

External Learning Review of the CREATE Project

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EXECUTIVE SUMMARY

The following document is the end of project learning review for the Collective Resolution to Enhance Accountability and Transparency in Emergencies (CREATE) project which ran over the course of 27 months (September 2015 - November 2017).

The CREATE project was designed to investigate and build an evidence base on the key corruption risks related to humanitarian aid in crisis situation, and to provide recommendations for humanitarian stakeholders to mitigate against such risks. As such, the project included a research phase, which focused on four countries in different crisis situations: Afghanistan, Guinea, Lebanon, and Somalia. The project also aimed to disseminate good practices and lessons learned, adapted to specific contexts and humanitarian responses. The outputs of the CREATE project included four case study reports, and one synthesis report, four workshops in the case study countries and five regional workshops in Senegal, Pakistan, Jordan, Nigeria and Mali. CREATE was coordinated by Transparency International Kenya (TI-K), and the Transparency International secretariat (TI-S) acted as fund manager and provided project support.

The goals of the learning review were to understand the relevance of the CREATE project, how it was implemented in terms of efficiency and effectiveness, and the impacts and sustainability of the project findings and outreach activities. This executive summary provides a high-level overview of the findings and recommendations from the learning review.

Purpose

The CREATE project was developed with two objectives in mind, namely:

- To enhance the integrity of humanitarian operations in highly complex environments (Principal objective)
- To better equip humanitarian actors to understand and manage corruption risks and integrity/anti-corruption is part of the global strategic humanitarian policy agenda (Specific objective)

The principal objective of CREATE was not met over the course of the CREATE project; rather, infrastructural, organisational and systemic changes are needed before integrity in humanitarian operations can be enhanced. As such, coordinated and well planned dissemination and advocacy activities are required for the project to contribute to increasing integrity of humanitarian operations in complex environments. Nonetheless, the project developed an evidence base and produced case study and synthesis reports which are freely available to humanitarian actors seeking to understand and manage corruption risks.

Relevance

In a general sense, the CREATE project focuses on corruption risks in humanitarian operations and contributes to the body of research which already exists on humanitarian aid. In addition, the research focused on case studies of humanitarian operations in four complex crisis situations which aligned appropriately with the

objectives of the study, providing contextual insights to the study of corruption risks. TI was well placed to head the CREATE project given its anti-corruption expertise, its network of TI Chapters, and TI-K's previously established relationship with the research partners, Humanitarian Outcomes and Groupe URD. The CREATE project achieved its main outcomes, although it is important to realise that they are context specific, and relate to one specific snapshot in time. Therefore, while these lessons can be useful for identifying common problems, they may lose relevance over time.

Outcomes and Impact

The CREATE team developed evidence-based knowledge of corruption risks relating to humanitarian aid, formulated recommendations on this evidence and shared its findings with national level, regional and global humanitarian stakeholders. These specific outcomes were achieved based on the credibility of the project partners in their fields of expertise, namely anti-corruption and humanitarian operations. However, while these outcomes could add value to the humanitarian sector, it is not yet possible to identify specific impacts as a result of the CREATE project. Looking to the future, to help generate impact in the medium to long term, outreach efforts are required; as such, it will be important to develop dissemination and advocacy plans, particularly to encourage policy change and accountability in order to enhance integrity.

Effectiveness

TI-K and TI-S coordinated and managed the CREATE project. Research activities were outsourced to the research partners, and dissemination activities were conducted in coordination with other TI Chapters. This approach was highly effective in yielding project results, namely creating an evidence base, developing recommendations and disseminating the research findings. Many factors enabled the success of the project, for example the project partners' expertise and networks facilitated access to the case study countries, and the participation of a range of actors in the national stakeholder groups was beneficial in formulating recommendations. In addition, the project team leveraged their networks quite effectively in order to attract attendees to national and regional workshops; however, given that the dissemination activities took place at the end of the project, there was little opportunity to develop meaningful partnerships with a view to driving forward the CREATE results. There were, however, a number of challenges which impacted implementation. For example, the lack of outputs in national languages impacted on dissemination activities and reach in certain regions (e.g. Jordan), and security risks hampered participation in the Afghanistan case study workshops.

