TI IPP STRONG Mid-term Evaluation Report

prepared by

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10th February 2023

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Executive Summary

This report presents the findings of a mid-term evaluation of the Transparency International Indo-Pacific Partnership for Strong, Transparent, Responsive and Open Networks for Good Governance programme (IPP STRONGG). The four-year programme commenced in January 2020 and is funded by the Australian Department of Foreign Affairs (DFAT) and the New Zealand Ministry of Foreign Affairs and Trade (MFAT) with a budget of Euro 7,485 million. The evaluation was conducted in late 2022 and was informed by a diversity of sources including documents, field visits, interviews, questionnaires, focus group discussions, surveys and workshops. These various information sources were used to independently assess the IPP STRONGG programme in terms of: relevance; impact; effectiveness; coherence; efficiency; sustainability; monitoring and evaluation; risk management; and, gender and inclusion.

The context within which the IPP STRONGG programme has been operating has undergone some notable changes since the programme design was finalized in late 2019, including the global COVID-19 pandemic and changed political environments in some countries that brought much tighter restrictions on civil society than anticipated during the planning phase. The implementation team responded promptly to ensure the ongoing contextual relevance of programming during the pandemic, to ensure the security of staff and to facilitate the safe withdrawal from environments that were increasingly risky for staff. Going forward, contextual analysis should include close consideration and analysis of the multifaceted impacts of China's predominance in the region.

It is the Evaluation Team's assessment that the TI IPP STRONGG Programme remains highly relevant to the contexts within which it is operating. The activities and outputs of the programme are consistent with its goal and long-term objectives. Based on the document review and the internal consultations, it is evident that programme priorities are well aligned with the strategic priorities and policies of Transparency International at both Secretariat and Chapter levels. Both donors advised that the programme objectives and activities remain relevant to their areas of focus in the region. External stakeholders surveyed also reported a high degree of relevance for Transparency International's work in their respective locations. The inherent flexibility of the programme design has been a key enabler for relevance.

Based on the document review and consultations the programme is on track and delivering a significant body of work against the Theory of Change. Numerous tangible examples of impact have been provided across all three Objectives and across all the operational Chapters. From a quantitative perspective the programme is performing well on all objectives. Factoring in the obstacles introduced by the Covid-19 Pandemic, this performance is impressive and most indicators showed a significant increase in 2021 due in part to the relaxation of pandemic-related obstacles. This momentum should be maintained through the final implementation year, leveraging and building on key programme outputs such as the Global Corruption Barometer data and Anti-Money Laundering report, with a strategic focus on opportunities for regional level engagements and advocacy. The focus on augmenting the TI presence in the Pacific Region is rendering good results so far, but there remains scope for building a broader and more coherent body of representation.

While the merits of flexibility in programme design are well recognized, this does present some drawbacks in terms of coherence. The diversity in programme activities and approaches make it difficult to portray a coherent, concise story that effectively captures the nature and depth of the programme's impacts. It is

clear that the programme is serving to facilitate TI Chapters and partners to address corruption issues; and there is strong appreciation for the resourcing that enables this work, both financially and through the technical and institutional support from the Secretariat. There remains scope, however, for greater coherence in access to the wealth of technical support and resources held at the Secretariat, as well as across the network of Chapters.

The evaluation found that the programme is well managed with robust systems in place to track resource allocations, implementation status and results. The timeframes, budget allocations and targets were found to be realistic. Chapter staff are predominantly positive about the collegiate support and guidance they receive from the programme management team, although some smaller/newer Chapters could always absorb more direct assistance. Staff turnover and related unfilled absences have hindered progress to some extent, particularly in the Pacific. Further efficiencies might be rendered through resourcing and capacity development of Chapters in programme management processes, MEL and gender mainstreaming.

The IPP STRONGG Programme is inherently sustainable in design. All three objectives take approaches that are likely to render changes and impacts that endure beyond the programme implementation period. The funding of the IPP STRONGG programme is reliant on two sources, DFAT and MFAT. This may present some concerns for programme continuity beyond the current implementation period, particularly for those Chapters that are solely or mainly reliant on this funding source. Continued work on diversification of funding sources will improve financial sustainability. Sustainability in human resources would be improved through succession planning, shadowing and joint management approaches, exchanges between chapters and the promotion of inclusive approaches to management.

The programme demonstrates a significant commitment to and investment in MEL systems and processes. There is a robust and detailed MEL framework in place that ties well with the Theory of Change and has a strong emphasis on quantitative evidence-based monitoring. Through the consultation, the donors provided positive feedback on the framework and programme reporting in general. The high-level nature of the indicators has enabled the Chapters to adapt their work to changing context, risk and resourcing circumstances whist still being able to deliver against the indicators, although there are variable capacities across the Chapters to report against the framework. The programme's commitment to regional aggregation of quantitative indicators and to the annual self-assessment process is a significant time and resource investment that is delivering strong evidence of progress and impact. Overall, the MEL performance of this programme has been high, particularly in terms of the outcome information generated. Performance in the reflection and learning space has been less strong and there are plans to bring a focus on learning in 2023. Whilst the programme is course-correcting to address this demand for greater reflection and learning, retrospectively a MEL framework that required less time investment in quantitative reporting may have enabled greater iterative learning during programme implementation.

The program developed a risk register that has been monitored and reported on over the first half of implementation. The register covers external, organisational and partnership-related risks. A number of these risks manifested in 2021 and 2022, particularly those in relation to Covid-19 and government clampdowns. The programme's risk management approach and performance under the restrictions introduced by the pandemic was impressive. The management of the deteriorating situations in Afghanistan and Vietnam was commendable both in terms of initial programme flexibility to allow for an adjustment in focus as the situation deteriorated, and in terms ensuring the safety of TI Chapter staff.

While the TI-S management team and Chapters showed a high level of general awareness and investment in the interests and safety of beneficiaries and partners, these risks are not promulgated in the risk register. Due to current trends in the political environment and shrinking space for civil society, the Evaluation Team suggests the programme management team ensure increased attention is directed to developing a consistent and comprehensive approach across Chapters to risk management and security (physical and digital) that includes beneficiaries and partners.

The programme's Gender Action Plan (GAP) was developed to ensure that the programme recognises and responds to the differing experience and impact of corruption on women, young people and marginalised groups. The GAP is closely aligned to the programme MEL Framework, through which gender has been systematically considered and monitored. The programme has been progressing well on delivering against its targets that are specific to gender, youth and vulnerable groups. However, there is variability in presentation of this data between Chapter reports and there are some gaps in the availability of disaggregated data for some outcomes, despite work having been delivered. There has been a notable increase in TI's internal capacity and willingness to mainstream gender sensitive and inclusive approaches towards vulnerable groups since programme inception.

The Evaluation highlighted some lessons learned through the first two years of programme implementation. Firstly, the ability to quickly adapt and effectively respond to a drastic change in context demonstrated the power of having flexibility in programming. Secondly, the successful employment of different means of engagement demonstrated the potential for much greater reach through the innovative uses of communication technology. And thirdly, the heightened necessity of robust risk management and security procedures to protect staff, as well as the importance of building and maintaining a strong support network.

This report concludes with a series of recommendations for the remainder of the programme, the development of a potential subsequent phase, and some general recommendations relating to the operational environment. The main conclusion to draw from this evaluation is that the IPP STRONGG Programme is making good progress and is on track to achieve the objectives. There remains potential to focus more intentionally and strategically on regional level engagement and advocacy; further leveraging products such as the Global Corruption Barometer and Corruption Perceptions Index. For the final year of programme implementation, the current momentum should be maintained with increased focus on regional level advocacy and heightened security measures for staff safety. Should another phase be considered, recognizing the long-term nature of creating impact in the anti-corruption space, the Evaluation Team would recommend continuation with the existing set of objectives, with the integration of themes around climate finance and emergency response, anti-money laundering and sextortion. Flexibility in programme design should be maintained, with a simplified and more impact-oriented approach to MEL.

1. Introduction

This report presents the findings of the mid-term evaluation of the Transparency International Indo-Pacific Partnership for Strong, Transparent, Responsive and Open Networks for Good Governance programme (IPP STRONGG). The IPP STRONGG is a four-year programme that aims to contribute to reduced corruption in the Indo-Pacific Region by empowering a strong and independent civil society voice and network that can mobilise action in support of increased accountability of public and private institutions nationally and regionally. Implementation countries include Afghanistan, Australia, Cambodia, Fiji, Indonesia, Maldives, Mongolia, Nepal, New Zealand, Pakistan, Papua New Guinea, Solomon Islands, Sri Lanka, Vanuatu, and Vietnam, with developing implementation partnerships in other countries. The programme is funded by the Australian Department of Foreign Affairs (DFAT) and the New Zealand Ministry of Foreign Affairs and Trade (MFAT) with a budget of Euro 7,485 million. The programme commenced in January 2020 and is scheduled for completion in December 2023.

The evaluation was commissioned in August 2022 and awarded in October 2022; the Terms of Reference for the evaluation are included as **Annex 1**. The timeframe that the evaluation covers is 2020-2021 (the first two years of the four-year programme). However, some initial examples, learnings and developments in 2022 that were identified through the consultation and have also been included. The purpose of the evaluation is to assess progress to date against the stated objectives, including the programme gender action plan. This evaluation also serves to capture intermediate outcomes, programme impacts (both positive and negative), programme strengths and weaknesses, good practices, and lessons learned. This report also provides recommendations to strengthen programme implementation for the remaining year of implementation.

