

# PART 1: PPA Annual Report



Department  
for International  
Development

## PPA Annual Report for Reporting Year 2013/2014

**Please refer to the guidance when completing this template**

**Note:**

*Maximum word length is 10,000 (Consortia 11,000); Arial 12pnt for all sections;  
Any text over the maximum word length will be disregarded. Please refer to the guidance for  
information relating to use of an additional, exceptional word allocation.*

**Please submit an electronic copy to:**

**[PPA-applications@dfid.gov.uk](mailto:PPA-applications@dfid.gov.uk) by 12:00 noon 1st July 2014**

### Section 1: Background Information *(word count not applicable in this section)*

<b>1.1 Organisation</b>	Transparency International Alt-Moabit 96, 10559 Berlin, Germany	<b>General</b>
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<b>1.2 Main Contact and contact details</b>	Ronald Visser, Recourses Manager ( <a href="mailto:rvisser@transparency.org">rvisser@transparency.org</a> )  Letisha Lunin, Donor Accountability Officer ( <a href="mailto:llunin@transparency.org">llunin@transparency.org</a> )	<b>General</b>
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<b>1.3 Finance</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
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<b>Annual Income of Organisation (£)</b>	<b>£ 17,745,315</b>	<b>£ 19,856,968</b>	<b>£ 22,046,219</b>
<b>PPA</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Funding (£)</b>	<b>£ 3,374,344</b>	<b>£ 3,374,344</b>	<b>£ 3,374,344</b>
	19.0%	17.0%	15.3%
<b>As % of total organisational income</b>	<i>(15% General PPA, 4% TI-UK Defence and Security Programme)</i>	<i>(13% General PPA, 4% TI-UK Defence and Security Programme)</i>	<i>(12.1% General PPA, 3.2% TI-UK Defence and Security Programme)</i>
<b>Other DFID Funding (£)</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
	<b>£ 1,526,618</b>	<b>£ 1,647,376</b>	<b>£ 1,167,936</b>

**1.4 Summarise your relationship with DFID and provide details of other DFID funding received in 2013/2014. Has this changed since 2012/2013?**

The PPA remained the largest core funding agreement for the TI-Secretariat. DFID also supported the Global Corruption Barometer. The barometer results were published in July 2013, via a global report and a comprehensive global website. Additionally, DfID funds the Vietnam program with the funds being channelled through TI-S. 2013/2014 marked the final year for implementation our Governance and Transparency Fund project.

## Section 2: Organisational information and progress towards results

(indicative word count 900)

### 2.1 Progress against expected final results, key issues and challenges

***Please provide a summary of your progress for year 3, highlighting your top 3 achievements and your 3 biggest challenges.***

#### **Achievements**

- i. True to TI Strategy 2015,<sup>1</sup> TI-S reached out to an increasing number of citizens and supported chapters in their work doing the same. TI'S ALACs continue to operate as powerful, credible and viable mechanisms for people to pursue their corruption-related complaints.<sup>3</sup> The whistleblower principles,<sup>4</sup> developed by TI in 2013, contributed towards a vast array of changes in discourse and policy over 2013, as described in this report. Finally, TI-S captured new and diversified audiences directly, thereby increasing the visibility of the Movement. Particular significant achievements were the tripling of Facebook friends in English<sup>5</sup>; a 21-fold jump in Arabic followers<sup>6</sup> and a Barometer infographic<sup>7</sup> that was one of the most viewed items on the BBC's website on the launch day.
- ii. Strengthening the TI movement remains a priority for TI-S. In this reporting year, we particularly focussed on supporting chapters in the areas of organisational assessment and planning; governance and leadership; advocacy and communications and resource mobilisation. Doing so, we continued to support both capacity development of individual chapters as well as a number of global activities to address common capacity needs shared by chapters across the TI Movement.
- iii. Engaging with and influencing global debates on governance remained one of our strengths in this reporting year. Advocacy efforts directed towards a number of key initiatives and organisations yielded successes such as through the G20, in the form of an agreement on automatic exchange of information<sup>8</sup>; a policy position on beneficial ownership at EU level<sup>9</sup>; and a G8 commitment to establish public registries of beneficial owners.<sup>10</sup> TI's recommendations were reflected in the UN's High Level Report on the Post-2015 Agenda which calls for a governance goal and target on anti-corruption and bribery.<sup>11</sup> Reflecting TI recommendations, the EU adopted a new law requiring all companies in the extractive sector listed on EU exchanges to report their payments by country and project, while large unlisted companies registered in the EU are also required to comply.<sup>12,13</sup>

## Challenges

- i. While civil society movements have many opportunities today to engage at the global level – for example in the G8/G20 and post-2015 processes, the space for civil society to operate at national level is shrinking in many countries, which remains a serious concern to our movement. Chapters within the TI movement were put under threat in a range of countries in this reporting year.
- ii. While TI has seen growth over recent years, the changing political priorities of some of our traditional donors have put financial pressure on the organisation, making it more difficult to matching our ambitions with the necessary resources. While TI-S is working hard to diversify its donor base, for example to foundations, decisions by some bilateral partners to reduce funding due to a shift in their priorities, has meant some programming, including in Africa, had to be scaled down.
- iii. While on the one hand citizen demand for social accountability is evident in a range of countries around the world (Ukraine, Turkey and others), at the same time all too many people consider corruption to be ‘normal’ or ‘acceptable’. Our own research among youth in Asia and Pacific found for example that while over 80 per cent of young people believe that youths want to take action against corruption, 72% admit they are willing to behave corruptly if it yields personal benefit.<sup>14</sup>

## 2.2 Logframe

- i. Has the logframe been updated since the last Annual Review? Y/N*
- ii. How have these changes improved how you report against your results?*
- iii. How have your results for the period 2011-2014 informed your milestones and targets for the 2014/16 logframe?*

- Yes. Output indicator 2.2 now reads “number of National Chapters utilising online corruption reporting tools, supported by TI-S”. We shared the new indicator, including rationale, with DFID. The reason why we proposed this indicator, as mentioned in our last annual review, is that chapters are increasingly taking offline corruption reporting tools online. However, please note that we have now decided to replace the indicator. While our work with offline corruption reporting tools will continue, we have changed our approach (see below).

The following changes are proposed for the 2014/16 logframe based upon learning from completion of the 2011-14 logframe. Please note the changes highlighted below refer to the 2014/16 extension logframe, shared with DFID on 13 December 2013.

- The target for the impact indicator “countries party to the OECD Anti-Bribery Convention considered active enforces annually” has been lowered as the methodology for counting a country as an active enforcer has become more stringent and therefore target should be adjusted accordingly.
- Outcome indicator 1.4 “Number of contacts received by Advocacy and Legal Advice Centres” will be replaced by the “Percentage of verified corruption cases resolved.” The proposed change shall enable us to better assess our performance against the outcome, as the focus lies beyond the mere increase in the number of initial contacts to the higher level achievement of the successful resolution of cases.
- Output indicator 2.1 “Number of Advocacy and Legal Advice centres globally” will be replaced by the “Number of corruption grievances reported.” The change shall enable us to better assess our progress towards the output in terms of effectiveness as the proposed indicator better measures performance, namely whether the existing ALACs are effective in attracting citizens to address corruption and promote integrity.

### 2.3 Update on issues and challenges identified in year 2

- What key issues or challenges, identified by your organisation in the Annual Report 2012/2013, were to be addressed during 2013/2014?***
- How has this work progressed?***
- What key issues or challenges were identified in your feedback letter in 2012/2013 for resolution in 2013/2014?***
- How has this work progressed?***

*Challenges identified in the Annual Report 2012/2013 for resolution in 2013/2014:*

- To further support chapters to operate freely in difficult environments, particularly when engaging citizens to stop corruption and supporting victims and witnesses of corruption.

- ii. To continue to advocate to protect important legislation under pressure.
- iii. To better organise ourselves to turn citizens into active supporters as our efforts toward citizens' engagement gain greater momentum

#### *Progress*

- i. To better enable chapters to mitigate the increased dangers that arise from engaging with citizens to stop corruption and to respond to the increasing challenges posed on civil society to operate in multiple countries where we work, the work of the Safeguarding Anti-Corruption Fighters' Efforts (SAFE) unit accelerated during the reporting period. Partnerships were strengthened with FrontLine Defenders the Centre for Security Development, Amnesty International and Human Rights Watch. Furthermore, during the course of 2013/14, an online safety session was organised during our Annual Membership Meeting and TI-S provided support to members of TI Rwanda, Cambodia and Maldives.
- ii. Important progress on legislation was made in 2013/14. After a decade of efforts to bring more transparency to the management of natural resources, we now have laws in place requiring country-by-country reporting in the EU.<sup>12,13</sup> Furthermore, tax transparency measures have progressed as demonstrated by the G20 declaring automatic exchange of information the "new global standard" that should be adhered to by all G20 countries by 2015, echoing our messaging and recommendations on illicit financial flows.<sup>8</sup>
- iii. To better organise ourselves to turn citizens into active supporters TI-S reached out to an increasing number of citizens directly and supported chapters in their work engaging citizens all over the world. For example, in the Middle East and North Africa, we built the capacity of civil society, youth activists and selected media practitioners to strategically use the right to access public information in their demands for accountability and anti-corruption advocacy. TI's Arabic Facebook grew exponentially from about 5,500 to about 56,000 likes and reached an audience of 1.6 million during ten days of promotion of the website.<sup>6</sup>

#### *Challenges identified in the feedback letter in 2012/2013 for resolution in 2013/2014:*

- i. To further enhance the Monitoring, Evaluation and Learning system to produce sound evidence.
- ii. To further strengthen evidence of how our policy and advocacy impacts and benefits the poor and the marginalised.

- iii. To better demonstrate how we work in DFID partner countries, particularly concerning the most vulnerable in the different contexts where we work.

*Progress*

- i. Significant improvements were made in systematically demonstrating results and capturing evidence through the mainstreaming of quarterly reviews of the TI-S wide annual implementation plan, the indicators of which are now fully aligned with the PPA logframe. In most units, the quarterly reviews have led to increased ownership of their individual annual plans and the systematisation of data collection and analysis. The quarterly reviews have also increased quality of monitoring data particularly on impact, as almost a quarter of all indicators in the cross programmatic frameworks capture impact.
- ii. We are increasingly using our blog to explain how change in global policies and processes ultimately have an impact on those affected by corruption. For example, on the post MDGs, TI-S staff explained the importance of including governance in the post-MDG framework.<sup>15</sup> We developed a Financial Jargon Buster,<sup>16</sup> which seeks to explain complex matters related to financial governance and integrity in clear terms to citizens, explaining what the problems are and why and how these need to be addressed. We developed posters featuring cartoons to raise awareness among forest populations about corruption risks in REDD+.<sup>17</sup> To further demonstrate how our work impacts and benefits the poor and the marginalised TI-S adjusted key ALAC procedures: by focusing on outreach work, mobile ALACs made the service more easily accessible in more rural locations; the database monitored levels of vulnerability and gender of complainants and clients; and the selection criteria for innovation projects further facilitated the inclusion of vulnerable populations.
- iii. In this year's report we have tried to better demonstrate the progress of our work in a range of DFID partner countries.

