

MID-TERM REVIEW OF TI IMPLEMENTATION PLAN

1. BACKGROUND

Transparency International (TI) is the global civil society movement leading the fight against corruption. Through more than 100 National Chapters worldwide, and an International Secretariat in Berlin, Germany, TI raises awareness about the devastating impact of corruption and works with partners in government, the private sector and civil society to develop and implement effective measures to tackle it.

The TI Movement is comprised of nearly 100 National Chapters (Chapters), approximately 30 Individual Members (IMs) and an International Secretariat with both staff and volunteer Senior Advisers. The Chapters are all independent civil society organisations registered in their own countries and internationally affiliated with TI.

National Chapters have their own Boards and membership structures that set their own agendas in accordance with local contexts. TI international governance structure includes an International Board and an Advisory Council that serves the Movement overall. Collectively, these diverse parts of our Movement are bound together in a commitment to a common vision, mission, values and guiding principles.

In 2011 TI published a 2015 Strategy that guides the actions of the TI-Movement and its members. To operationalise the significant implications of the 2015 Strategy for the Secretariat, a five-year implementation plan was developed which charts the Secretariat's course for the duration of the 2015 Strategy, trying to ensure that the Secretariat drives strategic implementation and achievement towards committed strategic objectives, including a shift towards a programmatic approach to implementation. As part of the five-year implementation plan the TI-Secretariat committed to an independent mid-term review, which will take place in early 2014. This assignment covers this review.

2. ASSIGNMENT

Purpose: Assess the TI Implementation Plan

The overall purpose of the assignment is twofold:

- To conduct a mid-term review of the Secretariat's 2015 Implementation Plan and hence of **the Secretariat's contribution to the Movement's strategic achievements** as committed in the 2015 Strategy.
- To learn from the roll-out of the 2015 Implementation Plan and **draw lessons that can be the basis for improvements** to further strategic and programme planning, design and management.

Scope of the review

This review is expected to take into account the performance of the Secretariat in implementing the 2015 Implementation Plan from its approval up to the time of conducting the review.

Sample Review criteria:

Some of the key questions to be addressed by the review are:

RELEVANCE

- How relevant the TIS implementation plan in the wider context of the 2015 Strategy? To what extent does the Secretariat add value or innovate?
- To what extent is the work of the Secretariat through its programmatic approach addressing the Movement needs?
- What real difference did the Secretariat make to its target constituents in terms of also enabling them to achieve their strategic priorities?

EFFECTIVENESS

- To what extent can these achievements be linked to the Secretariat's programmatic approach and overall work?
- Which other factors contributed to the changes that were generated, and to what extent can the Secretariat be considered to have contributed to them?
- What main factors have played a role in the achievement or non-achievement of the strategic priorities?
- To what extent were the strategic priorities set by the 2015 Strategy and reproduced in the 2015 Implementation Plan realistic or should these be reformulated?

EFFICIENCY

- How much progress is being achieved at reasonable costs?
- To what extent are programmes implemented in an economically justifiable way under the given circumstances? Are there any benchmarks to support the answers?
- To what extent is TIS working under a reasonable timeline?
- To what extent are effective management and administration systems in place? How suitable is the current organisational structure for and conducive of positive progress?
- How appropriate was the 2015 Implementation Plan as the operationalisation of the Secretariat's role towards achieving the 2015 Strategy?

SUSTAINABILITY

- To what extent is the Secretariat developing and implementing effective strategies to make its role within the movement sustainable?
- To what extent is the programmatic approach strengthening both the Secretariat and the Movement? To what extent is it enabling the resources that can support Transparency International's anti-corruption goals?

FURTHER QUESTIONS

- How the Implementation Plan did strengthen the Secretariat, and the Secretariat and the Movement linkages and cooperation?
- How the Implementation Plan did grow the Movement to scale and embraced its diversity?

3. EXPECTED DELIVERABLES

The evaluator, or team, is expected to deliver:

- A final review report, incl. clear lessons-learned and recommendations on how to move forward.
- A learning workshop with TI's senior management and key staff to discuss preliminary findings.

The work is expected to provide the Secretariat with amongst other things:

- A clear assessment of where the Secretariat is in terms of delivering on its Implementation Plan and on enabling the realisation of 2015 Strategy by the TI Movement.
- Assessment of the effectiveness of the programmatic approach in achieving the strategic priorities.
- Concrete evidence of the appropriateness of the management and organisational structures in place.
- Evidence of progress towards higher-level impact.

4. PLANNING AND REPORTING ARRANGEMENTS

The mid-term review will be planned and conducted in close consultation with the TI-S MEL Unit. The evaluation approach and methods must be agreed with the TI-S MEL Unit. The Unit will provide support, including organisation of meetings and submission of all documents for desk review.

The Final Report will contain the findings, conclusions and recommendations of the mid-term review as well as a recording of the lessons learned. The draft report will be discussed with the TI Secretariat. While considering the comments provided on the draft, the evaluation expert(s) shall use their independent and impartial judgment in preparing the Final Report.

The Final Report should not be longer than 30 pages, excluding the annexes and the executive summary. Annexes to the Final Report should be kept to an absolute minimum. Only those annexes that serve to demonstrate or clarify an issue related to a major finding should be included. Existing documents should be referenced but not necessarily annexed. Maximum number of pages for annexes is 10.

5. APPROACH, METHODS AND TIMEFRAME

The mid-term review should include but not necessarily be limited to the following methods (excluding randomised control trials):

- Desk review of relevant documents.
- Individual and/or group interviews with internal and external stakeholders.
- Interviews with target groups.
- Meetings with external stakeholders.
- Field visits.
- Survey questionnaires to internal and external stakeholders.

The overall approach should be as representative and as comprehensive as possible. The evaluator(s) should present a detailed statement of the proposed review methods in the technical proposal.

The review is due to start on the **31st of March 2014** (Monday) and end by the **16th of June 2014** (Monday) and last no more than **42 working days**.

The evaluators will communicate with the MEL unit in regular skype calls and keep the MEL Unit in CC of all communications.

