

Mid-Term Evaluation of the  
Transparency International  
Middle East and North Africa  
Regional Programme

denkmodell Reference 13-171

**Final report**

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for Transparency International MENA Department

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## Abbreviations

ACTION	Addressing Corruption Through Information and Organised Networking (three-year USAID funded project, implemented by TI from 2010 to 2013)
ALAC	Advocacy and Legal Advice Centre
AMAN	AMAN-Coalition for Integrity and Accountability
CPI	Corruption Perceptions Index
CSOs	Civil Society Organisations
DAC	Development Assistance Committee
EU	European Union
FFO	Federal Foreign Office
GCB	Global Corruption Barometer
GDI	Government Defence Integrity
IACC	International Anti-Corruption Conference
LIS	Local Integrity System
LTA	Lebanese Transparency Association
MENA	Middle East and North Africa
MEL	Monitoring, Evaluation and Learning
NGOs	Non-governmental organisations
NIS	National Integrity System
OCAT	Organisational Capacity Development Tool
ODA	Official Development Assistance
the Programme	Transparency International's Middle East and North Africa Programme – Promoting Transparency, Accountability and Integrity in the Middle East and North Africa Region
SIDA	Swedish International Development Cooperation Agency
TI	Transparency International
TI-S	Transparency International Secretariat
TIMP	Transparency International's Middle East and North Africa Programme – Promoting Transparency, Accountability and Integrity in the Middle East and North Africa Region
TM	Transparency Maroc, Association Marocaine de Lutte Contre la Corruption
UK FCO	United Kingdom Foreign & Commonwealth Office
USAID	United States Agency for International Development
YTTI	Yemeni Team for Transparency and Integrity

## 1 Executive Summary

This report serves as mid-term evaluation of Transparency International's Middle East and North Africa Programme (TIMP), which is a donor financed programme funded by the Swedish International Development Cooperation Agency (SIDA), the German Foreign Office (AA – Auswärtiges Amt) and the United Kingdom Foreign and Commonwealth Office (UK FCO). The programme operates within the Maghreb and Mashreq regions and in Yemen. Its duration is July 2011 to December 2014.

Following TI's own interest to better understand the TIMP's effectiveness and operational performance and also to comply with donor requirements, the midterm review was undertaken in July and August 2013 after two years of implementation completed. Based on an extensive assessment, recommendations on how to re-adjust the programme's overall approach and direction to reach its objectives are proposed.

In a nutshell the results of the review show an ambitious and in many ways pioneering programme that works towards comprehensive change in a very complex and challenging environment. TIMP thus far has achieved the intended results for the given time period only to an extent, which is mainly due to the lead-in time that was used to get the programme fully operational as well as because of structural and human resource capacity limits (in number and expertise) on both secretariat and chapter level the programme. Yet, interviewees had a shared understanding of the programme implementation's shortcomings and bottlenecks and that programme performance has significantly improved in the last 12 months. Commitment for necessary further improvement of programme implementation is high among all involved, and first decisions to strengthen operations and to focus on priorities have been taken.

Findings along the DAC criteria are summarized below, with additional analysis done in the report on the additional dimension cooperation and participation:

- The **relevance of the TIMP is an asset to build upon**. Programme activities, overall, are very much perceived to respond to the demand on the ground. Also, the comprehensive set-up of the programme provides a large platform from which to flexibly develop interventions that are relevant to the respective and very different local contexts. At the same time the programme until today to a large extent focussed on chapter-countries or countries with available partner structures – i.e. Lebanon, Morocco and Palestine – whereas the relevance of the TIMP for most of the other target countries is difficult to determine without much programme activity having taken place, largely due to TI's general mode of acting through established chapters.
- The **TIMP's effectiveness in terms of progress towards results needs to be further strengthened**. Whereas it is too early to understand the TIMP's wider impact, an assessment of the programme in terms of results achievement brings a two-fold conclusion: On one side, the unquestionable successes made in the capacity building and programme implementation through the chapters in Lebanon, Morocco and Palestine, while on the other, the overall limited degree of project activity in the TIMP countries Algeria, Egypt, Iraq, Jordan, Libya and Yemen., which leaves the programme fall short in relation to its objectives..
- **Many gains exist regarding the improvement of the TIMP's efficiency**. Increased intraregional cooperation, in-parallel implementation of activities in several countries, better documentation of lessons learned and most important more efficient communication through further improving and observing clear communication lines leaves substantial room for increasing overall and resource efficiency.

- **The initial assessment of the programme's sustainability is positive**, though not yet much in the focus of TI yet. The substantial accumulation of capacity, experience and self-confidence in chapters through TIMP has already today built a good base from which to endeavour into independent action and fund generation by chapters and for sustaining their work in the future.
- **Strong ownership is the platform for future success** with the staff working in the secretariat, the chapters and the partner institutions visited being highly committed and creative. Moreover, the TIMP management and chapters are, as mentioned, very aware of major shortcomings of programme implementation until today, and started to take action to adjust the direction of the programme accordingly. On the other hand, a challenge is seen in the fact that the chapters are legally not accountable for the overall implementation of the TIMP, which contradicts the secretariat's interest to see the chapters in the lead of the TI movement.

Against the backdrop of these findings the evaluator **recommends that the operational needs of the TIMP need to be moved further into the centre of attention of both TI-S and existing chapters** in order to overcome the current shortcomings and bottlenecks in implementation and meet both the programme's challenges and its objectives.

**Further key recommendations** based on the above findings are:

- The **capacities, experiences and the know-how accumulated in the established chapters and especially the Palestine and Moroccan Chapters need to be systematically brought to bear in the TIMP** and combined with those of the TI-S in order to shoulder the implementation load of this broad programme and reach the TIMP's objectives.
- The **existing and future chapters will need to also take responsibility for the overall success of the TIMP** in order to develop the required level of ownership and responsibility and to build a true regional coalition against corruption.
- A **significant increase of attention and effort for achieving programme progress by setting priority on particular countries, namely Egypt, Tunisia and Yemen** as the most prominent countries of the Arab Spring, is likely to achieve more impact in the post-Arab spring context and to give the necessary push to the result achievement of the TIMP.

Specific recommendations on individual findings can be found in chapters 5.1 to 5.3.

Finally, the evaluator wants to use the opportunity once again to **thank all persons met during the review for their trust, openness and commitment.**

## 2 Introduction to the TIMP

Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 90 Chapters worldwide and an international secretariat (TI-S) in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business and civil society to develop and implement effective measures to tackle it.

TI is represented in the Middle East and North Africa (MENA) region by five TI national chapters and one national chapter-in-formation. The TI chapters have been active in the region for a number of years (Transparency Maroc was founded in 1996, and since then coalition groups and associations in Bahrain, Kuwait, Lebanon, and Palestine have been

granted national chapter status). The national chapter-in-formation in Yemen, YTTI, has been established more recently, but is developing its collaboration with TI.

Transparency International's Middle East and North Africa Programme (TIMP) is funded by the Swedish International Development Cooperation Agency (SIDA), the German Foreign Office (AA – Auswärtiges Amt) and the United Kingdom Foreign and Commonwealth Office (UK FCO). It operates within the Maghreb and Mashreq regions and in Yemen. The programme started in July 2011 and runs for three and a half years, until December 2014. The initial budget of the programme was Euro 10.9 million, now reduced to around Euro 8.2 million.

A central focus for the TIMP is chapter capacity development, with a view to strengthening the ability of chapters to play a leading role in seeking effective and sustained national implementation of anti-corruption efforts. The TI MENA chapters – the local leaders of the anti-corruption movement – so far have been the primary beneficiaries of the programme activities. Given the coalition-building approach of TI, the support provided by the programme acts as a catalyst to enable more effective civil society leadership for anti-corruption and effective governance reform at a national level.

TI's programmatic approach shall ultimately impact positively on peoples and countries social development, thereby leading to "an improvement of the livelihood of people, with a special focus on those who are the most affected by deeply rooted corrupt practices" – the external goal of the programme.

To undertake its mission, the programmatic approach of TI seeks to "empower, strengthen the capacities, and engage civil society organisations, civil society coalitions and the public in addressing corruption and promoting transparency, accountability and integrity" – the internal goal of the Programme.

The above rests on the main programme assumption that a strengthened and empowered civil society that is better equipped and prepared to fight corruption and promote transparency, accountability and integrity, does have an important societal leadership role towards greater demand for anti-corruption reforms, which in turn clearly contribute to the improvement of people's livelihoods and well-being.

TI has so far implemented TIMP activities in Egypt, Jordan, Lebanon, Morocco, Palestine, Tunisia and Yemen and intends to extend implementation to Iraq and Libya in 2014. Algeria, Bahrain, Kuwait, Mauritania and Sudan are included in programme activities to a limited extent, dependent on agreement with the donor funding the relevant measures. Work in Syria is currently not possible due to security concerns.

As defined in the TI Strategy 2015 and TI-S Implementation Plan the programme targets six distinct yet inter-connected areas, of which four are currently implemented by TIMP.. Each area corresponds to one of the programme components and has its own defined purpose. These component purposes complement each other and contribute to the achievement of the programme's external goal of strengthening and empowering civil society's institutional and organisational capacities and networks.

In summary the programme seeks:

- To strengthen in the MENA region the capacity of TI chapters and other civil society partners to effectively work on anti-corruption issues and reforms at the national level and to contribute – individually and collectively – to the global fight against corruption.
- To provide anti-corruption activists in the MENA region with access to readily available evidence and practical tools to fight corruption and advocate for change.

- To increase responsiveness to people's demands for transparency, accountability and integrity in the MENA region.
- To generate robust evidence on public sector corruption risks in the MENA region, and provide anti-corruption activists with the tools and solutions to advocate for change.

### 3 Evaluation Methodology

#### 3.1 Context and scope

The midterm review of the TIMP took place after two years of implementation completed and another one and a half years of implementation period remaining (total duration: 07/2011 to 12/2014).

Based on an assessment of the TIMP's strengths and weaknesses, the evaluation is expected to make recommendations on how to re-adjust the programme's overall approach and direction in order to reach the TIMP's objectives and the donors' expectations.

Accordingly, the objectives of the mid-term evaluation were:

- To provide an objective assessment of the achievements and results, weaknesses and strengths of the programme, as well as an analysis of its performance in terms of progress and process, relevance, sustainability and to what extent the programme is contributing to enabling the desired impact.
- To generate lessons learned and good practices from each of the respective expected objectives of the programme.
- To assess whether the results achieved are relevant for the target groups and current corruption environment in the programme countries.
- To provide clear and forward-looking recommendations that can guide TI secretariat and national chapters in re-focusing the interventions and in developing strategies for the future implementation of the Middle East and North Africa programme.

Please see annex A for the complete terms of reference of the review.

#### 3.2 Methodology

For a better understanding of how the evaluator arrived at the findings and recommendations, this part will in brief outline the principles that guided the evaluation approach, explain the specific methods used, and trace the evaluation process. From the *denkmodell* perspective, the process is of particular importance since evaluations and organisational audits represent for us an important vehicle to the wider goal of making learning and change processes in organisations more effective and sustainable.

For the TIMP's mid-term review, *denkmodell* considered the following three guiding principles as critical to conducting a meaningful evaluation that adds value to those implementing the TIMP:

**Participation:** For the evaluator to successfully distil meaningful findings, an active participation of all relevant stakeholders in the evaluation was critical. It was important for the evaluator to underline at the outset that it is the project stakeholders themselves who best know the programme's reality, and that the evaluator's role in that is to facilitate a

setting where stakeholders can honestly and constructively assess programme performance.

**Triangulation:** *denkmodell's* understanding of an objective evaluation is one that succeeds in representing multiple different perspectives through qualitative and quantitative methods of organisational and social research, which helps to eliminate the weaknesses and blind spots of each method.

**Stakeholder orientation:** The quality of the evaluation depends on the willingness of the interlocutors to engage, which they are more likely to do if they see added value for their organisation in the evaluation. That being said, our broader approach to organizational development suggests putting the learning element of evaluation into the centre of the discussion.

In view of these three guiding principles, the review process has been set up on three interrelating legs:

- An analysis of the main project documents and all other relevant sources of written information to better understand the Programme's content, set-up and objectives as well as its management approach and operational instruments. Please see annex B for the list of documents considered.
- An online stakeholder survey in Arabic and English sent out by the TI MENA Department to all staff members of the TI's MENA department and representatives of all National Chapters and other partner organisations part of the TIMP, with the aim to collect representative data on a limited set of questions. The survey questionnaire was designed around the DAC criteria relevance, effectiveness, impact, sustainability and efficiency and in line with the DAC quality standards for assessing development cooperation projects. With the intention to also take deeper looks at the relationship between the TI-S and the Chapters the assessment criteria of ownership, cooperation and participation were moreover included. Please see annex C for the questionnaire.
- Semi-structured individual interviews seeking insights from TI-S and National Chapter stakeholders along a pre-designed interview guideline. Interviews embarked from a set of open questions to ensure that in a first reflexion, stakeholders formulated their views free of pre-defined assessment criteria but in their own categories. In a second step, certain core questions were addressed to all interviewees to secure representative feedback on the main categories.

In the end, the evaluator interviewed fifty persons in August 2013 in Berlin, Beirut, Amman and Ramallah as well as by phone. For cost efficiency, it was decided by TI-S that field visits would be done to Lebanon, Jordan and Palestine, while interlocutors in Morocco, Tunisia and Yemen would be interviewed at the occasion of a planning event in Berlin to which the evaluator attended.



Totals per group category	Functional description of interviewees
29 staff and board members of TI Chapters and partner organisation	Management, coordination and expert staff of Chapter and partner organisations in Jordan, Lebanon, Morocco, Palestine, Tunisia and Yemen
3 representatives of other stakeholders	Senior and expert level representatives of cooperating private companies and governmental institutions around the Palestinian TI Chapter AMAN Coalition and the Rasheed Coalition in Jordan.
2 representatives of the TIMP's financing donors	MENA department heads of the SIDA and the UK FCO
16 staff members of TI-S	Management, coordination and expert staff of TI's MENA Department and the other programmes of the TI Secretariat
<b>50 interviews</b>	

All interviewees either work directly in or with the TIMP, are close collaborators or responsible decision makers regarding programme implementation. Please see annex D for the interview guideline and annex E for a list of all interviewees including functions.

### 3.3 Data quality

The numbers and range of persons interviewed at TI-S and within the TI chapters and its partner organisations as well as the range of countries covered have been sufficient for drawing conclusions that stand on a solid evidence base. Beyond the sheer numbers of interviews conducted, the quality of the interviews is a main success factor for the review. In this context, it is important to note that all interviewees showed great interest in the review process, very actively engaged in the exchange and made open contributions to the TIMP's assessment and also on their own contributions to it. This related to both their individual perceptions of the strengths and weaknesses of the Programme but also their own ideas and propositions on how to overcome the TIMP's existing shortcomings and bottlenecks. The pursuit of the principles of participation and stakeholder-orientation throughout the evaluation process has proven to be very useful and effective, with many of the below findings and recommendations building upon comments and ideas of the interviewees. Although being part of *denkmodell's* initial process design and having been discussed during the initial briefing, interviews or focus groups with representatives of external stakeholders could only be conducted by the author to a very limited extent. The focus groups meetings with external stakeholders and actors around the TIMP – as initially proposed by *denkmodell* – could therefore not take place. This limited the possibility for the evaluator to triangulate, i.e. to mirror internal perceptions with external views, and thus negatively impacted on the overall quality of the review.

The possibility to triangulate was further narrowed by the response rate to the web-based survey unfortunately being much lower than required for the data to be representative. Despite providing the questionnaire both in English and Arabic and several reminders and in written and verbal form, a majority of people addressed did not respond to the questionnaire, with only 14 respondents out of a 50-person-strong sample. The results of the survey (see annex B) therefore cannot serve as a quantitative data basis for this review as it had been initially anticipated and thus cannot be used to confirm the individual views on the Programme.

## 4 Findings

The analysis of the data is organised in this section around identified strengths and weaknesses of the Programme in the understanding of assets to build upon vs. areas to develop. The issues mentioned have either been identified by the interviewed stakeholders and/or base on the observation and opinion of the evaluator. They are clustered around the aforementioned five DAC criteria plus the additional criteria of ownership, cooperation and participation.

### 4.1 Assets to build upon

#### *Relevance*

- A stringent programme hierarchy of goals, objectives and results has been established, divided into six components, of which four are currently implemented by TIMP. This comprehensive set-up of the programme provides a large enough and at the same time substantial platform from which to flexibly develop interventions that are relevant to the respective (and to the different) local contexts. Programme activities, overall, are very much perceived to respond to the demand on the ground.

#### *Effectiveness / Impact*

- The comparably good results in chapter countries (see annex F) show the capability of the chapters' implementation structures, which can to a large part be attributed also to the capacity development processes within TIMP.
- Sufficient funds incl. core funding possibilities have allowed both the secretariat and the existing chapters to build the required capacities and focus on implementing the planned activities.

#### *Sustainability*

- The substantial accumulation of capacity, experience and self-confidence in chapters through TIMP has built a good base from which to endeavour into independent fund generation by chapters and for sustaining their work in the future.

#### *Ownership*

- The staff working in the secretariat, the chapters and the partner institutions visited is highly committed and creative.
- The TIMP management and chapters are aware of some major shortcomings of programme implementation until today, and started to take action to adjust the direction of the programme accordingly. This has lead, in particular, to a substantial improvement regarding programme implementation and has been noticed by many interviewees.

#### *Cooperation*

- TIMP can tap into the rich resources and knowledge of the various thematic programmes at TI. Their experienced and expert staff has repeatedly provided effective support in programme implementation.
- TI-S and chapters have thus far experienced their donors as partners that are appreciative of their work, leaving TI sufficient room to adapt and refine its approach. The evaluator in the respective interviews with the donors also understood that donors give consideration to the difficult framework conditions in which the TIMP is taking place in many MENA countries, are empathic to the circumstances TIMP is facing in the region and thus do not expect the TIMP to necessarily reach all its objectives in each an ever country in due time.

## 4.2 Areas for further improvement

### *Relevance*

- Implementation has thus far focused mostly on chapter-countries or countries with available partner structures – i.e. Lebanon, Morocco and Palestine – whereas most of TIMP’s target countries have either young structures – i.e. Jordan, Tunisia and Yemen – with a still very limited implementation capacity or no structures – i.e. Algeria, Egypt, Iraq and Libya – where TIMP intervention would be most relevant to commence. At the positive side, implementation in 2013 significantly gained speed with the upgrading of the Yemeni partners’ status to chapter-in-formation and coming closer to granting contact group status for Jordanian and Tunisian partners. However, progress towards the intended results in all four components of the TIMP is still lagging behind.
- The major mode of implementation by TIMP is to intervene through chapters and partner organisations whereas other, additional modes of implementation are much less developed. Although the approach of TI act through its movement structure through networking and capacity building has shown broad success worldwide, additional implementation modes in the specific setting of the TIMP would enhance the programme’s ability to expand to countries without established structures such as Algeria, Egypt, Iraq and Libya.

### *Effectiveness / Impact*

- Institutional build-up at the secretariat, in form of staff recruitment and qualification, establishment of the processes and management structures required for such a programme, etc. started too late and is up to today a source of bottlenecks that negatively affect implementation. This especially applies when the TI MENA department is implementing different donor-funded activities in parallel (like the USAID funded ACTION programme, which has been referred to by several interviewees in this regard as it was about to end at the time of the review). Operational capacity and thus operational performance have certainly much improved in the last year, as testified by many interviewees, not only in the Secretariat but also in the chapters, but fell short of implementation requirements beforehand.
- The limited degree of project activity in the TIMP countries Algeria, Egypt, Iraq, Jordan, Libya and Yemen leaves the overall effectiveness of the TIMP at a not really satisfactory level despite of the unquestionable successes made in the capacity building and programme implementation in Lebanon, Morocco and Palestine. A closer look into the reports of year 1 and 2, i.e. between July 2011 and 2013, shows that beyond these three countries and Tunisia, only very few of the foreseen activities have been implemented. See table of activities in Annex F for details.
- It is at this point noteworthy that the donors in their respective interviews emphasized their expectation of the TIMP to especially perform in the most prominent countries of the Arab Spring, i.e. Tunisia, Yemen and in particular Egypt, whilst TI’s work in established chapter countries like Palestine or Morocco is without doubt appreciated as a part of TIMP, though not in the centre of their attention. It has been highlighted on donor side that the current development of the framework is seen to result in a situation where previously available windows of opportunity are closing up and steps that have not been taken until now are likely to take more time and need more effort in the future.

- TIMP lacks a systematic impact monitoring system and tool. It is therefore not possible to gain timely and up-to-date assessments of progress made towards TIMP's objectives (effectiveness), which would be necessary to adjust and correct the Programmes direction and operation in time. The absence of an impact monitoring system and tool also makes that a mid-term evaluation exercise lacks a critical source of data, since the evaluation of monitoring data is typically the starting point for such an evaluation.

#### *Efficiency*

- The activities are mostly implemented in a linear way and not in parallel over several countries in pursuit of a regional approach, so missing the opportunities to exploit the synergies at a regional level and mutually reinforce initiatives and advocacy in the different countries.
- Despite TI being active in different MENA countries, true intraregional networking and cooperation in the direction of a regional movement is still at an early stage. This has also been highlighted by the donor representatives interviewed, who take a particular interest in the forming of a regional coalition.
- No sufficient generation and documentation of lessons learned and good practice reduce the operational efficiency. Even though the same or similar activities are being implemented in different national contexts, challenges met and solutions found are not yet sufficiently documented and do not find their way into the reporting. The OCAT measures, for example, were implemented in all three existing chapters and were considered an important experience for the people involved – however, lessons learned during this important activity are not elaborated in the relevant sections of the reports. UK FCO in this regard mentioned not to receive enough information on the lessons learned by TI during the process and would wish TI to start a more open exchange and to broaden its reporting accordingly.
- Communication lines and procedures within TIMP and in particular between TI-S and the chapters, are not sufficiently clear or not sufficiently observed, which leads to miscommunication and slows down implementation.

#### *Ownership*

- The planning processes during the first half of the programme implementation show the secretariat being in the 'driver's seat', and chapters/partners have been brought into the process only partly, late or not at all.
- Only few chapters have the capacity and ownership to deal with the amount and level of requests (on reporting, accounting, implementation etc.) by the secretariat and thus to shoulder the (common) responsibility for the full implementation of the TIMP.
- Although TI-S has started to increasingly involve the chapters into planning and decision making regarding the TIMP, the readiness by the chapters to make use of this opportunity is still limited.

#### *Participation*

- Although the chapters are legally accountable for implementing certain activities through a sub-grant agreement signed between TI-S and each chapter, the overall commitment to objectives, clear deliverables and indicators are not specified in such agreements. The fact that chapters are in the lead, by principle, but not adequately made accountable represents a dilemma for effective and results-oriented programme implementation, which typically is tied to clear deliverables by all parties involved, agreed indicators and progress milestones and rules for regulating under-performance.

- Additionally, it remained unclear to what extent a steering committee or similar structure is operational and serves as a suitable venue through which chapters take responsibility for the overall implementation of the TIMP other than regional meetings and planning workshops which, since 2013, take place more than once a year.

## 5 Recommendations

A much heard sentence during the interviews conducted has been "we were not set to succeed in the first half of the TIMP, but we are today, and thus things are moving".

To the opinion of the evaluator it requires a second, closer look whether this is really the case or whether there are no other reasons for not being able to respond appropriately to the programme's challenges than just having the 'right number of people' employed at the secretariat, which was a repeatedly heard perception during the interviews.

Against the backdrop of this thought and the findings presented above the evaluator builds his further recommendations on the following key assumption:

- The operational needs of the TIMP need to be put into the centre of attention of both the TI-S and the existing chapters in order to overcome the current shortcomings and bottlenecks in implementation and meet both the programme's challenges and the donors; expectations set into TI and its MENA approach.

Further important assumptions based on the above findings are:

- The capacities, experiences and the know-how accumulated in the Palestine and Moroccan Chapters need to be systematically brought to bear in the TIMP and combined with those of the TI-S in order to shoulder the implementation load of this broad programme and reach the TIMP's objectives.
- The existing and future chapters will need to also take responsibility for the overall success of the TIMP in order to develop the required level of ownership and responsibility for the programme and to build a true regional coalition against corruption.
- A significant increase of attention and effort for achieving programme progress by setting priority on particular countries, namely Egypt, Tunisia and Yemen as the most prominent countries of the Arab Spring, is likely to achieve more impact in the post-Arab spring context and thus to convince the financing sides that TI's MENA approach is of value and deserves further support.

