1. Introduction

The TI Secretariat (TI-S) has recently completed an evaluation of a three-year regional programme implemented by its Asia Pacific Department (APD). The evaluation was undertaken by a team of independent external evaluators, Deveworks. The APD would like to express its appreciation and thanks to the evaluators for the detailed work undertaken, and to all the stakeholders who participated in the evaluation. TI sees evaluations as opportunities for learning, and will be taking lessons learnt forward into future programmes.

The 5.2 million Euro **TI Asia Pacific Regional Programme** funded by DFAT ran from 2011 – 2014, and included:

- **Component A**: Institutional Network Strengthening
- **Component B**: Advocacy and Legal Advice Centres
- **Component C**: National Integrity Context and Systems Assessments
- **Component D**: Youth Integrity Promotion

To date, the APD sees that this Programme has resulted in substantial growth of the integrity and anti-corruption movement in Asia Pacific. Increased capacity of TI Chapters across the region has contributed to strengthened civil society leadership of anti-corruption coalitions across the region, as each Chapter acts as a coalition leader at the national level. Increased exchanges between TI Chapters and partners, and emerging Chapter leadership from the region in global anti-corruption networks, have also supported their work at national level. Furthermore, TI has increased its anti-corruption engagement in countries without existing TI Chapters, particularly Afghanistan, Bhutan, Myanmar, and Timor-Leste, enabling new networks and national coalitions to promote integrity and good governance, and act against corruption.

Work to empower ordinary people, victims and witnesses of corruption to take action has enabled thousands of people in South Asia and in the Pacific to bring forward their complaints and direct these to relevant authorities with the assistance of TI. In these countries and others, TI has worked with such relevant institutions to become more responsive to people’s anti-corruption demands. Furthermore, TI has increasingly undertaken strategic advocacy based on complaints submitted to TI Chapters, which have led to systemic reforms.

Over the past three years, TI has invested in strengthening the evidence base for its anti-corruption advocacy. This has been the case both for its work on strengthening institutions, and its work to engage people in anti-corruption. In South Asia, detailed and participatory assessments of National Integrity Systems now pave the way to support and advocate for governance reforms. In Fiji, Indonesia, South Korea and Sri Lanka, the Youth Integrity Survey has led to a new body of knowledge on youth views on
corruption, in which findings point to a complex relationship between youth and anti-corruption, in which young people are engaged and willing to stand up against corruption, but at the same time are also willing to give in on their values if this means a place at university, a job, or a benefit to their family. Seen as a microcosm for the rest of Asia Pacific, this sends a strong signal to governments, to education ministries, to future employers, to parents, and other stakeholders on the importance of providing an enabling environment for young people to act with integrity and ensure that the next generation of leaders develops with more integrity than the current leaderships in the region.

2. Feedback on Findings

Overall, TI-S acknowledges the findings of the evaluation to be pertinent and in alignment with APD’s assessment of its own programme. Several points identified in the report have been taken into consideration for next year’s work as well as future planning. However, the recommendations made were very broad and it will require more thought from within TI about how to best address the issues raised, build on the strengths of the programme and seek improvement in future programming.

The following are reflections of key points noted by TI on the review’s findings as particularly important, and are not intended to be exhaustive.

Relevance and Effectiveness of the Programme

The APD appreciates and agrees with the evaluation’s findings that the Programme was relevant to DFAT, TI-S and TI movement wide priorities. The APD was also pleased to see the finding that the Institutional Network Strengthening (INS) Component was relevant and responsive to chapter needs; showing good results and outcomes. From the APD perspective, the responsive nature of the INS component, being led by Chapter strategic plans and organisational capacity assessments, led to its particular relevance. This approach has fit well with the structure of the TI movement and its decentralised approach, and contributed significantly to the growth of the anti-corruption movement in Asia Pacific in the past three years.

The review recognises the value of TI-S centrally developed methodologies, templates, and approaches as one of the central value additions of the APD’s role in managing a regional programme and indeed of TI-S organising multi-country programmes. This allows the testing of approaches developed within the movement to other contexts, knowledge exchange and sharing across countries, and Chapters, which is valued highly by the Chapters. APD commits to continue to create opportunities for such exchange, and to increase the level of guidance available and flexibility within programmes to adjust the activities or approaches in country within the programmes as it considers its work in the future.