A detailed outline of the evaluation methodology is presented in attached Evaluation Plan (**Annex 2**). The methodology was designed to gather a diversity of perspectives from a variety of sources, using both quantitative and qualitative methods, enabling verification and triangulation of evidence. **Table 1** below summarises the methods and sources used to inform the assessment:

Method	Source	Scope
Desk Review	Documentation provided by the Secretariat	- Programme Design, MEL Framework, Baseline Report & Gender Action Plan - Programme annual plans. narrative and financial reports for 2020 and 2021, impact stories, blogposts, sample of Chapter reports, MEL tracking sheets - 2020 Independent Audit Report - 2018 Mid-term review - TI Secretariat Strategy, plans, annual reports and baseline - Compilation of governance data (internal and external sources) ***55 documents reviewed***
Workshop	Staff implementing the programme	Covering (aspects relevant to the evaluation): Impact case studies presented by 12 Chapters, programme impact mapping exercise, 4 Chapter presentations on gender sensitive programming, challenges and lessons learned Attended by: ***24 staff from 12 Chapters & 5 Secretariat staff***
Interviews	Staff implementing the programme & donors	- Interviews with staff from Chapters implementing the programme (11 face to face, and 3 online) - 7 interviews with Secretariat team representatives (Programme Management, Global Movement, MEL, Security, Research) - 2 interviews with donors - 1 interview with Bangladesh Chapter representative (non- implementing) ***24 Interviews***

Questionnaires	Staff implementing the programme	Providing staff from the Chapters an opportunity to provide their input in writing. ***7 Questionnaires received.***
Site Visits	External Stakeholders (Partners and beneficiaries)	**In person site visit to Indonesia** (Jakarta and Aceh) comprising: - Meetings with 4 partner CSOs, 1 media organisation & 1 rep from UNODC - Meeting with the Anti-corruption Commission (KPK) and Department of Education (Aceh) - Meeting with implementing partner (Aceh) **Remote site visit Fiji** comprising meetings with: - 1 journalist - 1 partner CSO - UNDP Anti-Corruption Unit - 1 activist/beneficiary ***Total of 12 partner agencies and 64 beneficiaries in 5 countries***
Survey	External stakeholders[1]	12 question survey based on a similar survey conducted in 2019 testing external stakeholder perceptions of TI's work in the region; this enabled a comparison of any changes in perceptions from 2019 to 2022. ***33 survey responses***
Beneficiary Inputs[2]	Beneficiaries	- Focus group discussion with 24 beneficiaries in Aceh conducted by the Evaluator. - Focus group discussion with 12 beneficiaries in Pakistan conducted by Chapter staff - Focus group discussions with 23 beneficiaries in Cambodia conducted by Chapter staff - Interviews with 5 beneficiaries in Vanuatu conducted by Chapter staff - Interviews with 2 beneficiaries in Fiji Input from ***66 beneficiaries***

Table 1: Evaluation methods and sources

These various information sources were used to independently assess the IPP STRONGG programme in terms of: relevance; impact; effectiveness; coherence; efficiency; sustainability; monitoring and evaluation; and, gender and inclusion.

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[1] The list of external stakeholders included representatives from NGOs, Government Agencies, Donors and the General Public that have an interest in Transparency International's anticorruption work.

[2] Due to time and logistical constraints, it was difficult for the Evaluation Team to independently gather beneficiary data. Only one FGD in Indonesia, and the 2 beneficiary interviews in Fiji were conducted by the Evaluation Team. The remaining FGDs were conducted by Chapter staff. This has implications for the independence of these information sources, and the Evaluation Team did bear this in mind when reviewing the outcomes of the discussions.

2. Main findings as per the evaluation criteria

2.1 Context

The context within which the IPP STRONGG programme has been operating has undergone some notable changes since the programme design was finalized in late 2019, and these have necessarily been taken into consideration as part of the evaluation process. The most substantive contextual change has been the global COVID-19 pandemic; this resulted in a prolonged planning phase in early 2020 which enabled a responsive and adaptive approach to the activity design. The team planned their work within the confines of lockdowns, uncertain of how long the restrictions would be in place. This was no easy task, given a major component of the programme design involved outreach and community engagement; and that TI's success at promoting good governance typically features intentional relationship development and building strategic partnerships. As a result, some innovative new online approaches were introduced, and the team were quick to introduce activities[3] specific to the impacts of the COVID-19 pandemic and ensuing economic crises. It is evident that the management team took a pragmatic and flexible approach to defining methods and targets.

Trend analysis of the governance data that was presented in the 2019 programme design document does not reveal any major changes in the selected indicators, save for the inclusion of previously absent GCB indicators for another 10 Pacific Island Countries. There have been some positive downward trends in the percentage of people who think corruption has increased and the percentage of people who have paid a bribe to access basic services in parts of South East Asia (Indonesia, Vietnam, and Cambodia)[4]. According to the 2021 CIVICUS Civil Society Space Monitor[5], Mongolia has been 'upgraded' from 'obstructed' to 'narrowed', while Australia and Solomon Islands have been 'downgraded' from 'open' to 'narrowed' when compared from 2019 to 2022. The World Press Freedom Index[6] for Australia, PNG, Bangladesh and Pakistan have all shown a demotion in ratings from 2019 to 2022.

While the programme design document and Theory of Change assumptions highlighted global trends in shrinking space for civil society and threats to democracy, the extent of impact these would have on activities in some countries was not anticipated. The political context resulted in the cessation of planned programme implementation in three countries (Afghanistan, Myanmar and Vietnam). While TT Vietnam was the only established chapter, efforts had been put into preparing for accreditation in Afghanistan, and in supporting a local organisation in Myanmar. Safe closure and withdrawal from Vietnam and Afghanistan absorbed significant resources. These developments are most unfortunate and are illustrative of the heightened importance of risk and security management.

While there was brief mention of China within the initial programme contextual analysis, this was very much underplayed and the multifaceted impacts of China's predominance in the region warrants deeper analysis and consideration. China exerts considerable direct influence on most Asia Pacific countries

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[3] Right to information, redress on grievances, transparency & accountability in relief, treatment and vaccinations, monitoring public procurement and advocating for transparency
[4] Based on comparison of GCB data 2017 to 2021
[5] https://monitor.civicus.org/
[6] https://rsf.org/en/index

through substantive development finance and political influence – the implications of these geopolitical relationships need to be considered in terms of the potential impacts on transparency, accountability and corruption. Furthermore, there is a more indirect influence China exerts on a lot of nations in the Indo-Pacific Region as a model for authoritarian states that use repression to restrict civic freedoms. **[Refer Recommendation 8]**

From an internal perspective, the IPP STRONGG programme to date has been implemented within a context of some structural change, staff turnover and staff absences. While various measures were put in place to mitigate the staffing gaps, there has still been some impacts in terms of the level of support received by Chapters and the coordination of regional level advocacy work, particularly in case of the Pacific Regional team.

2.2 Relevance

In the Evaluation Team's opinion, the TI IPP STRONGG Programme remains highly relevant to the contexts within which it is operating. The activities and outputs of the programme are consistent with its goal and long-term objectives. The inherent flexibility of the programme design has been a key enabler for relevance. Within the bounds of broader programme objectives, Chapters have focused work and tailored activities to the specific needs and contexts of their country. There has also been continued flexibility for adjustments where activities were not rendering anticipated results, and in response to changes in the environment. This was particularly pertinent during the global COVID-19 pandemic, where the programme flexibility enabled an agile response not only to the activity design, but also to introduce some highly relevant interventions to address emerging concerns with the handling of local crisis responses to COVID.

Based on the document review and the internal consultations, it is evident that programme priorities are well aligned with the strategic priorities and policies of Transparency International at both Secretariat and Chapter levels. From a donor perspective, DFAT and MFAT are increasingly focusing on topics related to good governance, climate resilience, civil society strengthening, and infrastructure financing; with an increasing emphasis on the Pacific region. Both donors advised that the programme objectives and activities align well with these areas of focus.

External stakeholders surveyed reported a high degree[7] of relevance for Transparency International's work in their respective locations; 94% of these respondents acknowledged that corruption was a problem in their country. Most of these stakeholders (88%) believe that raising civic awareness about corruption, youth engagement and strengthening anti-corruption agencies are the most effective approaches to combating corruption in their countries; with strong support also for partnerships (85%) and social accountability measures (82%). Based on the views of external stakeholders surveyed, 79% think that TI's work is complementing other work in the region relating to good governance and anti-corruption.

> *"Yes, TI has been effectively complementing the other partners. It is doing what other partners (NGOs, multi-lateral development banks, bilateral assistance) are not really willing to do."* 2022 External Survey Respondent.

Chapter staff are increasingly focusing on issues related to anti-money laundering, climate change financing, media protection and sextortion. Addressing these emerging and relevant concerns would align

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[7] Score of 79; based on a scale of 0=Not relevant at all to 100=Highly relevant

well with the broader TI Global Strategy 2030 and donor priorities and these emerging priorities should be considered for future programming beyond 2023.

2.3 Effectiveness and Impact

This section describes the programme's effectiveness and impact over the first two years of implementation. This assessment is drawn from the Programme's MEL framework reporting and annual progress reports as well as the information gathered through this evaluation's consultation process. It should be noted that validating the numbers presented in the MERL reporting is beyond scope of this evaluation.

The following definitions of effectiveness and impact were used for the purposes of this evaluation:

- **Effectiveness:** Assessment of how far the intended outcomes were achieved in relation to targets set during the design phase of the overall programme and the initiatives developed by participating chapters and partners.
- **Impact:** The positive and negative changes produced by the grant directly or indirectly. This involves the main impact of the programme, both intended and unintended.

The sections below describe progress and results against the Programme's three long term objectives (**Table 2**) and Theory of Change (**Annex 3**) and conclude with an overview of progress and impact that identifies factors that have played a role in programme performance to date, as well as areas where effectiveness and impact-building could be improved.