The work plan is as follows



WORKPLAN

| | March | | April | | | May | | | | June | | | | | |
|--|-------|---|-------|----|----|-----|----|----|----|------|---|----|----|----|--|
| | 31 | 7 | 14 | 21 | 28 | 5 | 12 | 19 | 26 | 2 | 9 | 16 | 23 | | <i>Number of days</i> |
| Document review and analysis | | | | | | | | | | | | | | 5 | Overlap |
| Visit to Berlin | | | | | | | | | | | | | | 5 | |
| Survey and interviews and analysis | | | | | | | | | | | | | | 7 | |
| Methodology shared with the MEL unit | | | | | | | | | | | | | | | Milestone 1 |
| Case-study development, including field visits and target group interviews | | | | | | | | | | | | | | 15 | |
| Analysis and drafting | | | | | | | | | | | | | | 5 | |
| Draft for MEL unit's review | | | | | | | | | | | | | | | Milestone 2 |
| Design and facilitation of learning workshop | | | | | | | | | | | | | | 5 | Overlap |
| Visit to Berlin | | | | | | | | | | | | | | 5 | |
| Draft for MEL unit's review | | | | | | | | | | | | | | | Milestone 3 |
| Finalisation of the report | | | | | | | | | | | | | | 1 | No later than the 16th of June |

Operationalization Plan

Transparency International

Mid-Term Review of 2015 Strategy

Team

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Purpose and Background

Purpose

The mid-term review of Transparency International Secretariat's Implementation Plan aims to assess the Secretariat's contribution to the TI Movement's strategic achievements in line with the 2015 Strategy. Insights and lessons from the assessment of the Implementation Plan and its rollout will inform future strategic and programme planning, design and management.

Background

Transparency International established a new strategy in 2011 to direct its work until 2015. The Secretariat's work is underpinned by an Implementation Plan aligned to the Strategy.

This document sets out the operationalization of our evaluation plan.

Operationalization

Stage One: Initial Interviews, Document Review and Case Study Selection

Initial interviews (Concluded)

We conducted interviews with 13 staff at the Transparency International Secretariat in both program and regional teams in order to:

- Introduce the team to some of the key Transparency International staff;
- Gain an understanding of the movement, its people and its work;
- Assist us in the process of determining the subject and focus of the case studies.

On the basis of these discussions we proposed an approach to case studies that all parties have been invited to provide feedback on.

Document review (Underway)

Transparency International provided 71 documents for our initial review.

The document review serves three purposes:

- a. Documents from the 2010-2011 strategy development process – including the survey and interviews, and common program strategies – are being used to establish **baseline information**, for example on the view of external targets and partners on the relevance of Transparency International's work, and to inform our design of the surveys for this evaluation.
- b. Documents from the strategy process, reference documents, further context analysis and external literature will be used to further **develop testable theories of change** about the contribution of the TI Secretariat to the TI Movement

- c. Implementation plans, program evaluations, and other available existing evaluative documentation will be used to **draw initial – testable – conclusions about strategic achievements** and the Secretariat’s contributions, and will influence the design of the survey, interviews, and case studies. These documents will be used as **one source of evidence to develop final conclusions for the review.**

Case study selection (Underway)

In order to investigate some of the critical issues related to the contribution of the Secretariat, we will be using a case study approach.

We finalised a case study criteria based on document review, interviews and discussions with the MEL Unit.

There are **two slices** we will use to select case studies - **a regional/chapter one and a program one.**

The first slice we'll use is to take a regional / chapter perspective:

- Selecting two regions that exhibit contrasting size, stage of regional program development and chapter development, diversity of country contexts, and that can assist in filling gaps in the existing written documentation.
- We'll choose 3-4 chapters in each of the 2 regions (to reflect countries at different stages of economic and social development, geo-political influence, Chapter development (including financial and program independence) and levels of engagement with the Secretariat).

The second slice is to include a mix of programs that allow us to explore different kinds of work done by the movement and the particular contribution and role of the Secretariat in and across each. In particular, we'd like to examine

- a movement enabling program (most likely the INSP);
- a common focus program (eg PEP, PSIP or BIN); and

Based on our analysis to date, and applying the criteria we have proposed:

- Regions: The Americas and Asia-Pacific.
- Programs: PEP and INSP.

Stage two: Surveys, interviews and case studies

Surveys (Underway)

Surveys of external and internal stakeholders (National Chapter, individual member, senior advisors and Secretariat staff) aim to establish broad trends in perception of how well the Secretariat is fulfilling the Implementation Plan, the relevance of TI's work against views of critical corruption issues, and the relationships between the T.I. movement members.

- The external survey will be sent to the list of external stakeholders used in the 2010 survey plus an additional list compiled with input from NCP by the MEL Unit. This will be sent out directly by the consultants.
- The internal survey (in two forms – a Chapter and a Secretariat, Individual Member and Senior Advisor survey) will be sent to all National Chapters, Individual Members, Senior Advisors and Secretariat staff. The Chapter survey will be translated into French and Spanish.
 - The MEL Unit will provide an email to Regional Coordinators on May 5 to let Chapters know to expect an email from May Miller-Dawkins with the link to the survey, as well as giving them a link to Chapter Zone where they will find background information about the review.
 - The MEL Unit will liaise with the Governance and INSP Units to provide for the distribution of the survey link to the International Board Members and Individuals Members, and Senior Advisors respectively.
 - The MEL Unit will pass on an email to all Secretariat staff from the consultants.

Both surveys will replicate a range of questions from the survey in 2010 to enable analysis against a baseline. Both will also be focused on evaluative questions as to the relevance, effectiveness, efficiency, and sustainability of the work of the Transparency International Secretariat.

Surveys will be distributed between 5-7 May with a deadline of 11 May for responses.

Interviews and focus groups (Complete)