The evaluator accordingly **recommends to all involved to reflect on project implementation along the following points**, each with initial comments and observations by the evaluator:

### 5.1 To the TI MENA Department

- **Widening the range of implementation modes beyond building chapters in order to conduct initial project activity before sufficiently strong partner or chapter structures are available to deliver the project**

To the opinion of the evaluator, TI should build its engagement in countries upon a diverse mix of implementation modes in order to reduce the risk of failure and actively use initial project activity beyond chapter-building (like for instance awareness rising activities around the publishing of the CPI) to learn about the culture and capability of future partners. Alternatively, jointly conducting activities in an early stage of cooperation with several partners in parallel to identify a most suitable partner struc-

ture appears most promising, in light of the experience in Tunisia where in parallel to working with new partners initial activities were realised with the government.

The proposed multiple track approach would also demonstrate the TIMP taking significant steps towards approaching its objectives, well knowing that many donors do not only look at the outcome but in particular also at the different approaches chosen to reach the objectives and the experiences gained on the way. In this line of thinking, it might be fruitful to look into the experiences and concepts from the early history of successful chapter organisations like AMAN, TM or LTA and see in which way these can be used for broadening TI's approach and realising more entry-level activity in non-chapter countries. A prerequisite for most of the above will be ensuring that country coordinators spend much more time in the non-chapter countries to personally show presence, develop the different tracks of activity and speed up the exploration and selection of partners.

- **Shaping the cooperation of the chapters on one side and the TI MENA department on the other so that each contributes their assets and strengths to TIMP in a complementary way**

The minutes of the regional meetings and the information from the interviews show that the issue of secretariat-chapter relation has been much discussed throughout the evaluation period. Although improvement during the last year is also perceived here, miscommunication and frustration are still ongoing. As experienced during the joint regional planning meeting which took place end of August 2013 in Berlin, the respective expectations towards each other remained still undefined with the secretariat offering the space for chapters taking responsibility and the chapters not taking it. Accordingly, a precise role definition is advised under participation of all involved actors on the exact understanding and implications of TI's management approach of chapters leading the movement and the secretariat serving them. The experience and strength of the chapters in building national coalitions and finding right partners in their own countries could for instance be used by systematically including the chapters into the partner exploration and selection processes in other countries of the TIMP instead of follow these up by TI-S alone. Systematically include chapters (for instance by Twinning) into the OCAT implementation and the capacity building processes of to-be chapters and partners in order to make use of the wealth of experience and the insight into the Arabic culture there could be another option.

- **Significantly increasing the efficiency of implementation by taking advantage of the TIMP's multi-country approach**

A multi-country approach within a common programme framework like that of TIMP allows for efficient in parallel project implementation of the same activities in groups of countries, which would significantly increase the TIMP's effectiveness and efficiency to the understanding of the evaluator. Countries covered by the TIMP could be clustered into groups of countries that would allow conducting a set of suitable activities in each group rather than country by country. It is also advised to create a cooperation mechanism for joint project development for all TIMP partners, where e.g. new project ideas can be shared and then taken forward by Chapters, partners, prospective partners/Chapters and the MENA Department, or some of those mentioned. This would allow swift action by those interested. This process has started in the latest planning exercise but should certainly be further explored and widened also considering that a true regional coalition against corruption would form a unique

feature of TI that in return would increase donors' interest in cooperating with TI. In particular UK FCO emphasised their interest to understand the specific value that an organisation like TI is adding to the UK FCO's approach to the region.

- **Enhancing accountability for programme results by all involved, including chapters**

As mentioned there is a contradiction in the pretension that it is the chapters which lead and the secretariat which serves and the fact that the TIMP's agreement with the donors is signed by the secretariat alone, i.e. the secretariat alone being accountable for the success of the programme and not the chapters. From the evaluator's viewpoint, solutions need to be found in a combination of improving planning processes and TIMP-related implementing agreements with all partners, outlining their results responsibility as well as a consequent monitoring and follow-up.

- **Improving communication between the MENA department and chapters but also within the MENA department in order to increase project implementation efficiency**

It is advised to make communication a central issue within the TI MENA department as well as among the MENA department and the chapters and partner organisations and to create communication lines and platforms that suit the needs and capacities of the chapters, to-be-chapters and partners as well as the TI-S. In the eyes of the evaluator the knowledge management, i.e. the sharing of insight and information, among programme and regional coordinators needs to improve in order to meet the planning and coordination requirements of such a huge programme. For providing the kind of information and data that allows precise understanding it is furthermore of eminent importance to develop a simple and hands-on impact monitoring tool which allows TI-S, the chapters and the to-be-chapters to learn and understand about the TIMP's progress at every moment without having to ask anybody. During the evaluator's stay at AMAN, he was presented with an impact monitoring tool of such quality, which should – not only for Palestine – but throughout the TIMP be made an integral part of reporting and exchanging. It has been an important observation of the evaluator that the level of accountability felt for the in due time implementation of the TIMP does not seem to be a source of much concern, neither in the Secretariat, nor in the chapters. Also, project progress is currently too much assessed on individual estimation rather than commonly agreed assessment criteria. State-of-the-art monitoring systems instead provide the kind of data which allows determining the level of progress based on agreed indicators with respective milestones including due dates, specified sources of verification, assessment methods, monitoring frequencies and clear monitoring responsibilities.

## 5.2 To TI-S

- **Setting-up the operation structures of the TI-S in a way that allows TI to better respond to the implementation needs of donor financed projects and programmes as well as to meet the particular interest and adapt to the specific cooperation culture of the financing donor**

To the belief of the evaluator there is the risk that the declared shift from a project-based approach to programmatic work reduces the attention given to individual projects and individual donors' interest. The evaluator therefore recommends closely examining the project operation structures of other donor financed implementing

bodies and developing project management approaches and structures that ensure the necessary project staff being available for project implementation in due time and necessary tasks being completed at the next most relevant level. Further areas of relevance could be financial planning and monitoring, contracting and logistics (travel, visa support) positions, etc. Another recommendation is to include an inception phase into the time line of a donor-financed project or programme. This phase reserves a specific time for TI getting operational, i.e. setting up the project team, defining the key processes, linking to relevant structures of the organisation, preparing the impact monitoring system etc. and additionally offers the chance to revisit the programme's objectives and deliverables in the light of the circumstances and framework conditions at the situation of the starting point.

### 5.3 To the National Chapters

- **Chapters acting as effective leaders within the MENA region**

The experienced and motivated chapters in Morocco, Palestine and Lebanon are able to provide skills and experience for chapters-to-be and the TIMP's work in non-chapter countries and thus act as true 'leaders' in the TI movement. However, as long as the existing chapters lack ownership and commitment for the overall TIMP the secretariat will face ongoing capacity problems and delays in programme implementation. Chapters thus need to be more deeply involved into the implementation of the overall TIMP, i.e. beyond the implementation of the TIMP in their own countries, to shoulder the implementation load of this broad programme. This, however, also means that chapters need to demonstrate readiness for programme wide results orientation and binding commitment on deliverables. A first example is the project in 2014 on political corruption led by TI Palestine in cooperation with TI Morocco, and with the secretariat in a supporting role. The above raised question of accountability here does not end with an increase of responsibility of the chapters towards the secretariat but continues with making each member of a regional coalition accountable towards the coalition itself.

### 5.4 To the donors

- **Defining priorities among objectives of the TIMP and target countries and moving these into the focus of the remaining or an extended implementation time**

Considering the given framework conditions and the ambitiousness of the chosen approach, a reduction in both the range of activity and the number of countries is necessary. The very difficult and deteriorating framework conditions in particular in Syria, Iraq and perhaps Libya could form the basis of a decision to currently bundle attention and efforts on Egypt, Jordan, Tunisia and Yemen, possibly also by extending the time frame of the programme (possibly cost neutral). The donor parties should encourage from their side and invite TI-S to an open and forward-looking exchange on priorities for the remainder of the programme period (a recommendation which is naturally also directed at TI-S itself).



## 6 Annexes

Annex A – Terms of Reference for the review

Annex B – List of documents consulted

Annex C – Online survey

Annex D – Interview guideline

Annex E – List of people talked to

Annex F – Overview of all achievements per country

## Annex A – Terms of Reference for the review

Call for Applicants: Mid-Term Evaluation of the Transparency International Middle East and North Africa Regional Programme

Application Closing Date - 18 Jul 2013

Job Start Date - 29 Jul, 2013

Duration - 20 days

Location - Global

[...]

### 3. Objectives of the evaluation

The overall objectives of the mid-term evaluation are the following:

- Provide an objective assessment of the achievements and results, weaknesses and strengths of the programme, as well as an analysis of its performance in terms of progress and process, relevance, sustainability and to what extent the programme is contributing to enabling the desired impact.
- Generate lessons learned and good practices from each of the respective expected objectives of the programme.
- Assess whether the results achieved are relevant for the target groups and current corruption environment in the programme countries.
- Provide clear and forward-looking recommendations that can guide TI Secretariat and national chapters in re-focusing the interventions and in developing strategies for the future implementation of the Middle East and North Africa Programme

### 4. Key issues to be addressed

The following questions could be addressed during the evaluation but are subject to discussion and agreement with TI-S during the period of designing the evaluation approach.

Relevance:

- Is the implementation of TIMP activities consistent with beneficiaries' requirements, national needs, regional priorities and partners' and donor's policies?
- To what extent are the objectives of the programme still relevant?
- Are the activities and outputs of the programme consistent with the project goals and objectives?

Impact:

- To what extent is the programme contributing to enabling the desired impact as spelled out in the programme document? Has the implementation of TIMP activities so far impacted the anti-corruption environment in the country (positive and negative)?
- What real difference have the activities made so far to the beneficiaries? Please also take into account the gender dimension.
- How many people have been affected?

Effectiveness:

- Evaluate the activities carried out by the national chapter and TI-S in relation to their effectiveness in achieving the programme objectives. Evaluate the input and the technical assistance and support from TI-S.
- To what extent are objectives likely to be achieved?
- What processes have shown potential in impacting positively on the outcomes of the programme and which have shown the potential of impacting negatively and shall therefore be replaced?
- What can be improved?

#### Efficiency:

- What are the costs and benefits of this programme? How well is the programme providing a cost effective response to the corruption challenges being addressed? Assess implementation arrangements and managerial structure of the programme.
- Are activities cost-efficient?
- Are objectives achieved on time?
- Are the activities under TIMP implemented in the most efficient way compared to alternatives?

#### Sustainability:

- To what extent are the benefits of TIMP likely to continue once the project ends?
- What are the major factors which influence the achievement or non-achievement of sustainability of TIMP?

### 5. Methodology

The evaluator is ultimately responsible for the overall methodological approach and design of the evaluation, which should be adapted to the requirements of the ToRs. The evaluation should use a participatory and gender-sensitive approach engaging relevant staff at TI-S and national chapter levels, stakeholders and beneficiaries through structured methods. Both quantitative and qualitative data should be utilised in assessing the programme. The exact evaluation methodology should be defined, discussed and agreed with TI-S during the first days of the evaluation.

### 6. Report structure

All evaluation outputs are to be submitted in English, in electronic form, in accordance with the deadlines stipulated below. The consultant(s) is responsible for editing and quality control of language. The final report should be presented in a way that directly enables publication. The TI Secretariat retains the sole rights with respect to all distribution, dissemination and publication of the deliverables. The evaluation team is expected to adhere to the DAC Evaluation Quality Standards.

The evaluation report should be written in English, should not exceed 50 pages (excluding annexes) and must include the following sections:

1. Title Page including Programme Identification Details
  2. Table of Contents
  3. Abbreviations / acronyms page
  4. Executive summary
  5. A short introduction to the programme (concept and context)
  6. The evaluation methodology
  7. Findings
  8. Lessons learned
  9. Recommendations (to TI-S, to national chapter, to donor)
  10. Annexes
    - a. Terms of reference
    - b. List of people met
    - c. Documents consulted
    - d. Detailed statistical data such as updated baseline surveys, etc.
    - e. Brief description of the main achievements so far in each country including quantitative data if possible (maximum 2 pages per country)
7. Specifications and logistics

The evaluation is set to start on the 29/07/13. The expected duration of the evaluation is 20 days. The evaluator will carry out the following tasks:

- Document review, Design of the evaluation approach (inclusive discussion and agreement with TI-S) and Interviews with relevant staff at TI (TI-S and national chapter staff via video conference) ( 5 days)
- Fieldwork in a number of countries (selection of countries (either Morocco and Tunisia OR Lebanon, Palestine and Jordan) will be done following the document review and in coordination with TI-S and national chapter) (7days)
- Final report, with actionable recommendations to TI-S, national chapter and the donor, Presentation of main findings (8 days)

The expected deliverables and timeline are the following:

- Design of the evaluation approach by 05/08/13
- Draft Final Report by 20/08/13
- Final Evaluation Report by 23/08/13

## 8. Required skills and experience

TI is inviting expressions of interest from individual consultants or a team of consultants to carry out the mid-term evaluation of the TI MENA Programme. The consultant(s) should have:

- Over ten years of relevant experience in designing and facilitating participatory evaluation processes, ideally also of multi-country programmes and engaging a broad range of stakeholders.
- A background/knowledge in the field of good governance and anti-corruption work.
- Demonstrable experience of working with civil society organisations or networks in the Middle East and North Africa
- Be highly motivated and committed to the values of transparency and integrity.
- Spoken and written fluency in English. Arabic and/or French a distinct advantage.

Applications (in English) must be sent by email to [MENAconsultancy@transparency.org](mailto:MENAconsultancy@transparency.org) by 18/07/2013 and contain the following elements:

- Curriculum Vitae with full description of the applicant's profile and experience. In case of a team CVs for all involved consultants.
- Approach and proposed data collection methods based on the information provided in these ToR
- Detailed proposal of how the assignment will be approached, including detailed cost estimate.
- One sample of previous work.
- A detail budget including all possible costs that may be incurred during the evaluation, including travel and administrative costs.
- VAT Form for tenders
- Contact details for at least two independent referees with in-depth and proven knowledge of the applicant's expertise and relevant work experience.

## 9. Budget

The budget for this evaluation, including expenses, should not exceed 20,000 EUR.

Please include in your detailed budget the following expenses:

- 2 trips to TI-S in Berlin (flights, hotel accommodation, subsistence etc.)
- Costs of 7 days field work in the region (Morocco and Tunisia OR Lebanon, Jordan and Palestine). This should include all flights, hotel accommodation and other logistical costs on the ground (interpretation if required, local travel etc.)

## **Annex B – List of documents consulted**

### **Key documents**

TIMP Programme Document, Revision #3 (2) dated July 06, 2012

TIMP Baseline Study, dated Jan 24, 2013

SIDA-TI Grant Agreement, dated Sep 20, 2011

UK FCO-TI Grant Document (Accountable Grant Agreement), dated Jul 13, 2012

AA-TI Grant Agreement (Zuwendungsbescheid), dated Aug 28, 2012

TIMP Annual Report 01, dated Nov 23, 2012

TIMP Quarterly Progress Report Q IV/2012, Oct - Dec 2012, dated Jan 17, 2013

TIMP Quarterly Progress Report Q I/2013, Jan - Mar 2013, dated Apr 15, 2013

TIMP Quarterly Progress Report Q II/2013, Apr - Jun 2013, dated Jul 19, 2013

Report of TIMP Kick-off Meeting, Dec 10-11, 2011, Cairo

Report of MENA Spring Regional Meeting, Apr 26-28, 2012, Kuwait

Report of MENA Regional Meeting Session at TI Annual Membership Meeting, Nov 5, 2012, Brasilia

Report of MENA Spring Regional Meeting, May 31 – Jun 2, 2013, Tunis

TI MENA Department presentation, dated Aug 1, 2013

### **Sample Documents**

Country Action Plan: Jordan Action Plan 2012-2013, dated Feb 4, 2013

Internal Country Report: TI Palestine Quarterly Report Q II/2012, dated Jul 7, 2012

Chapter Capacity Building Plan: TI Lebanon Capacity Plan, dated Apr 4, 2013, and Summary plan, dated Jun 20, 2013,

Template for Chapter Organisation Plan: TI Palestine Organigram, dated Apr 9, 2013

Example for Impact Monitoring on chapter level: TI Palestine Monitoring Tool

### **Additional Documents**

Concept Note, Mentoring Project, TI Monitoring, Evaluation and Learning (MEL), 2013

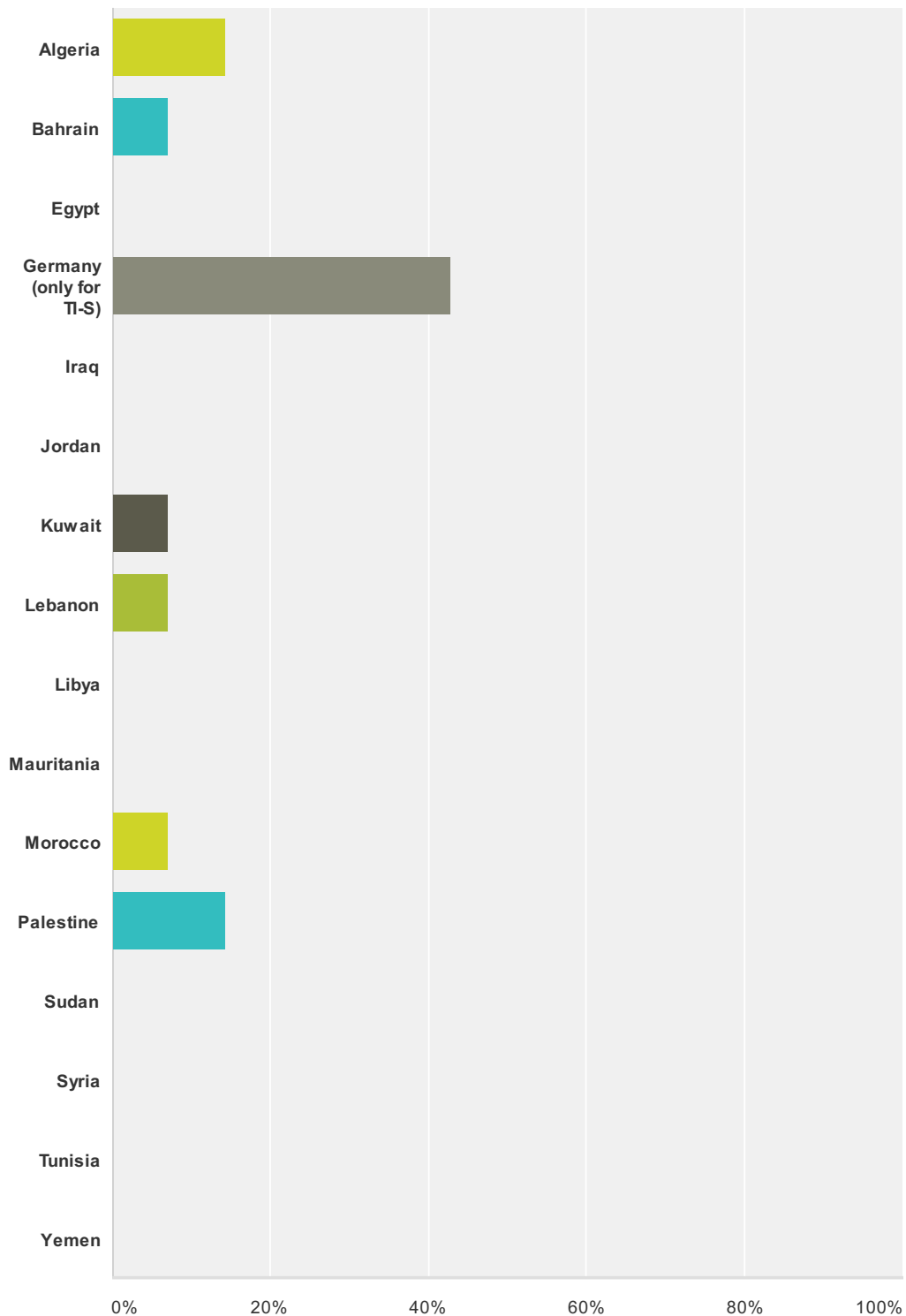
Training List, TI Monitoring, Evaluation and Learning (MEL), 2013

DAC Quality Standards for Development Evaluation, dated Feb 1, 2010

**Annex C – Online survey**

**Q1 To which of the below TIMP countries is your organisation associated?**  
 أي من دول برنامج أي من دول برنامج  
 الشرق الأوسط وشمال أفريقيا في منظمة الشفافية الدولية، تتبعها  
 منظماتك؟

Answered: 14 Skipped: 0



Answer Choices	Responses
Algeria	14.29% 2
Bahrain	7.14% 1
Egypt	0% 0
Germany (only for TI-S)	42.86% 6

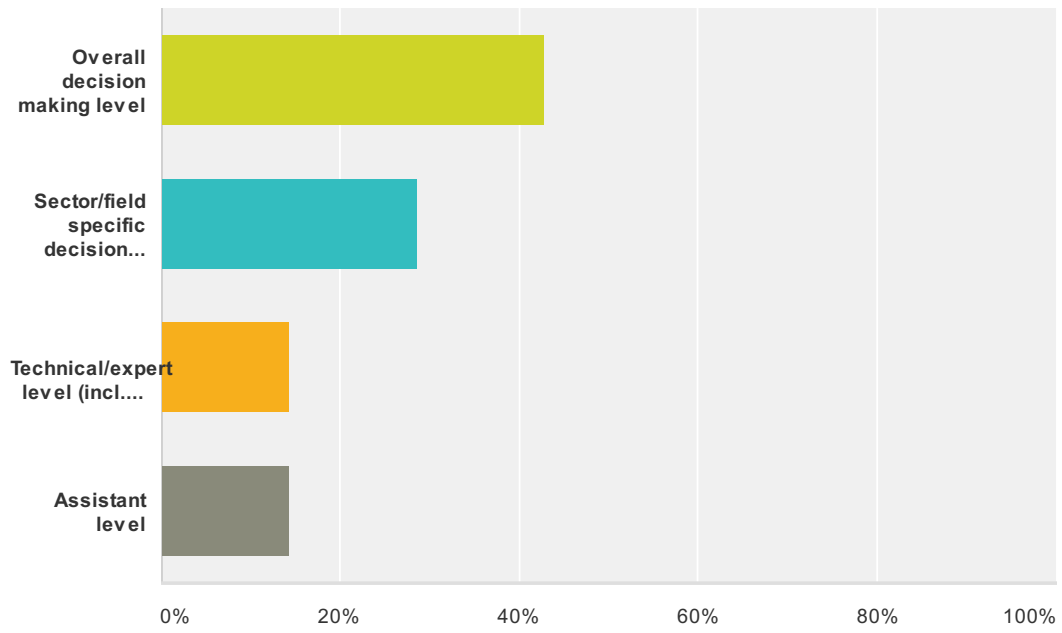
## [Arabic] Middle East and North Africa Programme Promoting Transparency, Accountability and

Iraq	0%	0
Jordan	0%	0
Kuwait	7.14%	1
Lebanon	7.14%	1
Libya	0%	0
Mauritania	0%	0
Morocco	7.14%	1
Palestine	14.29%	2
Sudan	0%	0
Syria	0%	0
Tunisia	0%	0
Yemen	0%	0
<b>Total</b>		<b>14</b>



## Q2 On which level do you work for your organisation? في أي مستوى تعمل لصالح منطمتك؟

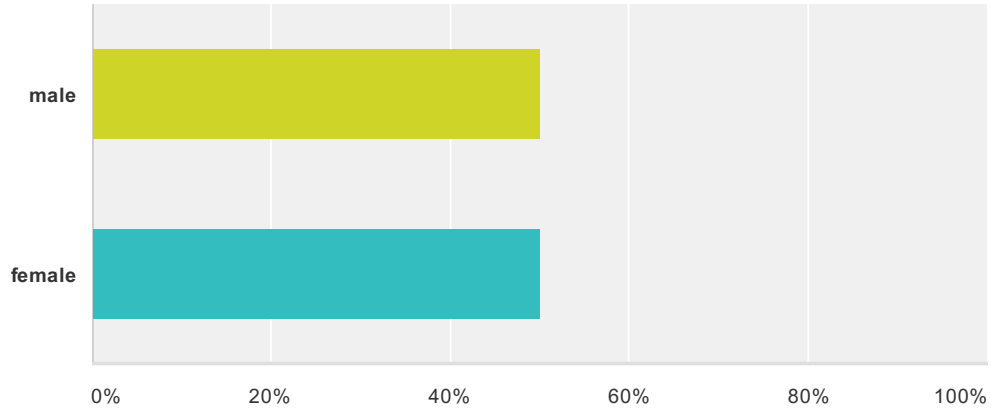
Answered: 14 Skipped: 0



Answer Choices	Responses
Overall decision making level	42.86% 6
Sector/field specific decision making level	28.57% 4
Technical/expert level (incl. externals)	14.29% 2
Assistant level	14.29% 2
<b>Total</b>	<b>14</b>