Efficiency

The efficiency of the CREATE project was difficult to gauge, given that no financial data on actual project spend was provided to the learning review team. Therefore, it is difficult to assess whether or not the budget was sufficient, and appropriately allocated across project task lines. ODS understands that the project team requested a no-cost extension/project suspension given that the researchers encountered problems beyond their control during the research phase, which in turn delayed the finalisation of the synthesis report. As a result the implementation of the remaining activities under Result 3 was delayed. Finally, TI Chapters reported that some organisational challenges such as staff turnover and capacity affected implementation.

Sustainability

No sustainability plan or exit strategy was formulated as part of the CREATE project, and at the time of writing it is difficult to gauge how sustainable the project will be post-funding. Conceptually, the CREATE approach was appropriate to the needs of the project and provided outputs which humanitarian stakeholders can use as a basis for their work. However, given that the project has been completed, it is not clear who should take ownership of the sustainability of the approach and outcomes, given that funding for the activities has ceased. Some stakeholders recognise TI as having ownership of the project and feel they should be responsible for sustaining the results; however, any such effort from TI or TI Chapters, if they chose to continue with CREATE, would require funding.

Learning and Recommendations

ODS extracted some lessons and formulated recommendations based on the findings from the learning review. These are outlined below:

Recommendations to build upon the CREATE project

- DG ECHO should use the findings from the CREATE project in coordination with its wider agenda
- TI and TI Chapters should look to diversify their funding for work on aid integrity
- TI Kenya and other Chapters should be encouraged to develop expertise in humanitarian aid integrity
- A targeted advocacy plan should be developed to maximise the sustainability and impact of the CREATE study
- TI should engage in collective action with a variety of different stakeholders
- TI and TI Chapters should dedicate time and resources to keeping an up-to-date record of perceptions of corruption in humanitarian aid

Transferable lessons from CREATE

- Systematic data collection for the purposes of establishing a baseline and conducting monitoring activities should be a key first step in any project or programme plan
- Ensuring that there is a budget to translate outputs into local languages is important
- Project management could be run more effectively, with greater communication across sites
- TI and TI Chapters should budget time to mitigate for delays and security risks when working in crisis areas

Donor specific recommendation

- DG ECHO should consider sustainability in funding research



1. INTRODUCTION

The following document is the end of project learning review for the Collective Resolution to Enhance Accountability and Transparency in Emergencies (CREATE) project which ran over the course of 27 months (September 2015 - November 2017). The CREATE project was designed to investigate and understand the key corruption risks related to humanitarian aid in crisis situation, and to provide recommendations for

humanitarian stakeholders to mitigate against such risks.

1.1. Transparency International

Transparency International (TI) is an international non-governmental organisation which is registered as an association under German law. Transparency International's secretariat (TI-S) is based in Berlin and facilitates a global movement of legally independent TI 'Chapters' working on transparency and anti-corruption. Each of these separate legal entities is allowed to carry the Transparency International brand in accordance with a bilateral licensing agreement with TI. As a global movement, TI is active in nearly 100 countries.¹ Its overarching goal is 'to give a voice to the victims and witnesses of corruption [...] to work together with governments, businesses and citizens to stop the abuse of power, bribery and secret deals [...] and have] a world free of corruption.'²

Transparency International Kenya (TI-K)

TI-K was established in 1999 as a Transparency International Chapter with a vision of a corruption-free Kenya. Through its mission 'to champion the fight against corruption by promoting integrity, transparency and accountability at all levels,'³ TI-K states that its core approach is advocacy, which is underpinned by capacity building, research, and network development. TI-K has identified six primary focus areas for its work: humanitarian aid, the extractive industries and the police, as well as governance in the water, education and climate financing sectors. TI-K has decided on transparency in Humanitarian Assistance as a priority area, because many humanitarian aid organisations focusing on the East Africa and Horn of Africa region are also based in Nairobi, which they feel makes them especially well positioned. TI-K runs the Global Transparency Network Initiative *Humanitarian Aid Integrity Programme* (HAIP) which aims to consolidate and apply expertise to bring increased transparency and accountability to humanitarian operations. One such example of its work in this area is its analysis of the response to the 2011 drought in Kenya (*The Food Assistance Integrity Study*) which highlighted some of the main challenges to an often politicised form of humanitarian assistance.⁴