Chapter Ownership

The review places significant emphasis on the level of National Chapter ownership of the programme. While it recognised the different mechanisms by which APD sought participation, feedback, and ownership of Chapters of different components of the programme, it nevertheless concludes that the programme was hindered in its effectiveness and impact by the limited participatory process and
ownership of Chapters of programme planning and design. The APD acknowledges the inherent challenges of creating shared ownership of an overall regional programme, while at the same time giving enough flexibility within the programme to respond to individual chapter needs, and notes there is room for improvement in finding this balance. The APD commits fully to finding improved mechanisms to increase Chapter ownership whilst retaining the flexible, responsive approach that the APD sees as one of the key strengths of the programme to date.

One key approach to this, in line with the improved programme approach, will be to focus on shared outcomes and results in a new programme phase, rather than being more prescriptive about shared approaches or activities in defining the programme. This also responds to feedback in the report that the standardised approach in which APD has promoted tools and approaches and included countries/Chapters in multi-country approaches has resulted in limited localisation, relevance, or ownership of these tools, contributing to the programme being driven by activities rather than outcomes as the programmes are defined by common activities.

Advocacy and Legal Advice

The review outlines the challenges faced by Advocacy and Legal Advice Centers (ALACs) in demonstrating clear results. This is an area we feel the evaluators have not fully understood the intent behind the ALAC or the direction of travel completely, having focused heavily on the legal advice element of the ALACs.

The number of cases being addressed by the ALACs in the region is indeed relatively low: however, from the APD perspective this is not the sole measure of the ALAC model’s success. Individual cases were never intended to be the sole, nor even the primary purpose of the ALACs, but rather a source of information and evidence to push for systemic changes. The uptake of this in practice has not been as strong as it could have been, but most Chapters are now pushing for ALAC work to be the basis of more systemic advocacy. The APD commits to continuing to support Chapters in their work in this area and to encourage them to link this work more closely with their core strategies, using this resource to reach out to vulnerable sections of the community, including women, youth and marginalised groups, and to work on particularly strategic areas in which they see most potential traction or impact for policy change or behaviour change.

Overall Programme Approach

APD agrees with the finding that the regional programme would benefit from clearer links between components to form a cohesive programme, rather than a collection of different interventions building on capacity development support. Although the linkage is explored in the TI 2015 Strategy, APD can see that many relevant interventions would fall in between or overlap between different components of the programme.

This will be something that to be considered in the development of the new programme to be more flexible and reflect connections between components and show a holistic link to the overall goal of the programme, while remaining linked to the structure of the TI-S implementation plan.
Impact

The review notes that the programme approach also had an effect on its ability to show measurable impact. Although the programme was structured along results, implementation and reporting tended to focus on activity level, both within APD and at Chapter level. While TI acknowledges that there is room for improvement, substantial thought has in the past year gone into developing a new impact monitoring system for TI’s work globally. This impact framework focuses on measuring contributions to policy change as well as behaviour change, and will be useful in addressing the challenges identified in the review.

The APD will incorporate this impact monitoring system in future programmes to measure more clearly their contributions to external changes sought.

3. Response to Recommendations

APD welcomes the recommendation to develop the next phase of the programme and to continue the focus on capacity development in the region.

Ultimately the APD will need to unpack and develop solutions together with National Chapters in the region about how to address challenges the review identified, such as on chapter ownership, or results orientation, but the evaluation has clearly identified areas to consider in the development of the new programme.

4. Follow Up Action

1. The review has been shared with National Chapters in the region, and feedback sought regarding the review findings and the way forward. These discussions will continue with Chapters either in regional events or during individual discussions with chapters.

2. APD will seek increased Chapter involvement in the development of the next regional programme being proposed to DFAT, while looking at what is practical in the context of a diverse region.

3. APD will continue to focus on capacity development and support of National Chapters in the region. Moving forward, a stronger external change focus will be agreed with Chapters in order to support a more outcome oriented programme.

4. APD will seek to develop the new programme with an increased focus on theory of change both within and across components, and focus on intended outcomes, avoiding becoming too engaged in too many different activities.

5. APD will set up more inclusive mechanisms for decision making around future funding allocations, while balancing this with strategic vision and final accountability for the outcomes and impact of the programme.

6. APD will incorporate the TI Impact Monitoring Framework in the design of the new phase of its work, to ensure that programme impacts can be more easily demonstrated and measured.