

TRANSPARENCY INTERNATIONAL SECRETARIAT IMPLEMENTATION PLAN 2015

MID-TERM REVIEW

Management response

INTRODUCTION

The Transparency International Secretariat (TI-S) Implementation Plan 2015, developed in early 2011, outlines the TI Secretariat's role in fulfilling the ambitions for the TI movement as set out in its Strategy 2015. In 2014 TI-S commissioned an independent mid-term review of this five year implementation plan. TI-S covered the costs of the review out of our own financial resources.

The review was originally envisaged to take place in 2013 but was delayed to capitalise on more advanced findings of TI's monitoring and evaluation system and so to ensure that the review's findings can feed into the development of the new TI strategy, which will be developed in 2015. The purpose of the review, as defined in the Terms of Reference, 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"; and "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".

This management response reflects on the key findings of the review and on what TI-S has committed to do to address these. TI management is grateful to the reviewers for a very constructive review process and for having produced a comprehensive, lucid and thought-provoking report. We encouraged the reviewers to be as direct as possible and to help us move forward with clear recommendations. As we engage with the final report, we are excited about the potential it offers for us to reflect on our progress to date, learn from our successes and mistakes, and embark on a number of critical initiatives through which we intend to improve our performance.

OVERALL PROGRESS

TI-S appreciates the fair assessment of our overall progress. We welcome the recognition of TI's continued strength on public sector integrity, the balanced assessment on people engagement and business integrity, the overall positive view on our capacity development work, the recognition of the quality and relevance of our research and global advocacy, and the emphasis on the effectiveness of our regional and multi-country work.

The review covered a wide range of issues related to our overall performance, key approaches and processes and critical challenges. In order to ensure that the learning is incorporated and acted on, the Secretariat is putting together an action plan that includes what will be done, in which of the areas and within which timeframe (short-term and longer-term) based on the MTR recommendations, feedback from staff and the Management Group. It is important to highlight that some of the follow ups will be incorporated into the development of our new strategy TI 2020.

We believe two aspects are worth noting as regards overall progress. First, a challenge of the MTR was the fact that it had to focus on progress made against the 2015 Implementation Plan. Over the past three years, however, the Secretariat embarked on initiatives that responded to specific global and National Chapters needs but that were less reflected in the Implementation Plan, such as the work on climate finance, open governance, and the No Impunity initiative. Although the evaluators were able to integrate some of these into the overall consideration of progress, the articulation of how these initiatives positively contributed to our efforts is not fully reflected because they fall outside the commitments in the 2015 Implementation Plan.

Second, some challenging areas identified in the review are linked to the fact that TI is a movement of independent nationally-based organisations. Because TI-S differs from the typical headquarters,

it is harder to assess its role in achieving movement wide ambitions, many of which it cannot mandate or achieve alone. Rather, a significant level of autonomy and democratic decision-making is built into TI's global governance structure. We believe that this model will remain one of our key strengths, and we will continue to promote its benefits to external stakeholders while we seek adjustments where needed.

KEY FOCUS AREAS

Diversifying funding

Over the years TI-S has relied on a limited number of core donors that supported the Secretariat with unrestricted funding. As foreseen in the Implementation Plan, TI-S has embarked on a drive to diversify its funding. Yet we are conscious that we need to be even more targeted and strategic in our fundraising in the years to come. A first target is to diversify new bilateral donors. We will clarify some key aspects of our engagement with the private sector and pursue funding there much more actively. We have already begun to engage more with the foundation community. We will, together with our National Chapters, reach out to and engage High Net Worth Individuals, and when the time comes we plan on building on our expanded supporters base to fundraise from the public. In all of this, and as pointed out in the mid-term review, we will be guided by a strategic reflection on the priority areas of work for the TI-Secretariat and the best division of fundraising responsibilities between TI-S and relevant National Chapters.

Working together

The review discusses both the ways of working at TI-S and at the level of the entire TI movement. The Secretariat has significantly grown in size and also undergone internal restructuring in the past few years. As a consequence, certain new processes and procedures are not yet working as effectively as needed. Here, the mid-term review identified in particular the short term need to better clarify roles and mandates of some departments, avoid simplistic approaches to project planning and design, as well as a review of the decision-making structures and authority levels. Hence, in the short-term, TI-S will clarify relevant mandates (particularly those of key programmes vis-a-vis regional programmes), simplify cross-cutting processes, devise an approach to empowering staff at all levels, and improve our project and programme design planning (see also below).

The review acknowledges that the movement has grown much stronger, individually and collectively (see e.g. p. 30). A key challenge is finding the most effective approach to building cross-movement initiatives and to exchanging knowledge and learning in a network of over 100 National Chapters and partners. The topic of 'thinking and working like a movement' will feature prominently in the context of the development of the new 2020 TI Strategy.