1.2. The CREATE Project

Context

Humanitarian assistance is a vital resource for many regions in crisis suffering from natural or man-made disasters, or dealing with the consequences of conflict. Such aid can bring in much needed emergency relief, tools, food, shelter and infrastructure, amongst other things, to vulnerable populations. In recent years, global humanitarian assistance funding has stood at \$24.5 billion in 2014,⁵ \$28 billion in 2015,⁶ and \$27.3 billion in

¹ https://www.transparency.org/whoweare/organisation/faqs_on_transparency_international/9

² <https://www.transparency.org/about>

³ <https://tikenya.org/about-transparency-international-kenya/>

⁴ https://www.transparency.org/files/content/pressrelease/2012_TIKenya_FoodAssistanceIntegrityStudy.pdf

⁵ Global Humanitarian Assistance Report 2015. 2015.

http://devinit.org/wp-content/uploads/2015/06/GHA-Report-2015_-Interactive_Online.pdf

2016.⁷ These substantial amounts, in combination with the challenging contexts in which these funds are distributed, provide some actors with the opportunity and motive to divert and misuse funds.⁸ Therefore, there are valid integrity concerns in the distribution and use of humanitarian aid amongst the humanitarian community from beneficiaries, to local level actors, (international) non-governmental organisations, donors and governments.

CREATE Project overview

The CREATE project was designed to develop an evidence base on corruption in humanitarian aid integrity through collecting and reporting on data in four different countries in different crisis situations: Afghanistan, Guinea, Lebanon, and Somalia (see Box 1 below). The project also aimed to disseminate good practices and lessons learned, adapted to specific contexts and humanitarian responses. Ultimately, the CREATE project team produced four case study reports, and one synthesis report, organised four workshops in the case study countries and five regional workshops in Senegal, Pakistan, Jordan, Nigeria and Mali.

Box 1 provides an overview of the CREATE project (for more information see Annex I).

Coordinator

TI Kenya

Fund manager and project support

TI Secretariat (Berlin)

Partners

Humanitarian Outcomes, Groupe URD, Capstone

TI Chapters

TI-K (Kenya), Lebanese Transparency Association (Lebanon), Forum Civil (Senegal), Rasheed (Jordan)

Donor

European Commission Directorate General for European Civil Protection and Humanitarian Aid Operations (ECHO)

Funding

€949,598, of which €910,000 was funded by ECHO

Principal objective

Enhance the integrity of humanitarian operations in highly complex environments.

Specific objective

Humanitarian actors are better equipped to understand and manage corruption risks and integrity/anti-corruption is part of the global strategic humanitarian policy agenda.

⁶ Global Humanitarian Assistance Report 2016. 2016.

<http://devinit.org/wp-content/uploads/2016/06/Global-Humanitarian-Assistance-Report-2016.pdf>

⁷ Global Humanitarian Assistance Report 2017. 2017.

<https://reliefweb.int/sites/reliefweb.int/files/resources/GHA-Report-2017-Full-report.pdf>

⁸ Transparency International. 2016. The Humanitarian Imperative: How Curbing Corruption Can Save Lives. Policy Brief #01/2016. Found at: file:///home/chronos/u-bcec4302cb4a15e0ebc763ad0dffe6ca9e43ed4/Downloads/2016_PolicyBrief1_HumanitarianAid_EN.pdf