### Q3 Are you male or female? هل أنت ذكر أم أنثى؟

Answered: 14 Skipped: 0



Answer Choices	Responses
male	50% 7
female	50% 7
<b>Total</b>	<b>14</b>

**Q4 Which expectations do you have regarding the TIMP's upcoming Midterm Review?** ما هي توقعاتك بشأن المراجعة النصف سنوية القادمة لبرنامج الشرق الأوسط وشمال أفريقيا في منظمة الشفافية الدولية؟

Answered: 14 Skipped: 0

#	Responses	Date
1	That it will assess what has gone well or not so well and make recommendations for future improvements.	8/26/2013 5:17 PM
2	Helping the LTA to develop	8/23/2013 3:07 PM
3	it is expected to receive feedback from the evaluator on areas we need to focus on during the second half of the project.	8/23/2013 3:00 PM
4	I hope that that evaluation will identify problem areas and give some recommendations on how to improve the implementation of TIMP	8/20/2013 3:49 PM
5	Improving joint planning, harmonisation of chapter priorities with TIMP deliverables, streamlining reporting, creating sense of partnership among chapters and with secretariat.	8/20/2013 3:22 PM
6	- more focus on exchange experience in building the capacity of other contact groups in the region - implementing regional activities that meets the regions priorities and urgent interventions	8/20/2013 2:24 PM
7	To have a better idea how to proceed in the next year by avoiding previous mistakes and management of the project	8/20/2013 12:35 PM
8	That it provides us with concise lessons from the first years of TIMP and how to work in a better way in the remaining years.	8/20/2013 11:28 AM
9	To all have a better overview of what the project has (not) achieved so far, in each country. To learn from what it did not work in order to plan in a more realistic way for the coming months.	8/20/2013 11:09 AM
10	هذا البرنامج قدم خدمات مهمة لمنظمتنا ونتمنى ان تعمل منظمة الشفافية الدولية على استمراريته حيث انه ساهم في تطوير عمل واداء منظمتنا	8/19/2013 6:06 PM
11	نتمتع	8/18/2013 10:43 AM
12	متمره	8/16/2013 10:17 PM
13	يس	8/14/2013 5:18 PM
14	dfgdfgdfgdfgd	8/14/2013 4:41 PM

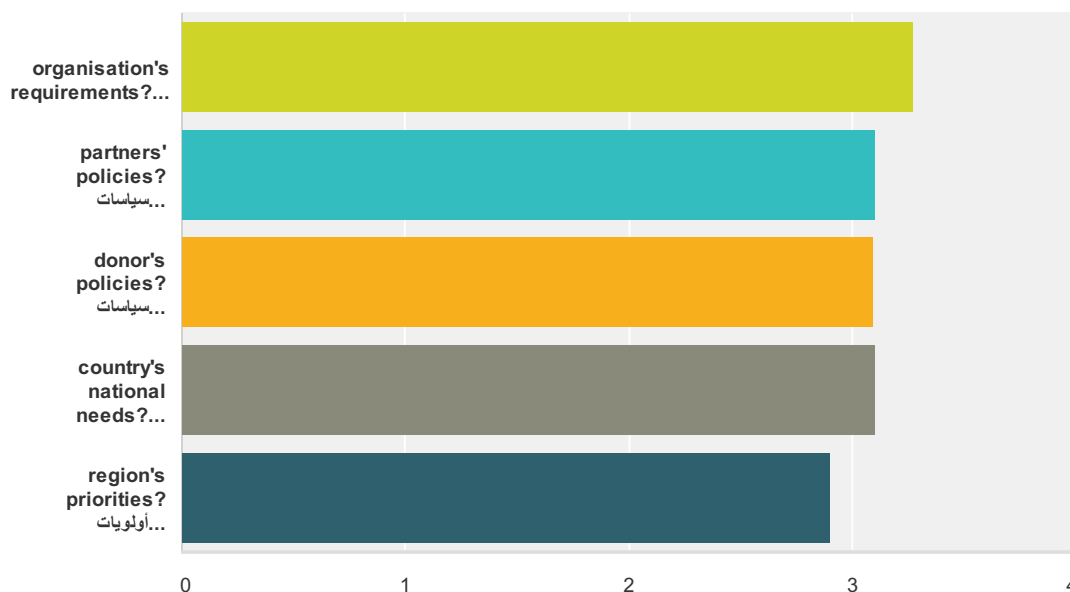
**Q5 Which issues should the TIMP's  
Midterm Review especially look at? ما هي  
الموضوعات التي ينبغي أن تكون موضع تركيز خاص من جانب  
المراجعة النصف سنوية لبرنامج الشرق الأوسط وشمال أفريقيا في  
منظمة الشفافية الدولية؟**

Answered: 14 Skipped: 0

#	Responses	Date
1	-How people can work more efficiently. -How to get the best value out of the projects. -How to move into the future.	8/26/2013 5:17 PM
2	Youth problems, Democracy,	8/23/2013 3:07 PM
3	- the impact of the project - challenges during the implementation of project - compliance with the activities and allocated budget	8/23/2013 3:00 PM
4	relationship between TI-S and chapters activity planning impact	8/20/2013 3:49 PM
5	Secretariat-chapter relations; staff capacity (secretariat and planning); planning terms (1 years or multiple years?)	8/20/2013 3:22 PM
6	- lessons learnt -impact and results -TI performance in Managing TIMP and in communicating with chapters	8/20/2013 2:24 PM
7	Communication and cooperation between TI-S and the chapters	8/20/2013 12:35 PM
8	How TI-S works with chapters, bottlenecks in project implementation.	8/20/2013 11:28 AM
9	What did not work; why, in terms of deliverables and expenditures. Is there a need to replan/rebudget?	8/20/2013 11:09 AM
10	بالنسبة لمنظمتنا فقد تجلت اهميته في كونه ساهم بشكل كبير في دعم البنات التنظيمية التي نحن في حاجة اليها لتقوية أداء المنظمة كما ان الاشطة الاخرى التي يمولها هذا البرنامج ساهمت كذلك في تقوية عمل المناصرة التي نقوم بها	8/19/2013 6:06 PM
11	مكنت م	8/18/2013 10:43 AM
12	ترداد الاموال 2- الشفافية في القضاء 3- الشفافية في الامن 1-	8/16/2013 10:17 PM
13	س	8/14/2013 5:18 PM
14	fdfsdfds	8/14/2013 4:41 PM

**Q6 To which extent are the TIMP activities implemented in your country consistent with your ...**  
**إلى أي مدى تتفق أنشطة برنامج الشرق ...**  
**...الأوسط وشمال أفريقيا في منظمة الشفافية الدولية في بلدك مع**

Answered: 13 Skipped: 1



	Not consistent غير متوافقة	Less consistent أقل توافقاً	Rather consistent أكثر توافقاً	Very consistent متوافقة جداً	Don't know لا أعرف	Total	Average Rating
organisation's requirements? متطلبات منطقتك؟	7.69% 1	0% 0	38.46% 5	38.46% 5	15.38% 2	13	3.27
partners' policies? سياسات شركتك؟	7.69% 1	0% 0	46.15% 6	23.08% 3	23.08% 3	13	3.10
donor's policies? سياسات الجهات المانحة الخاصة بك؟	7.69% 1	15.38% 2	23.08% 3	38.46% 5	15.38% 2	13	3.09
country's national needs? الاحتياجات الوطنية لبلدك؟	7.69% 1	7.69% 1	30.77% 4	30.77% 4	23.08% 3	13	3.10
region's priorities? أولويات منطقتك؟	7.69% 1	23.08% 3	15.38% 2	30.77% 4	23.08% 3	13	2.90

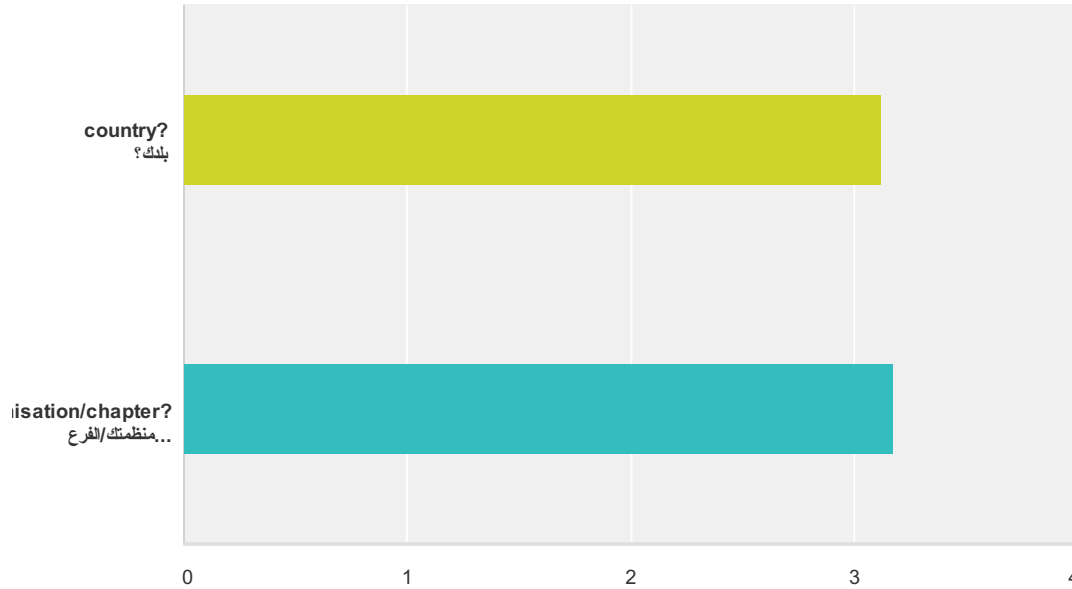
#	Shortly explain your ratings to us with your own words please: من فضلك، اشرح باختصار تقييماتك لنا بتعبيرك الخاص:	Date
1	We often make decisions based on donor requirements rather than on NC needs.	8/26/2013 5:20 PM
2	dfsdfs	8/23/2013 3:18 PM
3	Our Organisation is working on developing Democracy and supporting Transparency and fight corruption and cooperating with Youth	8/23/2013 3:09 PM
4	I work at TI-S	8/20/2013 3:51 PM
5	Donors want to see impact on Arab Spring countries, but TIMP focuses on chapter capacity building, which organisations (chapters) and partners also value. Without harmonised planning and smart analysis regionally, it is difficult to address regional trends adequately. Chapters are more flexible and knowledgeable to do so on their own.	8/20/2013 3:26 PM
6	One of the most important tools used to develop the regional projects used by TI is the participatory approach where TI engaged its chapters in the developing process. with keeping a space (flexibility) for modification during the implementation.	8/20/2013 2:34 PM
7	Being part of TI-S, I cannot answer these questions properly as I am not working in a chapter on the ground and have too little insight into national/ organisational policies, etc	8/20/2013 12:39 PM
8	In general, I would say that TIMP has thusfar been implemented more in line with TI-S and donor policies rather than regional, national and chapter priorities. This is now changing however, I believe.	8/20/2013 11:31 AM

# [Arabic] Middle East and North Africa Programme Promoting Transparency, Accountability and

9	I work in the secretariat and do not have a proper overview of the regional/national developments.	8/20/2013 11:11 AM
10	كما تمت الاشارة في البداية فقد ساهم البرنامج في دعم قدرات منظماتنا ، وبالنسبة لسياسة شركتنا فان دعم البرنامج يتوافق مع متطلبات شركتنا في ما يخص تشطلة من قبيل المناصرة والانشطة التوعوية مع الشباب و هو يتماشى مع سياسات الجهات المانحة التي تسعى الى تطوير ودعم قدرات المنظمات التي تعمل في اطار محاربة الفساد و اقرار الحكامة الرشيدة اما بالنسبة للحاجيات الوطنية ففتنا في المغرب في امس الحاجات اي ان تكون منظمات محاربة الفساد مدعمة وذات بنيات قوية ولديها فشطلة تتجه في اطار المناصرة وتعبئة الشباب وكل هذا بطبيعة الحال ضمن اولويات منظماتنا	8/19/2013 6:15 PM
11	الاستراتيجية والبرامج والخطط التي تضعها الشفافية الدولية تفرض اظمه ديمقراطيه تسمح بحرية منظمات المجتمع المدني و هو غير صحيح في بلاننا كما ان تمويل البرامج يفترض مشاريع ليست بالضروره متوفقه مع احتياجاتنا كما ان البحرين مصنفه كبلد غني ولدى تحرم منظمات المجتمع المدني ومنه جمعيتنا من التمويل وهذا غير صحيح حيث منظمات المجتمع المدني المستقلة محرومه من التمويل الرسمي والخاص	8/16/2013 10:28 PM

**Q7 To what extent are the component objectives (i.e. purposes) and the goals of the TIMP still relevant for your ... إلى أي مدى لا تزال توجهات (أو بمعنى آخر، أغراض) وأهداف برنامج الشرق...الأوسط وشمال أفريقيا في منظمة الشفافية الدولية ذات أهمية لـ**

Answered: 13 Skipped: 1

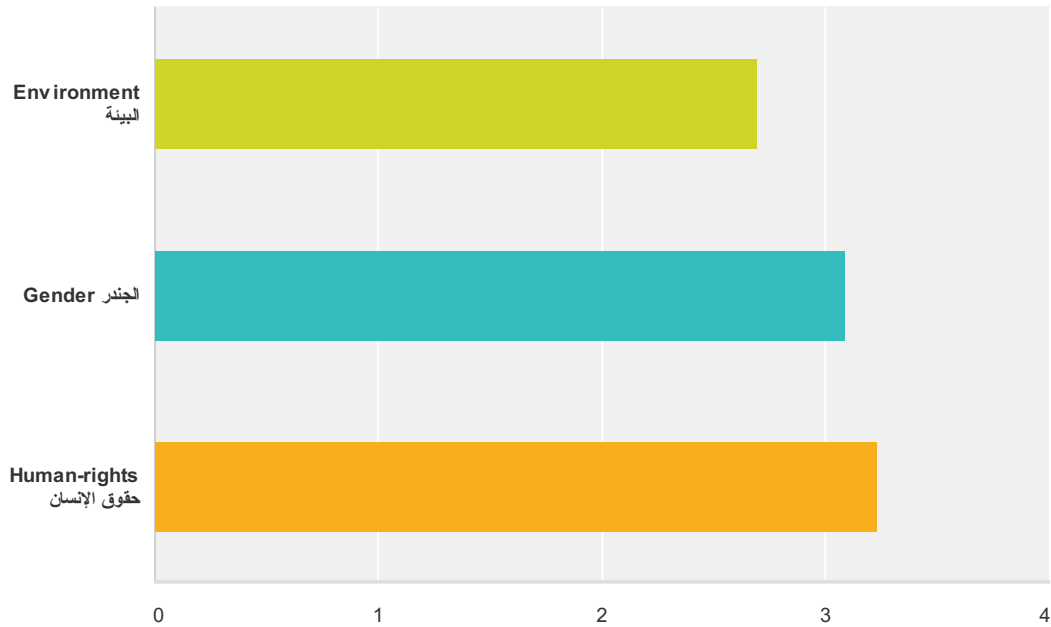


	Not relevant غير مهمة	Less relevant أقل أهمية	More relevant أكثر أهمية	Very relevant مهمة جدا	Don't know لا أعرف	Total	Average Rating
country? بلدك؟	7.69% 1	15.38% 2	7.69% 1	38.46% 5	30.77% 4	13	3.11
organisation/chapter? منظمته/الفرع الخاص بك؟	7.69% 1	15.38% 2	23.08% 3	46.15% 6	7.69% 1	13	3.17

#	Shortly explain your rating to us with your own words please: من فضلك، اشرح باختصار تقييماتك لنا بتعبيرك الخاص:	Date
1	We need to reassess things in light of the political developments in the region.	8/26/2013 5:20 PM
2	fdsfsd	8/23/2013 3:18 PM
3	I work at TI-S	8/20/2013 3:51 PM
4	Capacity building fits with chapter needs, but component structure sometimes hinders integrated country projects across components.	8/20/2013 3:26 PM
5	developing specific strategic plan for MENA region in the participation of TI-Chapters made us satisfied with the role and importance of TI work for our country and our organization	8/20/2013 2:34 PM
6	the purpose of the component I am working on specifically is very relevant for the entire region as it is inclusive and the backbone of engaging civil society.	8/20/2013 12:39 PM
7	I do not work on one country. They are relevant to TI's overall goals.	8/20/2013 11:31 AM
8	منظمتنا كفرع من فروع الشفافية الدولية واحد فروعها الأكثر حضورا على الساحة الوطنية في حاجة الى دعم قدراتها التنظيمية والبشرية وهو ما حققه هذا البرنامج	8/19/2013 6:15 PM
9	كما سابقا فبرامج الشفافية الدولية لاتأخذ بالاعتبار خصوصية كل بلد كالبحرين على حده	8/16/2013 10:28 PM

**Q8 As you know, several cross-cutting issues are in the focus of development programmes and donors worldwide. To what degree to you consider the following issues to be relevant for the further implementation of TIMP in your country?**

Answered: 13 Skipped: 1

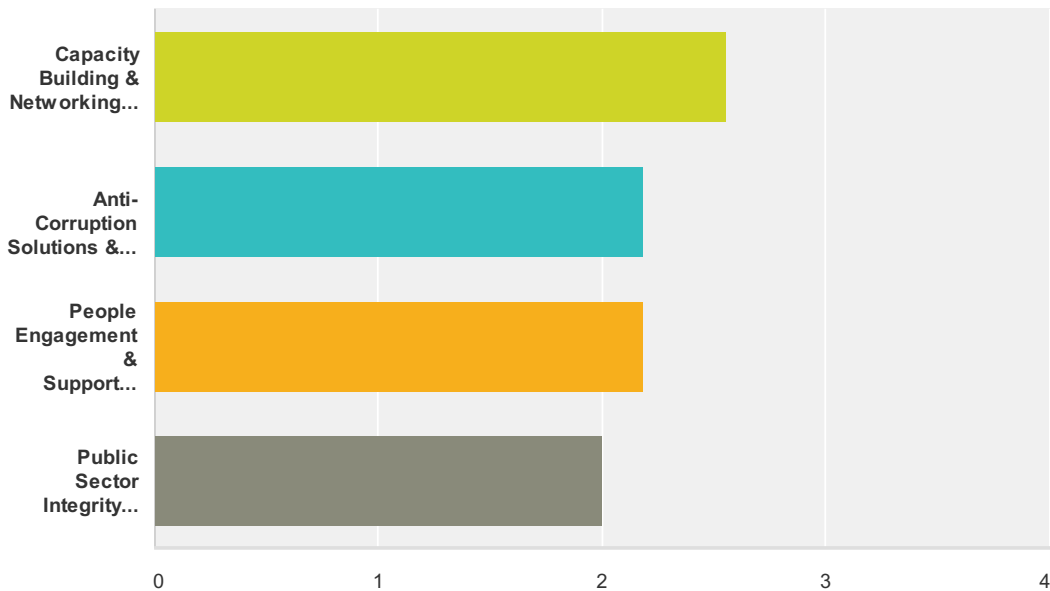


	Not relevant غير مهمة	Less relevant أقل أهمية	More relevant أكثر أهمية	Very relevant مهمة جدا	Total	Average Rating
Environment البيئة	7.69% 1	38.46% 5	30.77% 4	23.08% 3	13	2.69
Gender الجنس	7.69% 1	15.38% 2	38.46% 5	38.46% 5	13	3.08
Human-rights حقوق الإنسان	7.69% 1	7.69% 1	38.46% 5	46.15% 6	13	3.23



**Q9 To what extent have the objectives (i.e. the purposes) of the TIMP's components been achieved in your country up to today?** (إلى أي مدى تحققت أهداف (أو بمعنى آخر، أغراض) مكونات برنامج الشرق الأوسط وشمال أفريقيا في منظمة الشفافية الدولية في بلدك اليوم؟)

Answered: 13 Skipped: 1



	Nothing achieved yet لا شيء تحقق بعد	Achieved to smaller extent تحققت بمدى أقل	Achieved to a larger extent تحققت بمدى أكبر	Fully or overachieved تحققت بالكامل	Don't know	Total	Average Rating
Capacity Building & Networking بناء القدرات & الشبكات	7.69% 1	23.08% 3	53.85% 7	0% 0	15.38% 2	13	2.55
Anti-Corruption Solutions & Knowledge & حلول مكافحة الفساد & المعرفة	23.08% 3	23.08% 3	38.46% 5	0% 0	15.38% 2	13	2.18
People Engagement & Support المشاركة الشعبية & الحلول	15.38% 2	38.46% 5	30.77% 4	0% 0	15.38% 2	13	2.18
Public Sector Integrity المشاركة المشاركة & الحلول	15.38% 2	53.85% 7	15.38% 2	0% 0	15.38% 2	13	2.00

#	Shortly explain your ratings to us with your own words please: من فضلك، اشرح باختصار تقييماتك لنا بتعبيرك الخاص:	Date
1	There are some areas where we have not been active, but in many areas we have made at least some progress.	8/26/2013 5:21 PM
2	fdsfsdf	8/23/2013 3:18 PM
3	This is from my perspective of the programme as a whole. My work has been mainly on people engagement where our activities have grown and we have had some success. An example of this is work with students attending the TI Summer School in Lithuania where we now have an engaged, albeit small, network of young people that are proactive, developing projects, volunteering with their national chapters etc. This is big progress and we are now working on how best to coordinate this network and keep them involved in our work.	8/20/2013 4:18 PM
4	The first year of TIMP focused on building the capacity of the us and so a progress in this regard was achieved and very few activities were planned regarding citizen engagement and so we this the progress on this level will be in the second year of TIMP	8/20/2013 2:38 PM
5	As I am not part of a chapter, it is difficult to tell as each country is different in its acceptance and implementation/ focus of components.	8/20/2013 12:41 PM

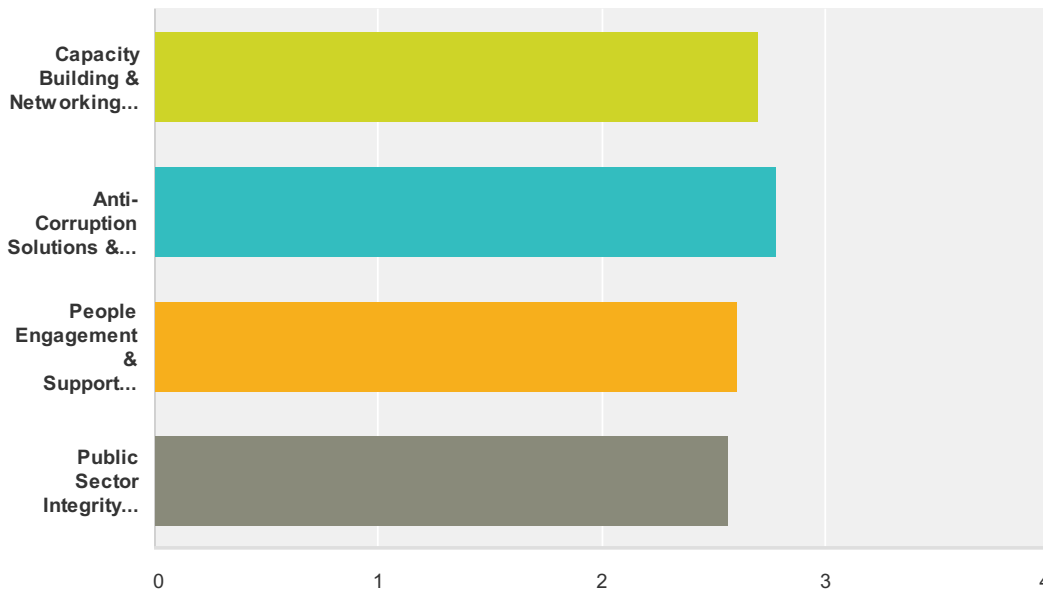
6	- capacity building have been a core work for TIMP in non-chapter countries to identify new partners -	8/20/2013 12:31 PM
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# [Arabic] Middle East and North Africa Programme Promoting Transparency, Accountability and