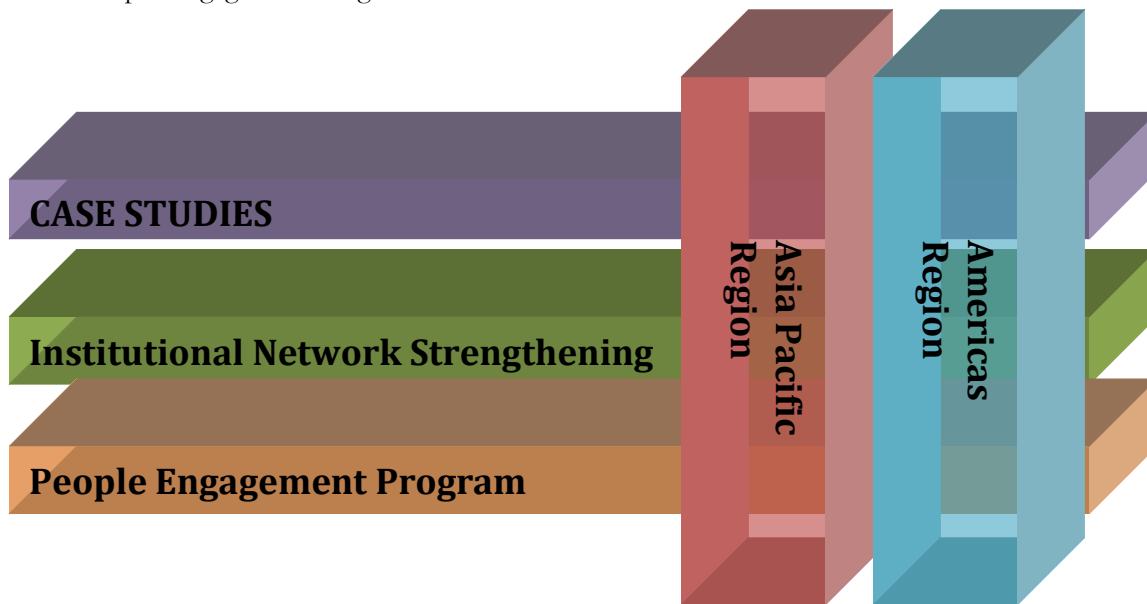
The evaluators will visit Berlin April 27 – May 3. Interviews and focus groups with relevant teams will be used to gather Secretariat staff views on the relevance, effectiveness, efficiency and sustainability of the work of the Secretariat under the Implementation Plan. This will help refine the theories of change for testing in case studies and provide a Secretariat perspective on case studies.

Combined with the initial interviews, 44 staff of the Transparency International Secretariat were interviewed in these phases, from across all five groups.

Case study development

We will build a rich and illustrative set of five case studies that are grounded in particular contexts and enable us to explore and reflect on the diverse work of the movement and particularly the relationships and contributions of the Secretariat and Chapters. The four case studies to be developed are:

- Asia-Pacific Region
- Americas Region
- Institutional Network Strengthening Program
- People Engagement Program



The case study research will seek to answer the following key questions:

- What is the relevance and impact of TI's work in this context/programme area?
- What have been the key factors assisting and hindering success?
- How effectively have members of the movement worked together in this context/programme area and what have been their distinct contributions?
- How effectively and efficiently has TI used resources and time in this context/programme area?
- How has TI been served by its strategic direction and implementation plan in this context/programme area?

In each region, 3 countries will be selected for visit. These countries will be chosen to exhibit a diversity of levels of development, relationship to the Secretariat, and also to cluster geographically to allow for sequential visits of 2 days each. In each region, a regional meeting may be attended to observe program development processes, and interview a wider set of Chapter heads and partner organisations.

A proposed set of countries at this stage include:

Asia Pacific

The Asia Pacific subset will either look like:

- Indonesia, Cambodia, PNG/Fiji Islands;
- Nepal (regional meeting), Sri Lanka, Pakistan.

Americas

Attending a regional meeting focused on citizen security in Costa Rica, visits to Guatemala and Jamaica.

Each regional case study will involve:

- Further document review related to the specific Chapters and programs;
- 2- 2.5 day visits to each of the three countries involving:
 - Observation of program development (at regional meetings)
 - Visits to an ALAC if relevant;
 - A focus group with Chapter staff, board and volunteers;
 - Interviews or focus groups with:
 - Government and judicial officials
 - Journalists
 - Researchers
 - Private sector
 - Civil Society actors.
 - Members / donors.
 - In each country we'll aim to talk to at least 8 external stakeholders, more if focus groups are possible.
- Integration of analysis from document review, interviews in Berlin and survey results.

We propose the travel would occur simultaneously in both regions during the period **14-23 May 2014**.

Budget

The total cost of both trips will not exceed 8,000 EUR.

Stage Three: Analysis and documentation

Analysis

We will draw themes, findings and testable propositions out at each stage in the process. In this stage, we will combine and triangulate to identify findings of various levels of strength (triangulated across multiple sources). We will then develop a series of draft key findings and recommendations.

Documentation and Finalisation

We will produce a short document that outlines emerging findings and potential recommendations by May 29, for immediate review by Rute and Finn to give any immediate feedback on language. The document will be revised on their feedback to be distributed to staff on Friday May 30.

We will engage members of the movement in discussion around the emerging findings in two main ways:

- Learning sessions in Berlin, June 2-3.
 - One morning session (2 June) which is open to all Secretariat staff. We will present emerging findings and acupuncture points (if relevant) and use participatory methods to seek feedback from TI-S staff.
 - One afternoon session (3 June) for the Management Group (and key Directors if relevant) to present and discuss emerging findings and acupuncture points.
- Making it available to Chapters through Chapter Zone and asking for feedback by COB 4 June.

Feedback will contribute to a full draft report of no more than 30 pages to be delivered to the MEL Unit by June 11.

The MEL Unit will provide feedback to the consultants on the report by end of day June 13.

We will revise the draft based on feedback, delivering a final report by June 16.

UPDATED WORKPLAN

| | March | | April | | | May | | | | June | | | | | |
|--|--------------|---|-------|--------------|-------------|-------|-------|-------|--------------|--------------|--------------|--------------|----|---------------------------|--|
| | 31 | 7 | 14 | 21 | 28 | 5 | 12 | 19 | 26 | 2 | 9 | 16 | 23 | <i>Number of days</i> | |
| Document review and analysis | [Light Blue] | | | | | | | | | | | | | 5 | Overlap |
| Visit to Berlin | | | | | [Red] | | | | | | | | | 5 | |
| Survey and interviews and analysis | [Light Blue] | | | | | | | | | | | | | 7 | |
| Methodology shared with the MEL unit | | | | | [Dark Blue] | | | | | | | | | Milestone | |
| Case-study development, including field visits and target group interviews | | | | | [Red] | [Red] | [Red] | [Red] | [Red] | | | | | 15 | Trips within 15-23 May |
| Analysis and drafting | | | | [Light Blue] | | | | | | | | | | 5 | |
| Draft top level findings for MEL unit's review | | | | | | | | | [Dark Blue] | | | | | Milestone: 29 May | |
| Design and facilitation of learning workshop | | | | | | | | | [Light Blue] | [Light Blue] | | | | 5 | Overlap |
| Visit to Berlin | | | | | | | | | | [Red] | | | | 5 | 2-3 June |
| Full Draft for MEL unit's review | | | | | | | | | | | [Dark Blue] | | | Milestone: 11 June | |
| Finalisation of the report | | | | | | | | | | | [Light Blue] | [Light Blue] | | 1 | No later than the 16th of June |

Reference List

External References

Avaaz (2014), *Where next for Avaaz in 2014? Setting the agenda*, accessed at https://secure.avaaz.org/en/poll_results_2014/ on 29/05/14.