<p><u>Case study countries</u></p> <p>Afghanistan, Guinea, Lebanon, Somalia</p> <p><u>Expected results</u></p> <ol style="list-style-type: none"> 1. Evidence-based knowledge, including risk analysis and good practices to mitigate corruption and enhance integrity in humanitarian operations in four complex humanitarian environments is generated, analysed and disseminated among humanitarian stakeholders. 2. Recommendations and ways to mitigate corruption risks and enhance integrity in complex humanitarian contexts identified through case studies are jointly developed and agreed upon by humanitarian actors working in those contexts 3. The wider humanitarian community is informed of and has access to the case studies and agreed recommendations and participates in broader humanitarian sector integrity/anti-corruption discussions <p><u>Outputs</u></p> <p>Four case study research reports, one synthesis report, four national workshops, five regional workshops</p>
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Table 1 below provides an overview of the case study countries and the specific humanitarian theme for which they were selected for CREATE.

Table 1: overview of case study countries

Country	Theme	Rank in 2016 TI Corruption Perceptions Index ⁹ (out of 76)
Afghanistan	Corruption risks in complex emergencies with reduced humanitarian space	169
Somalia	Corruption risks in complex emergencies with reduced humanitarian space	176
Lebanon	Countries affected by massive inflows of refugees	136
Guinea	Countries affected by large-scale public health emergencies	142

1.3. The TI CREATE Learning Review

In December 2017, ODS was commissioned by Transparency International to conduct a learning review of the CREATE project. As part of this learning review, ODS was requested to examine the purpose, relevance, effectiveness, efficiency, impact and sustainability of the project. The overall approach was designed to understand how the project was implemented and what lessons could be learned as well as further actions which could be taken on the project. The learning review questions are presented in full in the subsequent section of this report.

Methodology & Approach

Our review relied on briefings and conversations with the TI Secretariat, desk research, and key-informant interviews. Table 2 provides a description of the methodologies and their relevance to the study.

⁹ https://www.transparency.org/news/feature/corruption_perceptions_index_2016

Table 2: Methodologies and their relevance to the study

Methodology	Description
Briefings	ODS conducted a number of briefings with TI-S to understand the purpose, rationale, context and other factors related to the implementation of the project, as well as the scope the learning review.
Document review	Four members of the review team conducted a document review and an online scan (of TI and TI Chapters, and other sites). Transparency International provided a range of internal documents for processing. Please see Annex III for an inventory of documents provided by TI-S.
Key informant interviews	The learning review team conducted interviews with a range of stakeholders, including those directly involved in the project and those who interacted with the project at the regional workshops. In order to preserve the anonymity of the interviewees, ODS does not include a list of names or positions. In total, the ODS team conducted 27 interviews.

The learning review team was supported in identifying and reaching out to potential interviewees by our TI-S liaison, [REDACTED]. Over the course of three weeks, ODS organised, conducted and analysed almost 30 interviews with individuals who had some involvement with the CREATE project, which demonstrates an engagement with the work led by TI-S and TI-K, and an appetite to contribute to learning and provide ideas for further activities to sustain the results of the project.

Caveats

Initially, ODS had intended to travel to TI-K premises to conduct data collection activities (interviews, document review, roundtables) in a pressure cooker environment; however, given the extremely short timeline for conducting this learning review (19 December 2017 - 9 February 2018), it was not possible for TI-K to organise the field visit. ODS therefore conducted more interviews than originally planned in our original work offer. In recruiting for interviews, responses from those invited to interview varied across each case study site, for example, fewer individuals participated to speak about the Guinea case study than the Lebanon case study. This is in part due to the specific circumstances in Guinea, where there is no TI Chapter in the country and many individuals involved in the response to the Ebola crisis and the CREATE project have moved on and/or could not be reached. It is ODS' understanding that the CREATE team discussed the CREATE project at global events, although ODS did not have an opportunity to speak with any participants from these global events. Furthermore, many regional workshop participants had limited knowledge of the CREATE project beyond attending the regional workshops, and therefore could not provide insights into the implementation of the project and its potential future impacts and sustainability.