### Section 3: Outcome Reporting *(indicative word count 1,500)*

#### 3.1.1 Progress against PPA Outcome(s)

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

<b>Outcome Indicator 1.1</b>	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		
<b>Baseline</b>	<b>0 new changes</b>		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Milestone</b>	<b>10</b>	<b>20 (Cumulative)</b>	<b>37 new changes (including 27 from year 1 and 2)</b>
<b>Achieved</b>	<b>13</b>	<b>27 (Cumulative)</b>	<b>49</b>
<b>Variance</b>	<b>3</b>	<b>7</b>	<b>12</b>
<b>Disaggregated Data</b>			

*i. Narrative on progress in 2013/14.*

The indicator concerning contribution to policy change is based upon a policy scale ranging from change in discourse to enforcement of change. The indicator is mainstreamed into our programmatic frameworks to monitor progress across the programmes and regions. Many of the policy changes in 2013/14 reporting period stem from our work in establishing a set of internationally recognised principles for whistleblower protection legislation – the first of its kind produced by an NGO. Whistleblowers are vital in exposing corruption, fraud and mismanagement. Safeguards can protect and encourage people willing to take the risk of speaking out about these crimes. Examples include:

- In Nigeria, TI whistleblower principles were included in a formal submission to the Parliament by the Civil Society Legislative Advocacy Centre.<sup>18</sup>
- In Peru, Transparency International is a founding member of the Roundtable to Monitor Climate Finance (gathering several CSOs) which worked with the National Commission on Climate Change, resulting in the inclusion of transparency into the discussions and the draft document of the Peruvian Strategy on Climate Change.<sup>19</sup>

- The Indonesian Corruption Eradication Commission, KPK, is now regularly sharing information with Transparency International to join forces. An example of this is the action launched by KPK to combat corruption in 12 ministries and institutions, including the forestry sector. KPK invited Transparency International to give inputs to a report that served as a basis to create each institution's action plan. The recommendations made by Transparency International were taken up in the report, Memorandums of Understanding have been signed in March and the action plans are still being designed.<sup>20</sup>

**ii. Assessment of overall progress towards 2011/2014 targets.**

One significant factor as to why there is greater variance on the targets, building from 2011 to 2014, is that we are now in the penultimate year of the TI strategy 2015. Policy change is a slow and incremental process and in 2013/14 we have seen many changes related to and built upon activities implemented in previous years.

### 3.1.2 Progress against PPA Outcome(s)

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

<b>Outcome Indicator 1.2</b>	Number and description of TI recommendations taken up by regional and global institutions (WB, G20, EC, regional intergovernmental bodies, financial institutions, etc)		
<b>Baseline</b>	<b>0 new changes</b>		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Milestone</b>	3 new	3 new	5 new
<b>Achieved</b>	3	13 new	22 new
<b>Variance</b>	0	10	17
<b>Disaggregated Data</b>			

**i. Narrative on progress in 2013/14.**

TI's expertise on a diverse range of corruption issues ranging from the impact of corruption on human rights to illicit financial flows to judicial independence is now increasingly acknowledged and sought after by regional and global institutions. TI has been increasingly invited to speak at and participate in numerous events requiring specific corruption expertise contributing towards a significant upsurge in the number of

recommendations adopted.

For example, at the international level TI has been effective with its call for the inclusion of governance and anti-corruption in the post-2015 UN Development Goals. TI has taken this process as a new opportunity to bring the issue of social justice to the global level. Messages on corruption, transparency, accountability and broader governance concerns were produced by a steering group of TI movement members, which included chapters in DFID partner countries: namely Bangladesh, Ghana, Liberia, and Zambia. Sections of text reflecting the messages were included in the UN's official communications around discussions on the post-2015 discussion. <sup>15, 21, 22, 23, 24</sup>

**ii. Assessment of overall progress towards 2011/2014 targets.**

The vast growth in variance against the targets towards 2014 can be explained by the fact that we are now in the penultimate year of the international strategy 2015. Therefore, we have increasingly moved from the research phase to achieving concrete advocacy objectives through engaging the right audiences, regionally and internationally, with the right information, through the right channels, to act against corruption.

The evidenced progress is in line with our theory of change that expert 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. Furthermore, while leading governmental and business institutions have the potential to influence the way corruption occurs within societies, they are also susceptible to change.

**3.1.3 Progress against PPA Outcome(s)**

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

<b>Outcome Indicator 1.3</b>	Number of annual citations of TI Global Corruption Barometer in academic journals		
<b>Baseline</b>	<b>525</b>		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Milestone</b>	<b>10% increase against the baseline</b>	<b>10% increase against 2011/12 figure</b>	<b>200</b>
<b>Achieved</b>	<b>1060</b>	<b>243</b>	<b>287</b>
<b>Variance</b>	<b>+482</b>	<b>-335</b>	<b>+87</b>

## Disaggregated Data

### *i. Narrative on progress in 2013/14.*

TI's Global Corruption Barometer (GCB) is the world's most prominent survey of people's attitudes towards, experiences with and actions against corruption. It serves as a key resource for the policy and academic communities to understand the nature and forms of corruption around the world, as well as people's willingness to get engaged in the stopping corruption. Its increased use by researchers helps to contribute to a better understanding of where corruption exists, in what forms and how to best tackle it.

The GCB 2013 published in July 2013 included 107 countries with 114,000 respondents.<sup>25</sup> The main report disaggregated bribery rates by gender.<sup>26</sup> The data from the Barometer was used by TI-S to inform a policy position paper describing the linkages between gender, corruption and poverty.<sup>27</sup> Specifically, analysing how gender inequalities undermine good governance, sustainable growth, development outcomes and poverty alleviation.

The GCB 2013 has been used by a variety of policy-oriented anti-corruption research studies, for example the data was used by Mungiu-Pippidi, in the paper "The Good, The Bad, The Ugly: Controlling Corruption in the European Union."<sup>28</sup>

### *ii. Assessment of overall progress towards 2011/2014 targets.*

As academic journals take time to be completed typically the number of citations will increase the year following the launch of the barometer. This explains the high number of citations in 2011/12, the year after the launch in 2010/2011. During the initial reporting year the indicator contributed to the outcome as evidenced by the inclusion of the 2011 GCB data in the Dfid Anti-Corruption Strategy for Kenya,<sup>29</sup> and the Norad Evaluation on the Joint Evaluation of Support to Anti-Corruption Efforts in Zambia.<sup>30</sup>

The slight positive variance in 2013/14 can be explained by the fact that the GCB's publication provoked an initial reaction by the academic community, although precedent would suggest this variance, and ultimately contribution to the outcome, should be even higher next year.

## 3.2 Discuss the following:

- i. **Key new challenges to the achievement of outcome(s);**
- ii. **Key positive/negative influences that impacted on progress.**

While civil society movements have many opportunities today to engage at the global level, for example in the G8/G20 and post-2015 processes, the space for civil society to operate at national level is shrinking in many countries, which is a serious concern to our movement.

### 3.3 Have your assumptions about the external factors that affect your outcome(s) changed and if so, what are the implications?

The respective assumptions outlined in our logframe remain valid, as documented by the aforementioned challenges. The shrinking space of civil society in many countries demonstrates that the assumption 'public and non-state actors are willing to engage with civil society' remains relevant.

#### 3.1.1 Progress against PPA Outcome(s)

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

<b>Outcome Indicator 2.1</b>	Number of unique visitors to TI website		
<b>Baseline</b>	1.805.992 (10.02.2010 - 09.02.2011)		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Milestone</b>	10% increase against baseline	10% increase against milestone 1	10% increase against milestone 2
<b>Achieved</b>	1.982.319 (+9.8%)	2.266.157 (14.3%)	3.014.313 (33%)
<b>Variance</b>	-0.2%	+4.3%	+23%
<b>Disaggregated Data</b>	N/A	N/A	N/A

##### *iii. Narrative on progress in 2013/14.*

The significant variance can be explained by an increased focus placed on producing appealing visual content; working with the chapters to use/supplement social media material provided by the secretariat; and securing external partnerships to capitalise on increased visitors around the key TI publication launches.

For example, the three days after the launch of the Corruption Perceptions Index 2013 (CPI) generated 540,000 visits to our website up from 443,000 in 2012.<sup>31</sup> The CPI embeddable map was very successful being viewed more than 2.2 million times on hundreds of other websites by January. We partnered with the *BBC* around the launch of the 2013 GCB, which saw the *BBC* produce a special interactive web section on the Barometer results, as well as a series of TV, radio and website reports during the weeks around the launch on bribery. The partnership generated 14 interviews and 25 articles on BBC outlets around the world.

Through Google Analytics, the data source, it is not possible to disaggregate the number of unique visitors by gender. However, we published a few different articles on the website that honed in on gender and corruption, in order to increase public awareness on the subject. We published a feature called 'Do we need women-specific anti-corruption projects?'<sup>32</sup> The article had 1295 unique page views during 2013, and featured some examples of gender-driven project planning by chapters. Another feature, 'International Women's Day: profiles of women fighting corruption', received 2314 unique page views.<sup>33</sup> 'Can technology help African women to fight corruption?' focussed on the experience of female hackers at one of our Hackathons.<sup>34</sup>

***iv. Assessment of overall progress towards 2011/2014 targets.***

In terms of overall achievement, the mid-term IPR noted that visitors to the TI website and media should be broadened to include a more global audience (i.e. beyond western audiences). Our Arabic Facebook page has grown exponentially.<sup>6</sup> These increases came after an extensive review of how we post on social media, coupled with a strategic use of advertising to boost individual posts and pay-per-click advertising on Facebook pages of friends of friends.

Another reason for the increased upward trend toward 2014 is that in 2013/14 we witnessed the proliferation of "Partner websites" that carry TI content. TI press releases were included on the web pages of the Financial Transparency Coalition; One.org; the UN MyWorld page; and on the new page of Devex which has 33,000 likes on Facebook and 500,000 members.