LONG-TERM OBJECTIVES	INTERMEDIATE OUTCOMES	OUTPUTS
1. A diverse range of anti-corruption actors and coalitions that directly implement, help inform and increase public awareness of, effective and inclusive approaches to fighting corruption	1.1: People, including women, young people and vulnerable groups, actively engage in anti-corruption	1.1.1 TI outreach and awareness raising activities amongst communities including women, young people and disadvantaged groups, developed and implemented at national and subnational levels
	1.2: Social accountability mechanisms reduce opportunities for corrupt acts to remain unsanctioned	1.2.1 Social accountability tools designed, developed and implemented 1.2.2 TI Pacific Barometer conducted and used to engage with wider audiences in the Pacific
	1.3: National and regional multi-stakeholder partnerships and networks amplify anti-corruption actions	1.3.1 TI contribution to multi-stakeholder coalitions with evidence-based advocacy 1.3.2 Joint outreach or strategic activities with partners or networks
2. National and subnational governments have implemented or taken steps towards anti-corruption laws, policies, institutions and enforcement mechanisms that are based on evidence, adequately resourced and politically independent	2.1: Stronger laws and policies developed with civil society input	2.1.1 Technical feedback/ recommendations on legal frameworks developed in collaboration with civil society
	2.2: Independent and effective institutions of accountability strengthened through independent civil society	2.2.1 Independent and effective monitoring of institutions of accountability by civil society 2.2.2 Evidence based recommendations to improve implementation and effectiveness of accountability by institutions
3: TI movement with the internal capacity to influence both state and non-state anti-corruption actors at regional, national and subnational levels	3.1: Strengthened TI chapter capacity to catalyse anti-corruption voices and coalitions at national level	3.1.1 TI chapters and partners in the Pacific have financial resources to ensure anti-corruption engagement 3.1.2 TI chapters have access to technical support to maintain their operations 3.1.3 TI chapter knowledge and expertise developed
	3.2: Strengthened TI presence and action in regional anti-corruption initiatives	3.2.1 TI participation and contribution to regional anti-corruption processes strengthened

Table 2: Overview of the Programme Objectives, Outcomes and Outputs

2.3.1 Objective 1 - Informed, Engaged and Active Demand for Accountability

Table 2 above details Long-term Objective 1 along with its intermediate outcomes and outputs. As at 31 December 2021:

- The programme had mobilised 1,549 people across 10 countries to take action through TI initiatives and raised the awareness of 1,982 people across 7 countries. This was achieved through outreach and awareness raising activities at the subnational and national level, research into country specific corruption issues and through supporting members of the public to lodge 983 corruption related complaints with 6 national chapter's advocacy and legal advice centres (ALACs).
- The programme had also worked with 7 governments to increase their awareness about corruption and accountability (17 instances), tangibly influence government decisions or actions (21 instances in 5 countries) and to assist with the resolution of corruption related cases through ALACs and other mechanisms (418 cases resolved in 4 countries).
- The programme worked with national and regional partners and networks to amplify their anti-corruption actions. The programme made a total of 57 contributions to multi-stakeholder coalition advocacy across 11 countries and conducted joint strategic activities with 44 new partners in 2020 and 32 additional new partners in 2021.

From a quantitative perspective the programme is performing well on Objective 1. From the mid-term mark of February 2022, the programme has delivered roughly 45% (ranging between 31% and 70%) of the targets for end of 2023 across most of the outcome indicators. The Covid-19 Pandemic posed a major obstacle to planned citizen engagement work. Some Chapters managed to shift the mode of engagement with citizens to more online formats[8] and in so doing reached a broader audience. Due to the variation in approaches, there is substantial variability in reach from country to country. In countries where implementation has been limited to a small selection of pilot communities (such as Indonesia and Pakistan), there may be scope to extend or replicate programming in more communities in the future, particularly through partnerships and training influencers, as well as greater use of social media/radio **[Refer Recommendation 4]**. Factoring in the obstacles introduced by the Covid-19 Pandemic, the performance for this objective is impressive and most indicators showed a significant increase in 2021 due in part to the relaxation of pandemic-related obstacles.

With very few exceptions, the output indicators for Objective 1 are on target and demonstrate a significant volume of work and achievement. The few outcome indicators that are tracking slightly lower than target are:

- Outcome 1.2.1: Instances of government officials demonstrating increased awareness on anti-corruption mechanisms (17 instances in total across 7 countries by mid-term, the target aims for 45 instances across 10 countries by project end).
- Output 1.2.1: Number of social accountability tools development and implemented (18 tools across 5 countries by mid-term, the target aims for 40 instances across 5 countries by project end).
- Output 1.3.2: Partnerships at national and regional levels, 44 partnerships were reported in 2020 and 32 in 2021, the end of project target is at least 100 at national and regional levels.

Outcome and Output 1.2.1 are partly lagging as Chapters have been developing the social accountability tools and outputs to influence governments (including the Pacific Barometer). Hence most chapters have

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[8] for example TI-Mongolia used WhatsApp as a platform to establish and run citizen working groups and Sri Lanka used the same application to set up systems for ALAC evidence to be provided by citizens.

always planned for an uptick in these indicators in the second half of the programme. However, some Chapters and partners commented through the consultation that more product-based research would have served as a valuable resource for evidence-based advocacy. Suggestions included NIS (National Integrity System Assessment) and ACA (Anti-Corruption Agency Assessment) reports and the development of data analysis tools to enable staff (and potentially the public) to easily analyze and extract information from large databases such as GCB and CPI. **[Refer Recommendation 10]**

Output 1.3.2 is not lagging overall from a quantitative perspective; they are likely to exceed the "at least 100" partnerships target by end of project. However, the consultation process revealed that this area of work has the potential to achieve at a higher level, particularly in terms of regional partnerships, partnerships in countries with no presence and partnering with the media on specific cases. Regional advocacy and partnerships are discussed further in **Section 2.3.4**. The programme initiated or maintained partnerships in 7 countries with no Chapter presence (Myanmar, Bhutan, Laos, Kiribati, Federated States of Micronesia, Fiji and Afghanistan) and have achieved some results in terms of ad hoc collaborations, MoUs and gradual relationship building. The engagement with Myanmar has shifted due to the military coup in February 2021 and subsequent crack down on the media and civil society, TI's engagement shifted from national work to international lobbying and statements of support for persecuted activists and journalists. The general consensus on the remaining national partnerships from TI staff and external stakeholders seems to be that, while valued, these engagements would require more attention and resources to progress further. **[Refer Recommendation 22]**

While the programme has engaged extensively with media and journalists nationally and regionally, the program design document had initially planned to explore opportunities to partner with investigative journalists on corruption cases and develop advocacy campaigns linked to their publication. The programme's media collaboration has not yet included this kind of partnership and many Chapters have also commented that shifting national contexts have put journalists more at risk of Government censorship and persecution.

At first glance, the progress in the Pacific region seems less on track, with chapters delivering roughly around the 15% mark for their outcome targets at mid-term. However, a review of the reporting from Pacific Chapters indicates that in many instances this is due to limited capacity to collect and report the indicator data rather than a lack of programme delivery (Fiji, Solomon Islands and PNG). 2020 focussed on capacity strengthening of the Pacific Chapters, establishing Integrity Fiji as TI's National Contact, and recruiting the two Pacific Regional Coordinators. 2021 showed a significant acceleration in progress mostly due to the lifting of Covid restrictions and to the Pacific Chapters along with Integrity Fiji being more established and able to focus greater effort on delivery. **Section 2.7** describes the Programme's MEL activities and provides recommendations in this area.

The ALACs are a powerful vehicle by which TI delivers local impact in terms of citizen engagement and empowerment, evidence gathering and sanctioning of corrupt acts. However, 2 of the 8 Chapters that run ALACs reflected that they can be a drain on their resources as they require staff time, travel and external legal advice. In some cases, the commitment to the ALAC service currently precludes TI Chapters from taking on new areas of work that have increasing local relevance. It can also be difficult to differentiate and assert the role of TI Chapters versus the role of government agencies, particularly if agencies are reluctant to forgo TI's capacity support once they have developed and established their own capacities and agencies. A few Chapters shared newly established local government agencies, new ombudsmen and

ICACs can sometimes be a challenge. These Chapters expressed an interest in learning from Chapters that have successfully transitioned or limited their ALAC services through measures such as MoUs with government agencies that clarify their respective roles. A future priority for learning exchange and support/advice from the TI Secretariat could include bringing efficiency and focus to national ALAC services through measures such as defining and limiting this investment and delineating TI's role and investment vs. that of government. **[Refer Recommendation 24]**

From an impact perspective, this objective is delivering a significant body of work against the Theory of Change (**Annex 3**). In particular, increased national and subnational citizen expectations and demand for government accountability. On that basis, it can be inferred that the cumulative impact of the programme's efforts under Objective 1 is likely to have a net impact on the Programme Goal of reduced corruption in the region.

Furthermore, a significant number of qualitative examples of impact are captured in the two annual progress reports and a separate spreadsheet of impact stories maintained by the TI-Secretariat Team. The recent regional programme workshop (Bali, November 2022) also captured impact stories from each Chapter. Some notable examples of impact that were repeatedly raised through the consultation process include:

- The TI Global Corruption Barometer – Pacific 2021 is a historic precedent and powerful new tool to combat corruption in the region. For the first time, the survey records the perceptions and experiences of corruption among ordinary citizens from 10 Pacific countries and territories. The results revealed high level of bribery, sextortion, and vote-buying in the region. It has introduced a new tool for anti-corruption advocacy at all levels of society. It also creates a valuable baseline against which all stakeholders, including TI, can monitor the impact of anti-corruption efforts in the region over time.

- A notable area of high performance has been the role played by the programme in challenging government behaviour in relation to the COVID-19 pandemic response. As governments responded to the pandemic, many chapters drew on their experience of emergency response and anticorruption to mobilise, call for better governance and set monitoring processes in motion. Throughout 2020 and 2021, the implementation team continued to develop approaches to monitor and advocate for clear and transparent measures around the COVID-19 response. One example of impact in this area came from Pakistan where the federal government revoked the approval granted for commercial sale of the COVID-19 vaccines in the country at vastly inflated prices. Following TI Pakistan's advocacy, the private import of the vaccine at a 170% higher rate than international prices was revoked, pushing government to find solutions to provide public access to vaccines free of charge for people in Pakistan.

2.3.2 Objective 2 - Responsive, Effective and Accountable Governance
Table 2 above details Long-term Objective 2 along with its intermediate outcomes and outputs. As at 31 December 2021:

- The programme provided technical inputs for the enactment/amendment of anti-corruption legislation and policies that were implemented in 8 countries. Recommendations were made in relation to RTI, whistle-blower protection, asset declaration, political party financing, public

procurement, COVID-19 supplies procurement, infrastructure transparency, FOI policy and land use. TI Australia and NZ also generated knowledge to inform future anti-corruption advocacy work in the region. Civil society input into this work was collected across all 8 countries from CSOs including youth, women's rights groups and vulnerable communities (24 instances of feedback collected).