The CREATE project team planned a survey which was intended to gather information on awareness of corruption risks and institutional mechanisms for addressing these risks; however, the response rate was low (n=86), and it is ODS' understanding that the survey was not implemented again in the course of the study. Therefore, the research did not sufficiently capture insights on perceptions and awareness of corruption and

was therefore not central in formulating the conclusions in the case studies, or in forming a baseline of awareness of corruption risks. It was therefore difficult to assess the extent to which the CREATE project has raised awareness amongst humanitarian stakeholders. In addition, ODS and TI-S discussed the option of implementing a survey as part of the learning review to gather insights from stakeholders who engaged with CREATE; however, given the short timeline and available resources for conducting the work this was not possible.

Finally, ODS has requested financial data reports from TI-S to assess the actual distribution of costs and spending by activity/task and by partner over the course of the project, but has not yet received a copy of any such document. The data presented and used in the analysis are therefore based on the best available evidence.

2. CREATE LEARNING REVIEW

2.1. Introduction

This section provides responses to the learning review questions as well as a detailed analysis of the data collected. ODS summarises the main findings from the document review and the interviews and provide conclusions under each subsection.

2.2. Purpose

This section assesses the purpose of the CREATE project in understanding its achievements and potential scope for future development..

Have the main objectives of the CREATE project been achieved? If not, why not?

The CREATE project outlined two objectives which ODS does not deem to have been fully met.

Principal objective

Enhance the integrity of humanitarian operations in highly complex environments

The principal objective has not been met.

The CREATE project focused on research and dissemination activities, rather than capacity building, training and targeted advocacy. This, added to the relatively short implementation timeline, mean it is not possible to state that integrity in humanitarian operations in highly complex environments has been enhanced. Before this objective can be met, interviewee evidence suggests that a combination of systemic, infrastructural, and organisational measures need to be taken at local, regional, national and international levels. This could include the development of anti-corruption strategies and policies at government level, meaningful monitoring and evaluation practices by donors, and an internal review of organisational practices in large NGOs. Furthermore, there is no evidence base to suggest a baseline or database which measures the level of corruption in humanitarian operations.

Specific objective

The specific objective has been partially met.

Humanitarian actors are better equipped to understand and manage corruption risks and integrity/anti-corruption is part of the global strategic humanitarian policy agenda

The specific objective carries two distinct components. The first, is whether or not humanitarian stakeholders are equipped to confront corruption risks, and the second is whether or not corruption and integrity risks are on global strategic humanitarian policy agendas.

Humanitarian actors are better equipped to understand and manage corruption risks: Given the research and awareness raising focus of the CREATE project, it is difficult to assess the extent to which the reports, and national and regional workshops respectively facilitated readers' and participants' abilities to confront corruption risks. However, interviewee evidence suggests that the reports provide a useful evidence base on corruption risks in humanitarian aid, and the workshops were useful venues to discuss the problem. As such, this aspect of the specific objective has been met.

Integrity/anti-corruption is part of the global strategic humanitarian policy agenda: The CREATE project produced evidence-based findings with the objective of sharing them with the humanitarian sector. As such, the CREATE project organised workshops and attended global level meetings with the aim of disseminating the results. Nonetheless, although TI provided a list of workshops and meetings it attended, the learning review team did not receive minutes from these meetings which would suggest that integrity or anti-corruption is now part of the global strategic humanitarian policy agenda as a result of CREATE. However, TI-K has reached out to high level international stakeholders such as the African Union to develop an anti-corruption strategy in humanitarian aid, suggesting that the project team intends to use its work to bring about high-level frameworks.

Has the project raised stakeholders' awareness of corruption risks, compared to their relative awareness at the beginning of the project? If so, to what extent?

It is difficult, within the context of this learning review, to assess whether or not the level of awareness of corruption risks was raised amongst all relevant stakeholders as a result of the TI CREATE project. The reason for this is two-fold. First, no baseline study on perceived or actual levels of awareness was conducted at the beginning of the CREATE study, or provided to the ODS team during the review. Secondly, it was not possible to conduct a wide ranging survey during the learning review to assess stakeholders' assessment of their awareness of corruption risks.