Furthermore, the Rapid Response Unit (RRU) provided sustained, timely and authoritative responses to international events and issues throughout 2013, ensuring TI kept a finger on the pulse to emerging corruption stories. TI statements, op-eds, blog posts, letters and web features were produced in reaction to, amongst other events: the elections in South Africa; fraud and vote rigging in the Zimbabwe and Cambodia elections; new judiciary reforms in Argentina and FIFA governance and match fixing in the Indian Premier League.<sup>35</sup> TI was quoted and secured to coverage in global and targeted news outlets, such as Financial Times, Korea Times, the Guardian, the

### 3.1.1 Progress against PPA Outcome(s)

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

<b>Outcome Indicator 2.2</b>	Number of contacts received by Advocacy and Legal Advice Centres (ALACs provide free and confidential legal advice to witnesses and victims of corruption)		
<b>Baseline</b>	21000 (2010)		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Milestone</b>	22000 (2011)	24000 (2012)	27000 (2013)
<b>Achieved</b>	22.356	26.488	Not available
<b>Variance</b>	+365	+2488	Not available
<b>Disaggregated Data</b>		Female= 4703 Male= 9824 (of those whose gender was recorded)	

- **Narrative on progress in 2013/14.**

The number of countries with ALACs has continued to grow, as evidenced under output 21. However, we are unable to report accurate figures of initial contacts this year due to problems with our new ALAC database which is used by Chapters to report on ALAC related indicators. As well as bringing Chapters onto the new database during 2013, it was also off-line for the last four months of the 2013 calendar year. While we cannot completely exclude a hostile takeover at this stage, we have no evidence that this occurred. Nevertheless, we used this as an opportunity to undertake a number of improved upgraded data and security measures, including changes to the database, a new hosting provider and a 2-factor authentication system including VPN. Throughout 2014 we will continue to get more Chapters using the new database and enter data from the September to December period, but until this process is finalised we are not able to report on this indicator.

In terms of impact, one example of an ALAC success is a major price-fixing scam in the pharmaceutical industry in Honduras that was uncovered by the Honduran chapter.<sup>36</sup> Further evidence of impact of these contacts are captured under outcome indicator 2.3.

- **Assessment of overall progress towards 2011/2014 targets.**

TI-S supports chapters to establish broad and connected complaint mechanisms, comprised of a database, online and mobile reporting tools and offline reporting means. In collaboration with chapters, TI-S systematically tracks complaints received to gain insight into how corruption works in practice. Use of a global database allows the generation of statistics on sectorial and institutional prevalence of corruption at national, regional, and international levels.<sup>37</sup> This database contains a vast amount of information on corruption cases, which is a great asset for all evidence-based advocacy work. It provides unique cross-country and cross-regional insights as to how corruption is working in practice and the types of corruption people are complaining about. Using this information publicly (at an aggregated level) and developing human interest stories around cases also has a positive effect in highlighting the work within society and, therefore, attracting more complaints.

### 3.1.1 Progress against PPA Outcome(s)

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

Outcome Indicator 2.3	Number of case studies of citizens resisting corruption		
Baseline	0 new		
	2011/12	2012/13	2013/14
Milestone	20 new	10 new	15 new
Achieved	21	33	40
Variance	+1	+23	+25
Disaggregated Data			

#### *i. Narrative on progress in 2013/14.*

A total of 40 case studies of citizens resisting corruption were published in the reporting period. These include:

- 18 new stories were added to True Stories web section and were viewed more than 13,000 times.<sup>38</sup>
- We documented on film the experiences of eight individuals from four different countries in the Middle East and North Africa who have taken a stand against corruption.<sup>39</sup>
- Four inspirational women from across the TI movement profiled to mark

International Women's Day 2014.<sup>40</sup>

- Profiles of award-winning corruption fighters:
  - Two video interviews with integrity award winners<sup>41</sup>
  - Two text interviews with the winners of our youth photo and writing competitions.<sup>42</sup>

Stories are helping to raise the profile of TI's fight against corruption in the media.

Examples include:

- A set of stories from around the world produced for the launch of the 2013 CPI gained more than 1,200 likes/shares on Facebook, and one on Yemen was picked up by the LA Times.
- A true story from the Zimbabwe ALAC was promoted around the Barometer launch and was widely reported on by the media, including the Huffington Post, BuzzFeed, the LATimes and the Independent. It was even in MSN's trending on the internet top 20, just behind the soon to be father Prince William.

**ii. Assessment of overall progress towards 2011/2014 targets.**

Contributing to the increasing positive variance from 2011 to 2014 is the fact that the story format itself has continued to diversify (with the increased use of video, first person testimonial, social media flyers, interview profiles, alongside text narratives) creating content tailored to different channels.

The increase in total number of case studies and in true story narratives in particular indicates the increased engagement of chapters in storytelling at the international level. Therefore the case studies are helping to raise the global profile of national-level corruption fighting. Whilst, the high numbers of views to the True Stories page on the website, as well as the Facebook likes and shares (often several hundred per story) indicates the high reader engagement in the stories.

**3.2 Discuss the following:**

- iii. Key new challenges to the achievement of outcome(s);**
- iv. Key positive/negative influences that impacted on progress.**

Factors affecting performance: corruption has remained a concern for people all over the world, and citizens vigorously expressed their demands for more accountability from those holding power. In Ukraine, Thailand or Turkey among others citizens spoke out

against corruption. This growing citizen engagement and demand for accountability by citizens is reflected in how corruption is now fought. Whereas historically anti-corruption efforts focused primarily on targeting institutional change, an additional focus is now put on holding individuals accountable for their corrupt activities. Our survey work shows that citizens care and speak out against corruption more than ever before, and the news reports on corruption cases every day. More and more pressure is built up against corrupt individuals and citizens all over the world demand an end to impunity.

### **3.3 Have your assumptions about the external factors that affect your outcome(s) changed and if so, what are the implications?**

The assumption that 'citizens do not consider corruption to be "normal" remains relevant and valid for us to be able to achieve our objectives. At the same time however all too many people consider corruption to be 'normal' or 'acceptable' and it is at this level that we need to continue putting our focus. Our own research among youth in Asia and Pacific found for example that while over 80 per cent of young people believe that youths want to take action against corruption, 72% admit they are willing to behave corruptly if it yields personal benefit.<sup>14</sup>

## Section 4: Output Review and Scoring *(indicative word count 2,300)*

4.1.1 Output 1 To develop evidence on corruption issues			
Progress against outputs			
<b>Output Indicator 1.1</b>	<b>Number and description of TI-S research publications</b>		
<b>Baseline</b>	11 (2010)		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Milestone</b>	11(2011)	11 (2012)	10 (2013)
<b>Achieved</b>	11	9	12
<b>Variance</b>	0	-2	+2
<b>Disaggregated Data*</b>	N/A	N/A	N/A

\*Expand rows as required

*i. Narrative on progress in 2013/2014*

In this reporting year TI's evidence-based publications covered a wide range of relevant aspects of corruption and anti-corruption, ranging from sports, whistleblowing, climate change, to party financing, access to information and the enforcement of international conventions. Our publications contributed tremendously to the global discourse on corruption, and, in particular, to the work of the anti-corruption community (see, e.g. Outcome indicator 1).

Each publication is listed below.

1. Buying Influence: Money and Elections in the Balkans<sup>43</sup>
2. Global Corruption Barometer 2013<sup>44</sup>
3. It belongs to you: public information in Egypt<sup>45</sup>
4. Transparency in Corporate Reporting: Assessing Emerging Market Multinationals<sup>46</sup>
5. Safeguarding the future of REDD+: Vietnam risk assessment<sup>47</sup>
6. It belongs to you: public information in the Middle East and North Africa<sup>48</sup>
7. Exporting Corruption: OECD Progress Report 2013<sup>49</sup>

8. Fair Play: Strengthening integrity and Transparency in Cricket<sup>50</sup>
9. Monitoring Enforcement: UN Convention Against Corruption Review<sup>51</sup>  
Mechanism. Progress Report 2013.
10. Whistleblowing in Europe: Legal Protections for Whistleblowers in the EU <sup>52</sup>
11. Corruption Perception Index 2013<sup>53</sup>
12. Global Corruption Report 2013 (GCR): Education<sup>54</sup>

**ii. Assessment of overall progress towards 2011/14 indicator(s)**

TI-S has over the three years produced the number of research products which it intended to produce. TI-S research publications continue to reach wide audiences and ensure corruption remains on the radar of people, business, policy and decision makers.

#### 4.1.1 Output 1 To develop evidence on corruption issues

##### Progress against outputs

Output Indicator 1.2	No and descriptions of TI National Chapter research publications supported by TI-S		
Baseline	25 (01.04.2010 - 31.03.2011)		
	2011/12	2012/13	2013/14
Milestone	25 (01.04.2011 - 31.03.2012)	25 (01.04.2012 - 31.03.2013)	25 (01.04.2013 - 31.03.2014)
Achieved	62	18	38
Variance	+37	-7	+13
Disaggregated Data*			

\*Expand rows as required

**i. Narrative on progress in 2013/2014**

The publication of the above reports has almost exclusively been part of a larger evidence-based advocacy effort to improve anti-corruption efforts. This combination of strong and valid evidence, the engagement of key stakeholders in the process and subsequent constructive advocacy is a hallmark of TI's approach to stopping corruption.

In most cases, the advocacy efforts of the reports published during this reporting period are still ongoing. The main role of TI-S was the development of research methodologies, as well as training, assistance in data analysis and quality assurance.

Each TI National Chapter research publication is listed below organised by subject:

- 1-5. Local Integrity System Assessment (LIS) reports - Portugal, Palestine, Argentina, Senegal & Kenya<sup>55</sup>
- 6-10. National Integrity System Assessment (NIS) reports – Curacao, Sierra Leone, Bosnia & Herzegovina, Malawi, and New Zealand<sup>56</sup>
- 11-16. Assessment of climate finance governance - Bangladesh, Dominican Republic, Kenya, Maldives, Mexico and Peru<sup>57</sup>
- 17-18. GCB country reports – Cameroon, Vietnam<sup>58</sup>
- 19-35. Whistleblowing reports – Belgium, Bulgaria, Cyprus, Czech Republic, Estonia, France, Germany, Greece, Italy, Latvia, Luxembourg, Poland, Portugal, Romania, Slovakia, Sweden, UK<sup>59</sup>
- 36-38. Youth Integrity Survey reports – South Korea, Sri Lanka, Fiji<sup>60</sup>

**ii. Assessment of overall progress towards 2011/14 indicator(s)**

A key focus over 2011-2014 has been the adaption of existing tools and development of new research tools developed in areas which are of strategic importance for TI, such as the development of the local integrity system assessment tool.