Deborah D. Avant, Martha Finnemore and Susan K. Sell (2010), 'Who Governs the Globe?' in Deborah D. Avant, Martha Finnemore and Susan K. Sell (Eds.), *Who Governs the Globe?* .

Heather Baser and Peter Morgan (2008), 'Capacity, change and performance: study report', in ECDPM (Ed.), *Capacity, change and performance*, ECDPM.

BBC World Service (2010), Global poll: Corruption is world's most talked about problem, accessed at http://www.bbc.co.uk/pressoffice/pressreleases/stories/2010/12_december/09/corruption.shtml on 25/05/14.

Citizenship DRC (2011), *Blurring the Boundaries: Citizen Action Across State and Societies*, The Development Research Centre on Citizenship, Participation and Accountability, Brighton

CIVICUS (2012). *State of Civil Society 2011*, CIVICUS, Johannesburg.

CIVICUS (2014). *State of Civil Society 2013*, CIVICUS, Johannesburg.

Brendan Cox (2011), 'Campaigning for International Justice - Learning Lessons (1991-2011) and Where Next? (2011-2015)', Funded by the Bill and Melinda Gates Foundation.

Mariles Glasius et al (2012), 'Bottom-up Politics: an agency-centred approach to globalisation', Lecture at the London School of Economics, 23 January 2012, accessed at <http://www2.lse.ac.uk/publicEvents/events/2012/01/20120123t1830vNT.aspx> on April 24 2012.

Laura Goodwin and Vivek Maru (2014), 'What do we know about legal empowerment? Mapping the Evidence', Working Paper, Namati - Innovations in Legal Empowerment.

Umair Haque (2011), 'The Protests and the Metamovement', *Harvard Business Review*, accessed at blogs.hbr.org/haque/2011/10/the_protests_and_the_metamovem.html on 09 April 2012.

Paul Hilder, with Julie Caulier-Grice and Kate Lalor (2007), *Contentious Citizens: Civil Society's Role in Campaigning for Social Change*, The Young Foundation, London, 23.

IATI (2014), *International Aid Transparency Initiative Annual Report 2014*.

Rosie McGee and John Gaventa (2011), 'Shifting Power? Assessing the Impact of Transparency and Accountability Initiatives', IDS Working Paper Vol 2011, No 383.

Alfredo Ortiz and Peter Taylor (2009), 'Learning purposefully in capacity development: Why, what and when to measure?' in IIEP UNESCO (Ed.) *Rethinking Capacity Development Series*, Paris: IIEP UNESCO.

Transparency International Documentation

General

- Transparency International Strategy 2015
- Transparency International Secretariat Implementation Plan 2015
- Transparency International Secretariat 2011 Implementation Report
- Transparency International Secretariat Implementation Report 2012
- Transparency International Annual Report 2012
- Transparency International Secretariat Implementation Report 2013

Reference Documents

• Key Programmes

- Anti-Corruption Solutions and Knowledge Programme: Key Programme Reference Document
 - November 2012
- Business Integrity Programme Key Programme Reference Document November 2012
- Climate Finance Integrity Programme Programme Document (Final) March 2013
- Institutional Network Strengthening Key Programme Reference Document November 2012

- People Engagement Programme Key Programme Reference Document November 2012
- Public Sector Integrity Programme Key Programme Reference Document November 2012
- Resource Mobilisation and Sustainability Programme Key Programme Reference Document November 2012

- **Regional Programmes**

- Promoting Transparency, Accountability and Integrity in Europe and Central Asia ECA regional programme 2013-2015 21 December 2012
- Transparency International's Africa Regional Programme: Promoting Transparency, Accountability and Integrity in Africa January 2013
- Transparency International's Asia Pacific Regional Programme: Promoting Transparency, Accountability and Integrity in Asia Pacific January 2013
- Transparency International's LATAM Regional Programme
- Promoting Transparency, Accountability and Integrity in Latin America January 2013
- Transparency International's Middle East and North Africa Programme: Promoting Transparency, Accountability and Integrity in the Middle East and North Africa Region
 - 06 July 2012

- **Services**

- Global Communications, Advocacy and Campaigning: Translating Awareness into Broad-Based Action: Key Support Service 1 Reference Document November 2012
- KSS / KP NAME: KSS 2 Corruption Measurement EXPENDITURE & FUNDING FORECAST 2012 - 2015 13.08.2012
- Emerging Policy Issues and Approaches: Key Support Service 3 Reference Document November 2012
- Enforcement Monitoring: Key Support Service 4 Reference Document November 2012
- Thematic Networks and Initiatives : Key Support Service 5 Reference Document

- November 2012
- Governance: Key Support Service 6 Reference Document November 2012
- Monitoring, Evaluation and Learning: Key Support Service 7 Reference Document
 - November 2012

2014 Annual Plans

- Key Programme 1: PEOPLE'S ENGAGEMENT 2014-01-27
- Key Programme 2: BUSINESS INTEGRITY
- Key Programme 3: Public Sector Integrity Programme 24-01-2014
- Key Programme 5: INSTITUTIONAL NETWORK AND STRENGTHENING 23-01-2014
- Key Programme 6: CLIMATE FINANCE AND INTEGRITY 23-01-2014
- Essential Function 1: POLICY AND ADVOCACY
- Essential Function 2: RESEARCH 23-01-2014
- Essential Function 4: GOVERNANCE 2014-01-27
- Essential Function 6: Finance 23-01-2014
- Essential Function 7: Resource Development 23-01-2013
- Essential Function 9: LEGAL AFFAIRS UNIT 23-01-2014
- APD SUM table
- Key Programme 4: ANTI-CORRUPTION AND KNOWLEDGE 29-01-2014
- ECA SUM table
- Essential Function 3: ENFORCEMENT MONITORING
- Essential Function 8: HUMAN RESOURCES 23-01-2014
- Key Programme 5: INSTITUTIONAL NETWORK AND STRENGTHENING 23-01-2014
- INTERNATIONAL ANTI-CORRUPTION CONFERENCE
- Essential Function 5: Monitoring, Evaluation and Learning 23-01-2014
- MENA