	Capacity building have been a core work for them in non chapter countries to identify new partners People are more engaged with activities related to fighting corruption in the region due to the change cause by corruption	8/20/2013 12:31 PM
7	I would say we have progressed further on capacity building with existing chapters than on any other front. With the remaining components, the process is still in progress of bringing these areas to a stage where they are really felt due to projects mostly beginning this year.	8/20/2013 11:35 AM
8	Same answer as before.	8/20/2013 11:12 AM
9	بناء القدرات هو ضمن اهداف البرنامج ، اذ ان العاملين بالمنظمة تمكنوا بفضل هذا البرنامج من مداومة عملهم وإدارة المشاريع التي يشرفون عليها على سبيل المثال مرصد الفساد و هو احد البرامج المهمة في منظمتنا والذي كان مدعما من طرف سفارة هولندا بالمغرب ثم بعد ذلك الاتحاد الاوربي وتمكنا من مواصلة بفضل هذا البرنامج ، كما ان منظمتنا اصبحت لديها مديرا تقنيا بفضل هذا البرنامج كذلك، اما المشاركة الشعبية والتعبئة بفضل مشروع استعجال الكلام الخاص بالشباب والفتيات والفتيات ساهم في مشاركة لغات عريضة من الشباب	8/19/2013 6:27 PM
10	برنامج الشرق وشمال افريقيا لا يآخذ في الاعتبار خصوصيه واحتياجات كل بلد على حده وبالتالي تصميم برامج تناسب ذلك البلد	8/16/2013 10:32 PM

**Q10 To what extent are the objectives (i.e. the purposes) of the TIMP's components likely to be achieved in your country until the end of 2014?** إلى أي مدى من المرجح أن تتحقق أهداف (أو بمعنى آخر، أغراض) مكونات برنامج الشرق الأوسط وشمال أفريقيا في منظمة الشفافية الدولية في بلدك، حتى نهاية عام 2014؟

Answered: 13 Skipped: 1



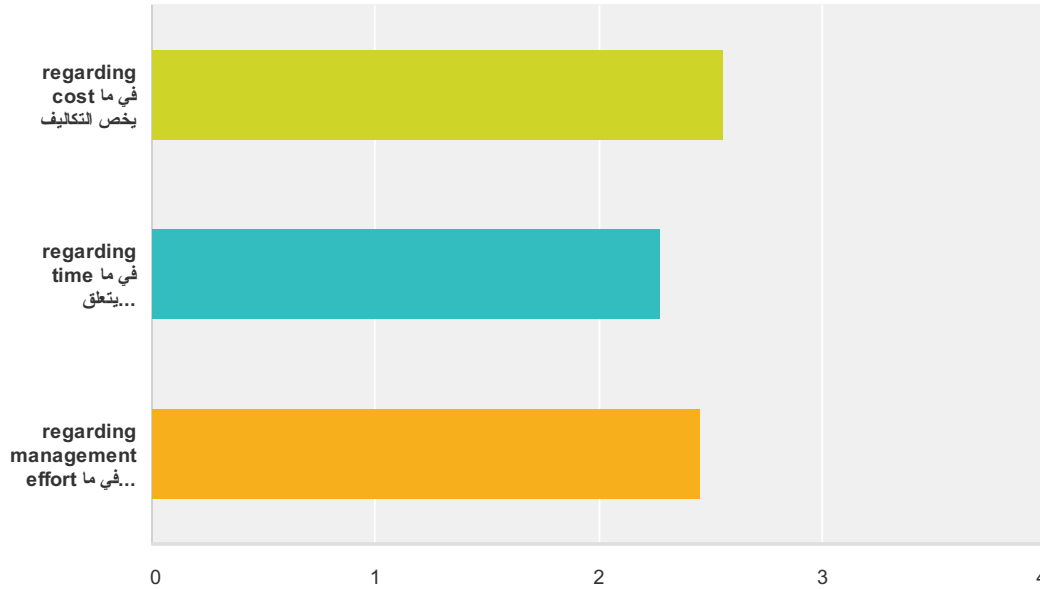
	No achievement لا توجد إنجازات	Limited achievement إنجاز محدود	Achievement to a larger extent تحقق إنجاز بدرجة أكبر	Full or overachievement إنجاز كامل أو فائق	Don't know لا أعرف	Total	Average Rating
Capacity Building & Networking بناء القدرات & الشبكات	7.69% 1	15.38% 2	46.15% 6	7.69% 1	23.08% 3	13	2.70
Anti-Corruption Solutions & Knowledge حلول مكافحة الفساد & المعرفة	7.69% 1	7.69% 1	46.15% 6	7.69% 1	30.77% 4	13	2.78
People Engagement & Support المشاركة الشعبية & الحلول	15.38% 2	7.69% 1	46.15% 6	7.69% 1	23.08% 3	13	2.60
Public Sector Integrity المشاركة الشعبية & الحلول	7.69% 1	23.08% 3	30.77% 4	7.69% 1	30.77% 4	13	2.56

#	Shortly explain your ratings to us with your own words please: من فضلك، اشرح باختصار تقييماتك لنا بتعبيرك الخاص:	Date
1	dsfsdfsdfsdfs	8/23/2013 3:18 PM
2	For capacity development I feel that in some chapters and countries with emerging partners there will be huge growth and development, in others I think this will be negligible (Kuwait, Bahrain, Iraq, Syria, Sudan, Mauritania etc.) With PEP I feel that the real achievement will be changing the transformation of national chapters and emerging partners into people-centric organisations. This I feel is happening and becoming more and more integrated and developed in our work.	8/20/2013 4:18 PM
3	As I am not part of a chapter, it is difficult to tell as each country is different in its acceptance and implementation/ focus of components.	8/20/2013 12:41 PM
4	I would say that it is likely that we will achieve the goals of each of the four components to a large extent in chapter countries by the end of 2014. Many of the projects will start to show results in the coming months. In non-chapter countries, goals will start to be achieved in Jordan and Tunisia I believe, less so in other countries.	8/20/2013 11:35 AM
5	هناك أنشطة أخرى مبرمجة خلال سنة 2013 و 2014 سيكون لها ولاشك وقع مهم بما انها تهدف الى تعبئة والتوعية ودعم القدرات واثارة اسئلة واشكاليلت كتعارض المصالح والاعتناء بالمشروع والحكامة المالية	8/19/2013 6:27 PM



**Q11 How well is the TIMP providing an efficient response to the challenges being addressed in your country? إلى أي مدى يوفر برنامج الشرق الأوسط وشمال أفريقيا في منظمة الشفافية الدولية استجابة فعالة للتحديات التي يتم التصدي لها في بلدك؟**

Answered: 13 Skipped: 1



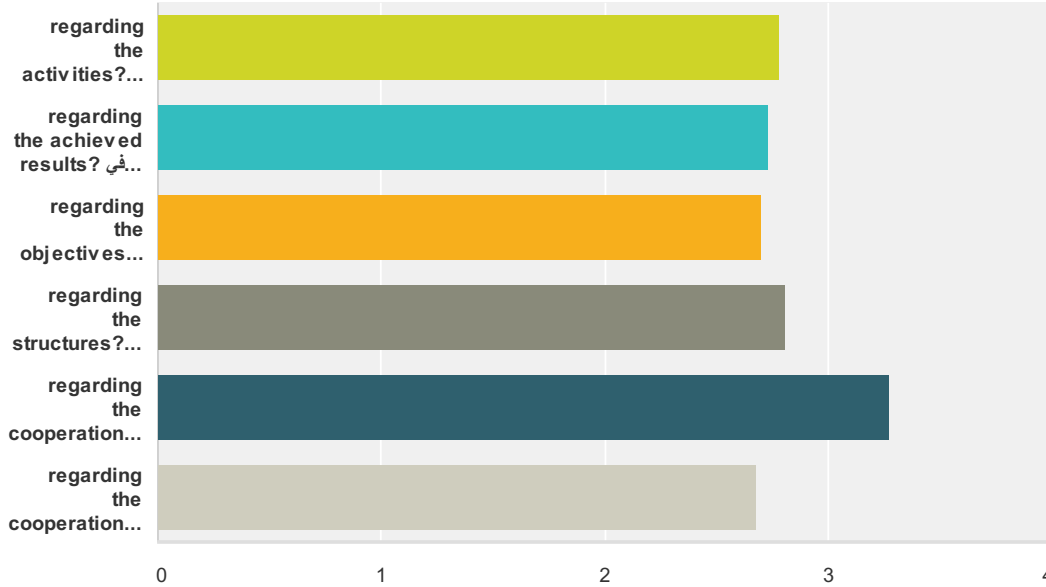
	Very inefficient كفاءة منخفضة للغاية	Less efficient أقل كفاءة	More efficient أكثر كفاءة	Very efficient كفاءة جدا	Don't know لا أعرف	Total	Average Rating
regarding cost (في ما يخص التكاليف)	15.38% 2	23.08% 3	30.77% 4	15.38% 2	15.38% 2	13	2.55
regarding time (في ما يتعلق بالفترة الزمنية)	23.08% 3	23.08% 3	30.77% 4	7.69% 1	15.38% 2	13	2.27
regarding management effort (في ما يخص الجهد الإداري)	23.08% 3	15.38% 2	30.77% 4	15.38% 2	15.38% 2	13	2.45

#	Shortly explain your ratings to us with your own words please: من فضلك، اشرح باختصار تقييماتك لنا بتعبيرك الخاص:	Date
1	I think the Chapters are better placed to answer the question. It is difficult for us to judge from outside.	8/26/2013 5:22 PM
2	sdfsdfsdf	8/23/2013 3:18 PM
3	Again this is an overview of all activities - the administrative burden of TIMP is huge and also trying to deal with diverse partners creates an incredible level of complexity and inefficiency. In the first two years there was little strategic direction in how to deal with these issues and often I felt that we were organising meetings and workshops with unrealistic expectations of the outcome of this. I think this is definitely changing. In people engagement work, activities are low cost but the staff time involved in maintaining networks is huge. We are getting more efficient in how we run this work as we get to know better where expertise is and who should be involved where and when.	8/20/2013 4:26 PM
4	As I am not part of a chapter, it is difficult to tell as each country is different in its acceptance and implementation/ focus of components.	8/20/2013 12:41 PM
5	I believe in terms of management and cost, TIMP is operating effectively. In terms of time, it is sometimes hampered by difficulties in implementing projects in countries in the Middle East and North Africa.	8/20/2013 11:39 AM

6	<p>In my opinion every activity takes too long to be implemented. It is worth it if a key activity (impact and budget wise) takes time to be built up and implemented. However it is a waste of resources (time, staff, money, opportunity costs) when small activities take long time. This happens quite often in the secretariat. Secretariat resources should coordinate staff/activities in the chapters, not implement it. Some activities take too much budget (regional meetings, travels, honoraria): what is the impact of this? what is the value for money? Cost-efficiency should have a greater value as a concept (and should be monitored, although it is a complex exercise). TIMP has a high budget in order to achieve many deliverables. It was designed unrealistically perhaps. The budget needs to be realigned with a more realistic approach. However "we must spend" should not be the lean, but "we must deliver, impact". The focus on spending is risky and generates not-efficient spending. Management: roles at the secretariat are not clear; every ultimate decision has to be approved by high management level. This makes every process slow. Some (high management) levels do micro-management with the consequence of losing overview. Other mid-levels take time to approve decisions. "Low/medium" levels sometimes have to wait to approvals. This all generate delays and higher costs with no impact.</p>	8/20/2013 11:24 AM
7	<p>إذا كان المراد من التكاليف فقد ساهم في تقليل العبء المادي على منظمتنا ، بما أن جزءا كبيرا من التكاليف المالية يدعمها هذا البرنامج اما الفترة الزمنية التي فهي وإن كانت قصيرة شيئا ما ( 28 شهرا ولكن مع ذلك فهي مهمة بالنسبة لنا وما إن كان المقصود من الفترة الزمنية المخصصة في تنفيذ وعمل هذا البرنامج فإنه لا يطرأ أي مشكل أو عبء على منظمتنا ونفس الشيء بالنسبة للجهد الإداري</p>	8/19/2013 6:33 PM
8	<p>إن البرنامج مصمم بشكل عام دون الأخذ بالاعتبار خصوصيات بلادي لذي فانه لن يسهم إيجابيا في الاسهام بتكاليف مشاريع اوتحقيق تطوير اداري او غيره</p>	8/16/2013 10:35 PM

**Q12 To what extent are the benefits of the programme likely to continue in your country once the TIMP ends? إلى أي مدى من المرجح أن تستمر فوائد برنامج الشرق الأوسط وشمال أفريقيا في منظمة الشفافية الدولية بمجرد انتهاءه؟**

Answered: 13 Skipped: 1



	Not sustaining غير مستدام	Less sustaining أقل استدامة	More sustaining أكثر استدامة	Highly sustaining شديد الاستدامة	Don't know لا أعرف	Total	Average Rating
regarding the activities? في ما يخص الأنشطة؟	7.69% 1	15.38% 2	30.77% 4	15.38% 2	30.77% 4	13	2.78
regarding the achieved results? في ما يخص النتائج المتحققة؟	7.69% 1	15.38% 2	53.85% 7	7.69% 1	15.38% 2	13	2.73
regarding the objectives and goals? في ما يخص التوجهات والأهداف؟	7.69% 1	15.38% 2	46.15% 6	7.69% 1	23.08% 3	13	2.70
regarding the structures? في ما يخص الأمور الهيكلية؟	7.69% 1	23.08% 3	23.08% 3	23.08% 3	23.08% 3	13	2.80
regarding the cooperation with national partners? في ما يخص التعاون والشركاء الوطنيين؟	7.69% 1	0% 0	38.46% 5	38.46% 5	15.38% 2	13	3.27
regarding the cooperation with donors? في ما يخص التعاون مع الجهات المانحة؟	15.38% 2	7.69% 1	30.77% 4	15.38% 2	30.77% 4	13	2.67

#	Shortly explain your ratings to us with your own words please: من فضلك، اشرح باختصار تقييماتك لنا بتعبيرك الخاص:	Date
1	In some instances it is difficult to predict due to the volatile political situation in the country and the high fluctuation of staff.	8/26/2013 5:23 PM
2	dfadfsd	8/23/2013 3:18 PM
3	The creation of the TI-S MENA team has fundamentally changed how we work with chapters and we are moving towards greater integration of chapters into TI-S work and vice-versa which I believe will be sustained beyond the end of TIMP. Structures that have been put in place are highly dependent on continued funding for core positions in chapters and at TI-S so if money is still available then these structures will hopefully continue. On many of the goals and objectives significant progress has been made. Some results will be achieved at the end of the programme and I hope that this will continue to contribute towards achievement of greater objectives and goals beyond the end of TIMP. I cannot comment on cooperation with donors as this is not part of my job.	8/20/2013 4:35 PM
4	As I am not part of a chapter, it is difficult to tell as each country is different in its acceptance and implementation/ focus of components.	8/20/2013 12:41 PM

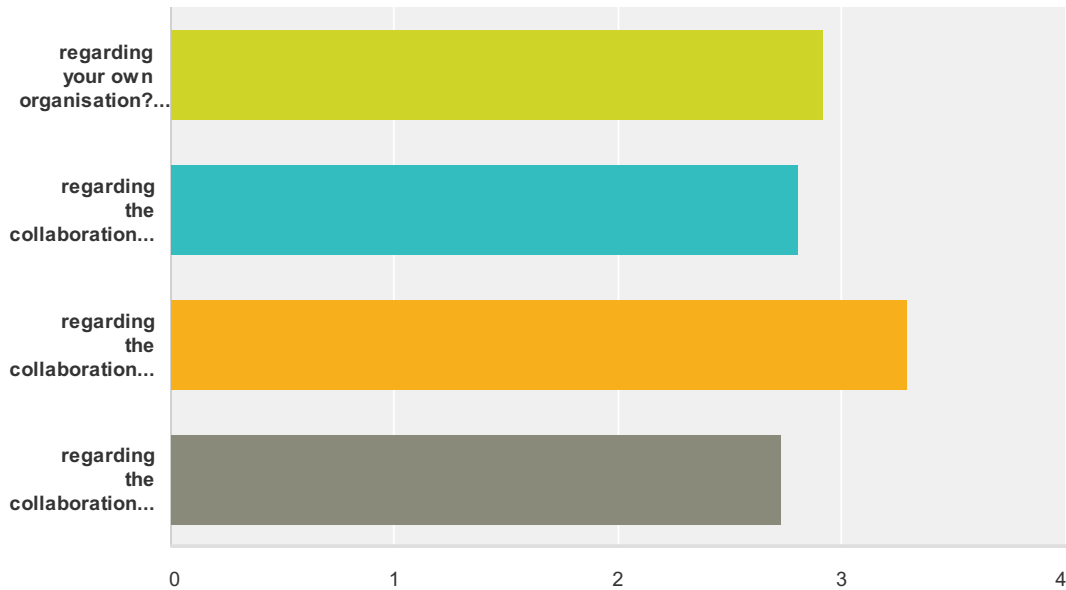
## [Arabic] Middle East and North Africa Programme Promoting Transparency, Accountability and

5	When TIMP ends, activities will be scaled back without a similar donor. However, many of the projects we carry out are designed for chapters to be able to use the results and carry out further activities after the end of TIMP and therefore are sustainable. The cooperation with national partners has grown during TIMP and is likely to continue.	8/20/2013 11:42 AM
6	Im afraid the inestability in the region will be the perfect excuse where to justify the non-continuity (also with donors), rather than the inefficiency of the project implementation.	8/20/2013 11:26 AM
7	من الممكن ان تستمر فوائد وثمار هذا البرنامج بشكل اكثر استدامة اذا ما تكنا من اقناع الشفافية الدولية في الاستمرار بهذا البرنامج الى مابعد 2014 ليجاد مانحين آخرين لاستدامة البرنامج وفوائده ضمانا لاستقرار عمل منظماتنا اما اذا كان العكس فان النتائج المهمة التي حققها هذا البرنامج لمنظماتنا سيخبر شينا ما اذا لم نجد حلا آخر ونفس الشيء بالنسبة لنتائجه وتوجهاته وسينعكس ذلك اكثر سلبية بالنسبة للهيكل التي يدعم هذا البرنامج الجزء الكبير منها	8/19/2013 6:40 PM



**Q13 How much success do you see in the TIMP's conduct? ما مدى النجاح الذي شهدته في أسلوب برنامج الشرق الأوسط وشمال أفريقيا في منظمة الشفافية الدولية؟**

Answered: 13 Skipped: 1

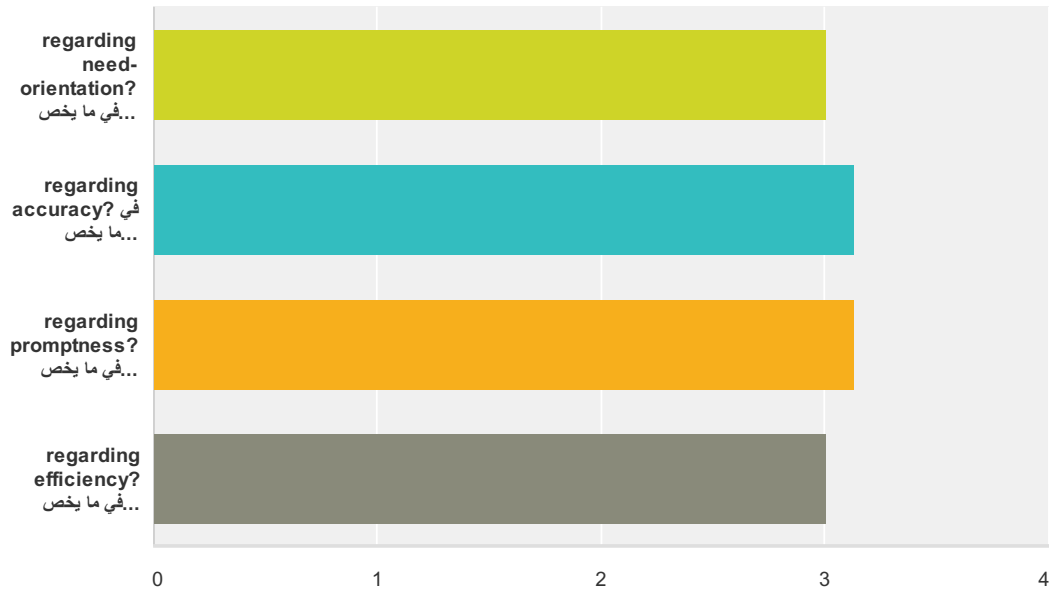


	Not successful غير ناجح	Less successful أقل نجاحا	More successful أكثر نجاحا	Very successfull ناجح جدا	Don't know لا أعرف	Total	Average Rating
regarding your own organisation? في ما يخص منظمتك؟	7.69% 1	23.08% 3	23.08% 3	30.77% 4	15.38% 2	13	2.91
regarding the collaboration with your national partners? في ما يخص التعاون مع شركاءك الوطنيين؟	15.38% 2	0% 0	46.15% 6	15.38% 2	23.08% 3	13	2.80
regarding the collaboration with the TI-S? في ما يخص التعاون مع أمانة منظمة الشفافية الدولية؟	7.69% 1	7.69% 1	0% 0	38.46% 5	46.15% 6	13	3.29
regarding the collaboration with other National Chapters? في ما يخص التعاون مع الفروع الوطنية الأخرى؟	7.69% 1	30.77% 4	23.08% 3	23.08% 3	15.38% 2	13	2.73

#	Shortly explain your ratings to us with your own words please: من فضلك، اشرح باختصار تقييماتك لنا بتعبيرك الخاص:	Date
1	I think there should be a median categorisation of "successful". It seems just that the two extremes are reflected here.	8/26/2013 5:26 PM
2	fsdfsdrwerw	8/23/2013 3:19 PM
3	I would not say there has been huge success in any of these areas but I think there is steady positive development.	8/20/2013 4:42 PM
4	TIMP is the reason the secretariat's MENA department exists, which overall was a good step for TI. The search for national partners and the work with national chapters overall increased and improved in cohesiveness.	8/20/2013 3:39 PM
5	As I am not part of a chapter, I cannot speak on their behalf	8/20/2013 12:44 PM
6	Implementation could have been faster, as work started in earnest only in 2013 under all four components. Inter-chapter communication could be improved.	8/20/2013 11:53 AM
7	As I see TIMP is mainly use to implement random activities in each country and to support with NC's running costs. There is not a main objective/result/concept where all activities refer to. This is risky as we are in the mid-term of the project. In the initial phase this was "natural". But we missed time to re-conduct the project. The secretariat focused in other projects and internal and NC's questions rather than on building a tangible and realistic project.	8/20/2013 11:29 AM
8	النجاح الذي نشهده في أسلوب هذا برنامج في منظمة الشفافية الدولية ناجح جدا اذا اتهم بادروا الى ادراك حاجيات الفروع الوطنية من حيث الهياكل التي بدونها لايمكن ان يكون هناك نجاح حقيقي لاهداف الفروع كما ان الشفافية الدولية وامانتها ايدت نفهما كبير من حيث الاستجابة لما نحتاجه من دعم خلال تنفيذ هذا البرنامج	8/19/2013 6:57 PM

**Q14 To which extent does the service provision of the TI-S to your own organisation within the TIMP satisfy you?**  
 إلى أي مدى تعد عملية تقديم الخدمات من الأمانة العامة لمنظمة الشفافية الدولية إلى منطمتك داخل برنامج الشرق الأوسط وشمال أفريقيا في المنظمة، مرضية لك؟