**4.2 Discuss the following:**

- i. Key new challenges to the achievement of output(s)**
- ii. Key positive/negative influences that impacted on progress**

Where we have made major progress is in better linking our research to our follow-up advocacy. Concretely on the 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, therefore increasing their buy-in of the research finding and subsequent policy recommendations.

Furthermore to capitalise on the success of the NIS methodology, it was adapted to the local level in form of the Local Integrity System Assessment which seeks to assess the existence and effectiveness of procedures and mechanisms to promote transparency, accountability and integrity in order to stop corruption at the local level. The methodology for Local Integrity Systems was successfully piloted in five countries in 2013. In

Ramallah, Palestine, the municipal authority for the first time conducted a public survey on citizen service delivery satisfaction following engagement with the Palestinian chapter's LIS assessment, again demonstrating a contribution toward government commitment on anti-corruption. Therefore holding true the assumption that building evidence on anti-corruption issues remains relevant for the global fight against corruption.

4.3 Impact weighting	
Current impact weighting in Logframe %:	25%

4.4 Output Risk	
i. Output risk rating:	
ii. Please provide a narrative on the reasons for applying this risk rating	
i. Low	
ii. The impact of the risk is that there is a low probability that the objectives would not be met	

4.5 Actual Achievement of expected results for output 1	A++
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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

#### 4.1.1 Output 2 To support citizens to address corruption and promote integrity

##### Progress against outputs

<b>Output Indicator 2.1</b>	Number of Advocacy and Legal Advice Centres globally (ALACs provide free and confidential legal advice to witnesses and victims of corruption)		
<b>Baseline</b>	65 (Jan 2011)		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Milestone</b>	65 (Jan 2012)	70 (Jan 2013)	85 (Jan 2014)
<b>Achieved</b>	71	88	96
<b>Variance</b>	+6	+18	+11
<b>Disaggregated Data*</b>			

\*Expand rows as required

##### *i. Narrative on progress in 2013/2014*

As of January 2014, the Transparency International movement had established 96 ALACs in 60 countries: in 22 countries in Europe and Central Asia, 4 in the Middle East and North Africa, 13 in Sub-Saharan Africa, 11 in the Americas and 10 in Asia and the Pacific.<sup>37</sup> We have ALACs operating in the following DFID partner countries: Ethiopia, Ghana, India, Kenya, Liberia, Nepal, Occupied Palestinian Territories, Pakistan, Rwanda, Zambia and Zimbabwe.<sup>37</sup>

*The indicator is cumulative*

##### *ii. Assessment of overall progress towards 2011/14 indicator(s)*

ALACs continue to be a flagship tool for the TI movement as it combines a unique set up approaches into one tool, namely to inform citizens about what is corruption (and what is not), to support them in pursuing corruption cases, to collate data in order to assess particular corruption hotspots and trends, and to inform our advocacy work. Case studies reported on under outcome indicator 2.3 often are the result of the work of our ALACs.

#### 4.1.1 Output 2 To support citizens to address corruption and promote integrity

##### Progress against outputs

<b>Output Indicator 2.2</b>	Number of National Chapters utilising online corruption
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	reporting tools, supported by TI-S.		
<b>Baseline</b>	1 (1.4.2012-31.3.2013)		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Milestone</b>	N/A as it is a new indicator	N/A as it is a new indicator	5 (1.4.2013-31.3.2014)
<b>Achieved</b>			2
<b>Variance</b>			-3
<b>Disaggregated Data*</b>			

\*Expand rows as required

**iii. Narrative on progress in 2013/2014**

TI-S decided by end of 2013 to develop a standardised online reporting tool based on Ushaidi to support chapters and other organisations in utilising online tools, instead of supporting individual chapters with small-scale grants in developing their own specific website. This will allow a much wider coverage of online reporting opportunities worldwide. While this has increased Value for Money by developing one tool, rather than multiple, this has meant we have not hit the target for this indicator. Nevertheless, during 2013/14 TI-S supported three chapters to build online reporting tools, two of which were finalised and utilised by the chapters.

- i. Guateinformada.org.gt – Support to Acción Ciudadana (Transparency International chapter in Guatemala)
- ii. Engaging community based organizations (CBOs) of HUYE District to monitor and report corruption in service delivery using IFATE tool – Support to Transparency International Rwanda.

**iii. Assessment of overall progress towards 2011/14 indicator(s)**

This was an indicator introduced in the 2013/2014 year. Please see narrative on progress below.

**4.2 Discuss the following:**

**iii. Key new challenges to the achievement of output(s)**

**iv. Key positive/negative influences that impacted on progress**

While TI-S has made significant progress in engaging with citizens, and support Chapters to do the same, we need to be increasingly clear how the TI movement can best engage with social movements and citizens globally. This question is particularly

pertinent to the TI Secretariat, which due to its function and mandate, primarily operates with intermediate rather than ultimate beneficiaries. This is not a new challenge to the TI Secretariat but one which has increasingly become clear in this reporting year. Another challenge is that our increased engagement with citizens, including our efforts to mobilise them to stand up against corruption, has also meant we have to constantly be aware of security and safety risks.

4.3 Impact weighting	
Current impact weighting in Logframe %:	25%

4.4 Output Risk	
iii. Output risk rating:	
iv. Please provide a narrative on the reasons for applying this risk rating	
iii. Low	
iv. The impact of the risk is that there is a low probability that the objectives would not be met	

4.5 Actual Achievement of expected results for output 1	A
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4.1.1 Output 3 To reach out to and influence external stakeholders	
Progress against outputs	
Output Indicator 3.1	Number of page views of the TI Space for Transparency Blog
Baseline	150,000 (2011)

	2011/12	2012/13	2013/14
<b>Milestone</b>	165,000 (2012)	181,000 (2013)	199,650 (2014)
<b>Achieved</b>	175,539	600, 096	454,156
<b>Variance</b>	+25,539	+435,096	+254,506
<b>Disaggregated Data*</b>			

\*Expand rows as required

**iii. Narrative on progress in 2013/2014**

We have surpassed the target due to more concerted outreach to the chapters by TI-S. During the reporting period we have created internal guidelines for publishing web material and have held several blog writing workshops for TI-S staff. Of particular success was a blog post our chapter in Haiti and staff at TI-S put together describing the long process of anti-corruption legislation, which was guided by TI-S work. The Prime Minister both linked to the blog on his Facebook Page and tweeted it.

Although it is not possible to disaggregate the data by gender, we have published several posts specifically showcasing women as anti-corruption actors during 2013/14. Including in Guatemala,<sup>61</sup> Fiji,<sup>62</sup> South Africa,<sup>63</sup> Egypt,<sup>64</sup> Zimbabwe,<sup>65</sup> and one called 'Why do women report corruption less than men?'.<sup>66</sup>

**iv. Assessment of overall progress towards 2011/14 indicator(s)**

The feature of the redesign on the blog in 2012/2013 is that it now shows more related blog post per a page than the original design which has increased the number of pages a user visits on the blog site.

4.1.1 Output 2 To reach out to and influence external stakeholders			
Progress against outputs			
<b>Output Indicator 3.2</b>	Number and description of TI documents with recommendations on Anti-Corruption practise and policy annually		
<b>Baseline</b>	14		
	2011/12	2012/13	2013/14
<b>Milestone</b>	14	14	14
<b>Achieved</b>	16	14	21
<b>Variance</b>	+2	0	+7

<b>Disaggregated Data*</b>			Policy Briefs=7 Web features= 10 Press releases= 4
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\*Expand rows as required

**iv. Narrative on progress in 2013/2014**

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

1. 2015 and beyond: The governance solution for development (Policy brief) <sup>67</sup>
2. Looking beyond 2015: a role for governance (Policy brief) <sup>68</sup>
3. 2013 Ending corruption to ensure basic education for all (Policy brief) <sup>69</sup>
4. 2013: Ensuring the integrity of higher education through accreditation (Policy brief) <sup>70</sup>
5. 2013: Preventing undue influence and preserving academic integrity (Policy brief) <sup>71</sup>
6. 2013 Protecting education sector resources from corruption (Policy brief) <sup>72</sup>
7. 2013: Schools and teaching lay the foundations for fighting corruption (Policy brief) <sup>73</sup>
8. Ukraine: an urgent anti-corruption agenda (web feature) <sup>74</sup>
9. Exposing health sector corruption saves lives in Honduras (web feature) <sup>75</sup>
10. Stop the secrecy in the sun (web feature) <sup>76</sup>
11. Five reforms to restore faith in Turkish politics (web feature) <sup>77</sup>
12. Keep corruption out to halt climate change (web feature) <sup>78</sup>
13. Why we need to know who really owns a company (web feature) <sup>79</sup>
14. Strengthening whistleblower protection: an international imperative (web feature) <sup>80</sup>
15. Ensuring mineral wealth is owned by the people – EITI in Mozambique (web feature) <sup>81</sup>

16. In Bangladesh, corruption kills hundreds (web feature) <sup>82</sup>

17. Women against Corruption (web feature) <sup>83</sup>

18. Transparency International chapters from around the world call for the preservation of peace and democracy in Venezuela (Press Release) <sup>84</sup>

19. Transparency International pide que se pare la aprobación de la Ley que atenta contra el derecho de acceso a la información en Honduras (Press Release) <sup>85</sup>

20. Transparency International makes recommendations after observing Egypt referendum (Press Release) <sup>86</sup>

21. Time for G20 finance ministers to lead reforms (Press Release) <sup>87</sup>

**v. Assessment of overall progress towards 2011/14 indicator(s)**

TI's recommendations continue to get traction by media, policy makers and the wider public. With the implementation of the 2015 Strategy we have become stringer coordinating movement-wide collective action around international issues, developing internationally relevant evidence-based advocacy products and actions, and ensuring high international visibility for the anti-corruption issue and the movement by external stakeholders.

We have sought to work ever more efficiently together as a global movement (cross movement capacity building) in advocacy and campaigning. Therefore significant achievements have been made in undertaking advocacy regarding international institutions and processes, aiming to ensure that global advocacy work plays a role in ensuring that the joint concerns of chapters are reflected at the global level.

**4.2 Discuss the following:**

**v. Key new challenges to the achievement of output(s)**

**vi. Key positive/negative influences that impacted on progress**

For TI-S to attribute our specific contribution to a change in discourse of external stakeholders remains a challenge. Despite this, we have sought to monitor our own contribution to such changes more clearly.