- Recommendations to improve institutional accountability were also implemented by targeted institutions across 5 countries (66 instances). In addition to developing recommendations and technical feedback for institutions, Chapters monitored institutions of accountability at the national and subnational level (164 instances of evidence generated through monitoring across 4 countries)

Overall the programme is tracking for strong delivery of the Objective 2 outcomes.

There is consistent progress in terms of providing technical input for stronger laws and policies, but the delivery of institutional monitoring exercises and the generation of evidence-based recommendations lags a little in some locations. However, these targets relate to planned research and evidence-gathering work by TI Australia and New Zealand which have now been released and can be leveraged to inform and advance anti-corruption work in the region. TI New Zealand have produced a report and recommendations that shed light on extensive money laundering across the Pacific region. TI Australia have developed a tool for assessing corruption risks in the infrastructure sector across the Indo-Pacific Region which is being piloted in Indonesia and Solomon Islands. The consultation process revealed that a number of partners and beneficiaries in region consider these two outputs to have created ground-breaking opportunities to tackle these issues in the region. **[Refer Recommendation 2, 3 and 11]**

From an impact perspective, this objective is delivering a significant body of work against the Theory of Change (refer Annex 3). In particular TI's direct tangible influence on policies and legislation across 8 countries and evidence of target institutions implementing TI's advice across 5 countries. On that basis, it can be inferred that the cumulative impact of the programme's efforts under Objective 2 is likely to have a net impact on the Programme Goal of reduced corruption in the region.

Furthermore, a significant number of qualitative examples of impact are captured in the two annual progress reports and a separate spreadsheet of impact stories maintained by the TI-Secretariat Team. The recent regional programme workshop (Bali, November 2022) also captured impact stories from each Chapter. Some notable examples of impact that were repeatedly raised through the consultation process include:

- Integrity Fiji's successful advocacy against a recent draft Police Bill, which has now been withdrawn. The proposed Bill presented serious concerns around the restriction of rights to access information, as well as extended police and government powers to employ force and violate citizens' privacy in order to obtain information.
- Following a press conference organised by TI Mongolia in partnership with the Authority for Fair Competition and Consumer Protection (AFCCP), the Mongolian anti-corruption agency-IAAC took an action to investigate VAT lottery related corruption cases. Another result of TI Mongolia's successful advocacy is the government's commitment to work with the chapter towards improving the country's legal frameworks, using TI's Corruption Perceptions Index as an indicator.

- TI Solomon Islands led opposition to the Traditional Governance Facilitation Bill, that sought to establish an overarching traditional governance structure for the country's many unique tribal communities without adequate consultation and acknowledgement of the country's diverse traditional governance systems. The Bill was withdrawn in 2020.
- TI Cambodia successfully co-built a network of over 26 stakeholders that collaboratively advocated for the protection of digital rights of citizens in the face of government crackdowns on media freedom from 2021 to 2022. As a result, in 2022 the Cambodian Ministry of Communications reviewed a bill negatively impacting on freedom of expression on digital platforms.
- TI PNG intervened when the independent regulator responsible for all casinos, the National Gaming Control Board (NGCB), signed an MoU with a private firm to build a casino in Port Moresby. TI PNG raised public awareness of the issue using mainstream media through public statements and working with local media outlets. The CEO of NGCB then responded with a request to meet with TI PNG to address the concerns raised.
- In 2020, Following the launch of its Citizen Budget report in February 2020, TI Vanuatu noticed significant changes in Vanuatu's approach to transparency and accountability. For the first time, government leaders must submit their Annual Return to the Office of the Ombudsman and more Members of Parliament are making public records of spending of their Constituency Budgets.
- Many specific examples of public institutions responding to TI's efforts through implementing recommendations and/or inviting Chapters to support and advise them on their ongoing anticorruption efforts are included in the annual progress reports. This includes: adoption of TI recommendations in relation to: RTI in Pakistan and Maldives, COVID 19 Data Transparency in Indonesia and Procurement in Maldives, Indonesia, Nepal and Pakistan.

2.3.3 Objective 3 – Strong, Independent and Active TI Anti-Corruption Voice in Asia Pacific

Table 2 above details Long-term Objective 1 along with its intermediate outcomes and outputs. As at 31 December 2021:

- The programme has increased the capacity of all Chapters to act as a credible and effective anti-corruption voice in their context. This has included funding, technical and managerial support, strengthening internal policies and practices and knowledge/expertise-building.
- The programme has strengthened TI's presence and action in regional anti-corruption initiatives, this includes 6 instances of TI contributions made at regional anti-corruption initiatives, 8 partnerships with strategic actors and 34 instances of partnership activities.

From a quantitative perspective the programme is performing well on Objective 3. All targets are being met or exceeded.

In terms of Chapter support and capacity building (Outcome 3.1), the TI Secretariat team and 4 Regional team members have delivered a significant volume of tailored operational, strategic and capacity-building support to the Chapters in the face of staffing challenges and a dynamic and challenging operating environment in the region. They have demonstrated a high level of awareness and engagement with the Chapter teams and their work. The programmes progress and financial reporting demonstrates high performance from a management and coordination perspective. Most Chapters provided strongly positive feedback on the support from the Secretariat Programme Management Team and the regional

staff. Pacific Chapters in particular commented that the two Pacific Regional staff members have been a major value-add and have greatly expanded TI's capacity for impact in the region.

Through the consultation, Chapters and Partners observed that TI's support to the Chapters, particularly over the Covid-19 lockdown period, has been invaluable. In some cases, the core operational funding along with flexibility in programming enabled organisations to keep operating and adapting to the new context whereas, without the TI IPP STRONG programme, these Chapter organisations would have had to cease operating over the Covid period and possibly permanently. The consequent impact of this investment in the continuity of Chapters' work is impossible to measure but likely to be significant particularly as these countries experienced a new wave of corrupt practices associated with the national emergencies generated by the pandemic.

The consultation also invited constructive feedback and suggestions from the Chapters on the support provided by the programme management team. There is a high level of appreciation for the value of knowledge exchange, but there is an appetite for much more peer learning and exchanges, particularly face to face exchanges. **Annex 7** includes a list of learning exchange requests and priorities that was collaboratively developed at the Programme Workshop in November 2022. Some Chapters requested more support with Gender and Inclusivity mainstreaming, MEL reporting and programme management onboarding along with a lowering of expectation of their current capacity. More training and one on one support were requested as well as more guidance documents on these topics including a program management manual. Documents and manuals would be particularly useful in bridging knowledge gaps due to staff turnover (**Section 2.5** on Efficiency discusses this further). There was a combination of very positive and some constructive feedback on the timeliness of responses to requests for support from the Secretariat to the Chapters, particularly technical and advocacy support. Some Pacific Chapters suggested that the TI Secretariat strengthen TI-NZ and TI-Australia's role to provide back-up support to the Pacific Team and chapters due to their regional expertise, networks and physical proximity. **[Refer Recommendation 5 and 12]**

> *"It is not clear that there is much regional work on corruption. …. Regional organizations are frightened to raise it and it only takes one member country to object for it to be removed from agenda or commitments…The impact of corruption stands to undo all commitments and much of the progress on things like natural resource governance, climate change, conservation etc but this continues to be ignored by regional orgs and international donors. Can TI go beyond complementing (unambitious given the panorama!) and take leadership?"*
> 2022 External Survey Respondent

In terms of regional engagement and advocacy (Outcome 3.2), while the Programme is meeting its targets, the consultation revealed that there is scope for greater impact in this space. A number of Chapters mentioned that they would like more support with regional advocacy coordination. A shared Advocacy Plan for the Pacific Chapters was developed in 2020 which many found useful and suggested that this plan be updated and further actioned. There may be scope to build on this to develop a broader Asia-Pacific Advocacy Plan. Now that the Regional Teams are in place, the programme is planning a focus on regional advocacy for its final year that levers the significant bodies of evidence and knowledge products that have been developed in 2020 and 2021, including the GCB-Pacific and TINZ's report on regional money laundering. This evaluation recommends that the planned intensification of coordinated regional advocacy remains a priority in 2023. To support this priority, it is also recommended that the Regional

Coordinators work with the Chapters to update and elevate the pacific advocacy plan to an Asia-Pacific engagement and advocacy plan. The purpose of the plan would be to prioritize activities and organize cross-programme collaboration to advance these priorities. The plan should be a realistic internal working document that focuses work on a few priorities for regional engagement as building blocks for a robust and coherent advocacy strategy for the future. In undertaking this planning exercise, it is also recommended that the Secretariat continues to explore and deepen the role that TI Australia and New Zealand can play in supporting this regional advocacy push more generally (beyond the IML report and the ICRAT tool) due to their regional location and existing relationships with regional organisations and governments. **[Refer Recommendation 3,6 and 11].**

Some staff also mentioned that TI as a Global Movement should continue to play a role as interlocutor to support Chapters, where appropriate and endorsed by the local staff, identifying or creating more opportunities to speak out about national issues in international spaces.

2.3.4 Overall Effectiveness and Impact

Overall, the progress reporting and consultation paint a picture of a programme that is on track and building impact. Signs of impact can be inferred from strong delivery of the outcome indicators that underlie the Theory of Change's Goal and Vision. Numerous tangible examples of impact have also been provided across all three Objectives and across all the operational Chapters and Integrity Fiji (National Contact). This is reflected in the survey response to the question of TI's effectiveness in combatting corruption and promoting good governance showing that over 70% of respondents considered the national and regional work to be somewhat to very effective (See **Figure 1**). There is a notably higher perception of performance at the national level over the regional level which reflects the evaluation findings in relation to regional engagement and advocacy detailed in **Section 2.3.3** above.