Answered: 13 Skipped: 1

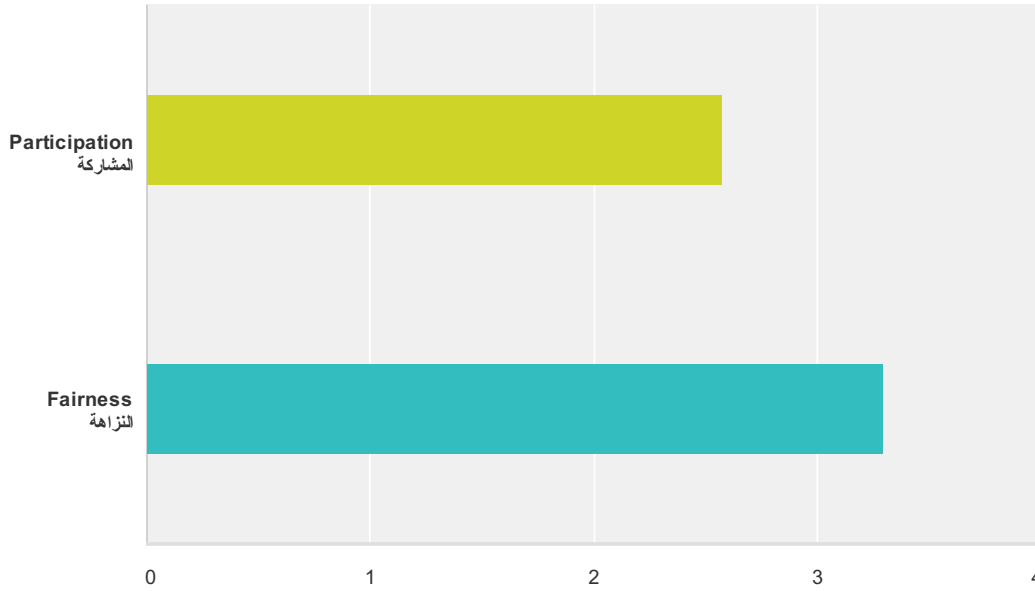


	Not satisfied لمست راضيا	Less satisfied أقل رضا	More satisfied أكثر رضا	Very satisfied راض جدا	Don't know لا أعرف	Total	Average Rating
regarding need-orientation? في ما يخص... التوجه بشأن الاحتياجات؟	7.69% 1	15.38% 2	7.69% 1	30.77% 4	38.46% 5	13	3.00
regarding accuracy? في ما يخص... الدقة؟	7.69% 1	7.69% 1	15.38% 2	30.77% 4	38.46% 5	13	3.13
regarding promptness? في ما يخص... سرعة الاستجابة؟	7.69% 1	7.69% 1	15.38% 2	30.77% 4	38.46% 5	13	3.13
regarding efficiency? في ما يخص... الكفاءة؟	7.69% 1	15.38% 2	7.69% 1	30.77% 4	38.46% 5	13	3.00

#	Shortly explain your ratings to us with your own words please: من فضلك، اشرح باختصار تقييماتك لنا بتعبيرك الخاص:	Date
1	dfsadf	8/23/2013 3:19 PM
2	I work at TI-S	8/20/2013 4:42 PM
3	As I am not part of a chapter, I cannot speak on their behalf	8/20/2013 12:44 PM
4	I think we could be stronger (and will be) in identifying how we can better support chapter needs. We could also coordinate better internally on how to be more efficient for chapters.	8/20/2013 11:53 AM
5	منذ الاجتماعات الاولى لمنظمتنا مع مسؤولات من الشفافية الدولية ونحن نلاحظ استجابة قوية لكل استفسارتنا وبعد انطلاق البرنامج لاحظنا دقة في العمل المحاسبي وتنفيذ الأنشطة ومواعيد تقديم المصاريف الشهرية وهذا يرجع لعوامل منها كفاءة المشرفين على البرنامج في امانة الشفافية الدولية	8/19/2013 6:57 PM

**Q15 To which extent was your own organisation included into the decision making processes within the TIMP and how fair has the TI-S treated your organisation during these processes?**

Answered: 13 Skipped: 1

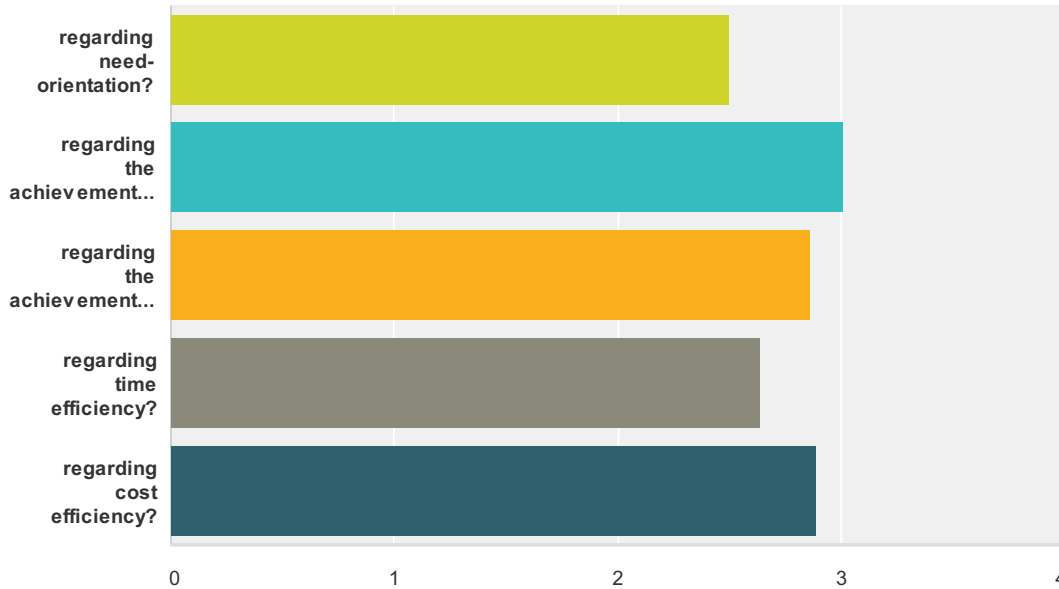


	low degree درجة منخفضة	rather lower degree درجة أكثر تدنيا	rather higher degree درجة أكبر	high degree درجة عالية	Don't know لا أعرف	Total	Average Rating
Participation المشاركة	7.69% 1	15.38% 2	23.08% 3	7.69% 1	46.15% 6	13	2.57
Fairness النزاهة	7.69% 1	0% 0	15.38% 2	30.77% 4	46.15% 6	13	3.29

#	Shortly explain your ratings to us with your own words please: من فضلك، اشرح باختصار تقييماتك لنا بتعبيرك الخاص:	Date
1	dfdf	8/23/2013 3:19 PM
2	I work at TI-S	8/20/2013 4:42 PM
3	As I am not part of a chapter, I cannot speak on their behalf	8/20/2013 12:44 PM
4	جلال تنفيذ البرنامج ومنذ إنطلاقه كانت استشارتنا من طرف الشفافية الدولية مستمرة وعلى تواصل تام ودائم في نزاهة ومسؤولية تامة	8/19/2013 6:57 PM

**Q16 How adequate is the process of agreeing upon focal areas and activities of the TIMP in your country between TI-S and your own organisation?** ما مدى كفاية عملية التوافق بشأن نقاط التركيز والأنشطة الخاصة ببرنامج الشرق الأوسط وشمال أفريقيا في بلدك بين أمانة منظمة الشفافية الدولية ومنظمتك؟

Answered: 13 Skipped: 1

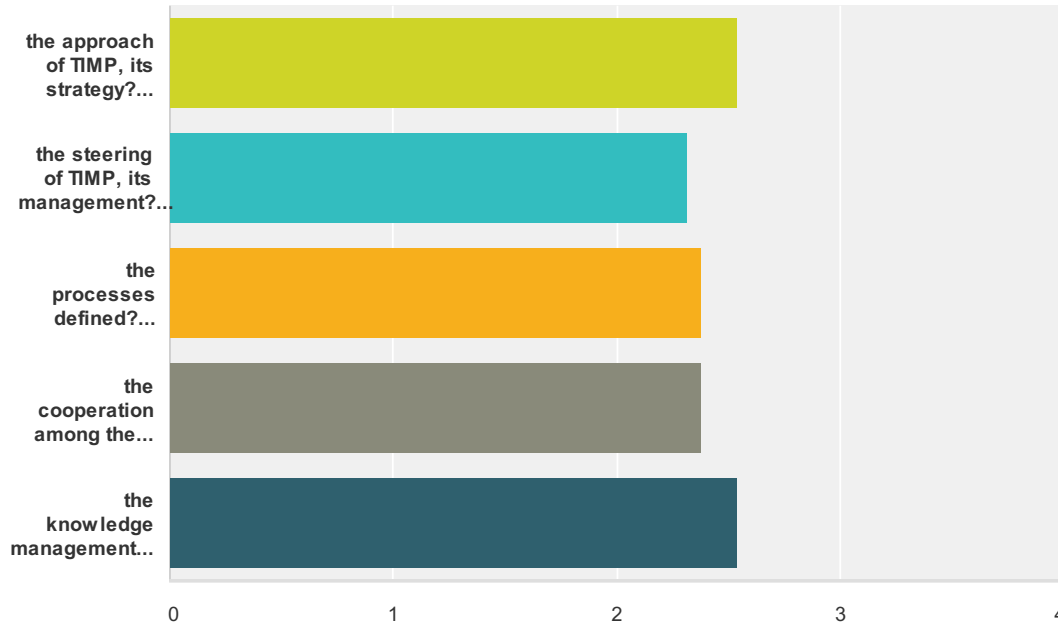


	Not adequate ليست كافية	Less adequate أقل كفاية	More adequate أكثر كفاية	Very adequate كافية جدا	Don't know لا أعرف	Total	Average Rating
regarding need-orientation?	7.69% 1	15.38% 2	38.46% 5	0% 0	38.46% 5	13	2.50
regarding the achievement of your organisation's results?	7.69% 1	0% 0	38.46% 5	15.38% 2	38.46% 5	13	3.00
regarding the achievement of the TIMP's results?	7.69% 1	7.69% 1	23.08% 3	15.38% 2	46.15% 6	13	2.86
regarding time efficiency?	7.69% 1	15.38% 2	30.77% 4	7.69% 1	38.46% 5	13	2.63
regarding cost efficiency?	7.69% 1	7.69% 1	30.77% 4	15.38% 2	38.46% 5	13	2.88

#	Shortly explain your ratings to us with your own words please: من فضلك، اشرح باختصار تقييماتك لنا بتعبيرك الخاص:	Date
1	fdaf	8/23/2013 3:19 PM
2	I work at TI-S but I think that we have, until this point, not included chapters very well in the region-wide programme planning that we have done. We are trying to change this and chapters are being more systematically included in the TIMP 2014 planning.	8/20/2013 4:42 PM
3	As I am not part of a chapter, I cannot speak on their behalf	8/20/2013 12:44 PM
4	بالنسبة لمنظمتنا وبخبرتنا لمدة 15 سنة مع الشفافية الدولية، فلنا نسجل الاستجابة الفعلية لحاجيتنا من خلال هذا البرنامج وإيضاً لحاجيات منظمتنا وأهدافها والتزاماً بتحقيق الأهداف المحددة لهذا البرنامج على مستوى النتائج واستثمار الوقت	8/19/2013 6:57 PM

**Q17 In how far do you consider the following criteria to be relevant when thinking of the difficulties faced during the implementation of the TIMP in your country?**  
**إلى أي مدى تعتبر المعايير التالية مهمة عندما تفكر بالصعوبات التي تمت مواجهتها أثناء تطبيق برنامج الشرق الأوسط وشمال أفريقيا في منظمة الشفافية الدولية في بلدك؟**

Answered: 13 Skipped: 1



	Clearly relevant مهمة بوضوح	Rather relevant مهمة	Rather irrelevant غير مهمة	Clearly irrelevant غير مهمة بوضوح	Total	Average Rating
the approach of TIMP, its strategy? نهج برنامج الشرق الأوسط وشمال أفريقيا، استراتيجيته؟	15.38% 2	38.46% 5	23.08% 3	23.08% 3	13	2.54
the steering of TIMP, its management? توجيه برنامج الشرق الأوسط وشمال أفريقيا، إدارته؟	23.08% 3	38.46% 5	23.08% 3	15.38% 2	13	2.31
the processes defined? تحديد العمليات؟	23.08% 3	38.46% 5	15.38% 2	23.08% 3	13	2.38
the cooperation among the main actors? التعاون بين الفاعلين الأساسيين؟	23.08% 3	38.46% 5	15.38% 2	23.08% 3	13	2.38
the knowledge management applied? تطبيق إدارة المعرفة؟	23.08% 3	30.77% 4	15.38% 2	30.77% 4	13	2.54

## Annex D – Interview guideline

### Standard Questions

#### Entry Question

- Looking back at the 2 years of implementation of the TIMP, what are, according to your individual view, the main strengths and main weaknesses?
- When answering this question, please refer to both: the 'what' has been done and the 'how' it has been done, i.e. the content and the conduct of the TIMP.
- If response is negative/positive: If you would redo the TIMP, what would you do the same, what would you change?

#### Additional questions (emphasis given according to response to entry question)

- How relevant is the TIMP for your organisation's work? Are the right things being addressed?
- How effective is the TIMP in achieving its intended results? Are things being addressed in the right way? How is the result achievement measured?
- In how far are wider effects of the TIMP already visible? How is the impact of TIMP measured?
- Which parts of the TIMP will sustain the current funding? How does/will your organisation acquire the funds for structures/working areas currently covered by the TIMP's core funding?
- How would you describe the balance of inputs and achievements of the TIMP?
- In how far is your organisation involved into the planning and decision making of the TIMP? What would you like to change regarding the planning/decision making process?
- In how far is your organisation involved into the implementation of the TIMP in other countries of the TIMP? How would you describe your interest, your commitment and your capacity to get involved into the implementation of the TIMP beyond your own country?
- In how far does your organisation receive support from other countries of the TIMP? If yes, how do you assess this support?
- How would you describe the support received from TI-S? How do you assess this support? Where are the assets, where are the bottlenecks in the cooperation with the TI-S?

### Specific questions to Donors

- Which parts of the TIMP does your organisation emphasize most and which overarching goals does your organisation seek to be supported by the TIMP?
- Where do you see the current strengths and weaknesses in the TIMP, both as to the strategy, the approach and as to the way the programme is being conducted?
- What should the priorities of the TIMP be for the remaining duration from your organisations perspective?
- What is your organisation's reading of the DAC criteria of Impact and Sustainability?

## Annex E – List of people interviewed

08.08.2013, via phone

[REDACTED]	Regional Director MENA, TI-S
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12.08.2013, Berlin

[REDACTED]	Programme Assistant, TI-S
[REDACTED]	Regional Coordinator Non-Chapter Countries, TI-S
[REDACTED]	Monitoring, Evaluation and Learning (MEL), TI-S
[REDACTED]	Monitoring, Evaluation and Learning (MEL), TI-S
[REDACTED]	TIMP Regional Programme Manager, TI-S
[REDACTED]	External Expert for Chapter Capacity Development, TI-S

13.08.2013, Berlin

[REDACTED]	Head of Peoples Engagement Programme, TI-S
[REDACTED]	Regional Coordinator Chapter countries, TI-S
[REDACTED]	Programme Officer Research, Knowledge and Solutions, TI-S
[REDACTED]	Programme Manager Asia Pacific Department, TI-S
[REDACTED]	Regional Programme Development, TI-S
[REDACTED]	Capacity Development Networks, Chapters, Programmes, TI-S

14.08.2013, Beirut

[REDACTED]	Youth and Grassroots Manager, LTA
[REDACTED]	Finance and Accounting Officer, LTA
[REDACTED]	Programme Manager, LTA
[REDACTED]	Programme Coordinator, LTA
[REDACTED]	Communication and Social Media Officer, LTA
[REDACTED]	Executive Director, LTA

16.08.2013, via phone

[REDACTED]	Programme Officer People Engagement Programme, TI-S
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17.08.2013, Amman

[REDACTED]	Training Manager, Partners-Jordan
[REDACTED]	President, Jordanian Leaders Training Forum
[REDACTED]	Team Leader Government Performance Improvement, Fiscal Reform II Project of USAID
[REDACTED]	Liaison and Research Specialist, International Foundation for Electoral Systems (IFES)
[REDACTED]	Founder of Jordan Network of Evaluators
[REDACTED]	Advocate President, Jordanian Association for the Fight against Corruption (JAFAC)

18.08.2013, Amman

[REDACTED]	President, Partners-Jordan
[REDACTED]	Board Member, Jordan Anti-Corruption Agency

19./20.08.2013, Ramallah

[REDACTED]	Executive Director, AMAN
[REDACTED]	Financial Director, AMAN
[REDACTED]	Gaza Director office, AMAN
[REDACTED]	Project Manager, AMAN
[REDACTED]	Resource Centre & Webmaster Coordinator, AMAN
[REDACTED]	Director of Research and Development Unit, AMAN
[REDACTED]	Advocacy and Legal Advice Centre Director, AMAN
[REDACTED]	Legal Advisor Advocacy & Legal Advice Centre, AMAN
[REDACTED]	Palestine Capital Market Authority
[REDACTED]	Programs and Projects Director, AMAN
[REDACTED]	Project Coordinator, AMAN
[REDACTED]	Core Program Director, AMAN
[REDACTED]	Director of the Department of Planning and Training, Ministry of Interior
[REDACTED]	Director of Activity Department, Ministry of Education
[REDACTED]	Commissioner for Combating Corruption, AMAN

23.08.2013, via phone

[REDACTED]	Programme Manager Regional Unit MENA, Swedish International Development Agency (SIDA)
[REDACTED]	Regional Outreach Manager, TI-S MENA

27./28./29.08.2013, Berlin

[REDACTED]	[REDACTED]
[REDACTED]	Transparency Morocco
[REDACTED]	Programme Officer, YTTI
[REDACTED]	I-Watch, Tunisia
[REDACTED]	Regional Coordinator for Egypt, TI-S

21.08.2013, via phone

[REDACTED]	Head of MENA Department, United Kingdom Foreign and Commonwealth Office, (UKFCO)
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**Annex F – Overview of all achievements per country**

	Results and related Activities	Indicators	Regional
A	A: To strengthen in the MENA region the capacity of TI Chapters and other civil society Partners to effectively work on anti-corruption issues and reforms at the national level and to contribute – individually and collectively – to the global fight against corruption.		
A1	A.1: Strengthened and effectively coordinated TI presence – through TI Chapters or other civil society Partners – and activities in the MENA region.	<p><b>Result indicators:</b>                      (1) # of advocacy campaigns or other activities led by TI Chapters that dynamically address the most critical corruption issues in their own countries.                      (2) # of external actors that required TI Chapters' participation and/or advice on corruption related issues.                      (3) Impact level of TI Chapters' regional exchanges.</p> <p><b>Performance Indicators:</b>                      (1) # TI Chapters with finalised work plans and budgets.                      (2) # TI Chapters with finalised MEL frameworks.                      (3) # TI Chapters equipped with financial management procedures.                      (4) # of TI Chapters with developed capacity building plans                      (5) # of staff development activities organised, including training in strategic planning, financial management and MEL.</p>	
A11	A.1.1: Undertake national stakeholder scoping missions and support emerging groups and coalitions to become Partners or TI MENA Chapters		
A12	A.1.2: Develop and implement a regional capacity development programme for TI MENA Chapters, their coalition partners and newly emerging Partners		<p>Q2/2013                      The MENA coordinator together with the national chapters of Morocco, Lebanon and Palestine designed 2013 capacity building plans in consultation with the chapters. The plans identify organisational, skills, and programmatic capacity needs to allow chapters to work more effectively. The plans also aim to strengthen peer-learning and cooperation on a regional level and within the global TI movement.</p>

	Results and related Activities	Indicators	Regional
A13	A.1.3: Facilitate increased interaction, information sharing, and learning from good practice among TI MENA Chapters and other regional and global Partners		<p>10-11/12/2011 TIMP Inception Meeting in Cairo. Participants: TI-S and mainly TI Chapters AMAN, LTA and TM</p> <p>26-28/04/2012 TIMP Regional Programme Meeting in Kuwait. Participants: TI Chapters, national contacts and partners in MENA</p> <p>05/11/2012 MENA Regional Governance Meeting in Brasilia. Participants: 2 representatives of each MENA TI Chapter</p> <p>07-10/11/2012 Participation to IACC in Brasilia. Participants: 8 representatives from MENA region, 6 representatives of MENA programme</p> <p>13/10/2012 Regional Roundtable on Justice and Social Accountability in Jordan with 80 participants from 13 countries.</p> <p>30/05/2013 TI MENA holds the second of the regional roundtable series in Tunisia. This roundtable focused on how to enhance the interaction between anti-corruption agencies in the MENA region and civil society. Government agency representatives from Egypt, Morocco, Palestine, Saudi Arabia, Tunisia and Yemen participated in the event (Iraqi and Jordanian representatives apologised), together with civil society representatives from all the aforementioned countries as well as Algeria, Iraq, Jordan, Lebanon, Mauritania and Oman.</p> <p>31/05-02/06/2013 Regional meeting of TI International movement in the Middle East and North Africa brought together representatives from some six chapters (Bahrain, Kuwait, Lebanon, Morocco, Palestine, Yemen), five emerging partners (Jordan, three from Tunisia, and one from Egypt), and other civil society representatives from other countries in the region, including Algeria, Egypt, Libya, Iraqi Kurdistan, Mauretania, Oman and Saudi Arabia. During these three days, participants discussed, respectively, the priorities for programmatic work; chapter-secretariat relations and movement-wide initiatives.</p>
A14	A.1.4: Publish regular updates and information about TI activities and developments in the MENA region		<p>10/2011 + 05/2012 TI 2015 Strategy in Arabic, printed</p> <p>05/2012 MABDA Regional Overview in Arabic, printed</p> <p>02/2012 Working Paper on Asset Recovery, printed</p> <p>01/2012 AMAN's Children's Books on Corruption in Arabic, printed</p>
A2	A.2: Enhanced capacity of TI Chapters to operate as well-functioning entities with strong structural, managerial and leadership capacities.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters implementing a basic MEL system and consistently collecting and analysing MEL data.</p> <p>(2) % capacity building objectives, agreed in TI Chapter capacity development plans, achieved.</p> <p>(3) # of TI Chapters with a core professional human resource capacity.</p> <p><b>Performance indicators:</b></p> <p>(1) # of missions to TI Chapters</p> <p>(2) # and value of TI Secretariat regional departments' core expenses funded through the programme.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>	
A21	A.2.1: Undertake in cooperation with the TI MENA Chapters an assessment of their capacity development needs, informing further priority capacity development interventions		
A22	A.2.2: Provide funding for selected TI MENA Chapters to fulfil their core functions in response to needs identified through the organisational capacity assessment		

	Results and related Activities	Indicators	Regional
A23	A.2.3: Provide in depth governance support to TI MENA Chapters to ensure high levels of accountability and performance		10-12/05/2012 TI MENA Programme Regional Coordinator participating in Basic Safety and Security Course by Centre for Safety and Development in Amsterdam  16-18/04/2012 TI MENA Programme Regional Programme Manager participating in programme management training.  18-19/07/2012 TI MENA programme retreat for strategy and presence building in the MENA region.
A24	A.2.4: Support TI MENA Chapters in developing strong internal systems to effectively manage their finances, people, projects and risk		26-27/03/2013 Financial training for MENA chapters in Lebanon with all six MENA region chapters participating. The purpose of the training was to create a unified understanding of MENA donor's requirements, to give solutions to questions on financial management of projects and to gather accountants from all MENA chapters to improve communication flows and collaboration.  15/01/2013 TI MENA programme strategic planning retreat to strengthen the focus on results and to integrate TI-S planning into priorities for work that chapters have identified.
A3	A.3: Enhanced capacity of TI Chapters to realise their strategic objectives and achieve organisational and financial sustainability.	<b>Result indicators:</b> (1) # of TI Chapters demonstrating progress towards objectives identified in multi-annual strategic plans. (2) # of TI Chapters with strategies in place to diversify funding streams. (3) % of increase in TI Chapters' annual budgets.	
A31	A.3.1: Mobilise new funding for regional capacity development and to expand anti-corruption activities in the region in line with the TI Strategy 2015		
A32	A.3.2: Develop TI MENA Chapters' strong advocacy and communication skills to translate strategy, research and knowledge into effective anti-corruption advocacy		Q4/2012 TI MENA Programme works on a regional advocacy strategy  Q1/2013 TI MENA programme and chapters review their advocacy activities and related capacity building needs.
A33	A.3.3: Help TI MENA Chapters understand, develop and manage Monitoring, Evaluation and Learning (MEL) systems as part of their project and strategic planning cycles	# of TI Chapters monitoring implementation of projects and programmes on the basis of agreed annual work plans.	06/2013 TI MENA develops ToR for a consultant to conduct the mid-term review of the TIMP programme. The review will take place during the next quarter reporting period.
A4	A.4: Enhanced capacity of TI Chapters to initiate and lead multi-stakeholder coalitions and cross-boundary networks for increased anti-corruption impact.	<b>Result indicators:</b> (1) # of TI Chapters leading/ coordinating regional or crossregional multi-stakeholder networks, or similar collective action. (2) # of TI Chapters actively engaged in regional or crossregional anti-corruption multi-stakeholder networks, or similar collective action. (3) Impact level of multi-stakeholder coalitions and crossboundary networks led by TI Chapters.	
A41	A.4.1: Support TI MENA Chapters and in undertaking innovative approaches and activities against corruption in the region		see C23  Q4/2012 Development of Work plan for whistleblowing > For whistleblowing, the research on brief overview papers on the status of whistleblowing was started for Egypt, Lebanon, Morocco, Palestine and Tunisia.  Q1/2013 TI MENA programme revises its whistleblowing activities and develops a concept for investigative journalism activities.