4.3 Impact weighting	
Current impact weighting in Logframe %:	25%

4.4 Output Risk	
v. Output risk rating:	
vi. Please provide a narrative on the reasons for applying this risk rating	
v. Low	
vi. The impact of the risk is that there is a low probability that the objectives would not be met	

4.5 Actual Achievement of expected results for output 1	A++
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4.1.1 Output 4 To strengthen the capacity of the TI movement			
Progress against outputs			
<b>Output Indicator 4.1</b>	Number of capacity development activities implemented by TI Chapters with Secretariat support		
<b>Baseline</b>	<b>10 (2010)</b>		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Milestone</b>	15 (March 2012)	20 (March 2013)	25 (March 2014)
<b>Achieved</b>	17	43	59
<b>Variance</b>	+2	+23	+34
<b>Disaggregated Data*</b>			
*Expand rows as required			
v. <i>Narrative on progress in 2013/2014</i>			

- Capacity assessment/ preparing for capacity development (12 activities)
- Strategic planning for increased relevance, effectiveness and anti-corruption impact (9)
- Financial sustainability / resource mobilisation (14)
- Building advocacy, campaign and communications capacity (12)
- Strengthening management and leadership capacity (14)
- Building capacity in leading collective action and international networks (6)
- Building thematic capacity in specific sectors and areas of engagement (1)

**vi. Assessment of overall progress towards 2011/14 indicator(s)**

During the reporting period 2011-14, momentum on organisational capacity development and institutional network strengthening for greater relevance, responsiveness and anti-corruption impact continued to expand across the TI Movement. Capacity development activities have been increasingly led or supported by different regional and thematic Secretariat departments, supported by the global Institutional Network Strengthening Programme. Growing Chapter commitment to contributing to horizontal learning and knowledge exchange has multiplied opportunities for building on existing expertise, further increasing value for money.

**4.1.1 Output 4 To strengthen the capacity of the TI movement**

**Progress against outputs**

<b>Output Indicator 4.2</b>	Number of trainings organised by TI-S for TI National Chapters		
<b>Baseline</b>	25 (01.04.2010-31.03.2011)		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Milestone</b>	25 (01.04.2011-31.03.2012)	25 (01.04.2012-31.03.2013)	25 (01.04.2013-31.03.2014)
<b>Achieved</b>	26	34	43
<b>Variance</b>	+1	+9	+18
<b>Disaggregated Data*</b>			

\*Expand rows as required

**vi. Narrative on progress in 2013/2014**

43 trainings were organised, covering a range of topics, including fundraising, communications, MEL and financial management.

As capacity development is a dynamic and multi-dimensional process it is too early to assess the mid- to long-term outcome of these workshops and training efforts. However, the following highlights some of the early capacity development outcomes reported by Chapters/ observed by TI-S:

Following the financial sustainability workshop in Douala in June 2013, TI Senegal implemented an institutional audit and has begun to analyse its funding requirements, donor environment and key success factors from previous fundraising efforts.

Capacity development outcomes reported by participants in the August 2013 global communicators meeting approx. 6 months after the event include:

- Honduras: increased use of infographics to visualise both simple and complex research findings for greater engagement of the public
- Indonesia: systematic development of campaign concepts and effort to combine campaign work with crowdfunding activities
- Jamaica: greater frequency in press releases, increasing Chapter credibility as a neutral actor and voice of the people in a difficult (partisan) political environment
- Maldives: increased national and international media coverage of Chapter activities through increased and enhanced use of social media
- Georgia: development of a special website section and re-design of the chapter's annual report to feature individual success stories
- Uganda: launch of 2-month Time to Wake Up campaign with another local Movement taking up and replicating the chapter's campaign messages
- Rwanda: enhancement of the chapter's social media presence through a functional facebook account that is already attracting a growing number of 'likes'

Participants in the January 2014 MEL training are now in the process of developing robust MEL systems and the respective tools and skills to maintain, use, update and revise them, with draft frameworks developed by all Chapters less than 3 months after the training.

**vii. Assessment of overall progress towards 2011/14 indicator(s)**

Channels and tools for capacity development continued to diversify over the reporting period 2011-14, 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.

#### 4.2 Discuss the following:

vii. **Key new challenges to the achievement of output(s)**

viii. **Key positive/negative influences that impacted on 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 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. 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

**Current impact weighting in Logframe %:**

25%

#### 4.4 Output Risk

vii. **Output risk rating:**

viii. **Please provide a narrative on the reasons for applying this risk rating**

vii. Low

viii. The impact of the risk is that there is a low probability that the objectives would not be met

**4.5 Actual Achievement of expected results for output 1**

A++

## Section 5: Value for Money - MAY be read as a stand-alone section

(indicative word count 1,100)

### 5.1 Cost Drivers and Commercial Improvement

- i. How does your organisation define value for money and how does this feed into your decision making?*
- ii. What are the key cost drivers for your organisation and how have you used their measurement to improve the cost-effectiveness of your activities?*
- iii. Describe how competition and effective commercial improvement is undertaken to drive improved value for money by your organisation.*
- iv. What VfM measures do you track in your programmes?*
  - a. Explain how you track these VfM measures.*
  - b. How have these measures helped you to achieve results at a reasonable cost?*

- i. A set organisational approach to VfM is currently being developed, in which we define VFM as being an assessment of whether or not TI-S is obtaining the maximum benefit for its beneficiaries from the goods and services it both acquires (procurement) and provides (delivery), within the resources available to it. The ultimate goal is to maximise the positive impact of the investment made.

Ultimately, VfM within our work serves to:

- Ensure we are clear on our cost drivers
- Demonstrate greater openness and transparency in the management of donated funds.
- Maximise the chance of achieving the desired ends without unnecessary expenditure and effort.
- Improve budget planning and effectiveness in budget management and procurement.
- Produce pertinent information to evidence-based choices and decisions
- Track efficiency and effectiveness in our work
- Provide clarity on why particular decisions and approaches are decided upon when seeking to achieve our objectives, as opposed to alternative decisions and approaches.

- ii. 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.

- iii. 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.
- iv. 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.

Furthermore, we track external evaluations references to effectiveness and efficiency. In this reporting year, a range of evaluations included reference to VFM. Examples include:

Evaluation of the Anti-Corruption Helpdesk (Caldwell Consulting, November 2013) "While few users of the Helpdesk service are aware of the costs involved, most stakeholders interviewed for this assignment (including funders) felt that the Helpdesk service provides good value for money".

DFID GTF Final Evaluation (Methven, Beauclerk & Rowley, July 2013)  
"Although ambitious, AC:DC was well managed across a self-selection of TI's global Movement" & "The AC:DC appears to be good value for money in terms of staff awareness of cost drivers and implementation of efficiency savings. More importantly the ability to bring about high level changes through relatively small activities is impressive and the value of some National Chapter work has been very important."

## 5.2 Embedding VfM in day to day operations

- i. Describe the steps taken to improve the effectiveness of your organisation and the results these steps achieved. If PPA funding has directly resulted in***

***organisational improvement please describe how, and to what extent.***  
***ii. Have you experienced any significant VfM achievements in the last reporting year not already outlined in this section?(y/n)***

i. TI-S has successfully continued 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.

ii. One particular VfM achievement is our approach to reduce costs for the Global Corruption Barometer. We are partnering with Afrobarometer and the EBRD for them to include Barometer questions in their own surveys, therewith reducing costs for TI as we will not have to commission data collection for the countries included in these external surveys.

## **Section 6: Beneficiary Feedback - MAY be read as a stand-alone section** *(indicative word count 900)*

### **6.1 How have you collected and used beneficiary feedback to inform your programming?**

#### Proximate beneficiary feedback

Strategies for the engagement of the poor and marginalised in the development of policy and advocacy were further refined and accelerated through beneficiary feedback. Seven chapters in the Americas conducted community-level participatory research with women's groups and beneficiaries in distinct regions. The chapters worked directly with over 400 beneficiaries to train them on their rights regarding the programme and on how to report claims. Workshops with these women also helped shape advocacy recommendations, which have been presented to public audiences, including more than 12,000 beneficiaries in Colombia and Guatemala. Additionally, the recommendations presented to the World Bank and the Inter-American Development Bank was recognised as of value by both donors.

The main direct beneficiaries of the TI-S work remain, however, TI Chapters. As reported in previous years, 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 2013 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.

#### Intermediate beneficiary feedback

The TI Helpdesk, a service providing timely and tailor-made answers to corruption-related queries, served to answer time-sensitive questions posed by chapters and other key stakeholders, growing in terms of demand and readership. TI-S collected the perceptions of users of the service. 63% of chapters responding to an online 2013 evaluation survey felt that the Helpdesk had increased awareness and/or understanding of the issue within their own organisation, and 46% felt it had positively influenced the design of a new project or initiative. 90% of users consider answers to be relevant, timely, easy to understand, and useful. In terms of contributing towards strengthening anti-corruption practice, policy and advocacy actions, 38% of chapters responding to the 2013 evaluation survey felt that the response had helped to influence new laws and policies and 21% felt that it had helped to get corruption issues taken up by the national media. Focusing on targeted external stakeholders who use

Transparency International Secretariat knowledge products and services for their work, eight U4 bilateral development agencies as well as the EC have access to Helpdesk services.

#### Ultimate beneficiaries

A welcomed aspect of the ALAC database is the possibility to quickly systematize the information about problem sectors and categories of people who require frequently consultations. This helps creating focus groups as well as provides suitable information required for consultancy in the territory.

TI Rwanda consults regularly with beneficiaries and other stakeholders, including local leaders, those at district level in charge of assisting citizens with legal matters, courts, prosecutors and the police in places where the chapter has ALAC offices. In addition, dialogue and consulting is maintained with police, the Office of the Prosecutor and the Supreme Court on the national level. In 2013, a round table was organised with key players to discuss the ALAC programme.

TI Zimbabwe uses the client feedback through translating client observations into actions that can drive much greater performance for ALAC, to find out what's most important to them when dealing with their issues and this will help ALAC to focus its efforts on meeting and/or exceeding those needs and to know where to target its improvements.

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.

## **Section 7: Gender - MAY be read as a stand-alone section**

*(indicative word count 900)*

### **7.1 How is your PPA designed, implemented and monitored in a way to deliver and track improvements in the lives and well-being of girls and women and contribute to gender equality?**

We continued to make progress on mainstreaming gender in our programmes and processes. We for example included indicators that monitored gender specifically in the TI-S Implementation Plan 2014. Furthermore, a TI-S Gender and Diversity policy was developed.