How effective do you think Transparency International has been over the last 2-3 years in combating corruption and promoting good governance?
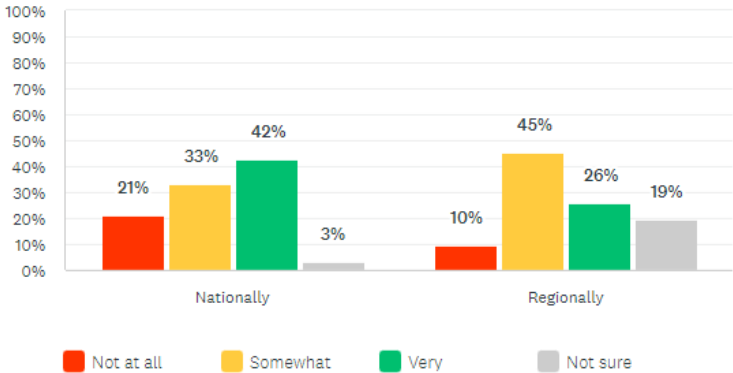
Answered: 33   Skipped: 0

Figure 1: Survey response to the question of TI's perceived effectiveness[9]

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[9] Survey respondents were representatives from NGOs, Government Agencies, Donors and the General Public that have an interest in Transparency International's anticorruption work.

A common programme-level effectiveness reflection shared by Chapters through the consultation process related to the tension between sticking to Chapter's areas of expertise and taking on new issues and technical areas. For example, TI-PNG shared that they are hoping to start working on anti-money laundering which has become a salient national issue but, based on current strategic and funding commitments, they would need to bring on more funding and staff or cut back on current commitments, particularly their ALAC work On the other hand, some Chapters shared challenges that they have faced in relation to new areas of work, for example TI Maldives have struggled with their dependence on underperforming technical consultants for new areas of work. In general, the evaluation observed a good balance between Chapters maintaining their existing work and services and taking on new areas of work.

> *"TI is doing a unique work that is important (confronting corruption head on) and that not many organizations are willing to do."* 2022 External Survey Respondent

In response to pandemic-related lockdowns, the programme shifted from more traditional, direct means of communication and citizen engagement to greater use of online platforms, social media, mobile applications and radio. This approach facilitated extensive beneficiary reach despite the restriction of movement. Many examples of progress and impact as a result of social media campaigns have been shared by Chapters. However, Chapter staff, beneficiaries and external survey respondents frequently commented on the opportunity to make more use of social media as a tool. Social media as a tool is relevant across both Objective 1 and 2 and capacity building of Chapters in these areas may be warranted under Objective 3. **[Refer Recommendation 4, 5, and 14]**

2.4 Coherence

While the merits of flexibility in design are well recognized, this does present some drawbacks in terms of coherence. Enabling specific responses to each country context results in a diverse array of activities and approaches which are cumbersome to collate into a meaningful set of indicators. Due to the diversity and flexibility of the programme it can also be difficult to portray a coherent, concise story that effectively captures the nature and depth of the programme impacts.

The IPP STRONGG programme design pre-dated the release of the TI 2030 Global Strategy. Following the release of the Global Strategy, a comprehensive mapping exercise served to demonstrate the linkages between the IPP STRONGG programme and the Global Strategy. This 'retro-fitting' exercise is very detailed and there would be merit in spending some time on further articulating and promoting complementarity with the TI Global Strategy, which may also involve some work around understanding how the sum of all impacts at country level may aggregate into something greater and more powerful than the individual effects. **[Refer Recommendation 9]**

The focus on augmenting the TI presence in the Pacific Region is rendering good results so far, but there remains scope for building a broader and more coherent body of representation. Now that the full contingent of Pacific Regional staff are in place, the opportunities are ripe to build on the existing foundations – not only to consolidate but also to extend reach. This would include continued work to support the institutional and technical development of existing and chapters/national contacts, identifying and supporting partners in countries where there is no chapter, facilitating inter-chapter exchange and learning, as well as work to build a coherent and powerful TI voice across the region through

a consolidated and coordinated approach to regional level advocacy. (See also **Section 2.3.3** on Effectiveness and Impact for Objective 3). **[Refer Recommendation 11]**

It is clear that the programme is serving to facilitate TI Chapters and partners to address corruption issues in the participating countries; there is strong appreciation for the resourcing that enables this work, both financially and through the technical and institutional support from the Secretariat. There remains scope, however, for greater coherence in access to the wealth of technical support and resources held at the Secretariat, as well as across the network of Chapters. Some Chapter staff are unaware of some technical resources housed within the Secretariat (or the wider movement) and/or they are unsure of how to access these. While the Evaluation Team appreciates that the underlying causes for this are beyond the control of the programme team, there may be some measures to at least facilitate more awareness and connectivity with the Secretariat knowledge base so that more opportunities for coherence and mutual support might be leveraged. Information online relating to the regional-level work of TI is sparse, difficult to locate on the transparency.org website, and the Chapter overviews (at the bottom of the 'Publications and Resources' tab are easy to miss. **[Refer Recommendation 14, 17 and 18]**

National contacts (as well as newer/smaller Chapters) acknowledged and appreciated the support they have received from the TI Secretariat, but there may be scope to leverage the TI name and reputation to further facilitate their establishment. This might involve more joint meetings and joint fund-raising efforts with clear backing from TI Secretariat to build credibility, networks and donor confidence in newer Chapters/National Contacts. **[Refer Recommendation 21]**

2.5 Efficiency

Based on the documents reviewed (such as plans, reports, frameworks and guidelines), as well as the consultations, the programme is well managed with robust systems in place to track resource allocations, implementation status and results. According to the views and experience of the Evaluation Team, the timeframes, budget allocations and targets are realistic.

The budget utilisation has been good considering the implementation limitations presented by the COVID-19 pandemic. Annual budget revisions, based on context analysis and expenditure patterns demonstrate responsive and realistic approaches to ensuring full budget utilisation by programme end. **Table 3** below shows the rate of expenditure against the planned budget as at December 2021. As this is the mid-term point for the programme, and the budget was fairly evenly spread across the four years, an expenditure rate of around 50% would be anticipated at this stage. Overall the budget had reached a utilization rate of 42% at the mid-point of implementation. The lower utilization rates are predominantly for those activities that were contingent on travel, and/or on having a full complement of staff (percentages with more than a 10% variance from the 50% mark are marked in red). These underspends (if sustained through 2022) would need to be reallocated as part of the 2023 planning exercise. The financial report for 2020 showed a high percentage (nearly 20%) of funds disbursed but not acquitted, this improved for 2021 (to around 7%); these trends also need to be taken into consideration during the planning phase for 2023 to ensure realistic and achievable budget allocations where there is capacity to absorb and fully utilize the funding.

	Total 4 Year Budget	Total Expenditure Mid Term	Expenditure Rate
Sub-grants	€ 1,378,000	€ 626,794	45%
Pacific Research Barometer	€ 456,000	€ 310,196	68%*
TI-S Thematic Input & Coordination	€ 347,000	€ 107,568	31%
LTO 1 Total	**€ 2,181,000**	**€ 1,044,558**	**48%**
Grants/projects	€ 370,000	€ 185,276	50%
Joint projects TI Australia & NZ	€ 360,000	€ 141,212	39%
LTO 2 Total	**€ 730,000**	**€ 326,488**	**45%**
Pacific Grants - Core	€ 1,500,000	€ 797,438	53%
Pacific Regional Input & Coordination	€ 797,000	€ 326,593	41%
Pacific Chapter Support - travel	€ 100,000	€ 792	1%
Pacific Outreach/Partnership/Advocacy	€ 305,000	€ 93,414	31%
Capacity Development/Exchanges	€ 250,000	€ 38,549	15%
Asia Regional input & coordination	€ 360,000	€ 142,212	40%
Asia Chapter support - travel	€ 96,000	€ 0	0%
Asia Outreach/Partnerships/Advocacy	€ 175,000	€ 32,534	19%
LTO 3 Total	**€ 3,583,000**	**€ 1,431,532**	**40%**
Programme Management	€ 730,000	€ 320,752	44%
Annual Meeting	€ 164,000	€ -	0%
MTR	€ 58,000	€ 26,397	46%
Audit	€ 40,000	€ 13,211	33%
PM/MEL Total	**€ 992,000**	**€ 360,360**	**36%**
TOTAL	**€ 7,485,000**	**€ 3,162,937**	**42%**

Full budget allocation for 2020 (this is the only line that is not evenly spread across the four years, reflective of plans to conduct the research in the first year of implementation)

Table 3: Mid-term expenditure rates

From a management approach perspective, chapter staff are predominantly positive about the collegiate support and guidance they receive from the programme management team, although some smaller/newer Chapters could always absorb more direct assistance (as discussed above, this is reflective of underspends in this area due to travel restrictions and recruitment delays). The Evaluation Team noted a large variance in the level of comfort with the MEL framework and reporting templates and there may be some efficiencies to be rendered through further work in this area to even out the capacity levels (Refer **Section 2.7**, Monitoring, Evaluation and Learning for more detail). The Evaluation Team also received suggestions around the provision of more guidance documents on topics such as gender and MEL, as well as a program management manual. These tools would be particularly useful in bridging knowledge gaps as staff turnover. **[Refer Recommendation 5, 12 & 20]**

The consultation process drew out positive feedback about the prompt and thorough approach to incident response (in the cases of Cambodia, Vietnam and Afghanistan), which necessarily drew both on programme and the broader Secretariat resources. There is scope to build on these experiences to

document lessons learned and develop more Standard Operating Procedures (SOPs) for Chapters in higher security risk locations.   **[Refer Recommendation 16]**

Staff turnover and related unfilled absences have hindered progress to some extent, particularly in the Pacific. Although these factors were predominantly external to the programme and some efforts were made to stop gap absences, the experience of these inefficiencies would warrant some consideration of preventative measures such as staff retention, staff rotation (internally and between chapters/Secretariat) and the development of a consultant roster prepped and ready to deploy. **[Refer Recommendation 19]**