	Results and related Activities	Indicators	Regional
A42	A.4.2: Increase TI MENA Chapters' contribution to strategic regional and international initiatives and forums		<p>31/05/2012 TI-S presents its work in the MENA region at the Friends of Europe Policy Summit on Europe and the Arab Spring in Brussels.</p> <p>Q2/2013 Representatives from AMAN and TM are members of the TI global task force leading the development of purpose, design, and content of the no impunity initiative. TI task force members also act as ambassadors for the no impunity initiative.</p>
B	B: To provide anti-corruption activists in the MENA region with access to readily available evidence and practical tools to fight corruption and advocate for change.		
B1	B.1: Widely shared knowledge and lessons learnt on existing anti-corruption tools and good practices in the MENA region.	<p><b>Result indicators:</b> (1) # of TI Chapters leading on or contributing to the identification and publication of good practices on anticorruption work. (2) Impact level of the use of knowledge TI Secretariat products and services on approaches to corruption.</p> <p><b>Performance indicators:</b> (1) # of TI Chapters engaged in research independently from TI Secretariat. (2) # of TI Chapters producing their own publications on corruption issues.</p>	
B11	B.1.1: Provide on-going advice to TI MENA Chapters, Partners and other national and regional stakeholders on a demand-driven basis		<p>Q1/2013 In cooperation with TI-S's Research and Advocacy Group the MENA programme is preparing a training to enhance chapters' utilisation of the Global Corruption Barometer for their advocacy work.</p> <p>Q1/2013 TI Helpdesk and TM Observatory agree to collaborate closer in responding to MENA related queries to Helpdesk to support the service offered by TI-S, by taking on some of the more MENA related work. This relates in particular to locating Arabic sources of knowledge, both experts and published material, to facilitate expert networking, and translations of documents into French and Arabic.</p> <p>Q2/2013 TI-S staff trains staff on responding to helpdesk queries and to agree on a work plan. During the regional meeting in Tunis, 30 May – 2 June 2013, Said Dahraoui (Executive Director, TM) and Fouad Zirari (Director, TM's Corruption Observatory) discussed and promoted the helpdesk with other chapters. The Observatory so far worked on two TI Helpdesk briefs, one collating and comparing information about existing anti-corruption agencies in the MENA region, their dates of establishment, budgets and staff numbers, legal mandates and plans, and another brief gathering information about aspects of political corruption in the MENA region. In Morocco, the Observatory is now in its fifth year of monitoring and analyzing the phenomenon of corruption and disseminating research and information. During the period April to June 2013, the observatory was able to carry out the production and dissemination of a weekly electronic news magazine that features a selection of corruption, transparency and governance stories published in the national press and the preparation of a quarterly report that summaries the significant corruption and governance events during this period and statistics showing the sectors mentioned most in the media with a comparative table of the complaints received by the ALAC.</p>
B12	B.1.2: Systematically capture, publish and disseminate the knowledge generated through this Programme via target-oriented channels of communication		
B2	B.2: Increased access to anti-corruption expertise through better-linked networks of anti-corruption experts across the MENA region.	<p><b>Result indicators:</b> (1) # of TI Chapters accessing networks of expertise on anti-corruption issues. (2) Impact level participation in expert networks.</p> <p><b>Performance indicators:</b> (1) # of TI Chapters identifying the ASK as the Movement's knowledge hub on anti-corruption. (2) # of TI Chapters using TI Secretariat anti-corruption knowledge products and services. (3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>	

	Results and related Activities	Indicators	Regional
B21	B.2.1: Mobilise and stimulate anti-corruption expertise across the MENA region's academic community		2011/2012 Brainstorming and planning of activities for mobilising and stimulating anti-corruption expertise across the MENA region's academic community in Q2/2012.
B22	B.2.2: Create centres of expertise in a number of key areas at the national and regional levels		
C	C: To increase responsiveness to people's demands for transparency, accountability and integrity in the MENA region.		
C1	C.1: Increased public understanding of, support for and engagement in the fight against corruption, with a focus on the engagement of youth, women and entrepreneurs.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters' advocated recommendations/policies/laws, which directly affect particularly the most for marginalized and vulnerable populations, that have been taken up by targets.</p> <p>(2) Impact level of uptake of advocated recommendations/policies/ laws.</p> <p>(3) % of TI Chapters engaging in outreach to entrepreneurs (particularly SMEs).</p> <p>(4) % of TI Chapters with projects and initiatives that do outreach to / work on youth.</p> <p>Perceived level of impact of TI Chapters' work on youth.</p> <p>(5) % of TI Chapters with projects and initiatives that do outreach to/ work on women</p> <p>(6) Perceived level of impact of TI Chapters' work on women.</p> <p><b>Performance indicators:</b></p> <p>(1) % of TI Chapters with effective security measures to safeguard their staff, information (e.g. ALAC data) and premises.</p> <p>(2) % of TI Chapters' funding dedicated to People Engagement approaches.</p> <p>(3) # of TI Chapters with Gender strategies in place</p>	
C11	C.1.1: Develop outreach to youth to combat corruption		<p>09-14/07/2012 For 1st time 11 young people from MENA region participated in 3rd TI Summer School on Integrity through full scholarship funded by TIMP to cover their transportation, tuition and board and additional expenses. The selected participants came from Egypt, Lebanon, Libya, Morocco, Palestine and Yemen.</p> <p>Q1/2013 TI MENA programme supports 15 students from MENA region with TIMP funding to attend the 4th TI Summer School on Integrity in Lithuania.</p> <p>Q2/2013 TI MENA team selects 15 applicants (7 male, 8 female) to receive a scholarship subject to visa issuance from Egypt (4), Jordan (1), Lebanon (1), Libya (1), Morocco (2), Syria (1), Tunisia (3) and Yemen (2) for the TI Summer School. Its planned for summer school alumni to remain connected and use their newly found knowledge by growing the network of anticorruption volunteer activists and writing about their experiences in a blog post competition.</p>
C12	C.1.2: Develop outreach to women to combat corruption		
C13	C.1.3: Develop outreach to entrepreneurs to combat corruption		

	Results and related Activities	Indicators	Regional
C14	C.1.4: Develop a safety-training package for activists		Q1/2013 TI MENA programme plans the development of a safety tool box for advocates.  05/2013 TI-S sends a survey to the AMAN, BTS, KTS, LTA, TM and YTTI to evaluate their current standards of security and their needs. All chapters respond. In June 2013 TI-S prepared individual reports based on the answers provided by the chapters, to start discussions to address their specific needs. Based on these individual reports, during Q3 TI-S will discuss with chapters the contents for the individual trainings. In late June TI-S started to look for a security expert who will develop a training curriculum for participating national chapters and produce the content for the online and offline training materials. TI-S will select the expert in mid-July and start work immediately. TI-S will conduct these trainings sessions in Q3 and Q4 in participating countries.
C15	C.1.5: Inform citizens of their rights and increase their ability to speak out against corruption		Q1/2013 TI-S and chapters coordinate activities related to the global push for 'no impunity' for corruption that the TI movement decided in November 2012. The TI MENA programme and chapters will discuss activities in this area during the regional meeting in Tunis (31 May-2 June 2013)
C16	C.1.6: Provide regular opportunities for dialogue and showcasing of anticorruption initiatives		
C2	C.2: Victims and witnesses of corruption in project countries articulate and find solutions to their grievances.	<p><b>Result indicators:</b></p> <p>(1) # of corruption-related grievances reported to the ALACs, and % of those successfully resolved.</p> <p>(2) Impact of ALAC services on clients.</p> <p>(3) # of TI Chapters running advocacy actions on the basis of citizens' complaints (e.g. ALACs).</p> <p>(4) # of changes in policy and practice resulting from advocacy and campaigns based on ALAC cases and complaints.</p> <p><b>Performance indicators:</b></p> <p>(1) # of TI Chapters supporting and adopting the People's Charter..</p> <p>(2) # and quality of new approaches to People Engagement implemented, shared and replicated throughout the TI Movement.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>	
C21	C.2.1: Provide safer spaces for citizens seeking redress from corrupt practices or willing to speak out against it		24 May 2012 Expert roundtable on international best practices for whistleblower legislation in Berlin. TIMP supported the participation of Marie R. Ghantous, President of the Lebanese Center for International Studies in Lebanon.  Q4/2012 TI-S consulted with MENA region TI Chapters on their view of enhancing Advocacy and Legal Advisory Center (ALACs).  11/03/2013 Europe and Central Asia Department at Transparency International Secretariat and Heinrich Böll Foundation organize the conference 'Whistleblowing for Change. One representative from TI Palestine and two representatives from TI Morocco participated in the event, as well as a legal expert on whistleblowing from Lebanon.
C22	C.2.2: Produce and analyse ALAC case-based evidence to assess trends and support reform demands		09/2012 ALAC database training for TI Regional Coordinators and the People Engagement Programme Officer.  24-27/03/2013 Speak Up! global event takes place in Berlin celebrating the 10 year anniversary of TI's ALACs with 9 participants working in ALACs in the MENA region from TI Morocco, TI Palestine, TI Lebanon, TI Kuwait, as well as promising partners from Egypt and Tunisia. Five staff members of the TI Secretariat MENA team attended the workshops.  Q2/2013 TI People Engagement Programme together with MENA staff develops concepts for increasing the impact and sustainability of ALACs following the TI global meeting of ALAC officers at the SPEAK UP! event. Chapters in Morocco, Palestine, Lebanon, Kuwait and Yemen identified capacity needs for scaling up ALAC work and taking advocacy and outreach to another level. TI's MENA programme together with the People Engagement Programme has developed a large ALAC project concept to support MENA ALAC work over the coming 18 months, addressing fundraising, communications, safety issues, technological support (database or online reporting), outreach and public interest litigation.

	Results and related Activities	Indicators	Regional
			<p>Q2/2013                      MENA programme supports the People Engagement Programme's whistleblowing expert to manage drafting of 15 national whistleblowing overview papers in MENA. The expert also analyses draft whistleblowing laws in Saudi Arabia, Yemen, and Egypt, and the MENA director shared results with the competent authorities in those countries.</p>
C23	<p>C.2.3: Develop a pool of expertise on investigative journalism and build journalistic skills to improve engagement in anti-corruption work</p>		<p>Special call for young journalists from the MENA region to participate in the IACC 2012. TI and the hosts of the IACC 2012 began the process to invite one young journalist working in MENA region to work under the guidance of TI's Social Media Unit to report on the Conference sessions through various social media and new media channels including the IACC blog, facebook, twitter and youtube.</p> <p>Q1/2013                      The IACC in Berlin convenes a meeting to initiate a network of whistleblowers, investigative journalists and anti-corruption advocates with 31 representatives of 25 leading global organisations. One representative from TI Morocco as well as one from TI Palestine attended the planning workshop.</p> <p>Q2/2013                      MENA staff finalised a concept note for work on investigative journalism and the project will commence in the next quarter. The objective is to strengthen the confidence, ability and commitment of well-established media institutions to pursue investigative journalism on corruption topics. Given the wealth of case material and the existence of such media in Egypt, in addition to a large audience, this project will focus on Egypt.</p>
C3	<p>C.3: Improved social programmes and services as a result of citizen demand and engagement.</p>	<p><b>Result indicators:</b>                      (1) # of TI Chapters with projects/ initiatives/ response mechanisms which include aspects of safeguarding anticorruption activists.                      (2) # of TI Chapters working to strengthen the link with investigative journalism.                      (3) % of TI Chapters working to improve service delivery and / or social programmes.                      (4) # of changes in social programmes' policy(ies) and practice(s) in targeted countries.</p>	
C31	<p>C.3.1: Identification of key risk areas in the delivery of services and social programmes</p>		
C32	<p>C.3.2: <i>Mitigating risks through social accountability</i></p>		
D	<p>D: To generate robust evidence on public sector corruption risks in the MENA region, and provide anti-corruption activists with the tools and solutions to advocate for change.</p>		
D1	<p>D.1: A new body of knowledge and improved diagnostic expertise on (anti-)corruption is widely available and identifies priority areas for anti-corruption reform in selected programme countries.</p>	<p><b>Result indicators:</b>                      (1) # of Chapters using public integrity diagnostic tools' findings (e.g. NIS, CPI) to inform their advocacy actions nationally and regionally.                      (2) # of Chapters conducting advocacy actions that have been influencing regional anti-corruption measures and/or policies.</p> <p><b>Performance indicators:</b>                      (1) # of TI Chapters actively engaged in the conceptualisation of regionally tailored diagnostic tools.                      (2) # of TI Chapters actively engaged in the production of advocacy materials based on the implementation of public integrity diagnostic tools.</p>	
D11	<p>D.1.1: Undertake/update National Integrity Context and System assessments in the MENA region</p>		<p>Q2/2013                      On the TI-S level, the Public Sector Integrity Programme finalised the methodology for the Local Integrity System assessments and sent out a global call for two to three pilot countries. The TI MENA programme aims to support at least one MENA chapter to become part of phase II pilot countries in Q4/2013.</p>



	Results and related Activities	Indicators	Regional
D12	D.1.2: Promote the Corruption Perceptions Index		<p>Q4/2012 2012 CPI was launched on 05/12/2012. It includes 14 of 15 TIMP countries, with Palestine being the only country not included, due to a lack of data sources. Translation of the CPI into Arabic and French and the production of printed editions in these languages will take place by end of 2012 or beginning 2013.</p> <p>Q1/2013 - ongoing MENA region chapters integrate the Corruption Perception Index into their advocacy work throughout 2013.</p>
D13	D.1.3: Produce the Global Corruption Barometer survey		<p>Q4/2012 GCB 2012/2013 is ongoing and will be published in the 1st quarter of 2013. The following country surveys are financed by TIMP: Algeria, Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia. Bahrain and Kuwait will be financed by TI-S and Yemen by DFID. Mauritania, Sudan and Syria are not included in the GCB 2012/2013.</p> <p>Q1/2013 Work on the GCB ongoing, incl. preparation of country profiles and a regional report. The launch is expected for the second quarter 2013.</p> <p>Q2/2013 GCB will be released in July 2013. In this quarter, TI intensely prepared for its launch, including through preparing national summary reports for all countries surveyed and a regional overview report.</p>
D14	D.1.4: Develop and adapt other public sector integrity diagnostics		<p>2011/2012 The TI Defence and Security Programme is working on the foremost index to measure integrity and anti-corruption capability in defence and security ministries and armed forces worldwide, which is the GDI Index. This index will provide a means to monitor the success of anti-corruption mechanisms and allow for comparison with other countries. In addition, it serves as an advocacy tool that can be used to advocate for reform in national defence and security establishments. The following countries are included via TIMP funding: Algeria, Egypt, Jordan, Lebanon, Libya, Morocco, Syria, Tunisia and Yemen.</p> <p>Q1/2013 TI MENA programme is verifying options for a UN Convention against Corruption (UNCAC) gap analysis to be started end of 2013.</p> <p>Q1/2013 Funding from TIMP allowed the TI-UK's Defence and Security Programme (DSP) to complete the assessment of all countries in the MENA region as part of the Government Defence Anti-Corruption Index. The Index is the first assessment of corruption risks in defence establishments worldwide. DSP used TIMP funding to write a separate report, translated into Arabic, for the MENA region that analysed regional trends and findings.</p>
D2	D.2: Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in national integrity system.	<p><b>Result indicators:</b> (1) # of Chapters in the region engaged in anti-corruption reforms discussions or initiatives that build on public integrity diagnostic tools' findings, and that bring together a number of important political and civil society stakeholders. (2) Impact level of national advocacy and awareness raising events at national and regional levels.</p> <p><b>Performance indicators:</b> (1) # of TI Chapters using public integrity diagnostics. (2) % of TI Chapters actively engaged and consulted in the implementation of supra-national public integrity diagnostic tools. (3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>	
D21	D.2.1: Design and implement national and regional advocacy interventions to engage key stakeholders on public sector integrity issues		<p>Q4/2012 TI MENA Programme works on a regional advocacy strategy.</p>
D22	D.2.2: Produce Anti-Corruption Toolkits for different segments of civil society		<p>Q4/2012 - Q2/2013 (ongoing) TIMP funding is enabling the TI Integrity Handbook 'Integrity Pacts in Public Procurement – An Implementation Guide' to be updated and translated into Arabic.</p>
D23	D.2.3: Disseminate knowledge products on public sector integrity to public and expert audiences		<p>13-14/12/2012 TIMP funding enabled one expert from YTTI and one expert from TM to join TI-S' Public Sector Integrity Programme (PSIP) held a workshop on Public Sector Integrity Solutions in the field of Public Procurement in Berlin.</p> <p>04/2013 TI-S holds a workshop on local governance integrity solutions that representatives of AMAN (1 expert) and LTA (1 expert) attend. The workshop aimed at identifying weaknesses and developing best practice and gaps in knowledge in our tools to address corruption in local governments. TI-S is now working to build a toolbox on local government for global chapter use.</p>

	Results and related Activities	Indicators	Regional
D3	D.3: Regional level advocacy work supporting stronger anti-corruption reforms at national level.	<b>Result indicators:</b> (1) # of advocated recommendations based on public integrity diagnostic tools' findings which have been taken up by national, regional and supra-national targets. (2) # of TI Chapters using public integrity diagnostic tools' findings (e.g. NIS, CPI) as a launch pad for setting up strategic partnerships and collaborations. (3) Impact level of collaborations on uptake of recommendations.	

	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
A	A: To strengthen in the MENA region the capacity of TI Chapters and other civil society Partners to effectively work on anti-corruption issues and reforms at the national level and to contribute – individually and collectively – to the global fight against corruption.					
A1	A.1: Strengthened and effectively coordinated TI presence – through TI Chapters or other civil society Partners – and activities in the MENA region.	<p><b>Result indicators:</b>                      (1) # of advocacy campaigns or other activities led by TI Chapters that dynamically address the most critical corruption issues in their own countries.                      (2) # of external actors that required TI Chapters' participation and/or advice on corruption related issues.                      (3) Impact level of TI Chapters' regional exchanges.</p> <p><b>Performance Indicators:</b>                      (1) # TI Chapters with finalised work plans and budgets.                      (2) # TI Chapters with finalised MEL frameworks.                      (3) # TI Chapters equipped with financial management procedures.                      (4) # of TI Chapters with developed capacity building plans                      (5) # of staff development activities organised, including training in strategic planning, financial management and MEL.</p>				
A11	A.1.1: Undertake national stakeholder scoping missions and support emerging groups and coalitions to become Partners or TI MENA Chapters		06/2012 ScopM	08-14/12/2012 ScopM  14-16/04/2013 LTA and TI MENA participated in the Corruption and Integrity Network (ACINET)/UNDP initiative and its regional meeting on "Reconciling Hopes with Realities in the Fight against Corruption: Paving the Way for Innovation" in Beirut, under the patronage of the Lebanese prime minister. This conference was held with the joint support of Lebanon's Ministry of Justice and the United Nations Development Programme, and in cooperation with a number of regional and international organizations, including the Organization for Economic Cooperation and Development, the Office of the Comptroller General in Brazil, the World Bank's Stolen Asset Recovery Initiative, the United Nations Office on Drugs and Crime, the League of Arab States, and Transparency International.	10-13/12/2012 ScopM	

	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
A12	A.1.2: Develop and implement a regional capacity development programme for TI MENA Chapters, their coalition partners and newly emerging Partners		<p>02-06/2012 Capacity building and leadership coaching: Assessment/Planning</p> <p>Q1/2013 Development of capacity development plan in process.</p> <p>Q2/2013 In Morocco, the focus of capacity building is on-the-job training on key skills needed to perform better as anti-corruption advocates.</p>	<p>02-06/2012 Capacity building and leadership coaching: Assessment/Planning</p> <p>Q1/2013 Short expert mission on capacity building.</p> <p>Q1/2013 LTA undertook detailed internal strategic review and is in the process of recruiting a new executive director and other staff.</p> <p>Q1/2013 Development of 6 months capacity development plan.</p> <p>Q2/2013 In Lebanon, capacity building activities will take place during this and the coming reporting quarter, focusing on training for chapter staff and the board of directors.</p>	<p>02-06/2012 Capacity building and leadership coaching: Assessment/Planning</p> <p>28/10-03/11/2012 Capacity building workshop on cross-functional department structure</p> <p>Q2/2013 In Palestine, during a gradual transition towards results-based-management, the capacity building plan is centred on learning exchanges with other national chapters, as well as training on research (especially on tools designed by TI). Given the time (and financial) commitments attached to each activity, it is essential that chapters agree on the sequencing, the target groups and the intended outcomes. Finally, all plans are connected to regional activities scheduled for the next quarter. The chapters identified legal expertise, documenting case studies for a wide audience, and leadership and communications techniques as the key areas for cross-chapter capacity building.</p>	
A13	A.1.3: Facilitate increased interaction, information sharing, and learning from good practice among TI MENA Chapters and other regional and global Partners		<p>29-30/03/2012 Exchange b/w TM and TI Lithuania in Vilnius</p> <p>03/2013 New TM Executive Director visits TI-S to receive a detailed induction.</p> <p>04/2013 TI MENA regional coordinator and the TI-S help desk put in place a road map of collaboration between the TI helpdesk - an anti-corruption knowledge production and dissemination service managed by the secretariat - and the staff of TM's corruption Observatory. The road map outlines the duties and timelines for observatory staff to research answers to specific corruption related queries posed by chapters and other stakeholders, concentrating on themes relevant to the Middle East and North Africa, as well as networking with field experts and growing a network of such regional experts.</p>		<p>04/2013 AMAN participated in the "local government solutions" workshop in Berlin, organized by TI's Public Sector Integrity Programme. The workshop focused on discussing the elements of sound local integrity systems and identifying the different approaches that TI chapters can employ to appropriately assess and improve local government integrity. It also covered exchanging experience and knowledge sharing between TI chapters on combating corruption and enhancing access to information in the work of local councils. AMAN presented its approach in working with local government, especially in developing and adapting code of conducts for use by local councils and the needs and tools for building their capacity in implementing the code. This activity enriched AMAN's knowledge in sharing knowledge, interacting and learning from other TI chapters.</p> <p>Q2/2013 TI-DSP met with AMAN to discuss their recent engagement with the Palestinian Ministry of the Interior. This meeting was an opportunity to learn what has worked well in the cooperation between the chapter and the government—for example, conducting joint research that also strengthened trust between civil society and the security forces, resulting in a new NGO forum to oversee the security sector. This learning will be carried over into TI-DSP's work with other TI chapters in the region and globally and will feature as a key case study in other civil society training workshops, such as an upcoming workshop in Yemen.</p>	

