to completing the annual review template.

Summary Sheet

Complete the summary sheet with highlights of progress, lessons learnt and action on previous recommendations

Introduction and Context

Briefly outline the programme, expected results and contribution to the overall Operational Plan and DFID's international development objectives (including corporate results targets). Where the context supporting the intervention has changed from that outlined in the original programme documents explain what this will mean for UK support

B: Performance and conclusions

Annual Outcome Assessment

Brief assessment of whether we expect to achieve the outcome by the end of the programme

Overall Output Score and Description

Progress against the milestones and results achieved that were expected as at the time of this review.

Key lessons

Any key lessons you and your partners have learned from this programme

Have assumptions changed since design? Would you do differently if re-designing this programme?

How will you and your partners share the lessons learned more widely in your team, across DFID and externally

Key actions

Any further information on actions (not covered in Summary Sheet) including timelines for completion and team member responsible

Has the logframe been updated since the last review? What/if any are the key changes and what does this mean for the programme?

C: Detailed Output Scoring

Output

Set out the Output, Output Score

Score

Enter a rating using the rating scale A++ to C.

Impact Weighting (%)

Enter the %age number which cannot be less than 10%.

The figure here should match the Impact Weight currently shown on the logframe (and which will need to be entered on ARIES as part of loading the Annual Review for approval).

Revised since last Annual Review (Y/N).

Risk Rating

Risk Rating: Low/Medium/High

Enter Low, Medium or High

The Risk Rating here should match the Risk currently shown on the logframe (and which will need to be entered on ARIES as part of loading the Annual Review for approval).

Where the Risk for this Output been revised since the last review (or since inception, if this is the first review) or if the review identifies that it needs revision explain why, referring to section B Risk Assessment

Key points**Summary of response to iprogrammessues raised in previous annual reviews (where relevant)****Recommendations**

Repeat above for each Output.

D Value for Money and Financial Performance**Key cost drivers and performance**

Consider the specific costs and cost drivers identified in the Business Case

Have there been changes from those identified in previous reviews or at programme approval. If so, why?

VfM performance compared to the original VfM proposition in the business case? Performance against vfm measures and any trigger points that were identified to track through the programme

Assessment of whether the programme continues to represent value for money?

Overall view on whether the programme is good value for money. If not, why, and what actions need to be taken?

Quality of Financial Management

Consider our best estimate of future costs against the current approved budget and forecasting profile

Have narrative and financial reporting requirements been adhered to. Include details of last report

Have auditing requirements been met. Include details of last report

E Risk**Output Risk Rating: L/M/H**

Enter Low, Medium or High, taken from the overall Output risk score calculated in ARIES

Overview of Programme Risk

What are the changes to the overall risk environment/ context and why?

Review the key risks that affect the successful delivery of the expected results.

Are there any different or new mitigating actions that will be required to address these risks and whether the existing mitigating actions are directly addressing the identifiable risks?

Any additional checks and controls are required to ensure that UK funds are not lost, for example to fraud or corruption.

Outstanding actions from risk assessment

Describe outstanding actions from Due Diligence/ Fiduciary Risk Assessment/ Programme risk matrix

Describe follow up actions from departmental anti-corruption strategies to which Business Case assumptions and risk tolerances stand

F: Commercial Considerations**Delivery against planned timeframe. Y/N**

Compare actual progress against the approved timescales in the Business Case. If timescales are off track provide an explanation including what this means for the cost of the programme and any remedial action.

Performance of partnership

How well are formal partnerships/ contracts working

Are we learning and applying lessons from partner experience

How could DFID be a more effective partner

Asset monitoring and control

Level of confidence in the management of programme assets, including information any monitoring or spot checks

G: Conditionality (not applicable to PPAs – report on partnerships only)

Update on Partnership Principles and specific conditions.

For programmes for where it has been decided (when the programme was approved or at the last Annual Review) to use the PPs for management and monitoring, provide details on:

- a. Were there any concerns about the four Partnership Principles over the past year, including on human rights?
- b. If yes, what were they?
- c. Did you notify the government of our concerns?
- d. If Yes, what was the government response? Did it take remedial actions? If yes, explain how.
- e. If No, was disbursement suspended during the review period? Date suspended (dd/mm/yyyy)
- f. What were the consequences?

For all programmes, you should make a judgement on what role, if any, the Partnership Principles should play in the management and monitoring of the programme going forward. This applies even if when the BC was approved for this programme the PPs were not intended to play a role. Your decision may depend on the extent to which the delivery mechanism used by the programme works with the partner government and uses their systems.

H: Monitoring and Evaluation

Evidence and evaluation

Changes in evidence and implications for the programme

Where an evaluation is planned what progress has been made

How is the Theory of Change and the assumptions used in the programme design working out in practice in this programme? Are modifications to the programme design required?

Is there any new evidence available which challenges the programme design or rationale? How does the evidence from the implementation of this programme contribute to the wider evidence base? How is evidence disaggregated by sex and age, and by other variables?

Where an evaluation is planned set out what progress has been made.

Monitoring process throughout the review period.

Direct feedback you have had from stakeholders, including beneficiaries

Monitoring activities throughout review period (field visits, reviews, engagement etc)

The Annual Review process