Evaluations and Reports

- **Project reports**

- Transparency International Anti-Corruption: Delivering Change Annual Report 2013
- Back to Office Report - India ALAC Oct-12
- Climate Finance Integrity Programme Forest Anticorruption Solutions and Advocacy Project Final Report January 2012 - March 2013
- Transparency International Asia Pacific Programme Citizens Against Corruption in South Asia 31 March 2014
- Helpdesk quarterly report 27.06.2013
- TI India ALAC Project Visit - Observations and Recommendations 14-19 October 2012
- Executive Summary of Review of International Conventions Advocacy September 2012
- Transparency International: Evaluation of International Conventions Advocacy October 5th 2012
- Evaluation of Crinis Western Balkans Project 4 October 2013
- Project Evaluation: Evidence-based Action against Corruption – The European Integrity Systems Project (ENIS) 8 May 2013
- Independent final evaluation: Forest Governance and Integrity Programme: Phase 1 Anticorruption Advocacy, Forest Governance Systems Analysis and Monitoring, 15th December 2011
- Report on Fundraising Mentoring Project TI and Resource Alliance Oct 2013
- Governance and Transparency Fund Final Evaluation July 2013
- Evaluation of the Anti-Corruption Helpdesk, November 2013
- Keystone Performance Surveys - Feedback Survey for Transnational Social Change Networks
- Small Grants Programme Learning Review February 2014
- Management Response: Evidence-Based Action Against Corruption ENIS 2009
- NORAD Evaluation of Transparency International 8/2010
- RAPPORT DE L'EVALUATION FINALE DU PROJET D'ETABLISSEMENT DE CENTRES D'ASSISTANCE LEGALE ET D'ACTION CITOYENNE DANS CINQ PAYS AFRICAINS FRANCOPHONES 2008

- Climate Finance Integrity Programme (CFIP) Evaluation 19th August 2013
- Evaluation of the - DFID Programme Partnership Agreement 29th October 2010
 - Management Response: Evaluation of Transparency International's Programme Partnership Arrangement (PPA) with the UK Department for International Development (DFID) 30 November 2010
- Transparency International Final Project Evaluation: "Promoting Transparency and Enhancing Integrity in the Arab World" 12 December 2011
- Management Response To: Mid-Term Evaluation of the Transparency International Middle East and North Africa Regional Programme 25 October 2013
- End-of-Programme Evaluation: TIVietnam Programme "Strengthening Anti-Corruption Demand from Government, Private Sector and Society, 2009-2012" 14 July 2013
- FINAL EVALUATION TISDA: Transparency and Integrity in Service Delivery in Africa (Annabel Brown's conflicted copy 2014-04-25) November 2011
- TISDAS FINAL REPORT - reviewed November 2011
- Transparency International – DFID Programme Partnership Agreement (PPA): Independent Progress Review 28th September 2012
- Working better together? TI-S Working Groups A Learning Review November 2013

Case study specific documents

- **INSP**

- Devising a Capacity Development Plan
- Transparency International Strategy 2015: Prioritising Capacity Development Needs
- Transparency International Strategy 2015: Choosing Capacity Development Activities and Methods
- Transparency International Strategy 2015: Writing Indicators of Success
- Transparency International Strategy 2015: Sequencing Capacity Development Activities
- Capacity Development Plan – Model I

- Transparency International Strategy 2015: Checklist for Assessing Capacity Development Plans
- Annex Key Programme 5 [Institutional Network and Strengthening Programme] Information on Progress Provided by Regional Departments
- Key Programme 5 [Institutional Network and Strengthening Programme] - Implementation report, Q4 (October to December) 2013
- Transparency International Capacity Assessment Tool (CAT) Users Guide
 - January 2011
- Transparency International Executive Leadership Programme Evaluation March 2014
- Network Services Bulletin – February 2014: 2013 Small Grant Projects Review
- Report on Fundraising Mentoring Project TI and Resource Alliance Oct 2013
- INSP Bulletin – December 2013: Overview of current ‘Volunteer Service’ initiatives
- October 2013 –TI Movement Bulletin
- INSP Bulletin – Special Edition: 2012 Small Grant Projects
- INSP Bulletin - Special Edition: 2013 Small Grant Projects
- Institutional Network Strengthening: Strengthened Chapter capacity to effectively work on national level issues and to contribute (individually and collectively) to implementation of Strategy 2015, across all regions
- Institutional Network Strengthening Programme Summary March 2014
- Leadership Pilot Report Workshop Two 31 March – 2 April 2014
- Network Services Bulletin – March 2014
- E-learning with TI Lingos January 2014
- Techniques for generating capacity development insights January 2014
- Annex Key Programme 5: Institutional Network and Strengthening Programme – Information on Progress Provided by Regional Departments Q1 2013
- Q2 Implementation Review – INSP – Regional information clustered by result area
- Transparency International Guide to Financial Sustainability
- Transparency International National Chapter Guide to Strategic Planning

- Transparency International Organisational Capacity Assessment Tool
- **PEP Information**
 - CaseMan Fundraising 2014
 - USAID Development Innovation Ventures Letter of Interest Form 15/4/2014
 - European Commission Investing in People: Education, knowledge and skills Employment and social cohesion Grant Application Form 19 February 2014
 - Email: Further information on PEP - annabellabrown@gmail.com
 - ICT Progress Report 2013-11-19
 - PEP innovation grants October 2012
 - Application Form: Oil for Development Programme (OfD) – Civil Society 2014
 - Game Changing Politics – Promoting Transparent, Accountable and Participatory Local Governance - Horizon 2020 Work Programme 2014-2015
 - People Engagement Programme Programme Summary 10 APRIL 2014
 - PEP Fundraising Overview 2012-2013 2013-12-02
 - People Engagement Programme Update – January 2014
 - PEP quarterly reviews 2013
 - People Engagement Programme: Key Programme Reference Document November 2012
 - People Engagement Programme: Technologies and knowledge sharing opportunities for chapters – Plan 2014 20 December 2013
 - Crowdfunding Pilot December 2013-April 2014: Insights, observations, lessons learned
 - TI Movement: Utilisation of Technologies to Fight Corruption 2014-04-10
 - Quarterly Monitoring Form 2014: People’s Engagement Programme 2014-04-09
 - UNDEF – Project Proposal for Eight Round of Funding. Submitted by PEP on 25 December 2013
 - Concept Paper: Women Take Action against Corruption in Public Service Access and Provision
 - 31 December 2013
- Towards Curbing Corruption In The Americas

- Transparency International Asia Pacific Programme Towards Effective Leadership & Reforms in the Fight against Corruption Funding Proposal 07.01.2011
- Transparency International Australia Strategic Plan Feb 2012