As noted in **Section 2.3.3**, further efficiencies might be achieved by leveraging the networks, experience and expertise within the Chapters in Australia and New Zealand for both technical and advocacy aspects of programme implementation. The benefit of this approach has already been demonstrated through collaboration with TINZ who introduced the regional team to NZ-based Pacific stakeholders which has led to ongoing relationships with these stakeholders. TINZ has also shared invitations and observations of opportunities for TI Pacific teams to advance their advocacy work. In addition, the regional team and TINZ worked together to plan and host the launch of the AML report with regional stakeholders. The Secretariat and Pacific Team plan to continue this style of collaboration with both TINZ and TI Australia in 2023.These plans could be further explored and detailed in the context of the 2023 planning process. **[Refer Recommendation 6]**

Pacific Chapters shared that they were struggling at times to accommodate internal meetings and events scheduled within European working hours. This is a particular issue for TI Solomon Islands as they are not able to remain in the office for security and transport reasons and do not have adequate internet access at their homes. The TI Secretariat Programme Management team are aware of this issue and working to ensure time zone equity to the best of their ability. The appointment of the Pacific regional staff has helped to cut down on cross-time zone management meetings. **[Refer Recommendation 23]**

While perhaps beyond the scope of this programme, it is worth noting here the suggestions received by National Contacts for the provision of more guidelines, checklists and templates to facilitate and expedite their accreditation process. **[Refer Recommendation 21]**

2.6 Sustainability

The IPP STRONGG Programme is inherently sustainable in design. The long-term objective around building 'informed, engaged and active demand for accountability' through citizen engagement and particularly the approach through youth engagement, is a good strategy for sustainability; once citizens become aware and concerned they are likely to persist in demanding accountability well beyond the life of this programme, and they may well also influence others to do so to build further momentum. The second area of work around 'responsive, effective and accountable governance' through strengthened legislative frameworks, effective ACAs and active enforcement, whilst time-consuming, is a crucial component for the sustainability of this work, and once legislation and institutions are in place, they are likely to endure longer than the programme implementation period. The third area of work around building a 'strong, independent and active TI anti-corruption voice in Asia Pacific' is similarly sustainable. TI's approach to establishing presence globally by enlisting and building grassroots organisations as Chapters is sustainable in principle and these programme interventions will extend long after the programme ends.

The funding of the IPP STRONGG programme is reliant on two sources, DFAT and MFAT. This may present some concerns for programme continuity beyond the current implementation period, depending on the fund-raising environment and donor relations towards the end of 2023. This is of particular concern for the sustainability of Chapters and programme components that are solely or mainly reliant on this funding source, such as the smaller Pacific Chapters, Nepal and Cambodia. There are also implications for the sustainability of successful approaches to regional support and coordinated regional advocacy through the regional teams that are funded by this programme. A number of measures to address these concerns might be employed throughout 2023 including: ongoing relationship development with existing donors to promote their continued support (leveraging all existing relationships held by TI Australia, TI NZ and the Secretariat); focus on diversifying funding streams for Chapters that have only a few funding streams; leverage upcoming and existing TI multi-country funding (such as CGIP); support Chapters with their local fundraising efforts to tap into bilateral funding, local philanthropists/funds and (where relevant) corporate sponsorship. **[Refer Recommendation 7]**

One observation of the Evaluation Team relating to sustainability is the tendency in some countries for a heavy reliance on the head of the Chapter for strategic direction, programme oversight and all external relations. This is a sustainability issue in those instances where activities or relationships are likely to cease if the head of the organisation leaves. Mitigation of these risks would include succession planning, shadowing and joint management approaches, exchanges between chapters and the promotion of inclusive approaches to management. **[Recommendation 19]**

2.7 Monitoring, Evaluation and Learning

The programme made a significant commitment to and investment in their MEL systems and processes. A consultant was commissioned to conduct a baseline report and develop a MEL framework in consultation with the programme Chapters. The result has been a robust and detailed MEL framework that ties well with the Theory of Change and has a strong emphasis on qualitative evidence-based monitoring. The high-level nature of the indicators has also enabled the Chapters to adapt their work to changing context, risk and resourcing circumstances whist still being able to deliver against the indicators.

The framework also includes an annual progress overview that is based on a self-evaluation by participating Chapters and TI-S, which assesses contribution towards the intermediate outcomes of the programme. Chapters/National Contacts are also invited to assess the contribution of their project outcomes, which are mapped to the overall programme outcomes, noting both qualitative changes as well as quantitative results, along three levels of progress – low, medium and high. These results are then further analysed by the TI-S project management to assess overall progress at the programme level at a five-point scale to reflect programme complexity. The result of the analysis is visually represented on a scale from red (low progress) to green (high progress).

The programme presents a complex body of work; the Chapters are operating in unique and highly varying contexts and have different levels of local capacity to deliver MEL work. The MEL framework provides a robust high-level picture of regional progress that can be easily understood by external audiences. Through the consultation, the donors provided positive feedback on the framework and programme reporting in general.

A handful of Chapters with lower MEL capacity struggled to report against the MEL framework. A number of Chapters also commented that they felt that their achievements were not fully visible in the framework.

This is partly due to the high-level nature of the indicators but also due to the requirement for tangible evidence in order to include progress in the framework. As a result, it is likely that the progress against the indicators has been higher than what was reported. **Section 2.4** (Coherence) also observes that the combined impact is likely to be greater than what is reported. Many of the Chapters have requested more MEL training that is targeted to their current expertise and capacity. **Section 2.3.3** also **recommends** some targeted support to some of the Pacific Chapters to report their progress against the targets in 2023 **[Refer Recommendation 5]**. The TI-S project management team have confirmed that MEL training and support, with a particular focus on the Pacific Chapters is already planned for 2023.

The programme's commitment to regional aggregation of quantitative indicators and to the annual self-assessment process detailed above is a significant time and resource investment that is delivering strong evidence of progress and impact. However, it seems that less time and resources has been directed towards the reflection and learning aspects of MEL work. Some Chapters expressed a desire to delve into their own successes and failures to draw out and share lessons learned. Many also wish to spend more time learning from each other through learning exchanges. The TI-S project management team are also aware of this demand from Chapters and have planned for an emphasis on learning in 2023.

Whilst the programme is course-correcting to address this demand for greater reflection and learning, retrospectively a MEL framework that required less time investment in quantitative reporting may have enabled greater learning during programme implementation which would have enabled these lessons to be shared and applied to the work as it was underway. TI's international Monitoring Guidelines (Caldeira and Werner, 2015) advise an approach to MEL that emphasises working with qualitative/narrative data that focusses on the significance and degree of TI's contribution to positive and negative change over time, rather than the number of changes (quantitative data). The Guidelines also emphasise a participatory approach with both internal and external stakeholders to draw lessons from TI's work to improve performance. These guidelines offer an alternative approach that would have required an equally high MEL investment in qualitative data collection, stakeholder consultation and translating lessons learned into actions and knowledge products. It would also have required cooperation and commitment from the donors to deprioritise quantitative information which can introduce issues within their own reporting systems.

Overall, the MEL performance of this programme has been high, particularly in terms of the outcome information generated. Performance in the reflection and learning space has been less strong and there are plans to bring a focus on learning in 2023. This evaluation would **recommend** that a future phase of this programme build on the baseline and Chapter MEL capacity-building to date with a more streamlined set of quantitative indicators for the programme to allow for a greater alignment with the TI monitoring guidelines including an emphasis on narrative data and an investment in participatory learning throughout the lifetime of the programme. **[Refer Recommendation 15]**

2.8 Risk Management

The program developed a risk register that has been monitored and reported on over the first half of implementation. The register covers external, organisational and partnership-related risks. A number of these risks manifested in 2021 and 2022, particularly those in relation to Covid-19 and government clampdowns. As discussed in **Section 2.3**, the programme's performance under the restrictions introduced by the pandemic was impressive. The management of the deteriorating situations in Afghanistan and Vietnam was commendable both in terms of initial programme flexibility to allow for an adjustment in

focus as the situation deteriorated, and in terms ensuring the safety of TI Chapter staff. The case study in **Annex 9** explores these responses in more details and includes some suggestions from the affected staff to further strengthen approaches to risk management.

The programme risk register includes risks to TI's accountability to donors and to TI's reputation in the region. Mitigation of these risks focusses on the rigorous accreditation process for Chapters and continued monitoring of Chapter governance by the TI-S management team combined with capacity support. Chapter interviews demonstrated a clear recognition across the programme of their relationship with and responsibility to TI and their donors who are also stakeholders within the general context of anti-corruption work across the region.

The programme risk register is particularly focussed on the risk to achieving outcomes, reputational risk (for both TI and donors) and safety risks to partner TI chapters. While the TI-S management team and Chapters showed a high level of general awareness and investment in the interests and safety of beneficiaries and partners, these risks are not promulgated in the risk register. Beneficiaries in Aceh raised concerns about personal safety during the focus group discussions which the local partner dismissed. A future phase of the programme could identify a set of risks in relation to the programme inadvertently endangering beneficiaries and partners and how these risks would be mitigated. Mitigation of risk to partners and beneficiaries could include inviting them to join in local risk management and security planning and/or training during the remainder of the implementation period and as a standard practice in any future phase.

The consultation for this evaluation sought further information on how Chapters are managing risk in general (beyond the scope of the abovementioned risk register). As can be expected, some of the higher capacity Chapters have a more comprehensive and systematic approach to risk management, whereas the smaller and lower capacity Chapters showed some gaps in their approach. During the site visit in Indonesia the team shared that they manage risk through a series of unlinked programme risk registers, and that there may be merit in developing an overarching risk management plan for the Chapter that pulls together all the individual risk registers and takes a more comprehensive scan of the environment. The Evaluation Team suggests the programme management team ensure some attention is directed now, and in future phases on risk management. This would involve developing a consistent and comprehensive approach across Chapters to risk management and security (physical and digital) which may include some or all of these suggested measures: development of protocols and standard operating procedures for high risk security situations; support Chapters to put in place office-level risk management plans, contact trees and security guidelines that link to the TI regional and global risk management processes; enlist a security contact within each Chapter that keeps up to date security policies and liaises with the Secretariat on any issues arising; encourage development of a network amongst security contacts that can share information and support each other; simulation exercises in high risk locations; and, nurture a culture of being 'politically savvy' amongst Chapter and relevant Secretariat staff. **[Refer Recommendation 16]**

2.9 Gender Equality and Inclusion

The programme's Gender Action Plan (GAP) was developed to ensure that the programme recognises and responds to the differing experience and impact of corruption on different stakeholders, including disadvantaged and marginalised groups, the largest of which are women and young people. The Plan seeks to increase opportunities for women and youth to participate in anti-corruption actions and act as potential agents of change across three main outcome areas:

- Increased understanding: to increase knowledge and awareness of how women and other vulnerable groups are affected by corruption.
- Active engagement: To engage women as agents of change in anti-corruption and promote inclusive participation in governance initiatives.
- Continuous Learning: To ensure progress and accountability in gender responsive programming by regularly monitoring and evaluating progress in the programme's gender engagement, learning what works and making regular adjustments.