	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
A14	A.1.4: Publish regular updates and information about TI activities and developments in the MENA region		<p>2011/2012 Country Profile in preparation</p> <p>Q4/2012 Draft Country Profile available for TI-S review</p> <p>Q1/2013 Draft Country Profile review ongoing</p>	<p>2011/2012 Country Profile in preparation</p> <p>Q4/2012 Draft Country Profile available for TI-S review</p> <p>Q1/2013 Draft Country Profile review ongoing</p> <p>Q2/2013 LTA published updates and information about LTA and TI activities and developments in Lebanon and the region through the issuance of a monthly information brief for March, April and May.</p>	<p>2011/2012 Country Profile completed</p> <p>Q2/2013 AMAN's resource centre updated AMAN's website with TI major events and publications in the last quarter.</p>	<p>2011/2012 Country Profile in preparation</p> <p>Q4/2012 Draft Country Profile available for TI-S review</p> <p>Q1/2013 Draft Country Profile review ongoing</p>
A2	A.2: Enhanced capacity of TI Chapters to operate as well-functioning entities with strong structural, managerial and leadership capacities.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters implementing a basic MEL system and consistently collecting and analysing MEL data.</p> <p>(2) % capacity building objectives, agreed in TI Chapter capacity development plans, achieved.</p> <p>(3) # of TI Chapters with a core professional human resource capacity.</p> <p><b>Performance indicators:</b></p> <p>(1) # of missions to TI Chapters</p> <p>(2) # and value of TI Secretariat regional departments' core expenses funded through the programme.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>				
A21	A.2.1: Undertake in cooperation with the TI MENA Chapters an assessment of their capacity development needs, informing further priority capacity development interventions		see A12	<p>see A12</p> <p>04-05/2012 A consultant hired by TI-S delivers a series of remote co-coaching sessions over Skype to key staff members of the Lebanese national chapter (LTA) of TI. The one-to-one sessions focused on leadership, staff roles and fostering an organizational culture that promotes open and clear communications. The coaching enabled staff to set goals clearly and empowered each employee in his/her role as an anti-corruption activist.</p> <p>06/2013 The consultant travels to Lebanon to facilitate the OCAT workshop. The OCAT is a matrix through which chapters can assess their structure and performance. The staff and board members completed the OCAT matrix and reflected on its results. Completing the matrix is in itself part of the capacity building plan designed to improve the performance of the Lebanese chapter's staff in fighting corruption. During the OCAT and in a separate session with the board, members together with the consultant outlined the main obstacles to improving the performance of the chapter. They designed a plan to continue the leadership coaching for the newly hired managing director, continue the trust-building process at all staff levels, improve internal communications and engage the board more often in terms of fund-raising.</p>	<p>see A12</p> <p>05/2012 AMAN conducted an organisational capacity assessment based on the OCAT tool.</p> <p>Q2/2013 AMAN has prepared a capacity building plan based on a TI supported OCAT assessment in 2012. TI will support with technical and financial assistance this plan to enhance the overall staff performance starting with a visit in July.</p>	

	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
A22	A.2.2: Provide funding for selected TI MENA Chapters to fulfil their core functions in response to needs identified through the organisational capacity assessment		<p>Staff funded via TIMP: Finance and Administrative Assistants Programme Implementation experts</p> <p>Equipment funded via TIMP: IT equipment Office furniture</p> <p>Operational cost funded via TIMP: Office rent for Rabat</p>	<p>Staff funded via TIMP: Project manager fulltime Project based coordinator part time Managing Director (salary support)</p> <p>Equipment funded via TIMP: IT equipment Camera equipment Updated Dolphin accounting software licences + training</p> <p>Operational cost funded via TIMP: Office costs</p> <p>Q4/2012 2 trainings for LTA staff members on fundraising skills and tools for and on project cycle management.</p> <p>12+19/03/2013 2 days of 5-day training on project cycle management and fundraising with Richard Bteich.</p>	<p>2011/2013 Detailed work plan prepared for TIMP related implementation</p> <p>Staff funded via TIMP: Project coordinator ALAC manager ALAC assistant Legal advisor</p> <p>Equipment funded via TIMP: Video conference system BSAN online accounting programme</p> <p>Operational cost funded via TIMP: Office costs</p> <p>Establishing results-based M&amp;E system (see A33)</p> <p>Q1/2013 4 day capacity building training for AMAN staff on writing success stories to promote and disseminate AMAN's achievements to a wider audience.</p> <p>Q2/2013 In continuation of module a 1st training was a one-day review of indicators and sources of verification supporting the strategic objectives and outcomes. Prior to that training, AMAN's staff collected baseline data for the different indicators included in its monitoring and evaluation matrix. The 2nd training took place in 06/2013 with a presentation of the elements of result-based management, and its relationship to accountability and effectiveness. Each director presented his/her area of work including</p>	<p>01/2013 TI-S and YTTI sign sub-grant agreement integrating YTTI with activities into TIMP. In late January 2013, TI-S granted chapter in formation status to YTTI. Since then, YTTI has rented office space and recruited staff and started project operations.</p>
A23	A.2.3: Provide in depth governance support to TI MENA Chapters to ensure high levels of accountability and performance				<p>Q2/2013 AMAN's finance director conducted training sessions on the ITA in financial procedures to several chapters from the Middle East and North Africa in Beirut. The MENA programme has planned for the finance director to give a similar training for the Yemeni chapter and the Jordanian partner in Jordan in July.</p>	
A24	A.2.4: Support TI MENA Chapters in developing strong internal systems to effectively manage their finances, people, projects and risk			<p>Q2/2013 LTA was able to introduce developments and improvements into its internal systems, financial procedures and overall organizational processes. LTA issued new salary slips that include a high level of transparency, reflecting the source of funding for each staff member's salary from the various projects that LTA is implementing.</p>	<p>Q2/2013 AMAN installed an IP phone system in their West Bank office and intends to install the same in AMAN's offices in Gaza, allowing for better communication between the offices and reducing costs. This system also includes a VPN system which keeps AMAN's staff connected to AMAN's server in any place.</p>	
A3	A.3: Enhanced capacity of TI Chapters to realise their strategic objectives and achieve organisational and financial sustainability.	<p><b>Result indicators:</b> (1) # of TI Chapters demonstrating progress towards objectives identified in multi-annual strategic plans. (2) # of TI Chapters with strategies in place to diversify funding streams. (3) % of increase in TI Chapters' annual budgets.</p>				

	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
A31	A.3.1: Mobilise new funding for regional capacity development and to expand anti-corruption activities in the region in line with the TI Strategy 2015			<p>Q2/2013</p> <p>LTA expanded its anti-corruption activities in the region. For example the LTA chair participated to the World Bank's "Exchange Event" on 13-15 May 2013 in Abu Dhabi, a high-level event organized and led by the World Bank's Middle East and North Africa Region Financial Management Unit with support from the African Development Bank. It forms part of the Connecting Voices of the Middle East and North initiative, which promotes financial management development in the region. The exchange covered public financial management topics. Sessions were focused on themes of interest to senior participants from ministries of finance, such as those in charge of government accounting and financial controls, supreme audit institutions, and other government agencies.</p>	<p>06-08/06/2012</p> <p>AMAN Executive Director participating in TI's Global Fundraising Strategy Workshop in Berlin</p> <p>Q2/2013</p> <p>AMAN has been working with TI-UK Defence and Security Programme (TI-DSP) on their Defence and Security Index. AMAN worked with TI-DSP to develop an action plan for work with the Palestinian security institutions.</p> <p>In the last quarter AMAN developed and submitted to the Ministry of Interior a strategy paper with recommendations on how to enhance integrity, transparency and accountability in the security sector. This strategy was based on the recommendations of both AMAN's report entitled "Integrity and Transparency in the Work of the Security Sector", published in 2012 and TI-UK Defence and Security Index research results.</p>	
A32	A.3.2: Develop TI MENA Chapters' strong advocacy and communication skills to translate strategy, research and knowledge into effective anti-corruption advocacy				<p>21/06/2012</p> <p>Launching event of Arabic version of "TI Handbook of Good Practices for Preventing Corruption in Humanitarian Operations"</p> <p>05/2013</p> <p>Two of AMAN's staff shared their experience in survey analysis, communication and dissemination of information with other chapters at a regional meeting organized by TI-S in May, 2013 in Tunis. This meeting gave AMAN staff the opportunity to learn from the experience of TI-S and its chapters in these fields, with a focus on Global Corruption Barometer data collection, data analysis, result dissemination, advocacy skills, social media and tools for citizen engagement.</p>	
A33	A.3.3: Help TI MENA Chapters understand, develop and manage Monitoring, Evaluation and Learning (MEL) systems as part of their project and strategic planning cycles	# of TI Chapters monitoring implementation of projects and programmes on the basis of agreed annual work plans.			<p>Q4/2012</p> <p>Development of M&amp;E approach by local expert.</p> <p>17-18/07/2012</p> <p>M&amp;E strategy WS</p>	
A4	A.4: Enhanced capacity of TI Chapters to initiate and lead multi-stakeholder coalitions and cross-boundary networks for increased anti-corruption impact.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters leading/ coordinating regional or crossregional multi-stakeholder networks, or similar collective action.</p> <p>(2) # of TI Chapters actively engaged in regional or crossregional anti-corruption multi-stakeholder networks, or similar collective action.</p> <p>(3) Impact level of multi-stakeholder coalitions and crossboundary networks led by TI Chapters.</p>				
A41	A.4.1: Support TI MENA Chapters and in undertaking innovative approaches and activities against corruption in the region					
A42	A.4.2: Increase TI MENA Chapters' contribution to strategic regional and international initiatives and forums		<p>08/12/2012</p> <p>TM organises the large scale event 'Paroles urgentes' in Casablanca.</p>	<p>09/12/2012</p> <p>LTA organises a high-level event on International Anti Corruption Day under the patronage of the president of the Republic of Lebanon, Michel Suleiman.</p>	<p>12/12/2012</p> <p>AMAN organises and holds Annual Transparency Festival in El-Bireh and included Gaza by video conferencing equipment</p> <p>04-06/01/2013</p> <p>2 AMAN legal advisors participate in training workshop on administrative investigation and judicial discipline skills in combating corruption by Arab Administrative Development Organization.</p>	

	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
<b>B</b>	B: To provide anti-corruption activists in the MENA region with access to readily available evidence and practical tools to fight corruption and advocate for change.					
<b>B1</b>	B.1: Widely shared knowledge and lessons learnt on existing anti-corruption tools and good practices in the MENA region.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters leading on or contributing to the identification and publication of good practices on anticorruption work.</p> <p>(2) Impact level of the use of knowledge TI Secretariat products and services on approaches to corruption.</p> <p><b>Performance indicators:</b></p> <p>(1) # of TI Chapters engaged in research independently from TI Secretariat.</p> <p>(2) # of TI Chapters producing their own publications on corruption issues.</p>				
<b>B11</b>	B.1.1: Provide on-going advice to TI MENA Chapters, Partners and other national and regional stakeholders on a demand-driven basis					
<b>B12</b>	B.1.2: Systematically capture, publish and disseminate the knowledge generated through this Programme via target-oriented channels of communication		Q4/2012 Updated interface of MAMDARINCH website (mamdawrinch.com) to allow people to report incidents and share videos of corruption more effectively.		12/2012 AMAN conducts 3 live radio interviews.  02-03/2013 AMAN conducts 8 radio interviews.	
<b>B2</b>	B.2: Increased access to anti-corruption expertise through better-linked networks of anti-corruption experts across the MENA region.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters accessing networks of expertise on anti-corruption issues.</p> <p>(2) Impact level participation in expert networks.</p> <p><b>Performance indicators:</b></p> <p>(1) # of TI Chapters identifying the ASK as the Movement's knowledge hub on anti-corruption.</p> <p>(2) # of TI Chapters using TI Secretariat anti-corruption knowledge products and services.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>				
<b>B21</b>	B.2.1: Mobilise and stimulate anti-corruption expertise across the MENA region's academic community					



	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
B22	B.2.2: Create centres of expertise in a number of key areas at the national and regional levels				<p>2011/2012 Preparation of background papers on issues of political corruption and reform in security institutions. Detailed plans for building think tank groups on both issues.</p> <p>19/07/2012 1st think tank group on political corruption meets.</p> <p>Q4/2012 2nd think tank group establishes to discuss corruption in the security sector. In addition, a local researcher works on report on values of integrity, principles of transparency and systems of accountability in the work of the security sector. This draft will be the core of the think tank group discussions.</p> <p>10-11/2012 3rd think tank group established on Justice sector with meetings in Oct and Nov 2012.</p> <p>Q1/2013 AMAN meets with minister of interior, the deputy minister and leaders of the security institutions to discuss results of defence index report issued by TI. Minister appoints a joint follow-up committee to address issues raised by report.</p>	
C	C: To increase responsiveness to people's demands for transparency, accountability and integrity in the MENA region.					
C1	C.1: Increased public understanding of, support for and engagement in the fight against corruption, with a focus on the engagement of youth, women and entrepreneurs.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters' advocated recommendations/policies/laws, which directly affect particularly the most for marginalized and vulnerable populations, that have been taken up by targets.</p> <p>(2) Impact level of uptake of advocated recommendations/policies/ laws.</p> <p>(3) % of TI Chapters engaging in outreach to entrepreneurs (particularly SMEs).</p> <p>(4) % of TI Chapters with projects and initiatives that do outreach to / work on youth.</p> <p>Perceived level of impact of TI Chapters' work on youth.</p> <p>(5) % of TI Chapters with projects and initiatives that do outreach to/ work on women</p> <p>(6) Perceived level of impact of TI Chapters' work on women.</p> <p><b>Performance indicators:</b></p> <p>(1) % of TI Chapters with effective security measures to safeguard their staff, information (e.g. ALAC data) and premises.</p> <p>(2) % of TI Chapters' funding dedicated to People Engagement approaches.</p> <p>(3) # of TI Chapters with Gender strategies in place</p>				

	Results and related Activities	Indicators	Morroco	Lebanon	Palestine	Yemen
C11	C.1.1: Develop outreach to youth to combat corruption				2011-2012 Partnership with Ministry of Education to review and evaluate the 9th grade civic education curriculum and develop a teacher-specific manual for anti-corruption education.  MoU signed with the Ministry of Education for capacity building workshops for civic education teachers' from schools in different districts.	
C12	C.1.2: Develop outreach to women to combat corruption					
C13	C.1.3: Develop outreach to entrepreneurs to combat corruption			09-10/01/2013 LTA in cooperation with TI-S held a regional workshop on empowerment of women entrepreneurs in Beirut.  Q2/2013 LTA has revived its Lebanon Anti-Bribery Network with CIPE's support. This network focuses on the private sector including notably SMEs.	04/2013 AMAN conducts a radio campaign to encourage citizens to apply for AMAN's Integrity Awards for 2013. Each one-minute radio spot was broadcast on eleven local radio stations in the West Bank and the Gaza Strip. This campaign also encouraged small and medium enterprises (SMEs) to apply.  06/2013 AMAN in a second campaign airs one-minute radio spots on 10 local radio stations in the West Bank and the Gaza Strip to encourage citizens to report cases of corruption.	
C14	C.1.4: Develop a safety-training package for activists					

	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
C15	C.1.5: Inform citizens of their rights and increase their ability to speak out against corruption		<p>TM published an open letter to the government in seven Moroccan newspapers in December 2012 to request the government to take concrete action to end corruption and adopt a clear strategy to end impunity for those practising corruption.</p> <p>In a press conference in Casablanca on 7 December 2012 TM presented the results of the 2012 Corruption Perception Index (CPI) to inform the media and to demand the government combat corruption.</p>	<p>09/2011 TI Time to Wake Up Campaign was launched as a pilot. LTA launched its campaign with a press briefing that generated more than 12 news stories in the Arabic, French and English language media. LTA furthermore produced six short videos and testimonials which were posted online.</p> <p>06/2012 LTA re-launched the Time to Wake Up Campaign in Lebanon with a press lunch. This campaign was part-funded by TIMP.</p> <p>Q2/2013 LTA's chair participated during the reporting period in a TV show informing citizens of their rights in free and democratic elections and the organisation participated in numerous meetings, public events, and protests by the Civil Campaign for Electoral Reform.</p> <p>Q2/2013 The lobbying efforts for access to information LTA and its network partners conducted led to the Administration and Justice Committee of parliament putting the issue on its agenda in September 2012. Since then LTA as part of the National Civil Society Parliamentary Liaison Unit lobbied for passage of an access to information law. On 17 April 2013, the parliament's Law Committee approved a draft law.</p>	<p>06/06-03/07/2012 AMAN conducts an ALAC media campaign through radio spots and advertisements in newspapers.</p> <p>Q2/2013 The chapter's December 2012 large outreach event, Paroles Urgentes, continues to elicit positive responses. TM questioned the government's dedication to anti-corruption in an open letter to the prime minister, and several newspapers as well as institutional and civil society partners picked up the letter's contents in reference to the organisation's prominence achieved through the December 2012 event.</p>	
C16	C.1.6: Provide regular opportunities for dialogue and showcasing of anticorruption initiatives		<p>24/11/2012 WS on procurement that is in direct relationship to the work undertaken in TIMP's Activity D.2.3. The workshop discussion was jointly held by the National Authority for the protection of Public Property and the Club of the Judiciary and led by TM's General Secretary in Marrakesh.</p> <p>03-08/12/2012 TM in partnership with the theatre 'DABATEATR' holds one week of writing workshops for citizens on corruption. Every evening members of TM co-hosted discussions on corruption.</p> <p>09/12/2012 Series of cultural and artistic events that directly correspond to the work undertaken in TIMP's Activity 4.2 and Activity C.1.1. This included a conference debate on the role of civil society in the fight against corruption and a lecture with recommendations for the revitalisation of local organisations to combat corruption. In addition, artistic activities took place to raise the awareness of the effects of corruption.</p> <p>06/2013 TM holds a training workshop in partnership with the Coalition of the Associations of Tangier for which TM presented three papers on manifestations of corruption at the local level, corruption in Morocco, findings and projections and on the role of civil society in the light of the new constitution of 2011.</p>		<p>Q2/2013 AMAN broadcasts a radio episode and held a public hearing session (in the Gaza Strip) to give the opportunity for dialogue between citizens, members of the (currently not operative) Palestinian Legislative Council and anti-corruption activists.</p> <p>Q2/2013 AMAN delivered in total 20 sessions of the Blowing Steam Radio Programme featuring renowned anti-corruption experts as guests.</p>	<p>Q2/2013 YTTT's People's Theatre Group of young volunteers successfully launched a street theatre performance to raise awareness about the anti-corruption movement.</p>

	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
<b>C2</b>	C.2: Victims and witnesses of corruption in project countries articulate and find solutions to their grievances.	<p><b>Result indicators:</b></p> <p>(1) # of corruption-related grievances reported to the ALACs, and % of those successfully resolved.</p> <p>(2) Impact of ALAC services on clients.</p> <p>(3) # of TI Chapters running advocacy actions on the basis of citizens' complaints (e.g. ALACs).</p> <p>(4) # of changes in policy and practice resulting from advocacy and campaigns based on ALAC cases and complaints.</p> <p><b>Performance indicators:</b></p> <p>(1) # of TI Chapters supporting and adopting the People's Charter..</p> <p>(2) # and quality of new approaches to People Engagement implemented, shared and replicated throughout the TI Movement.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>				
<b>C21</b>	C.2.1: Provide safer spaces for citizens seeking redress from corrupt practices or willing to speak out against it		04-06/07/2012 ALAC training jointly organised by TI-S and TM. Eight participants from Tunisia, Egypt, Jordan and Yemen attended the training workshop.	Q2/2013 LTA continues to put its LALAC project at the service of Lebanese citizens who are witnesses or victims of corruption cases.	Q4/2012 AMAN's ALAC team has completed three outreach visits targeting different groups including youth, women and civil society activists.  Q2/2013 AMAN's ALAC in the West Bank and the Gaza Strip received 260 requests for advice (200 from men, 60 from women). 16 complaints involved suspected corruption and were processed and sent to the concerned parties for follow up. AMAN provides legal consultations and advice to these citizens particularly to whistleblowers and helps them to compile a formal complaint with documented evidence.	
<b>C22</b>	C.2.2: Produce and analyse ALAC case-based evidence to assess trends and support reform demands					
<b>C23</b>	C.2.3: Develop a pool of expertise on investigative journalism and build journalistic skills to improve engagement in anti-corruption work			Q2/2013 LTA launches a new project with PACE "Corruption Investig@tor" to encourage investigative journalism to highlight corruption stories in Lebanon. 240 youth will be trained on investigative journalism, anti-corruption tools, transparency, good governance and access to information. LTA teamed up with one of the leading on-line news websites for the training of young journalists on investigative journalism in corruption cases.		
<b>C3</b>	C.3: Improved social programmes and services as a result of citizen demand and engagement.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters with projects/ initiatives/ response mechanisms which include aspects of safeguarding anticorruption activists.</p> <p>(2) # of TI Chapters working to strengthen the link with investigative journalism.</p> <p>(3) % of TI Chapters working to improve service delivery and / or social programmes.</p> <p>(4) # of changes in social programmes' policy(ies) and practice(s) in targeted countries.</p>				
<b>C31</b>	C.3.1: Identification of key risk areas in the delivery of services and social programmes					

	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
C32	C.3.2: Mitigating risks through social accountability				Q2/21013 Social accountability is one of the focal work areas of AMAN's 2013-2016 strategy. One of the social accountability tools AMAN uses is engaging school students in the fight against corruption. Since partnering with the Ministry of Education in 2010, AMAN has implemented an annual contest among 9th grade schools students to prepare social accountability reports. AMAN will sign a MoU with the ministry for the 2013-2014 contest aimed at enhancing and developing the contest through evaluation and assessment of the previous contests. AMAN will build staff and teacher capacity to launch the contest in September 2013.	
D	D: To generate robust evidence on public sector corruption risks in the MENA region, and provide anti-corruption activists with the tools and solutions to advocate for change.					
D1	D.1: A new body of knowledge and improved diagnostic expertise on (anti-)corruption is widely available and identifies priority areas for anti-corruption reform in selected programme countries.	<b>Result indicators:</b> (1) # of Chapters using public integrity diagnostic tools' findings (e.g. NIS, CPI) to inform their advocacy actions nationally and regionally. (2) # of Chapters conducting advocacy actions that have been influencing regional anti-corruption measures and/or policies.  <b>Performance indicators:</b> (1) # of TI Chapters actively engaged in the conceptualisation of regionally tailored diagnostic tools. (2) # of TI Chapters actively engaged in the production of advocacy materials based on the implementation of public integrity diagnostic tools.				
D11	D.1.1: Undertake/update National Integrity Context and System assessments in the MENA region					Q1/2013 TI and YTTI began preparations to undertake a national integrity systems assessment in Yemen. The TI MENA programme implements the Yemen national integrity system assessment in parallel to national integrity system studies in Egypt, Lebanon, Morocco and Palestine that are funded by the European Commission.  Q2/2013 YTTI begins National Integrity System assessment. In 04/2013 project coordinator and lead researcher travel to Rabat to attend regional training workshop, along with representatives of AMAN, TM and TI's Egypt partner under the MENA Programme's European Commission-funded NIS Project (The Yemeni assessment is TIMP-funded). Since April, YTTI has finalised the list of advisory group members and held its first advisory group meeting, it has identified the junior researcher and drafted the first pillar report.
D12	D.1.2: Promote the Corruption Perceptions Index			Q2/2013 LTA provides the interested press with details on the CPI and holds meetings with journalists and officials to explain and disseminate the index.		
D13	D.1.3: Produce the Global Corruption Barometer survey					

	Results and related Activities	Indicators	Morocco	Lebanon	Palestine	Yemen
D14	D.1.4: Develop and adapt other public sector integrity diagnostics			Q1/2013 Public launch of the DSP MENA report in Beirut with members of the defence and security leadership, members of governments (both Lebanese and international), civil society, and the media. In addition, TI-UK together held a roundtable event for approximately 30 people, including staff of the UK Department for International Development staff in London and around the world, to discuss the Index and MENA report findings. LTA and TI-UK's DSP hosted a workshop on the Index's findings. Participants included representatives from YTTI, BTS, KTS, and other non-governmental organisations.		
D2	D.2: Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in national integrity system.	<p><b>Result indicators:</b></p> <p>(1) # of Chapters in the region engaged in anti-corruption reforms discussions or initiatives that build on public integrity diagnostic tools' findings, and that bring together a number of important political and civil society stakeholders.</p> <p>(2) Impact level of national advocacy and awareness raising events at national and regional levels.</p> <p><b>Performance indicators:</b></p> <p>(1) # of TI Chapters using public integrity diagnostics.</p> <p>(2) % of TI Chapters actively engaged and consulted in the implementation of supra-national public integrity diagnostic tools.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>				
D21	D.2.1: Design and implement national and regional advocacy interventions to engage key stakeholders on public sector integrity issues					
D22	D.2.2: Produce Anti-Corruption Toolkits for different segments of civil society				Q2/2013 TI provides AMAN with a sample toolkit on developing a CoC for security institutions. It includes sample policies, an action plan, in addition to basic principles and methods regulating security personnel in a security institution. AMAN will seek cooperation of the Palestinian security institution to develop the above mentioned sample CoC during 2013.	
D23	D.2.3: Disseminate knowledge products on public sector integrity to public and expert audiences					
D3	D.3: Regional level advocacy work supporting stronger anti-corruption reforms at national level.	<p><b>Result indicators:</b></p> <p>(1) # of advocated recommendations based on public integrity diagnostic tools' findings which have been taken up by national, regional and supra-national targets.</p> <p>(2) # of TI Chapters using public integrity diagnostic tools' findings (e.g. NIS, CPI) as a launch pad for setting up strategic partnerships and collaborations.</p> <p>(3) Impact level of collaborations on uptake of recommendations.</p>				