- Cambodia
 - ANNEX 2_ Result Framework_Draft
 - Programmes' Monitoring & Evaluation Framework 07 November 2012
 - GRANT AGREEMENT BETWEEN TRANSPARENCY INTERNATIONAL SECRETARIAT
 - AND TRANSPARENCY INTERNATIONAL CAMBODIA 17th January 2013
 - Grant Agreement Time to Wake Up Campaign with Transparency International 10-07-2013
 - Transparency International Cambodia Program Proposal March 2012
- Fiji
 - UNDP Proposal 2014
- Jamaica
 - AN NIA SELF ASSESSMENT -Year 2 Review September 10, 2013
 - NIA ASSESSMENT AGAINST LOG FRAME - Year 2 Review 2013 – Sept 2013
 - NIA Second Year Supplement Dec 9 2013
 - NIA First Year Supplement Dec 9 2012
- ASJ, Overview Document
- Citizen Security Workshop Outline and Background

- **MEL system**
 - TI-S Monitoring, Evaluation and Learning System 2011-2015 Proposed Overall System: Executive Summary January 2012
 - IMPACT MONITORING APPROACH Assessing Impact at Movement Level 3/17/2014
 - TI-S Annual Plan - Review Quarter 2 2013 Monitoring, Evaluation and Learning Unit
 - 28 August 2013

- Quarterly Review 3 TI-S Implementation Plan monitoring November 2013
- Quarterly Review 4 TI-S Implementation Plan monitoring February 2014
- TI-S Monitoring, Evaluation and Learning System APPROACH AND IMPLEMENTATION
 - January 2013

- **No Impunity**

- Annex 14 - No Impunity Progress Paper 2 - Improvements to TOC visual
- Annex V - No Impunity Theory of Change and Result Framework

- **Human Resources**

- HR Turnover Data, 2010-2013
- Employee Engagement Survey results, 2010 (without comments)
- Employee Engagement Survey results, 2012 (without comments)
- Employee Engagement Survey results, 2013 (without comments)
- HR Learning and Development Report Back, 2013.

- **Safety**

- TI-S Risk Management Infrastructure

Interviewees and Focus Group Participants

International Board Members

Huguette Labelle, Chair of the Board, Canada

Iftexhar Zaman, Vice-Chair of the Board, Bangladesh

Chapter staff and Board members

Trevor Munroe, ED of NIA Jamaica

Nadiya Figueroa, Deputy Director of NIA Jamaica

Anthony Harriott, Chair of the Board NIA Jamaica

Jamie-Ann Chevannes - Administrator, NIA Jamaica

Loy Taylor - Accountant/ Asst on Events, NIA Jamaica

Marlon Moore - Events Coordinator/ Public Participations, NIA Jamaica

Omar Lewis - Research Coordinator/ Communications, NIA Jamaica

Oscar Vasquez, Accion Ciudadana, Guatemala

Manfredo Marriquin, Accion Ciudadana, Guatemala

Cristina Eguizabal, FUNDE, El Salvador

Cecilia Blondet, Proetica, Peru

Andres Hernandez, Transparencia por Colombia

Rafael Garcia, Transparency Mexico

Eduardo Núñez, Costa Rica Íntegra

Ludim Ayala - ALAC Coordinator, ASJ Honduras

Moribel Munoz - subcoordinator TH Health, ASJ Honduras

Blanca Munguia - Transformemos Honduras coordinator, ASJ Honduras

Josue Murilla - Alianza par la Paz y la Justicia Coordinator, ASJ Honduras

Gilda Espinal - Land Rights Coordinator, ASJ Honduras

Byron Zuniga - Peace and Justice Project Coordinator, ASJ Honduras

Carlos Gomez - Security Coordinator, ASJ Honduras

Joel Hernandez - ALAC Lawyer, ASJ Honduras
Karol Rivera - ALAC Lawyer, ASJ Honduras
Mitton Fonseca - ALAC Operations Assistant, ASJ Honduras
Juan Jose Lopez - ALAC Information Analyst, ASJ Honduras
Elise Ditta - Communications, ASJ Honduras
Jessica Pavon - APJ Communications, Honduras
Pisey Pech, Director of Programs, TI Cambodia
Long Sun, Director of Operations, TI Cambodia
Pen Raksa, Partnership and Coalition Building Programme Manager, TI Cambodia
Elizabeth Johnson, Advocacy and Research Programme Manager, TI Cambodia
Ceitlin, Youth Research Officer, TI Cambodia
Seang Meng Aun, Admin and HR Manager, TI Cambodia
Chea Sokunthea, Finance Manager, TI Cambodia
Chhay Pidor, Acting Manager, Citizens and Youth Engagement Programme, TI Cambodia
Sing Sophea, M&E Coordinator, TI Cambodia
Ratana Chhim, Senior Programme Officer, TI Cambodia
Ly Pichey: Programme Officer, TI Cambodia
Greg, Business Integrity Programme Coordinator, TI Cambodia
ALAC Staff, TI Cambodia
Rath Sophoan, Chairman of the Board, TI Cambodia
Greg Thompson, Executive Director - International, TI Australia
Michael Ahrens, Chief Executive and Director, TI Australia
Jane Ellis Seabrook, Director, TI Australia
Grahame Leonard AM, Director, TI Australia
Apisalome Tudreu, Executive Director, TI Fiji
Ma'imoa Koila Kabu, Executive Officer, TI Fiji
Savenaca Nacanitaba, Programme & Development Officer, TI Fiji
Tokasa Alefaio, Youth Integrity Program Coordinator, TI Fiji
Rolime Prasad, Finance Officer, TI Fiji

Dr Joseph Veramu, Project Specialist, TI Fiji
Dr Donasiano Ruru, Chair of the Board, TI Fiji
Nanise Nagusuca, Board Member, TI Fiji
Alanieta Vakatale, Project Specialist, TI Fiji

Observed meetings and workshops

Weekly meeting between NIA and their communications agency, EWA, Jamaica, 19 May 2014
Meeting between NIA, the Chief Justice, USAID, Judicial Training Center on training for resident magistrates, Jamaica, 20 May 2014
Leadership seminar for university leaders at the University of West Indies, Jamaica, 19 May 2014
Regional workshop on creating a regional programme for safe communities, Costa Rica, 22-23 May 2014
Alliance on Peace and Justice Annual General Assembly, Honduras, 26 May 2014