Under CREATE, data were collected through the research activities in four countries - Afghanistan, Guinea, Lebanon and Somalia. The results were distilled into four case study research reports, which were shared through national-level workshops. The four case studies led to the publication of a synthesis report, which was launched in five regional workshops - in Senegal, Pakistan, Jordan, Nigeria and Mali. According to the documents and our interviewees, these components of the project were successfully completed. These activities and outputs have served to raise the profile of corruption in humanitarian aid, which does not typically receive as much exposure or focus as corruption in development aid. In addition, six focus groups were held in Lebanon with refugee populations inside and outside of camps, as well as other actors (government, NGO, education professionals, etc.), at which CREATE findings were also presented, raising awareness of some of the issues acutely affecting refugees in the country.

During the workshops, organised for members of the humanitarian sector, members of the media, and government, the CREATE team had the opportunity to share the findings of its work, and provide a forum for discussion amongst attendees. Nonetheless, some interviewees who attended the regional workshops questioned the extent to which awareness could have been raised given the small number of attendees present at each of the events (see Annex I for more information). It is difficult to assess the extent to which awareness was raised at the global events since ODS did not have an opportunity to interview attendees at these events. However, one interviewee affiliated with CREATE at a global level states that the project is recognised internationally and has contributed to inter-agency understanding of corruption.

Given that the question did not define the number of stakeholders who became aware of the risks, ODS can conclude that the CREATE project raised awareness of the issue and some of the corruption risks in humanitarian aid. However, ODS can only state this to a limited degree as ODS is unaware of the reach of CREATE beyond the reported national, regional and global events and the true extent of stakeholders' knowledge and awareness of the situation both before and after the CREATE project.

Identify key areas where stakeholders believe TI should engage in the sector in the future.

Interviewees believe that more dissemination of the research findings, and advocacy activities on the basis of the findings, are needed. TI should focus on advocacy targeted towards change makers such as governments and donors especially as they are the main actors who can create strategies and policies which make a difference, as well as on monitoring and accountability activities. If governments are engaged, they can implement legislation which can, for example, potentially limit opportunities for corruption and impose sanctions on corrupt activities, which can ultimately help the intended beneficiaries of humanitarian aid. Some actors also suggested that TI develop some tools for NGOs to enable them to tackle corruption risks, on the basis of their study.

Conclusions

The CREATE project did not necessarily enhance integrity and capacity to confront corruption in the humanitarian sector, and it is difficult to measure the extent to which the project has raised overall awareness. Nonetheless, the project created an environment in which humanitarian actors and other relevant stakeholders could openly discuss the issues identified in each of the reports and discuss the recommendations moving forward. Therefore, it was successful in presenting the problem at many fora at regional, national and international levels.

It is clear from the interviews that more efforts are needed in order to push the findings forward, and some feel that TI or the CREATE project team could be part of the dissemination effort rather than leaving it to humanitarian stakeholders to find and use the information independently. The main outcome of the project was that it provided opportunities to share information, for example, reportedly there were follow up activities in Nigeria between the government and civil society, and embassies and international organisations (e.g. CISLAC) have shown interest in the topic, although ODS has not received evidence which suggests how these actors will use the work.

2.3. Relevance

This section assesses the relevance of the CREATE project to the humanitarian sector and to TI's overall work.

How relevant is the issue of understanding corruption risks and implementing corruption mitigation measures in the humanitarian sector?

The project was appreciated by stakeholders for covering a highly relevant topic. Corruption and lack of transparency are recognised by policymakers and implementing stakeholders as a wide-spread and capillary challenge to humanitarian operations, which warrants further research and advocacy. Reflecting the relevance of the topic, considerable research has already been performed in the past on aid integrity, by implementing and coordinating agencies. The CREATE reports added value to the sector by providing an evidence base on the corruption risks and collection of mitigation strategies, that could serve as a basis for discussions amongst stakeholders.¹⁰ In addition, the choice of the case study sites supported the objectives of the study as well as covering a relevant sample of humanitarian environments facing different types of crises (see Annex II for further information) and made links with other studies performed in the four countries.