Knowledge and skills

The review gives recognition to a number of TI-S managed projects that were informed by in-depth contextual and political analysis and strong national-chapter ownership and engagement, which was seen as contributing significantly to their impact and overall success (see e.g. p. 44). Hence the review recommends to "bring politics back in" into projects, particularly at project planning stage, and whenever appropriate to develop projects with the National Chapters involved in them. The review also suggests that TI-S clarify its distinctive and most important contributions towards the TI movement and the anti-corruption community at large. In the short-term, we will build our relevant staff's policy analysis expertise and ensure that this is reflected in and influences our project and programme planning and design. We will increase our understanding 'how change in anti-corruption happens' and will better facilitate the exchange of knowledge within the movement. The

role of TI-S in the overall knowledge architecture of the movement will be further explored as we embark on the development of the new strategy.

Planning

The mid-term review identified a number of specific planning procedures and approaches requiring attention in the short term. These will be prioritised in 2015. Firstly, while the 2015 strategy and TI-S five-year implementation plans were based on extensive consultations across the TI movement, there is scope for improving the involvement of National Chapters in individual project planning of new TI-S coordinated initiatives, as mentioned above. Secondly, further clarity is required in terms of the roles and responsibilities of key and regional programmes. In the longer term, our planning processes and internal structures will be aligned with the development of the new 2020 TI Strategy and the new TI-S five year implementation plan. This new strategy will clarify the directions of the TI movement and specify the main roles of TI-S and its priority areas of work for the period 2016 to 2020.

Advocacy and campaigning

The review recognises TI's unique strength in global advocacy and campaigning and the changes that have been enabled through these efforts. Overall, TI has contributed significantly to make corruption an important global policy issue and to set up international rules and standards. In order to embrace these opportunities in the short-term, TI-S will strengthen its existing regional and global advocacy work and utilize our senior staff even more for external engagements, partnership-building and outreach. The review also showed that there are different models for social campaigning and that there is space for diverse social movements to take up anti-corruption as part of their underlying agenda or to work on common issues. In order to ensure that our campaigning and advocacy maximize their reach and impact, in 2015 we will be dedicating special attention to developing a global supporters' base and building further strategic partnerships.

CONCLUSION

The mid-term review of progress against TI's Implementation Plan 2015 was timely, critical and constructive. It offered us a fair reflection of achievements and obstacles and helped us to identify a large number of learning areas that allow us to move forward as priorities to address in the short and longer term. We look forward to engaging with our partners and supporters in the exciting work that lies ahead of us in our common goal to stop corruption.

ANNEX 1. KEY ACTIONS POINTS TO BE TAKEN FORWARD BY TI-S

DIVERSIFYING FUNDING

Action Point	Time frame
Seek to diversify bilateral funding, with the focus on emerging economies	Short ¹
Assign strategic fundraising responsibilities to all Directors	Medium
Increase targeted engagement of high net worth individuals; with Chapter's involvement	Medium
Prioritise fundraising from the public in countries with favourable conditions	Medium

CULTURE OR 'WAYS OF WORKING'

Action Point	Time frame
Address staff issues raised in the MTR	Short
Clarify staff roles/ mandates	Short

KNOWLEDGE AND SKILLS

Action Point	Time frame
Build expertise in political analysis in project design and implementation for impact	Short
Increase knowledge on 'how change in anti-corruption happens'	Medium
Promote knowledge-sharing culture across TI-S and TI Movement, ex. Helpdesk, MEL, staff meetings	Medium

PLANNING AND PROGRAMMING

Action Point	Time frame
Improve project and programme design (e.g. programme management group)	Short
Reinforce National Chapters' role in planning, with a differentiated approach for different areas (Strategy, TI-S Implementation Plan, Key Programmes, Regional Programmes, Projects, Chapter led networks)	Medium

ADVOCACY AND CAMPAIGNING

Action Point	Time frame
Strengthen regional/global advocacy (agility, volume, bold voice)	Medium
Better integrate advocacy/ campaigning into ongoing TI-S work	Short
Develop supporter base for TI-S	Medium

¹ We seek to start the implementation of short-term activities as soon as possible and by December 2014 at the latest. Medium term implies activities which we will start implementing in early 2015.

PARTNERSHIPS

Action Point	Time frame
Assess anti-corruption 'state of play' to focus next steps in partnerships	Short
Engage with social movements on corruption issues and share knowledge/experience	Medium
Engage with new partners (beyond National Chapters) to navigate political obstacles and crisis in certain countries; to act more politically astute when needed.	Medium

THINKING LIKE A MOVEMENT

Action Point	Time frame
Follow through on building risk assessment and mitigation capacities of TI-S and Chapter staff	Medium
Build on the adoption of resolutions related to shrinking civil society space both at the global and regional levels, and the work of the RRU to highlight this issue	Medium
Strengthening legal unit and advocacy team to better meet the expectation that 'TI-S will speak out more frequently against perpetrators'	Medium