External Stakeholders

Molly Lien, SIDA, Sweden
Emilene Martinez, Open Government Partnership, Mexico
Marlon Escota, Minister for Education, Honduras
Omar Rivera, Director of Grupa Sociead Civil, Honduras
Rolando Bu and Denisse Miranda, FOPRIDEH, Honduras
Mario Landa - TN5, Honduras
Leonard McCarthy, Vice President - Integrity, World Bank
H.E Post Dr. Cheam Yeap, Commission on Economics, Finance, Banking and Audit Chairman, National Assembly, Cambodian People's Party
H.E Mrs. Ly Kim Leang, Commission on Economics, Finance, Banking and Audit Secretary, National Assembly, Cambodian People's Party
H.E Mr. Chay Borin, Commission on Economics, Finance, Banking and Audit Member, National Assembly, Cambodian People's Party
H.E Mr. Chhim Ma, Commission on Economics, Finance, Banking and Audit Member, National Assembly, Cambodian People's Party

H.E Mr. Ngin Khorn, Commission on Economics, Finance, Banking and Audit Member, National Assembly, Cambodian People's Party

Chhay Ros, Senior Program Manager, Development Cooperation, DFAT Cambodia

Shaun Ellmers, First Secretary, Development Cooperation, DFAT Cambodia

Him Yun, Secretariat Coordinator, Coalition for Integrity and Social Accountability, Cambodia

Sokuntheary, Project Officer, Cambodian Civil Society Partnership, Cambodia

Lam Socheat, Deputy Director, Advocacy and Policy Institute, Cambodia

Hun Kunthea, Assistant to Executive Director, Women's Media Centre of Cambodia, Cambodia

H.E Mr Sam Rainsy, Leader Cambodian National Rescue Party, Cambodia

Lisa Rauter – Assistant Secretary, Governance and Fragility Branch, DFAT

Me – Director, Law & Justice, DFAT

Kristian Futol – Assistant Director, Law & Justice, DFAT

Amelia Robertson – Senior Policy Officer, Law & Justice, DFAT

Julio Bacio Terracino, Integrity Policies Analyst, OECD

Pasirio Kitone, General Training Coordinator, USP Regional Centre for Continuing and Community Education, Fiji

Siteri Rabici, Principal Research and Development Officer, Prevention Department, Fiji Independent Commission Against Corruption, Fiji

Josaia Tokoni, Youth For Integrity Member, Fiji

Usaia Moli, Youth For Integrity President, Fiji

Anneke Slob, Independent Evaluator

Transparency International Secretariat Staff

Corbus de Swardt

Corporate Services

Haroun Atallah

Ronald Visser

Annette Chemnitz

Governance and Special Initiatives

Miklos Marschall

Stan Cutzach

Gillian Dell

Marie Terracol

External Relations and Partnerships

Virginie Coulloudon

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Michael Sidwell

Chris Sanders

Brendan Sharkey

Mara Mendes

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Casey Kelso

Rute Caldeira

Daniela Werner

Marie Chene

Maira Martini

Christina Velezvierira

Santhosh Srinivasan

Thomas Kaye

Maggie Murphy

Network, Chapters and Programmes

Pascal Fabie

Key Programmes

Ben Elers

Doris Basler

Annette Kleinblod

Peter Tausz

Susan Cote-Freeman

Susanne Kuene

Jose Marin

Claire Martin

Brice Boehmer

Regional Departments

Anne Koch

Valentina Rigamonti

Anja Osterhaus

Mariya Gorbanova

Chantal Uwimama

Stephane Stassen

Samuel Kaninda

Pilar Gimeno

Srirak Plipat

Nikola Sandoval

Rukshana Nanayakkara

Anna Thayenthal

Christian Guelisch

Samantha Grant

Ilham Mohamed

Christoph Wilke

Charles de Silva

Jackson Oldfield

Alejandro Salas

Zoe Reiter

Max Heywood

Martha Erquicia

Jacopo Gamba

Feedback and reflection sessions

Management Group Meeting

Staff Meeting - 54 Secretariat staff were involved in the group work exercises (more where there for the presentation - around 70).

Chapter call ins and follow ups:

Robert Harrington, Executive Director, TI UK

Christian Humborg, Executive Director, TI Deutschland

Ivona Mendes, Executive Director, TI Croatia

Ismail , TI Morocco

Claudia Dumas, Executive Director, TI USA

Written feedback was also received from some TI-S and Chapter staff in response to initial findings document.

Organisational capacity and development

Performance is capacity in motion.

A mixture of competencies, capabilities, assets and relationships. Hard and soft capacities, some intangible.

Capacity for immediate (pre-programmed) and long-term (un-programmed) performance. Standing capacity enables performance in unpredictable and changing context.

Model for understanding organisational capacity and development

| Elements of Capacity | Skills or Abilities |
|--|---|
| Capability to commit and engage | <ul style="list-style-type: none"> • the ability to encourage mindfulness; • the ability and willingness to persevere; • the ability to aspire; • the ability to embed conviction; • the ability to take ownership; and • the ability to be determined. |
| Capability to carry out technical, service delivery and logistical tasks | <ul style="list-style-type: none"> • to deliver services; • for strategic planning and management ; • for financial management. |
| Capability to relate and attract | <ul style="list-style-type: none"> • to earn credibility and legitimacy; • to buffer the organisation or system from intrusions; • to earn the trust of others, such as donors and clients; and • to combine political neutrality and assertive advocacy. |
| Capability to adapt and self-renew | <ul style="list-style-type: none"> • to improve individual and organisational learning; • to foster internal dialogue; • to reposition and reconfigure the organisation; • to incorporate new ideas; and • to map out a growth path. |
| Capability to balance diversity and coherence | <ul style="list-style-type: none"> • to communicate; • to build connections; • to manage diversity; and • to manage paradox and tension. |

Extracted from, Baser, H.; Morgan, P. "Capacity, change and performance: study report". In: ECDPM (Ed.), *Capacity, change and performance*. Maastricht: ECDPM 2008

Traditional vs Distributed Campaigning

TIS can consider different campaigning models as appropriate to the anti-corruption purpose

The models below are sub-sets of campaigning types 1 and 2 from “How Far down the Social Mobilisation Path”.