Data from the GCB was used to inform a policy position paper describing the linkages between gender, corruption and poverty. Specifically analysing how gender inequalities undermine good governance, sustainable growth, development outcomes and poverty alleviation. The policy paper supports the finding that where countries have made advances in women's empowerment and gender equality, they have witnessed lower levels of corruption over time.

Over a period of seven months a research team composed of six graduate students from Columbia University's School of International and Public Affairs worked with TI Niger and our chapter in Zimbabwe on a project on Gender and Corruption. This project was coordinated under the Campus for Transparency initiative led by TI-S. The main objective of the research project was to develop recommendations to understand women's experiences of corruption and facilitate women's increased use of ALAC services in both countries.

We provide innovation funding for Chapters targeting women, including follow up working papers on projects/results. TI Pakistan initiated a new project aimed at empowering women to participate in monitoring education on the local governance level.

At the June 2013 board meeting, a consultant on gender mainstreaming presented on 'the definition, approaches and challenges of gender mainstreaming' to board members, management group members, programmes leads and regional directors. Furthermore representatives from Oxfam and Amnesty International presented on gender mainstreaming in their respective organisations for learning and knowledge exchange.

Three gender sensitivity trainings were held in 2013/14 in order to provide TI-S staff

with a fuller understanding of the relevance of gender mainstreaming for the TI-S; a shared comprehension and a common language regarding gender and practical steps and tools to strengthen TI-S work through gender mainstreaming.

## Section 8: Partnership working

(indicative word count 500)

### 8.1 Detail the role of your project partners and the partnerships you have, including their role in improving accountability between partners and sustaining your work.

Working in partnerships lies at the core of our work and our approach. Partnerships relating to the work of TI-S, take place at different levels. Our key partners are TI National Chapters, to which the TI Secretariat is ultimately accountable. Collectively the Chapters are, through our Annual Membership Meetings, the highest decision making body within the TI movement.

Working with, for and on behalf of our Chapters, TI-S in essence has three key roles in working with these partners, namely:

1) TI-S leads in global and regional advocacy for the TI movement, which includes shaping the international anti-corruption agenda, coordinating TI Movement collective action around international issues and developing internationally relevant evidence-based advocacy products and actions.

2) TI-S promotes common anti-corruption approaches across the TI movement. TI-S identifies what is working to stop corruption and actively promotes successful approaches.

3) Support to, and servicing of, the global TI Movement is central to TI-S' mandate. Work in this area is complex and multi-faceted, but is central to the ability of the Movement to act effectively against corruption.

PPA support allows us to continue to engage TI-S with a range of further stakeholders, including media, academia, policy and decision makers, and others. Working with these actors will ensure we remain abreast of and share developments and challenges related to our work, in turn ensuring our interventions are informed and purposeful, and rooted in partnerships with others. For example, the Anti-Corruption Research Network (coordinated by TI) and outreach to the academic community improved Transparency International's ability to bridge the gap that often separates researchers (and evidence) from practitioners (and action). Our Legal Unit continued to work with major international clearinghouses and law firms, with pro-bono support being provided by them, including to chapters in the TI movement such as Dominican Republic, Colombia and Vanuatu. Another example is our partnership with the *BBC* around the launch of the 2013 Global Corruption Barometer, which saw the *BBC* produce a special interactive web section on the Barometer results, as well as a series of TV, radio and website reports during the weeks around the launch on bribery. The partnership

generated 14 interviews and 25 articles on BBC outlets around the world. A final example is our partnership with other NGOs on for example our work on IATI, the post-MDG framework, and the G20.

**Section 9: Anti-corruption and Fraud - MAY be read as a stand-alone section) (indicative word count 500)**

9.1 Anti-corruption and Fraud reporting period 2013/14	
<p><i>i. During reporting period 01 April 2013 – 31 March 2014, has there been any loss or misappropriation from unrestricted funds which could involve PPA funds? (Y/N)</i></p> <p><i>ii. In accordance with paragraph 16 of the PPA funding agreement, can you confirm if you have notified DFID of any unrestricted losses?</i></p> <p><i>iii. If not, please provide details and the action taken to recover/resolve this issue (as a separate confidential Annex E which is not included in the word count).</i></p> <p><i>iv. How are you taking anti-corruption and counter-fraud measures forward?</i></p>	<p>i. No</p> <p>ii. N/A</p> <p>iii. N/A</p> <p>iv. 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. The documents are the following. More details can be provided upon request.</p> <ul style="list-style-type: none"> <li>• TI-S Code of Conduct</li> <li>• TI-S has an ethics adviser which has as its primary responsibility to inform about the TI-S Code of Conduct and to give confidential advice on ethical question to staff members and other stakeholder who request it. A TI-S Ethics Council supports the work of the Ethics adviser.</li> <li>• While whistleblower protection provisions are included in the TI-S Code of Conduct, a fully-fledged Policy for TI-S is currently being developed.</li> <li>• The TI Secretariat reports to the International Financial Reporting Standards, showing extreme detail in terms of our income and expenditure. It is TI'S policy to list all donations over €1,000 and publicly disclose these.</li> <li>• TI-S yearly compiles a GRI (Global Reporting Initiative) NGO Supplement level C report on its structure, systems and activities.</li> <li>• The TI-S procurement guidelines were last updated in September 2012. These guidelines provide employees with uniform and consistent policies and procedures on how to purchase goods and services on behalf of TI-S.</li> </ul>

**Section 10: Climate and Environment - MAY be read as a standalone section** (indicative word count 900)

**10.1 Addressing Climate and Environment issues as an Organisation**

- i. Does your organisation have an institutional strategy to address climate and environment issues?*
- ii. Describe your organisation's efforts to mainstream climate and/or environment issues into its operations or those of your intervention partners.*
- iii. Are you investing PPA resources from DFID to improve your organisation's operational effectiveness in relation to climate and environment issues?*

i. TI-S does not have a stand-alone climate and environment strategy but measures to prevent and address corruption are integrated into the code of conduct, Article 4.6.

ii. As part of the code of conduct we are committed to reducing the environmental impact of TI. The main environmental risks associated with TI-S's work remain the number of flights we undertake. We are now using new technologies, including video-conferencing, more than in the past, for example in our engagement with the PPA learning partnership. 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. One highlight of success in this area of work includes that following direct engagement with the Climate Investment Funds (CIF), the CIF website was updated in June with a page on transparency and accountability, highlighting how to access information and how to send a complaint, including from/on the implementing entities. This information was previously only in documents, thus difficult to access.

iii. As mentioned, flights are the main environmental risks for TI-S. We measure CO2 emissions and PPA funds do contribute to us setting up the systems to monitor this. Our emissions stayed at around the same level in 2013 compared to 2012 (3.258 tons in 2013 compared to 3.260 tons in 2012), despite the increase in number of staff and an increased number of

chapters with whom we engage.

***The following sections are optional and present opportunities to discuss aspects of your work that you have not been able to represent in previous sections:***

***Section 11: Further Information  
Annex F: Changing Lives case study***

**Section 11: Further Information**

*Note:*

- a. This is optional. The information you give in this section is extremely useful as it can help to develop DFID policy work. This section does not form any part of your annual assessment.*
- b. This should be **no more** than 400 words.*

<b>11.1 Organisations are invited to use this section to tell us more about work which may not be covered elsewhere in the report.</b>

***This now concludes Part 1- Annual Report 2013-14.***

***Please proceed to Part 2 – Strategic Funding for period 2011-2014.***

## Part 2 – Strategic Funding

### PPA Strategic Funding Report for Reporting Year 2011-2014

Please refer to the guidance when completing this template

**Note:**

Maximum word length is 6500 (Consortia 7150); Arial 12pnt for all sections;  
Any text over the maximum word length will be disregarded.

#### Section 1: The Use of Funds

##### Question 1.1 *(not included in the word count for this section)*

**How did you use the funds?**

**Note: please use the table provided in the guidance and attach as annex G**

**Provide approximate % of PPA expenditure allocated by activity type, sector and country for 2013/2014.**

Please see attached table G. TI-S continued to use PPA expenditure in the range of categories as provided by DFID, with the funds being relatively equally spread across the categories.

##### Question 1.2 *(indicative word count 500)*

**Describe the decision process about the strategic use of funds, and explain what internal and external factors it was informed by, including your strategic priorities and needs.**

The decisions on how we use PPA funds are driven by the priorities as outlined in the TI-Secretariat five year implementation plan covering 2011-2015, along with our organisational development needs and new priorities as identified while implementing our work.

The process we follow in terms of deciding how we use PPA funds is as follows: Ahead of each operating and financial year we set our priorities and targets for the year, which are based on our 5 year implementation plan but with room for adding additional priorities if identified. We subsequently decide in which areas we invest our unrestricted income, including the PPA. We monitor progress on targets quarterly, and progress on the budget monthly, allowing us to make corrections where required and undertake further investments where possible.

Concretely, PPA funding allows us to invest and test new areas of work, ultimately increasing our ability to achieve our results. For example, PPA funds contributed to our scale up of work with social media and ICTs, seeking to reach out to an increasing number of citizens, which is in line with our priorities, while our Local Integrity System assessment pilot allowed us to test approaches to improve governance at the local level. In this reporting year, we used PPA funding to design our Unmask the Corrupt campaign, a new TI effort seeking to make it mandatory for business registers in G20 countries to include information about the ultimate “beneficial owner” and making that information public. This information can help stop corrupt officials and other criminals from using companies to move secretly money around the world by helping ensure that law enforcement and the public know who really benefits from every company registered on their soil.

Beyond using PPA funds to invest in strategic priorities, PPA funds have also been used on developing a range of internal policies, such as an updated procurement policy, a financial manual, an access to information policy, and a gender and diversity 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.

The mid-term IPR concluded in August 2012 that “The PPA grant has been put to good use so far in terms of developing and implementing the new Strategy 2015, and has enabled TI-S to move faster in reorganising and professionalising itself and in reaching out to its Chapters and building their capacity”.