What real difference has TI made in the sector in terms of raising the issue and providing useful research and tools?

TI was well placed to coordinate the CREATE project given its expertise and credibility on anti-corruption matters, as well as its network of TI Chapters in or with access to the case study countries, and the areas where regional workshops took place. Although TI is not generally known for its expertise in the humanitarian sector, TI-K managed to build upon its previously established relationships with Humanitarian Outcomes and Groupe URD to conduct the project. Interviewees all agreed that the contribution of the project was important in developing an evidence base through the case study component. These case studies document corruption risks of which most stakeholders were already aware but which are not often discussed. TI's specific contribution to the CREATE project was its expertise and credibility in anti-corruption matters,

The project also offered a platform where discussions on corruption can take place between CSOs and governments. The relevance of the project in the four research sites therefore depended on the extent to which the process could be aligned with the agendas of national governments. In some contexts (e.g. Afghanistan) CREATE's most important contribution was its ability to increase the involvement of the humanitarian assistance community in a more general debate around corruption. In others, like Somalia, one interviewee reported that contacts were established with government officials who have convened meetings with INGOs and civil society.

Overall, the relevance of the work could have been increased through a structured follow-up on stakeholder engagement, and the implementation of an advocacy programme. These additional activities would have

¹⁰ For example, DFID, UNHCR, the World Bank, World Vision and the Center for Middle Eastern Strategic Studies have undertaken studies on complementary topics in the four case study countries

enabled TI and its partners to link the insights from the reports closer to the discussions and policy developments taking place at international and national fora. In the absence of such a programme, the research and the dissemination activities have topical relevance. Nonetheless, there is still no guarantee that the results of the CREATE work will be used by stakeholders.

What is the scope for TI's continued engagement in the sector?

Leading the CREATE project was an important step towards strengthening this field of work for Transparency International. The project built upon TI's pre-existing activities with the sector, such as the 2014 *Handbook on Preventing Corruption in Humanitarian Operations*, and the expertise and advocacy work of TI-K. TI's international profile as an expert on corruption and accountability, supported by specific thematic expertise brought in by the project partners, made the organisation a relevant actor for engaging on humanitarian sector accountability.

Implementing the research and disseminating the report has helped TI in further raising the visibility of the organisation in dialogue with international and national humanitarian actions. The prestige of the project was also strengthened by its funding by a major humanitarian donor, the European Commission Directorate General for European Civil Protection and Humanitarian Aid Operations (DG ECHO). In Kenya, the TI Chapter has strengthened its relationships with the national government and, at the time of writing the present learning review, is hopeful for closer cooperation and advocacy opportunities in the framework of a national Action Plan to reduce corruption.

As the expertise on specific humanitarian processes and value chains was brought to CREATE through external partners, TI did not succeed in strengthening its own internal expertise on humanitarian aid. This is a missed opportunity, and means that in the future, TI will need to continue relying on partners and consultants for specific expertise if it wishes to pursue projects on the topic.

The most promising venues for continued engagement in the sector would be constituted by additional dissemination activities and the implementation of an advocacy strategy that leverages TI's international profile, the expertise of its partners (Humanitarian Outcomes, Groupe URD and other relevant experts), and the advocacy capabilities of the organisation. In terms of dissemination, TI could invest some additional resources in continuing engagement with the local stakeholders in the four case study countries, for instance by making sure that insights, data and mitigation measures are translated in all local languages and shared in an accessible, brief format for the different types of stakeholders. Such an effort could help with outreach, and in meeting some of TI's goals in local agendas. In terms of advocacy, TI could become a facilitator of the dialogue between CSOs and governmental or international actors, with the aim of improving accountability, and provide a framework in which actors could share good practices which could be used as a basis for pushing for higher global standards in tackling corruption risks in humanitarian aid.