The GAP is closely aligned to the programme MEL Framework, in which gender has been systematically considered, therefore enabling the programme MEL Framework to contribute to the monitoring of the GAP.

According to the progress reporting, as at 31 December 2021, the programme was progressing well on delivering against its targets that are specific to gender, youth and vulnerable groups. This includes:

- Instances of women (433), youth (317) and people from vulnerable groups (272) across 10 countries increasingly taking action following TI initiatives.
- Individual reports of increased awareness of corruption and personal rights following TI initiatives (667 women, 895 youth and 325 people from vulnerable groups across 6 countries).
- 17 gender and 81 youth-focussed outreach or awareness-raising actions conducted across 5 and 8 countries respectively.
- 33 social accountability interventions targeting women and youth participation in 5 countries.

Participation rates of women (38%), youth (18%) and vulnerable groups (10%) in TI initiatives are also being tracked. Likewise, the ratio of corruption complaints made to ALACs that that are made by women and youth are being tracked where possible (anonymity can be requested). Furthermore, the programme is targeting women and youth groups and vulnerable communities as contributors and partners for national and regional collaboration. This is a good practice assuming that the Secretariat and Chapters are exploring ways to increase these engagement rates.

The survey conducted as part of consultation phase of the evaluation asked respondents for their opinion on how gender sensitive and inclusive TI's work in their country had been. The results show that the majority of respondents rated the work as good to excellent in this area.

In your opinion how gender sensitive and inclusive is Transparency International's work?

Answered: 33   Skipped: 0
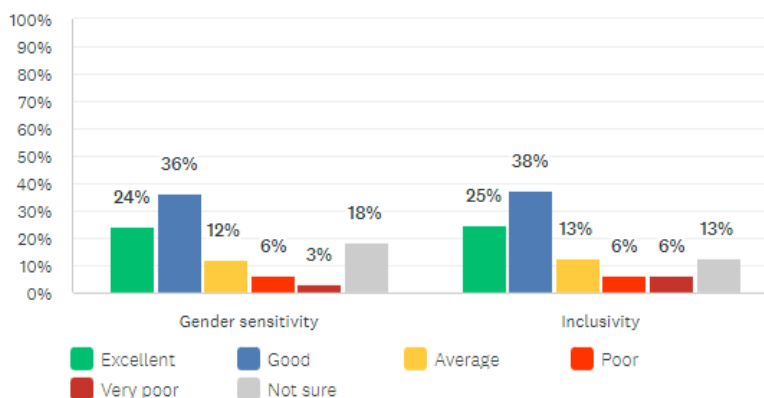
Note: Inclusivity refers to inclusive approaches towards vulnerable groups such as women, youth, disabled persons, LGBTIQA+ and rural communities.

Figure 2: Survey response to question on TI's gender sensitivity and inclusivity[10]

A wealth of gender-specific data was collected through the GCB research (launched in 2020 for Asia and in 2021 for the Pacific) and through in-country research. For the first time in Asia, sextortion data was gathered, offering new insights into this prevalent issue in the region. TI also commissioned a gender analysis of the GCB which highlighted alarming rates of sextortion in some Pacific and Asian Countries, gendered patterns of contact with certain public services and apparent lower awareness of women in Asia of their right to access of information. The analysis is being integrated with additional national data and will be used to develop a verified report of gendered findings in Asia-Pacific. The report will be launched in March 2023.

These mid-term quantitative figures indicate that the Programme is tracking well for its end of programme targets. However, there is variability in these numbers between Chapter reports and disaggregated data (by gender, youth and vulnerable communities) is not available from the Pacific Chapters for Outcomes 1.1 and 1.2 despite work having been delivered (refer **Section 2.3.3** relating to reporting capacities in the Pacific).

Aside from the programme's performance in terms of external progress and impact, there has also been a notable increase in TI's internal capacity and willingness to mainstream gender sensitive and inclusive approaches towards vulnerable groups since programme inception. During the programme design phase there was some resistance from some Chapters to gender mainstreaming which is noted in the Gender Action Plan; this reflects a starting point of limited capacity to bring a gender and inclusivity lens to the work. The programme developed a GAP that recognized this variability and have invested in capacity development. The consultants observed, both at the regional workshop (Bali, November 2022) and in the

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[10] Survey respondents were representatives from NGOs, Government Agencies, Donors and the General Public that have an interest in Transparency International's anticorruption work.

interviews, a notable increase in Chapter's ability to bring a gender and inclusivity lens in describing and planning their work.

Aside from this strong progress in the adoption of gender and inclusivity considerations, the consultation confirmed that there are still significant differences in capacity and uptake between Chapters. There was a notable difference in Chapter confidence and fluency discussing gender and inclusivity issues. Some Chapters requested further training on bringing a gender and inclusivity lens to their work, including a lowering of expectations around their current level of capacity. The example of Pacific Chapters struggling to gather disaggregated data for the MEL framework is shared above. Some Pacific Chapters also shared their hesitance to represent themselves as working on gender issues due to the fact that a number of women's NGOs are already active in this area and may call into question their authority to represent these issues. Conversely, some of the higher capacity Chapters expressed frustration with the simplicity of some of the indicators, particularly counting the number of women attending events rather than seeking to understand and shift power imbalances.

Some Chapters also cautioned that cultural sensitivity must be factored into the gender and inclusivity modelling and design (this point is also acknowledged in the GAP). One Chapter shared the example that it is often not appropriate to take a roll of names and/or count of the women in community meetings. This is partly due to cultural protocols and partly due to the fact that people will expect a per diem if they provide their name as this is a common practice in the international development community in that country.

Using the Gender Integration Continuum Model (**Figure 3**), it seems that the programme has moved from the Gender-blind/Gender-sensitive category to the Gender-sensitive/Gender-responsive category over the first two years of the programme. TI recognises in the GAP that they are on this journey and show a commitment to continue to invest in gender and inclusivity mainstreaming. This investment includes further training and capacity building planned for 2023, the appointment of a new dedicated international TI Gender Advisor and the commitment to use the GCB Gender Analysis to inform prioritised regional and national awareness-raising and advocacy work in 2023.
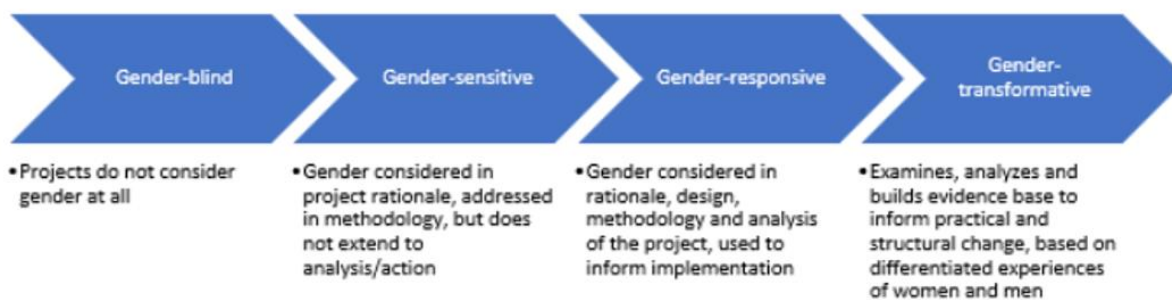

Gender-blind	Gender-sensitive	Gender-responsive	Gender-transformative
• Projects do not consider gender at all	• Gender considered in project rationale, addressed in methodology, but does not extend to analysis/action	• Gender considered in rationale, design, methodology and analysis of the project, used to inform implementation	• Examines, analyzes and builds evidence base to inform practical and structural change, based on differentiated experiences of women and men

Figure 3: Gender Integration Continuum (Harvey et. al. 2019)[11]

[11] Full reference for diagram: Harvey, Blane & Cochrane, Logan & Czunyi, Sarah & Huang, Ying-Syuan, 2019, Learning, landscape and opportunities for IDRC climate programming. International Development Research Centre.

3 Lessons Learned

The COVID-19 pandemic presented a very challenging operating environment just as the programme was due to commence. The implementation team and chapters demonstrated a high level of adaptability in the approach which included not only a switch in ways of operating, but also an agile response to new areas of focus as governments grappled with crisis response. The shift from more traditional, direct means of communication and citizen engagement to greater use of online platforms, social media, mobile applications and radio facilitated extensive beneficiary reach. The lessons that can be drawn from this experience are twofold.

Firstly, the ability to quickly adapt and effectively respond to a drastic change in context demonstrated the **power of having flexibility in programming**. This flexibility came in a variety of guises including: the internal ways of operating and communicating through greater use of online platforms; changes in the means of implementation through alternative ways of engaging with beneficiaries; and, the introduction of new activities to respond to new issues arising from the COVID crisis responses.   Were the activities, targets and approaches in this programme bound through detailed contractual agreements and burdensome change procedures (as is often the case), the agility and effectiveness that the team would have very much been comprised and curtailed. Secondly, the successful employment of different means of engagement demonstrated the potential for **much greater reach through the innovative uses of communication technology.** While this includes web-based applications such as social media, the potential of more traditional means such as radio and television proved to be effective in locations where internet access is still limited.