**Question 1.3** *(indicative word count 500)*

***To what extent did PPA funding enable you to make decisions that you couldn't with other funding sources and why?***

Unrestricted funding such as the PPA allows us to invest, improve, reprioritise and respond quickly where needed. Where restricted funding does not allow for such flexibility, with unrestricted funding such as the PPA we were able to:

- Operate at the international policy level in a flexible and timely manner to ensure relevant engagement (e.g. on the UNCAC, G20). Unrestricted funding such as the PPA allows us to quickly respond to G20 statements for example, and allows us to engage with G20 member states in setting the anti-corruption agenda. Such work is typically not funded through project funding.
- Respond quickly to external developments (e.g. Arab spring) and changing targets. PPA funding contributes to our Rapid Response Unit for example, which provides sustained, timely and authoritative responses to international events and issues, ensuring Transparency International kept a finger on the pulse to emerging corruption stories. Thanks to unrestricted support such as the PPA, the Rapid Response Unit has evolved into a seven-day a week operation, ensuring TI statements, op-eds, blog posts, letters and web features were produced in reaction to emerging events and quoted in global and targeted news outlets, such as: *Financial Times, the Guardian, the Huffington Post and Al Jazeera*. Work such as our global media work, including rapid responses to events, are typically not fundable through project support.
- Invest in strategic organisational development and strengthen organisational systems and processes. Examples of these are provided in section 1.2 above. While elements of the strengthening of systems and processes (such as M&E associated costs) can be included in project funding proposals, sustained progress on organisational development can only be made with the support of unrestricted income. In this reporting year for example, significant improvements were made in systematically demonstrating results and capturing evidence through the mainstreaming of quarterly reviews of the Transparency International Secretariat wide annual plan. In most units, the quarterly reviews have led to increased ownership of their individual annual plans and the systematisation of data collection and analysis. The quarterly reviews have also increased quality of monitoring data particularly on impact.
- Invest in innovative programmes and approaches. Project funding is usually linked to pre-determined indicators while targets have to be set in detail. While PPA funding is also linked to specific targets as set out in the PPA logframe, the unrestricted nature of PPA support allows us to use parts of the support for innovative approaches and

invest in new tools and approaches. Examples include our work to develop a local integrity system assessment methodology. PPA support also allows us to provide direct innovation funding to our National Chapters. One example in this reporting year was a grant we provided to TI Madagascar, which allowed women the opportunity to voice their corruption concerns through live broadcasts, and through three public meetings which were held in three different villages. Once the women were made aware that they have the right to report what they believe as abuses or corruption, they visited the mobile Advocacy and Legal Advice Centre run by our Chapter, receiving free and confidential advices on what to do with regards to existing laws and regulations.

- PPA funds contributed to cross organisational networking and learning, which is difficult to get funded through restricted project funding. For example, PPA support contributes to the Anti-Corruption Research Network, which allows Transparency International to leverage its global network and to promote an agenda of corruption research around the world, therewith increasing evidence on corruption and how to tackle it, in turn informing policy and practise by stakeholders, including donors.

**Question 1.4** *(indicative word count 500)*

***Were there any unintended consequences (positive or negative) as a result of making these decisions? If so please provide evidence that presents what these were, why they arose and the extent to which they affected your organisation and/or the delivery of your programme activities.***

The decisions on how to use our unrestricted income, including PPA funds, are grounded in our strategic priorities and in identified needs to invest in particular areas, such as M&E and innovation. One unintended consequence of our decision to invest PPA funding in our work on the G20 was related to the fact that the G20 countries started to play a leading role during the UNCAC Conference of State Parties V negotiations in November 2013. Due to our strong engagement with and understanding of the G20 positions, we were able to engage with the G20 members during this conference, reminding them of their G20 commitments. A negative example of our decision to spend PPA funding on the whole spectrum of deliverables as outlined in our plans was that our unrestricted funds, including PPA income, were spread thinly. This in turn meant that some of our objectives were not achieved. For example, on managing and sharing knowledge we have not progressed as much as we had wished in the past

three years. We also have not made sufficient progress in planting the anti-corruption agenda in big consumer organisations, which was one of our objectives when we set out to implement our 5-year implementation plan.

## Section 2: Changes in Capacity

### Question 2.1 (*indicative word count 1,000*)

***To what extent and how have your decisions on the use of PPA funds affected your capacity to improve the effectiveness of your organisation and/or your capacity to deliver your programme activities? Please evidence these changes.***

TI-S defines organisational effectiveness as the extent to which we were 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.

Our effectiveness and capacity to deliver were affected in multiple ways.

- In the 2013/14 reporting period 38 staff in total attended MEL training courses. Feedback was mostly positive. Furthermore, we implemented rapid learning reviews on a range of projects at TI-S, convening teams and other stakeholders to create a feedback loop on project management and results. External evaluations of TI-S projects were also assessed to enable key takeaways from each review. To extend these capabilities and knowledge to the movement as a whole, TI-S initiated direct engagement with chapters through the delivery of a MEL Mentoring project. The purpose of the MEL Mentoring Project is to support Chapters in developing and/or improving their MEL frameworks based on their strategic plans and the Transparency International Strategy 2015.
- Increased Human Resource capacity directly contributes to improved performance by TI-S staff. PPA funds were used to invest in such capacities, including through the development of relevant policies (such as on mainstreaming Gender and diversity), through training (for example on Line Management), and through an ongoing process in which we better define individual job descriptions and clarify career opportunities.
- A range of organisational processes were improved throughout the three year PPA support, including, but not limited to, an advance project design and development process, delegation of authority, and a comprehensive risk management policy. In addition, our finance manual, including procurement processes, were improved. Looking at the movement more broadly, unrestricted support such as the PPA allowed us to improve our governance procedures, for example by revising the self-evaluation form which is part of our Membership Accreditation process, an extensive form has been developed online on the basis of the new accreditation framework and is in test run 2014. 50

PPA Annual Reporting Template (2013-14) &  
Strategic funding report (2011-14)

The above assessment matched the mid-term IPR which concluded in August 2012 that *“The reorganisation of TI-S and the increase in capacity in several TI-S Departments has been directly due to the increased PPA”*

In addition, we were able to improve and invest in a range of programmatic priority areas and PPA support allowed us to thoroughly design and start rolling out these programmes. For example:

From 2011-2014, the global Institutional Network Strengthening Programme supported both capacity development of individual chapters as well as a number of global activities to address common capacity needs shared by chapters across the Transparency International Movement. Achievement made possible thanks to unrestricted PPA support include

- The INSP Small Grants Programme supported 11 chapters with grants of EUR 1,500 – 10,000 in areas such as capacity assessment, strategic planning, human resource management, and resource mobilisation in Chile, Colombia, Dominican Republic, Nicaragua, Cameroon, Madagascar, Niger, Zimbabwe, Australia, Armenia and Slovenia. A learning review of the programme found that chapters expressed a high level of satisfaction with what they had achieved with small grant support, and that the programme provided real added value to their capacity development efforts in a range of areas.
- As part of a pilot Executive Leadership Programme, a first group of nine chapter Executive Directors (EDs) and deputy EDs/ Programme Managers participated in September 2013 in management training and were subsequently offered individual coaching by an international leadership consultant.
- In addition to a “Transparency International Guide to Financial Sustainability”, developed in 2012 and used by chapters participating in a fundraising mentoring project, three short “fundraising toolkits” to provide guidance on raising funds from major donors, foundations and multilateral donors were published. A review of the fundraising mentoring project found that the project contributed to a change in skills, knowledge and attitudes in participating chapters in relation to diversifying their sources of funds.

Our investment in People Engagement ensured that we were able to support the TI movement in taking people engagement to scale. Concretely for example, with support of unrestricted support such as the PPA, we were able to

- While the actual engagement of and with people has occurred primarily at chapter level, the secretariat provided significant support to chapters to effectively communicate the impact of their work. The secretariat facilitated the development of case studies of citizens resisting corruption, in order to inspire others to take action.
- Thanks to unrestricted support we were able to substantially scale up our outreach to citizens through our website and social media. See part 1 of this report for detail.
- Significant progress was made in the area of using technologies for anti-corruption activism. The emphasis was on the role that technologies play in allowing people to report and follow-up on their corruption-related complaints and thereby introducing powerful watchdog mechanisms into public life. The Transparency International Secretariat provided technical and, in some cases, financial support to chapters to better leverage technologies.

**Section 3: Effects the changes in capacity**

<b>Question 3.1</b> <i>(indicative word count 1,000)</i>	
<ul style="list-style-type: none"> <li><i>i. How have these changes in your capacity affected the results you are reporting in the logframe?</i></li> <li><i>ii. How have these changes in your capacity had wider effects beyond those reported in the logframe?</i></li> <li><i>iii. How much time do you think it will take for these changes to have an effect on your results and why? If these effects are long-term then explain why you think the results will be affected in this way.</i></li> </ul>	
<ul style="list-style-type: none"> <li>i. The results we are reporting in the logframes are a reflection of our investments in our programmes such as our People Engagement work and our support to strengthening the capacity of the TI movement. For example, trainings reported on under output 4 were partly funded through unrestricted support such as the PPA. Investment in our work on communications allowed us to reach more citizens than ever before through social media and our website. Additionally, the improvement of organisational processes and systems allow for more efficiency and effectiveness in our operations, in turn allowing us to target our resources towards achieving the objectives as outlined in our logframe.</li> <li>ii. The PPA logframe is a good reflection of the priorities of the TI Secretariat but does not cover all of these. Hence, the organisational improvements, such as on M&amp;E and work processes, profit all our work, including work funded outside of the PPA.</li> <li>iii. Increasing capacity will remain an iterative process in which we will</li> </ul>	

continuously need to respond to changing priorities, new needs, and need to learn from our mistakes.

**Question 3.2** *(indicative word count 1,000)*

***Please provide evidence (quantitative and qualitative) that the changes in your capacity have benefited the socially excluded groups you have targeted.***

Our investment in people engagement has allowed us to better support National Chapters in their outreach to citizens. To further focus on how our policy and advocacy impacts and benefits the poor and the marginalised the TI Secretariat adjusted key ALAC procedures: by focusing on outreach work, mobile ALACs made the service more easily accessible in more rural locations; the database monitored levels of vulnerability and gender of complainants and clients; and the selection criteria for innovation projects further facilitated the inclusion of vulnerable populations. Furthermore programmes and strategies for the mobilisation and engagement of women and youth were further refined and accelerated. TI-S is developing new approaches and concepts as well as identifying opportunities for our increased work with women across the globe. In the Sub-Saharan Africa region, regional surveys on young women, young men and corruption were supported by specific technical advice on gender and chapters are progressing with sensitisation on issues of gender, generation, and vulnerability. In the South Asia region, this drive has translated into new women-focused and youth initiatives. Transparency International Pakistan, for example, initiated a new project aimed at empowering women to participate in monitoring education on the local governance level. Transparency International Sri Lanka has recently published a report on women and corruption which will be useful in planning gender-sensitive ALAC activities in the future. Transparency International India has trained over 250 Volunteers, most of whom are law students, to conduct 35 mobile advice desks at university campuses across four districts. Volunteers were also trained on how to file a claim for Right to Information (RTI), resulting in over 750 claims being filed on behalf of ALAC clients. Support to Transparency International Rwanda was provided to engage community based organizations (CBOs) to monitor and report corruption in service delivery. In 2013, seven chapters in the Americas region conducted community-level participatory research with women's groups and beneficiaries in distinct regions of each country. The chapters worked directly with over 400 beneficiaries to train them on their rights regarding the programme and on how to report claims. Workshops with these women also helped shape advocacy recommendations, which have been presented to public audiences, including more than 12,000 beneficiaries in Colombia and Guatemala.