Options include:

- **Traditional (often global) campaigning** typified by campaigns like Make Poverty History in which there is a universal message spread through celebrities and the target is to engage as many people as possible in a fairly shallow support of the campaign. Media work is a key component of these campaigns;
- **Network campaigning** practiced by many of the digital campaigning organisations such as Avaaz. They seek to make the message unique, targeted and engaging. They mobilize through actions that are challenging and where the purpose is explained. They aim to mobilise a core set of individuals who will share it with their contacts in ever widening circles. The aim is often to influence a tipping point in policy, or highlight a broader issue through attention to a particular case. Campaigns are rigorously A/B tested before going ahead.
- **Distributed campaigning** was pioneered by MoveOn through their SignOn.org site where people could propose campaigns, and if they caught on, MoveOn provided professional support and promoted them through their broader membership network. This is the basis of the for-profit work of Change.org and increasingly an aspect of the work of all dot-orgs.

The table below compares traditional global campaigning and distributed campaigning in terms of their focus and mode of communication.

| TRADITIONAL CAMPAIGNS | DISTRIBUTED CAMPAIGNS |
|--|---|
| The Protagonist is the organisation itself | Protagonist is often a person |
| Ask targets the root of the systemic problem (e.g. 'regulate the banks') | Ask targets one manifestation of the problem (e.g. 'stop this foreclosure') |
| Campaign is communicated by policy experts | Campaign is told by people affected by the issue |

| TRADITIONAL CAMPAIGNS | DISTRIBUTED CAMPAIGNS |
|---|--|
| Target is usually a high-level political decision-maker (ie. The President) | Target is more often a local or corporate decision-maker |
| Are mostly ongoing over a period of months or sometimes years | Are usually short-term, focused on an immediate outcome (generating wins that can be built on) |
| Campaigners have passion and expertise in issue area | Campaigners work on issues outside their passion and expertise |
| Take months of planning, and occasionally end in victory | Are turned around on few resources, yet often win |
| ORGANISATIONS ARE CENTRAL | PEOPLE ARE CENTRAL |

The theory of change for No Impunity could point to a distributed campaigning model. However, at this stage it remains closer to the traditional campaign model as the organisation remains central and cases are detected, analysed, exposed by the TI Movement, not by people. This may, in fact, be the safest path as having individuals pursue campaigns on the basis of cases would likely put them under significant risk.

Indicative analysis of funding avenues

| Potential sources | Critical issues and considerations |
|--|--|
| Bilateral donor funding | <p>Potential for political change to affect priorities and modalities. Growing preference to provide funds directly to countries in the global south, increasing volumes held and distributed by country offices. Strategic moves away from investment in middle income countries. Suggest: a target for a percentage ceiling of funding by bilateral donors to be achieved within the next Implementation Plan (eg no more than 60% by 2020). Potential for a volume cap on bilateral funding to take effect in 2015 to start moving in this direction.</p> |
| Private Foundations | <p>Strong possibility to find some philosophical and strategic alignment. For example, Ford Foundation provided core funds in 2007, but when they chose 7 organisations to support in the global human rights movement, TI-S was not one of them. Similar trends to more funds going directly to countries of the global south and southern organisations. Potential for direct competition with Chapers (eg many Chapters and the regional program receiving or applying for funds from OSF in the Americas). This requires coherence. Suggest: a high level engagement (Executive Director and Chair) with key Foundation heads with a view to strategic unrestricted investment.</p> |
| Public fundraising | <p>Effective public fundraising requires a supporter base, and clear and effective forms of communication. TIS faces challenges within its structure in determining who plays what role and takes what resources from public fundraising within the movement. TIS needs to be careful about assumptions about new forms of fundraising - for example, assuming crowdfunding platforms provide access to new supporter base, whereas they more often provide a platform to ask your <i>existing</i> supporter base to give. Where TIS and Chapters are lacking a supporter base, this is a more fundamental problem that may take significant time to build. Suggest: piloting greater investment with key chapters who have existing supporter bases and in countries with large middle classes who have funds to contribute (eg Brazil, UK, Australia...).</p> |
| Service provision to external stakeholders | <p>Some Chapters have income streams from their provision of services and advice to actors - particularly the private sector - on anti-corruption measures. TIS already uses this model with bilateral donors for the helpdesk. Suggest: TIS should explore the extent to which it could develop anti-corruption services, or provide additional research and analysis services on a fee or subscription basis. This could include broadening the helpdesk to private sector actors, or providing for fee training to private companies. When developed and delivered jointly by Chapters and the Secretariat, there could agreements about sharing the income.</p> |

| Potential sources | Critical issues and considerations |
|----------------------------------|---|
| Resource sharing in the Movement | As public and private donors shift from financing INGOs as trusted intermediaries to direct funding of civil society in southern countries, the expectation that TIS can best leverage funds and distribute them through the movement may need to change. Instead, the Movement may need to consider what its financial contribution can be to the work of the broader Movement and the Secretariat. This will likely need to flow from and be strongly connected to the continued articulation of the Secretariat's role and added value to the Movement. This can build on current practices where countries contribute financially for support on NIS, or where Chapters at times pay for Secretariat staff to be present at critical moments in their national or regional advocacy or planning. Suggest: Resource mobilisation and sharing is a key discussion in the Strategy 2020 process. |
| Private Sector | Some Chapters have been highly successful in generating resources from the private sector for their work through direct funding, membership fees, or as a fee for services. For the Secretariat to better leverage private sector funds it will first require a) clearer standards for vetting the appropriateness of accepting funding from private sector actors that is oriented in line with the proposed re-examination of the Secretariat's relationships with different stakeholder groups, particularly in the context of the No Impunity campaign; b) better mechanisms for coordination in approaching private sector actors that have global operations and may have a history of contact with a Chapter; and c) greater investment in staff whose capabilities are geared towards both constructive and critical engagement with the private sector, including negotiating funding arrangements that protect TIS's independence and integrity. Suggest: The new Fundraising Director work with BIP and key Chapters who engage the private sector (UK, Germany, Malaysia, Colombia and Australia...) to clarify these and produce a strategy for the 2015-2020 period. |
| High net worth individuals | Some equivalent organisations to TIS are able to leverage the support of high net worth individuals as a key source of income - such as Human Rights Watch. Being able to do this would involve a) drawing on the contacts and knowledge of the Chapters and negotiating clearly a joint strategy for engaging these high net worth individuals to support parts of the Movement beyond the Chapter in the country where they lived; b) having a clear articulation of the impact of the Movement, its future plans and stories of how the work of Transparency International has had an impact on peoples' lives. Suggest: the new Fundraising Director - Individual and Private Sector investigates this as an avenue of fundraising in collaboration with key Chapters. |