	Results and related Activities	Indicators	Algeria	Egypt	Iraq	Jordan	Libya	Syria	Tunisia
<b>A</b>	A: To strengthen in the MENA region the capacity of TI Chapters and other civil society Partners to effectively work on anti-corruption issues and reforms at the national level and to contribute – individually and collectively – to the global fight against corruption.								
<b>A1</b>	A.1: Strengthened and effectively coordinated TI presence – through TI Chapters or other civil society Partners – and activities in the MENA region.	<p><b>Result indicators:</b></p> <p>(1) # of advocacy campaigns or other activities led by TI Chapters that dynamically address the most critical corruption issues in their own countries.</p> <p>(2) # of external actors that required TI Chapters' participation and/or advice on corruption related issues.</p> <p>(3) Impact level of TI Chapters' regional exchanges.</p> <p><b>Performance Indicators:</b></p> <p>(1) # TI Chapters with finalised work plans and budgets.</p> <p>(2) # TI Chapters with finalised MEL frameworks.</p> <p>(3) # TI Chapters equipped with financial management procedures.</p> <p>(4) # of TI Chapters with developed capacity building plans</p> <p>(5) # of staff development activities organised, including training in strategic planning, financial management and MEL.</p>							
<b>A11</b>	A.1.1: Undertake national stakeholder scoping missions and support emerging groups and coalitions to become Partners or TI MENA Chapters		<p>Q1/2013 ScopM planned but postponed in favour of focussed work in Egypt, Jordan and Tunisia.</p>	<p>19-22/11/2012 ScopM</p> <p>05/2013 MENA programme director visits Egypt for the second time this year to further strengthen interest among local anti-corruption activists in organising to become a strategic partner of Transparency International. In this visit, we focused on the business community. While interest in anti-corruption remains high, the right mix of people has not yet crystallised to take work forward. Meanwhile, we have expanded cooperation with the Social Contract Centre, the Association for Freedom of Thought and Expression, and several individuals involved in anti-corruption activities.</p>		<p>06/2012 ScopM</p> <p>Q1/2013 ScopM combined with Jordan coalition building workshop (see A12)</p>	<p>05/2012 ScopM</p> <p>Q1/2013 ScopM planned but postponed in favour of focussed work in Egypt, Jordan and Tunisia.</p>		<p>02/2012 ScopM</p> <p>29/02/2012 Networking/knowledge sharing event that brought together key CSO working on anti-corruption. Enabled initial mapping of CSO landscape, as basis for Tunisia activity plan for period 07/2012-12/2013</p> <p>2 CD-WS Summer 2012</p> <p>06/2012 ScopM</p> <p>10/2012 Mission</p>

	Results and related Activities	Indicators	Algeria	Egypt	Iraq	Jordan	Libya	Syria	Tunisia
A12	A.1.2: Develop and implement a regional capacity development programme for TI MENA Chapters, their coalition partners and newly emerging Partners			04-06/2012 Capacity building: Assessment/Planning/Delivery		Q1/2013 Jordan Country Plan finalised  22-27/02/2013 Implementation of Jordan Coalition Building Workshop to convene a group of Jordanian CSO to start 3 parallel processes of coalition formation, institutional capacity building for the coalition, and project development for coalition advocacy activities.  02/2013 Agreement signed with NGO Transparency First to conduct 4 months research together with CECIDE on risks of corruption in the Tunisian higher education sector.  Q2/2013 Rasheed, the Jordanian Coalition for Integrity and Transparency, earlier this year designed a project proposal on participatory budgeting, including the design of capacity building workshops on the main topic of advocacy. TI MENA will support the coalition in their implementation of this project, which started on June 1, 2013.			04-06/2012 Capacity building: Assessment/Planning/Delivery  19-20/10/2012 17-18/12/2012 Capacity building missions on leadership capacities of five CSO partners  Q4/2012 Call for proposals issued for research on main corruption risks in higher education sector in Tunisia.  Q2/2013 In June, TI MENA signed a contract with the Tunisian Association for Fighting Corruption "ATLUC" to research and produce the "Tunisia Integrity Profile", a report that will provide a general overview of corruption challenges in a number of societal pillars. This research will serve as a background for future advocacy work in Tunisia Also in June, TI MENA's Tunisian NGO partners working on "corruption in higher education", Transparency First and CECIDE, conducted a stakeholder meeting to validate their research findings. Also in June, TI MENA signed a contract with I Watch Tunisia to conduct a youth survey on corruption in civil servant recruitment in Tunisia. The project aims giving a voice to the perceptions of Tunisian youth on corruption issues affecting youth employment. This survey will be used for future advocacy to improve
A13	A.1.3: Facilitate increased interaction, information sharing, and learning from good practice among TI MENA Chapters and other regional and global Partners				Q1/2013 Iraqi Commission for Integrity visits TI-S to illustrate what steps the Iraqi government has taken to comply with international anti-corruption mechanisms and to gain a better understanding of TI's tools, in particular the CPI.	Q2/2013 The newly formed Rasheed coalition joined the regional meeting and engaged and networked with other established chapters in the region. This meeting gave Rasheed the opportunity to plan chapter exchange with AMAN aiming to build the internal capacity of the coalition.			
A14	A.1.4: Publish regular updates and information about TI activities and developments in the MENA region			2011/2012 Country Profile in preparation  Q4/2012 Draft Country Profile available for TI-S review  Q1/2013 Draft Country Profile review ongoing					



	Results and related Activities	Indicators	Algeria	Egypt	Iraq	Jordan	Libya	Syria	Tunisia
<b>A2</b>	A.2: Enhanced capacity of TI Chapters to operate as well-functioning entities with strong structural, managerial and leadership capacities.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters implementing a basic MEL system and consistently collecting and analysing MEL data.</p> <p>(2) % capacity building objectives, agreed in TI Chapter capacity development plans, achieved.</p> <p>(3) # of TI Chapters with a core professional human resource capacity.</p> <p><b>Performance indicators:</b></p> <p>(1) # of missions to TI Chapters</p> <p>(2) # and value of TI Secretariat regional departments' core expenses funded through the programme.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>							
<b>A21</b>	A.2.1: Undertake in cooperation with the TI MENA Chapters an assessment of their capacity development needs, informing further priority capacity development interventions			see A12					see A12
<b>A22</b>	A.2.2: Provide funding for selected TI MENA Chapters to fulfil their core functions in response to needs identified through the organisational capacity assessment								
<b>A23</b>	A.2.3: Provide in depth governance support to TI MENA Chapters to ensure high levels of accountability and performance								
<b>A24</b>	A.2.4: Support TI MENA Chapters in developing strong internal systems to effectively manage their finances, people, projects and risk								
<b>A3</b>	A.3: Enhanced capacity of TI Chapters to realise their strategic objectives and achieve organisational and financial sustainability.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters demonstrating progress towards objectives identified in multi-annual strategic plans.</p> <p>(2) # of TI Chapters with strategies in place to diversify funding streams.</p> <p>(3) % of increase in TI Chapters' annual budgets.</p>							
<b>A31</b>	A.3.1: Mobilise new funding for regional capacity development and to expand anti-corruption activities in the region in line with the TI Strategy 2015								
<b>A32</b>	A.3.2: Develop TI MENA Chapters' strong advocacy and communication skills to translate strategy, research and knowledge into effective anti-corruption advocacy								
<b>A33</b>	A.3.3: Help TI MENA Chapters understand, develop and manage Monitoring, Evaluation and Learning (MEL) systems as part of their project and strategic planning cycles	# of TI Chapters monitoring implementation of projects and programmes on the basis of agreed annual work plans.							





	Results and related Activities	Indicators	Algeria	Egypt	Iraq	Jordan	Libya	Syria	Tunisia
C1	C.1: Increased public understanding of, support for and engagement in the fight against corruption, with a focus on the engagement of youth, women and entrepreneurs.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters' advocated recommendations/policies/laws, which directly affect particularly the most for marginalized and vulnerable populations, that have been taken up by targets.</p> <p>(2) Impact level of uptake of advocated recommendations/policies/ laws.</p> <p>(3) % of TI Chapters engaging in outreach to entrepreneurs (particularly SMEs).</p> <p>(4) % of TI Chapters with projects and initiatives that do outreach to / work on youth.</p> <p>Perceived level of impact of TI Chapters' work on youth.</p> <p>(5) % of TI Chapters with projects and initiatives that do outreach to/ work on women</p> <p>(6) Perceived level of impact of TI Chapters' work on women.</p> <p><b>Performance indicators:</b></p> <p>(1) % of TI Chapters with effective security measures to safeguard their staff, information (e.g. ALAC data) and premises.</p> <p>(2) % of TI Chapters' funding dedicated to People Engagement approaches.</p> <p>(3) # of TI Chapters with Gender strategies in place</p>							
C11	C.1.1: Develop outreach to youth to combat corruption								
C12	C.1.2: Develop outreach to women to combat corruption								
C13	C.1.3: Develop outreach to entrepreneurs to combat corruption								
C14	C.1.4: Develop a safety-training package for activists								
C15	C.1.5: Inform citizens of their rights and increase their ability to speak out against corruption								
C16	C.1.6: Provide regular opportunities for dialogue and showcasing of anticorruption initiatives								
C2	C.2: Victims and witnesses of corruption in project countries articulate and find solutions to their grievances.	<p><b>Result indicators:</b></p> <p>(1) # of corruption-related grievances reported to the ALACs, and % of those successfully resolved.</p> <p>(2) Impact of ALAC services on clients.</p> <p>(3) # of TI Chapters running advocacy actions on the basis of citizens' complaints (e.g. ALACs).</p> <p>(4) # of changes in policy and practice resulting from advocacy and campaigns based on ALAC cases and complaints.</p> <p><b>Performance indicators:</b></p> <p>(1) # of TI Chapters supporting and adopting the People's Charter..</p> <p>(2) # and quality of new approaches to People Engagement implemented, shared and replicated throughout the TI Movement.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>							



	Results and related Activities	Indicators	Algeria	Egypt	Iraq	Jordan	Libya	Syria	Tunisia
D13	D.1.3: Produce the Global Corruption Barometer survey								06/2013 TI MENA programme holds a workshop in Tunis to train chapter staff on managing surveys, using data, and communicating results (see B11) covered how to capitalise on the GCB for advocacy.
D14	D.1.4: Develop and adapt other public sector integrity diagnostics								
D2	D.2: Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in national integrity system.	<p><b>Result indicators:</b></p> <p>(1) # of Chapters in the region engaged in anti-corruption reforms discussions or initiatives that build on public integrity diagnostic tools' findings, and that bring together a number of important political and civil society stakeholders.</p> <p>(2) Impact level of national advocacy and awareness raising events at national and regional levels.</p> <p><b>Performance indicators:</b></p> <p>(1) # of TI Chapters using public integrity diagnostics.</p> <p>(2) % of TI Chapters actively engaged and consulted in the implementation of supra-national public integrity diagnostic tools.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>							
D21	D.2.1: Design and implement national and regional advocacy interventions to engage key stakeholders on public sector integrity issues								
D22	D.2.2: Produce Anti-Corruption Toolkits for different segments of civil society								
D23	D.2.3: Disseminate knowledge products on public sector integrity to public and expert audiences								
D3	D.3: Regional level advocacy work supporting stronger anti-corruption reforms at national level.	<p><b>Result indicators:</b></p> <p>(1) # of advocated recommendations based on public integrity diagnostic tools' findings which have been taken up by national, regional and supra-national targets.</p> <p>(2) # of TI Chapters using public integrity diagnostic tools' findings (e.g. NIS, CPI) as a launch pad for setting up strategic partnerships and collaborations.</p> <p>(3) Impact level of collaborations on uptake of recommendations.</p>							

	Results and related Activities	Indicators	Bahrain	Mauritania	Kuwait	Sudan
<b>A</b>	A: To strengthen in the MENA region the capacity of TI Chapters and other civil society Partners to effectively work on anti-corruption issues and reforms at the national level and to contribute – individually and collectively – to the global fight against corruption.					
<b>A1</b>	A.1: Strengthened and effectively coordinated TI presence – through TI Chapters or other civil society Partners – and activities in the MENA region.	<p><b>Result indicators:</b></p> <p>(1) # of advocacy campaigns or other activities led by TI Chapters that dynamically address the most critical corruption issues in their own countries.</p> <p>(2) # of external actors that required TI Chapters' participation and/or advice on corruption related issues.</p> <p>(3) Impact level of TI Chapters' regional exchanges.</p> <p><b>Performance Indicators:</b></p> <p>(1) # TI Chapters with finalised work plans and budgets.</p> <p>(2) # TI Chapters with finalised MEL frameworks.</p> <p>(3) # TI Chapters equipped with financial management procedures.</p> <p>(4) # of TI Chapters with developed capacity building plans</p> <p>(5) # of staff development activities organised, including training in strategic planning, financial management and MEL.</p>				
<b>A11</b>	A.1.1: Undertake national stakeholder scoping missions and support emerging groups and coalitions to become Partners or TI MENA Chapters					
<b>A12</b>	A.1.2: Develop and implement a regional capacity development programme for TI MENA Chapters, their coalition partners and newly emerging Partners					
<b>A13</b>	A.1.3: Facilitate increased interaction, information sharing, and learning from good practice among TI MENA Chapters and other regional and global Partners					
<b>A14</b>	A.1.4: Publish regular updates and information about TI activities and developments in the MENA region		<p>2011/2012 Country Profile in preparation</p> <p>Q4/2012 Draft Country Profile available for TI-S review</p> <p>Q1/2013 Draft Country Profile review ongoing</p>		<p>2011/2012 Country Profile in preparation</p> <p>Q4/2012 Draft Country Profile available for TI-S review</p> <p>Q1/2013 Draft Country Profile review ongoing</p>	
<b>A2</b>	A.2: Enhanced capacity of TI Chapters to operate as well-functioning entities with strong structural, managerial and leadership capacities.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters implementing a basic MEL system and consistently collecting and analysing MEL data.</p> <p>(2) % capacity building objectives, agreed in TI Chapter capacity development plans, achieved.</p> <p>(3) # of TI Chapters with a core professional human resource capacity.</p> <p><b>Performance indicators:</b></p> <p>(1) # of missions to TI Chapters</p> <p>(2) # and value of TI Secretariat regional departments' core expenses funded through the programme.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>				
<b>A21</b>	A.2.1: Undertake in cooperation with the TI MENA Chapters an assessment of their capacity development needs, informing further priority capacity development interventions					
<b>A22</b>	A.2.2: Provide funding for selected TI MENA Chapters to fulfil their core functions in response to needs identified through the organisational capacity assessment					
<b>A23</b>	A.2.3: Provide in depth governance support to TI MENA Chapters to ensure high levels of accountability and performance					
<b>A24</b>	A.2.4: Support TI MENA Chapters in developing strong internal systems to effectively manage their finances, people, projects and risk					

	Results and related Activities	Indicators	Bahrain	Mauritania	Kuwait	Sudan
A3	A.3: Enhanced capacity of TI Chapters to realise their strategic objectives and achieve organisational and financial sustainability.	<b>Result indicators:</b> (1) # of TI Chapters demonstrating progress towards objectives identified in multi-annual strategic plans. (2) # of TI Chapters with strategies in place to diversify funding streams. (3) % of increase in TI Chapters' annual budgets.				
A31	A.3.1: Mobilise new funding for regional capacity development and to expand anti-corruption activities in the region in line with the TI Strategy 2015				01-06/2012 Preparation of KTS participation to TI's Fundraising Mentoring Project  18-19/12/2012 Expert visit  07-08/01/2013 Fundraising mentoring expert holds 1st training workshop. After workshop KTS assigns team that completes 6 months fundraising strategy.	
A32	A.3.2: Develop TI MENA Chapters' strong advocacy and communication skills to translate strategy, research and knowledge into effective anti-corruption advocacy					
A33	A.3.3: Help TI MENA Chapters understand, develop and manage Monitoring, Evaluation and Learning (MEL) systems as part of their project and strategic planning cycles	# of TI Chapters monitoring implementation of projects and programmes on the basis of agreed annual work plans.				
A4	A.4: Enhanced capacity of TI Chapters to initiate and lead multi-stakeholder coalitions and cross-boundary networks for increased anti-corruption impact.	<b>Result indicators:</b> (1) # of TI Chapters leading/ coordinating regional or crossregional multi-stakeholder networks, or similar collective action. (2) # of TI Chapters actively engaged in regional or crossregional anti-corruption multi-stakeholder networks, or similar collective action. (3) Impact level of multi-stakeholder coalitions and crossboundary networks led by TI Chapters.				
A41	A.4.1: Support TI MENA Chapters and in undertaking innovative approaches and activities against corruption in the region					
A42	A.4.2: Increase TI MENA Chapters' contribution to strategic regional and international initiatives and forums					
B	B: To provide anti-corruption activists in the MENA region with access to readily available evidence and practical tools to fight corruption and advocate for change.					
B1	B.1: Widely shared knowledge and lessons learnt on existing anti-corruption tools and good practices in the MENA region.	<b>Result indicators:</b> (1) # of TI Chapters leading on or contributing to the identification and publication of good practices on anticorruption work. (2) Impact level of the use of knowledge TI Secretariat products and services on approaches to corruption.  <b>Performance indicators:</b> (1) # of TI Chapters engaged in research independently from TI Secretariat. (2) # of TI Chapters producing their own publications on corruption issues.				
B11	B.1.1: Provide on-going advice to TI MENA Chapters, Partners and other national and regional stakeholders on a demand-driven basis					
B12	B.1.2: Systematically capture, publish and disseminate the knowledge generated through this Programme via target-oriented channels of communication					



	Results and related Activities	Indicators	Bahrain	Mauritania	Kuwait	Sudan
<b>B2</b>	B.2: Increased access to anti-corruption expertise through better-linked networks of anti-corruption experts across the MENA region.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters accessing networks of expertise on anti-corruption issues.</p> <p>(2) Impact level participation in expert networks.</p> <p>Performance indicators:</p> <p>(1) # of TI Chapters identifying the ASK as the Movement's knowledge hub on anti-corruption.</p> <p>(2) # of TI Chapters using TI Secretariat anti-corruption knowledge products and services.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>				
<b>B21</b>	B.2.1: Mobilise and stimulate anti-corruption expertise across the MENA region's academic community					
<b>B22</b>	B.2.2: Create centres of expertise in a number of key areas at the national and regional levels					
<b>C</b>	C: To increase responsiveness to people's demands for transparency, accountability and integrity in the MENA region.					
<b>C1</b>	C.1: Increased public understanding of, support for and engagement in the fight against corruption, with a focus on the engagement of youth, women and entrepreneurs.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters' advocated recommendations/policies/laws, which directly affect particularly the most for marginalized and vulnerable populations, that have been taken up by targets.</p> <p>(2) Impact level of uptake of advocated recommendations/policies/laws.</p> <p>(3) % of TI Chapters engaging in outreach to entrepreneurs (particularly SMEs).</p> <p>(4) % of TI Chapters with projects and initiatives that do outreach to / work on youth.</p> <p>Perceived level of impact of TI Chapters' work on youth.</p> <p>(5) % of TI Chapters with projects and initiatives that do outreach to / work on women</p> <p>(6) Perceived level of impact of TI Chapters' work on women.</p> <p><b>Performance indicators:</b></p> <p>(1) % of TI Chapters with effective security measures to safeguard their staff, information (e.g. ALAC data) and premises.</p> <p>(2) % of TI Chapters' funding dedicated to People Engagement approaches.</p> <p>(3) # of TI Chapters with Gender strategies in place</p>				
<b>C11</b>	C.1.1: Develop outreach to youth to combat corruption					
<b>C12</b>	C.1.2: Develop outreach to women to combat corruption					
<b>C13</b>	C.1.3: Develop outreach to entrepreneurs to combat corruption					
<b>C14</b>	C.1.4: Develop a safety-training package for activists					
<b>C15</b>	C.1.5: Inform citizens of their rights and increase their ability to speak out against corruption					
<b>C16</b>	C.1.6: Provide regular opportunities for dialogue and showcasing of anticorruption initiatives					

	Results and related Activities	Indicators	Bahrain	Mauritania	Kuwait	Sudan
<b>C2</b>	C.2: Victims and witnesses of corruption in project countries articulate and find solutions to their grievances.	<p><b>Result indicators:</b></p> <p>(1) # of corruption-related grievances reported to the ALACs, and % of those successfully resolved.</p> <p>(2) Impact of ALAC services on clients.</p> <p>(3) # of TI Chapters running advocacy actions on the basis of citizens' complaints (e.g. ALACs).</p> <p>(4) # of changes in policy and practice resulting from advocacy and campaigns based on ALAC cases and complaints.</p> <p><b>Performance indicators:</b></p> <p>(1) # of TI Chapters supporting and adopting the People's Charter..</p> <p>(2) # and quality of new approaches to People Engagement implemented, shared and replicated throughout the TI Movement.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>				
<b>C21</b>	C.2.1: Provide safer spaces for citizens seeking redress from corrupt practices or willing to speak out against it					
<b>C22</b>	C.2.2: Produce and analyse ALAC case-based evidence to assess trends and support reform demands					
<b>C23</b>	C.2.3: Develop a pool of expertise on investigative journalism and build journalistic skills to improve engagement in anti-corruption work					
<b>C3</b>	C.3: Improved social programmes and services as a result of citizen demand and engagement.	<p><b>Result indicators:</b></p> <p>(1) # of TI Chapters with projects/ initiatives/ response mechanisms which include aspects of safeguarding anticorruption activists.</p> <p>(2) # of TI Chapters working to strengthen the link with investigative journalism.</p> <p>(3) % of TI Chapters working to improve service delivery and / or social programmes.</p> <p>(4) # of changes in social programmes' policy(ies) and practice(s) in targeted countries.</p>				
<b>C31</b>	C.3.1: Identification of key risk areas in the delivery of services and social programmes					
<b>C32</b>	C.3.2: <i>Mitigating risks through social accountability</i>					
<b>D</b>	D: To generate robust evidence on public sector corruption risks in the MENA region, and provide anti-corruption activists with the tools and solutions to advocate for change.					
<b>D1</b>	D.1: A new body of knowledge and improved diagnostic expertise on (anti-)corruption is widely available and identifies priority areas for anti-corruption reform in selected programme countries.	<p><b>Result indicators:</b></p> <p>(1) # of Chapters using public integrity diagnostic tools' findings (e.g. NIS, CPI) to inform their advocacy actions nationally and regionally.</p> <p>(2) # of Chapters conducting advocacy actions that have been influencing regional anti-corruption measures and/or policies.</p> <p><b>Performance indicators:</b></p> <p>(1) # of TI Chapters actively engaged in the conceptualisation of regionally tailored diagnostic tools.</p> <p>(2) # of TI Chapters actively engaged in the production of advocacy materials based on the implementation of public integrity diagnostic tools.</p>				
<b>D11</b>	D.1.1: Undertake/update National Integrity Context and System assessments in the MENA region					
<b>D12</b>	D.1.2: Promote the Corruption Perceptions Index					
<b>D13</b>	D.1.3: Produce the Global Corruption Barometer survey					
<b>D14</b>	D.1.4: Develop and adapt other public sector integrity diagnostics					

	Results and related Activities	Indicators	Bahrain	Mauritania	Kuwait	Sudan
D2	D.2: Increased momentum for effective anti-corruption reforms at national level among key anti-corruption stakeholders for addressing priority areas in national integrity system.	<p><b>Result indicators:</b></p> <p>(1) # of Chapters in the region engaged in anti-corruption reforms discussions or initiatives that build on public integrity diagnostic tools' findings, and that bring together a number of important political and civil society stakeholders.</p> <p>(2) Impact level of national advocacy and awareness raising events at national and regional levels.</p> <p><b>Performance indicators:</b></p> <p>(1) # of TI Chapters using public integrity diagnostics.</p> <p>(2) % of TI Chapters actively engaged and consulted in the implementation of supra-national public integrity diagnostic tools.</p> <p>(3) # of TI Chapters supported through the programme who consider they have strengthened their effectiveness as a result.</p>				
D21	D.2.1: Design and implement national and regional advocacy interventions to engage key stakeholders on public sector integrity issues					
D22	D.2.2: <i>Produce Anti-Corruption Toolkits for different segments of civil society</i>					
D23	D.2.3: Disseminate knowledge products on public sector integrity to public and expert audiences					

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