### **Question 3.3** *(indicative word count 500)*

***To what extent were groups other than the intended socially excluded groups affected?  
Why was this case?***

While TI's work, including our policy engagement, is intended to ultimately affect socially excluded groups, the majority of TI's direct work, particularly at the TI Secretariat, is intended towards changing policy and practise by state and non-state actors, while building the capacity of National Chapters to do the same at the national level. The majority of the indicators in the PPA Logframe reflect this focus on working with institutions and the TI movement. Concretely for example, a range of policy makers, decision makers, companies, etc, benefitted from TI's recommendations reported on under output 3. The research products reported on under output 1 serve both as a tool to assess corruption and its roots and impact, but also allows for strong engagement with the relevant stakeholders, ensuring they own the outcomes of our research and use the findings and recommendations as incentives for future action. And as reported under output 4, a key role of the TI Secretariat is to strengthen the capacity of TI National Chapters, allowing them to take forward the anti-corruption fight at national level.

One concrete example how our policy work impacts the poor is our call for the inclusion of governance and anti-corruption in the post-2015 UN Development Goals. Transparency International has taken this process as a new opportunity to bring the issue of social justice to the global level, to address corruption with most vulnerable in the different contexts where we work. Messages on corruption, transparency, accountability and broader governance concerns were produced by a steering group of Transparency International movement members, which included chapters in DFID partner countries: namely Bangladesh, Ghana, Liberia, and Zambia. Sections of text reflecting the messages were included in the UN's official communications around discussions on the post-2015 discussion, most notably in the UN High Level Panel Monrovia Communique and UN High Level Panel Bali Communiqué. Furthermore, Transparency International language and messaging were reflected in the UN's High Level Report on the Post-2015 Agenda which called for a stand-alone goal to "ensure good governance and effective institutions."

## Section 4: Innovation and Learning

### Question 4.1 Innovation (*indicative word count 500*)

***How and to what extent has PPA funding enabled you to (where applicable):***

- i. Generate new knowledge, including through the development and application of new approaches and ways of working (radical innovation)?***
  - ii. Use existing knowledge, including through existing approaches and ways of working that are applied in new contexts (incremental innovation)?***
  - iii. Apply new knowledge to demonstrably improve the capacity of your organisation and/or your programme interventions?***
  - iv. Take risks by experimenting with new projects or approaches and with what effects?***
- i. Innovation grants, to which PPA funds contribute, continued to be rolled-out to Chapters in this reporting year, and the years before. Successful examples of this work include:
- TI Guatemala developed a platform which is promoting the access to information on human rights through [www.guateinformada.org.gt](http://www.guateinformada.org.gt). *Guateinformada* will be a web site where any person will be able to send access to information requests to Guatemalan public bodies. The project aims to facilitate and promote the effective use of access to information rights, providing an accessible and free tool for citizens.
  - TI Rwanda was enabled with an innovation grant to engage community based organizations (CBOs) of Huye District to monitor and report corruption in service delivery using “IFATE” ([www.ifatetirwanda.org](http://www.ifatetirwanda.org)). The project comprised the following activities: Kick – off of “IFATE” tool; identify services entitled to CBOs of women, youth and disabled operating in Huye District; organize their members to monitor those services and report through “IFATE” tool; advocate for their issues.
  - Another tool we are exploring is the development of a Business Integrity Index, which measures the level of integrity in the business sector in a given country. Once finalised, the tool will provide evidence for advocacy efforts by TI’s National Chapters, TI-S and other organisations to strengthen both the regulatory environment for business integrity as well as businesses’ own policies and behaviour on this area.

- ii. Supported by PPA funds, the TI well-tested National Integrity System (NIS) Assessment Tool was adapted to the local level in form of the Local Integrity System Assessment tool. Based on the NIS methodology a Local Integrity Systems (LIS) methodology, including diagnostics, local planning and solutions, was developed and successfully piloted. Despite of the strong theoretical basis for devolving powers from the national to local governments, results have been mixed in terms of improved governance and service delivery. Given this challenge, the Local Integrity System (LIS) Assessment Tool, developed in 2013, seeks to assess the existence and effectiveness of procedures and mechanisms to promote transparency, accountability and integrity in order to stop corruption at the local level. The tool provides recommendations on areas for reform and develops a follow-up action plan for strengthening local integrity in collaboration with key local stakeholders. The methodology for Local Integrity Systems including diagnostics, local planning and solutions, was developed and successfully piloted in five countries (Argentina, Kenya, Palestine, Portugal, Senegal) in 2013. In Ramallah, Palestine, the municipal authority for the first time conducted a public survey on citizen service delivery satisfaction following engagement with the Palestinian chapter's LIS assessment.

Additionally, two new innovations have been added to the NIS Assessment Tool. Firstly, a methodology for updating existing NIS research was developed in order to assess progress over time with regards to a country's integrity system, and is currently being piloted in Sri Lanka, Georgia, Ukraine and Armenia. Secondly, a tracking mechanism has been developed to systematically measure anti-corruption progress resulting from NIS projects, to be piloted in the 2nd half of 2014 in the Western Balkans region.

In addition, to strengthen the research-advocacy link, the National Integrity system approach has introduced a sophisticated and innovative stakeholder and political will analysis tool.

- iii. A key piece of learning over the PPA period is that we might have sometimes separated our research too much from our advocacy work in the past. We now increasingly seek to ensure that advocacy already starts at the research phase. The National Integrity System assessment approach, and also our TRAC reports, for example, involves its target groups – i.e. stakeholders in key anti-corruption institutions in the inception and then also in the research phase of the project, ensuring broader ownership and eventual uptake of the recommendations emerging from the research by these very stakeholders.

Another area where we have used new knowledge to improve our programming is the use of ICT tools. 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 to stop corruption. Increasingly, TI Chapters combine “offline” hotlines and support (particularly our Advocacy and Legal Advice Centres) with online reporting and mapping platforms. 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.

- iv. Over the last few years, and particularly in the 2013/14 reporting year, we used PPA funding to design our No Impunity initiative, a new TI campaign seeking to respond to the identified need within and outside of the TI movement that corruption cannot only be fought by having the right institutions in place, but is ultimately also about ensuring the corrupt cannot get away with it. PPA funding allows us to experiment with new approaches to stop corruption under this initiative, for example through the use of social sanctioning, and generally becoming bolder in our messaging.

#### **Question 4.2 Learning** (*indicative word count 500*)

***How and to what extent has PPA funding enabled you to (where applicable):***

- i. Apply learning from your own work to make improvements?***
- ii. Share learning with other organisations and with what effects? Please state who these organisations are.***
- iii. Learn from other organisations and with what effects? Please state who these organisations are.***

***Please provide evidence and describe (where applicable) for the above:***

- Formal and informal mechanisms that have enabled different types of learning; and***
- How and to what extent learning has contributed to the sustainability of benefits post-PPA funding.***

PPA funding has allowed us to invest in learning and develop and improve the tools we

use to do so. With learning we mean assessing what works and what does not work in a particular area, in a particular context, and within a specific organisational context.

Learning through monitoring:

- *Learning reviews.* At TI-S all-staff learning review meetings are organised twice a year, in addition to open Management Group meetings which take place every three months. These meetings are used as an open forum to discuss concrete achievements, challenges, and possible improvements across the entire Secretariat.
- *Reflecting on quarterly monitoring reports:* The quarterly monitoring of our work by each unit/department makes it possible for the units to reflect and course-correct where needed on a quarterly basis. With the quarterly monitoring becoming increasingly “business as usual”, more and more units are using the monitoring reports for such learning and review purposes.
- *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 encouraged 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&iii. TI-S has particularly in the 2013/14 reporting year increased its engagement with the PPA learning partnership, particularly within the Institutional Effectiveness group and the M&E group. On the former, TI-S is leading on a piece to do research into the approaches donors take towards unrestricted funding, with the TOR to be published shortly. During one learning session, hosted by Cafod and organised by Oxfam and Cafod, TI-S together with Article XIX presented on their experiences in managing unrestricted funding grants. Through the M&E learning group we jointly discussed how different PPA holders went about integrating PPA reporting and evaluation into our M&E systems, and how effective this has been.

There was agreement among the participants that the PPA has been an influential driver in strengthening M&E systems. For TI-S such sessions are helpful to understand and discuss joint challenges and opportunities, while recognising that different organisations face their own inherent challenges and have their own specific set-ups and approaches.

In addition, TI is approached regularly to informally share its lessons learned, particularly in the field of global awareness raising and using research for advocacy, such as by a consortium of Oxfam GB, US and NL, the Global Institute for Economics and Peace, the World Bank Climate Mitigation Team, Global Integrity, HelpAge.

## Section 5: Sustainability

### Question 5.1 (*indicative word count 500*)

***Please describe and evidence instances where initiatives and approaches have been sustained by others?***

PPA investments have allowed us to be clear on our programming and their priorities, which in turn have increased opportunities to secure income from other donors to implement our work. For example, our Strategy 2015 and subsequently TI-S 5 year implementation plan have clarified the priorities for TI-S until 2015, along with clarity on how we implement our work. This in turn has allowed us to be clearer and sharper in terms of how we present our programmes and projects to external donors.

In addition, we used PPA support to increase our support to National Chapters. For example, our people engagement team has provided direct support to National Chapters on how to set up, and manage, Advocacy and Legal Advice Centres, and have also supported the TI movement to engage people through ICT tools.

## This now concludes Part One and Part 2 of the Annual Report

**Please now attach the following Annexes and Appendices:**

**A: Acronyms**

**B: Theory of change**

**C: Evidence table**

**D: Methodological table**

**E: Confidential Fraud Report**

**F: Changing Lives case study (optional)**

**G: Use of funds table**

**Appendix 1: Response to request for additional information on  
Transparency and Value for Money**