The programme so far has been implemented in a context of shrinking space for civil society. This was manifested in a variety of ways including: use of legislation to curb civic action; digital attacks; introduction of burdensome and unnecessary compliance requirements; freezing of bank accounts; and, accusing CSO staff of false misdemeanours. The experiences in Afghanistan and Vietnam illustrate how quickly and unexpectedly the operating environment can change. The lessons learned here centre around the heightened **necessity of robust risk management and security procedures to protect staff**, as well as the importance of building and maintaining a strong support network and backers. The case study in **Annex 9** explores this area of learning in more detail.

4 Conclusions

The main conclusion to draw from this evaluation is that the IPP STRONGG programme is making good progress and on track to achieve the objectives. The Evaluation Team has highlighted that flexibility has been a key enabler of success and that the team responded quickly and effectively to the changed context brought about by COVID-19. Positive results are visible in community engagement, but there is great variability in reach from country to country. In countries where implementation has been limited to a small selection of pilot communities (such as Indonesia and Pakistan), there is scope to extend or replicate programming in more communities in the future. There remains potential to focus more intentionally and strategically on regional level engagement and advocacy; including use of tools such as stakeholder analysis, message mapping and advocacy plans. Furthermore, the TI name has a lot of clout and credibility globally, and products such as GCB and CPI are highly valued; these could be leveraged much more for the

purposes of regional and national level advocacy. At a national level, there is a sense that more could be done to utilize the GCB and CPI data, particularly around further contextualizing the national data, although there are currently some limitations around the capacity and tools for in depth data analysis. Some staff mentioned that TI as a Global Movement should continue to play a role as interlocutor to support Chapters, where appropriate and endorsed by the local staff, identifying or creating more opportunities to speak out about national issues in international spaces. Chapter staff are appreciative of the capacity development support made available through this programme and there is appetite for more peer learning and knowledge exchange. **[Refer Recommendations 1 & 2]**

From an operational perspective, the programme management systems in place are working well and there is strong sense of collegiality amongst staff. Staff turnover and absences have somewhat impacted on implementation (in areas such as regional advocacy), but there now appears to be a full complement of competent and committed staff in place with the capacity to ensure the final year of the programme is implemented to its full potential. Some measures to ensure greater staff continuity and succession planning may be warranted. Security is increasingly a concern for regional advisors which consumes significant time and resources. The upcoming security training for selected Chapter staff is an important element of the 2023 programming, but attention should also be directed at the development of an even more systematic approach to risk management, including through the development of standard operating procedures (SOPs). Risk and security measures also need to take partners and beneficiaries into account.

For the final year of programme implementation, the current momentum should be maintained with increased focus on regional level advocacy and heightened security measures to ensure staff are safe. Should another phase be considered, recognizing the long-term nature of creating impact in the anti-corruption space, the Evaluation Team would recommend continuation with the existing set of objectives, with the integration of themes around climate finance and emergency response, anti-money laundering and sextortion. Flexibility in programme design should be maintained, with a simplified and more impact-oriented approach to MEL.

5 Recommendations

Recommendations for the remainder of the IPP STRONGG Programme implementation:

1   Maintain momentum and current focus to achieve the programme objectives. Whilst allowing for programme discretion, embrace the general principle of deferring any substantive new areas of work for a future phase.

2   Priorities for final year may include: Leveraging the TINZ AML Report and GCB data (including the associated Gender report) for advocacy messaging, analysis and dissemination of Pacific Island Country data not included in GCB public report, and knowledge exchanges between chapters.

3   Develop a regional engagement plan for internal use. The purpose of the plan is to prioritize activities and organize cross-programme collaboration. Pick a few priorities for regional engagement as building blocks for a robust and coherent advocacy strategy for the future. Include planning for current engagements with countries without a TI presence and collaborative efforts with the media.

4   Consider options for replication and extended reach to maximize citizen engagement (particularly in countries where only a few communities have been targeted). This may include further development and use of social media (also applications, radio, online tools), as well as leveraging partnerships and training influencers (TOT).

5   Proceed with plans to deliver capacity development for Chapter staff focusing on gender and inclusivity, impact reporting, capturing lessons learned, risk management and security (physical and digital). This should include targeted support to some of the Pacific Chapters to meet their quantitative reporting requirements in 2023. If time and resources allow, capacity development should include support and training on the use of social media as a tool.

6   Explore opportunities to build on successes and lessons learnt in the first years of the programme by further leveraging TI Australia and TINZ's existing expertise and relationships in the region to work in partnership with the Secretariat management team and regional teams to advance the partnerships, regional advocacy and fundraising work, particularly in the Pacific.

Recommendations for the development of a potential next phase

7   Take a diversified approach to donor engagement in the fundraising stage. Leverage existing TI Australia and NZ donor relationships, as well as those held by the Secretariat. All approaches to the donor should positively reinforce the importance of flexibility and TI's Monitoring Guide[12] in the next phase.

8   In designing a future phase, include updated analysis of trends and risks relating to the influence of foreign policies of major powers in developing countries (for transparency, corruption, governance and civic space), including any successful strategies as counter/protective measures for civil society.

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[12] Werner and Caldeira, 2015. Are we on the Road to Impact? Transparency International Monitoring Guide. Transparency International.

9   Building on national level successes to date, seek to render more exponential impacts (more than just the sum of each Chapter's results) through joint and/or collective initiatives and approaches. Facilitate more programme linkages across Chapters (e.g. joint projects on transborder issues) and with the Secretariat's broader portfolio (for example with CGIP, as there are significant climate change impacts and funding in most countries where Chapters are based).In so doing, ensure adequate linkages to the objectives, commitments and principles outlined in the TI Global Strategy 2030.

10   To inform evidence-based advocacy, include more product-based research (such as NIS, ACA reports), and the development of data analysis tools to enable staff (and potentially the public) to easily analyze and extract information from large databases such as GCB and CPI.

11   Develop and document a strategic approach to regional engagement and advocacy with specific objectives and activities, based on national and regional priorities, stakeholder analysis and communications planning. Include a clear definition of beneficiaries, partners and stakeholders.

12   Continue to include and emphasize capacity development work (particularly on gender mainstreaming, MEL and risk management); continue to highlight the importance of peer learning, including regular presentations on the results of new approaches.

13   Ensure realistic budgeting for Secretariat functions that facilitate and support programme implementation such as research, security, risk management and MEL.

14   Consider a dedicated resource for communications (could be a part time staff member, allocation within the existing communications team, or a consultant) that could effectively ensure visibility of the programme's work on the transparency.org website, prompt deployment of messaging through TI-S's existing platforms and work with Chapters to build their capacity to use social media as a tool.

15   Build on the baseline and Chapter MEL capacity-building to date with a significantly streamlined set of quantitative indicators for the programme to allow for a greater alignment with the TI monitoring guidelines including an emphasis on narrative over quantitative data and an investment in participatory learning throughout the lifetime of the programme.

General recommendations – operational environment

16   Further development of consistent and comprehensive approaches to risk management and security (physical and digital) across Chapters which may include some or all of these suggested measures: development of protocols and standard operating procedures for high risk security situations; support Chapters to put in place office-level risk management plans, contact trees and security guidelines that link to the TI regional and global risk management processes; enlist a security contact within each Chapter that keeps up-to-date security policies and liaises with the Secretariat on any issues arising; encourage development of a network amongst security contacts that can share information and support each other; inclusion of partners and beneficiaries in local risk management and security planning and/or training; simulation exercises in high risk locations; and, nurture a culture of being 'politically savvy' amongst Chapter and relevant Secretariat staff.

17   Consider options to improve the accessibility of TI-S knowledge base, staffing structure, activities and technical expertise. While improvements can be made at Secretariat level through the website,

intranet, and communications; the programme management team can also facilitate this access through further sharing of relevant information, provision of lists outlining key information available, and brokering linkages/communications with relevant thematic staff.

18   Update and expand the page on www.transparency.org featuring the programme and aspects of the regional level engagement and advocacy, including links to the Chapter Overviews in the main content section. Increase the visibility and search optimization of this page so it is easy to find.

19   Bring an increased emphasis on continuity (for unexpected or extended staff absences) and succession planning (to reduce dependency on individual Chapter leaders), shadowing and joint management approaches, exchanges between chapters and the promotion of inclusive approaches to management.

20   Working with Chapters, identify and prioritize the development of programme management tools such as a standard procedure manual for new Managers on how to manage projects to TI's standards.

21   For National Contacts aspiring to accreditation, provide greater access to checklists and templates to facilitate their compliance with TI-S requirements. Invest a high level of relationship support to assist new organizations develop their networks and credibility amongst peers, stakeholders and donors. Consider also supporting some initial bilateral fund-raising efforts leveraging the TI-S name to get the organisation established.

22   Conduct an internal review and reflection on partnerships with local CSOs in countries with no TI presence documenting successes and challenges with a view to enhancing the effectiveness of these partnerships in future phases. As part of this work, consider the relevance of using selection criteria, MOUs/agreements/contracts, communications protocols, incentives and/or some structured support.

23   Acknowledge concerns raised about the timing of TI Secretariat-led events and meetings and the difficulties the Pacific Chapters in particular experience accommodating the European and American time zones. Ensure the bulk of programme related meetings are scheduled during Pacific-friendly times to counterbalance those at a Global level that are outside the purview of the programme management team. Internally advocate 'time-zone equity' for global meetings.

24   Hold a reflection and learning exchange between Chapters on ALACs to share challenges, lessons learned and advice on providing this valuable national service whilst bringing efficiency and focus through measures such as defining and limiting Chapter investment and delineating TI's role versus that of government. Involve relevant ALAC expertise available within the Secretariat and wider TI Global network if appropriate.

List of Annexes

1   Terms of reference for the mid-term evaluation of the TI IPP STRONGG Programme

2   Evaluation plan and methodology

3   Programme Theory of Change

4   List of documents reviewed

5   Consultation list

6   Summary Report – External Stakeholder Survey 2022

7   List of learning exchange requests and priorities (Bali Workshop Nov 2022)

8   Case Study: Challenging sextortion in an under-regulated microfinance sector – Sri Lanka

9   Case Study: Learning from the withdrawal experiences in Afghanistan and Vietnam