Conclusions

The CREATE project achieved its main outcomes, although it is important to place them in context. While the reports documented the evidence-based knowledge, they represent a non-dynamic snapshot in time under

very specific circumstances. These lessons can be a useful tool for teasing out common problems and transferable lessons, but may lose relevance over time. Overall, it is apparent that TI-S and TI-K have built upon the strength of their expertise on corruption, and leveraged partnerships with humanitarian experts, which facilitated the execution of the CREATE project, and lent credibility to their objectives. TI and the CREATE team cannot claim that the project has led to more intergroup practices in the humanitarian sector. Rather, TI should make deliberate and concerted efforts to best harness the outcomes of the study, the findings and the recommendations. TI and its Chapters should continue to build on its cache of expertise and knowledge and engage relevant individuals in multi-stakeholder fora to further process the findings and situate them in their current context. As such, TI and its Chapters should engage with funders to create a proposal for advocacy or project work, building upon the CREATE project, which facilitates dialogue between CSOs and government actors, and advocates for best practice examples to become the norm. TI and its Chapters do not have to work alone, and one such mechanism could involve collective action with NGOs and the public sector, building on the knowledge and networks from CREATE, to undertake projects in capacity building, awareness raising, integrity pacts.

2.4. Outcomes and Impact

This section describes the changes that have taken place as a result of the CREATE project and examines the project’s potential for impact in the medium and long term.

What have been the key outcomes achieved so far as a result of this project and how does this compare with what was expected?

Interviewees who were involved in the project pointed to three distinct outcomes, which were consistent with the expected results in the CREATE project Logframe (see Annex I). The principal outcomes of the project included creating a database of evidence, developing recommendations, and disseminating this information to the humanitarian community. Interviewees did not identify other outcomes in their responses. The outcomes are further detailed in Table 3 below.

Table 3: Overview of the key outcomes from the CREATE project

Result 1

Evidence-based knowledge, including risk analysis and good practices to mitigate corruption and enhance integrity in humanitarian operations in four complex humanitarian environments is generated, analysed and disseminated among humanitarian stakeholders

TI, Humanitarian Outcomes and Groupe URD coordinated and conducted research in four crisis contexts. This outcome is consistent with what was expected at the beginning of the project. Interviewees state that the CREATE project succeeded in documenting evidence for a problem which many people know exists.

Result 2

Recommendations and ways to mitigate corruption risks and enhance integrity in complex humanitarian contexts identified through case

The purpose of the national and regional workshops was to disseminate the findings from the CREATE research. Therefore, ODS can state that Result 2 has been achieved, although it is unclear how these

studies are jointly developed and agreed upon by humanitarian actors working in those contexts

Result 3

The wider humanitarian community is informed of and has access to the case studies and agreed recommendations and participates in broader humanitarian sector integrity/anti-corruption discussions

recommendations have been mobilised or adopted, which limits the potential for impact.

The CREATE team contributed to global workshops, meetings and fora. Some interviewees also state that there is an interest in the study findings amongst government bodies and embassies, and that working groups have been set up in each of the case study countries to continue conversations on integrity in humanitarian aid, although it is unclear what exactly these working groups will do.

It is apparent from the evidence that Result 3 from the Logframe has been achieved, in that the wider humanitarian community is informed of and has access (on TI's website) to the case studies and recommendations. Therefore, in general terms, the information is available to the wider humanitarian community.

How did the project add value to the outcomes/impact achieved?

The CREATE project brought together a coalition of actors with expertise and credibility in corruption and integrity (TI-S and TI Chapters) and humanitarian operations (Humanitarian Outcomes and Groupe URD). The CREATE project contributed evidence-based knowledge of corruption risks, which many interviewees view as an important achievement by itself, and which contributes to the overall conversations taking shape on this topic at national and international levels.

All three project outcomes (evidence base, recommendations, information sharing) could add value with other efforts in the humanitarian sector to curb corruption, such as international agencies' initiatives, and conferences and events (particularly at those at which TI spoke). Nonetheless, it is too soon to speak of impact, given the short period of time which has passed since the country-level case studies were launched (March - June 2017) and since the synthesis report was released (July 2017). For such a project, if coupled with concerted and consistent advocacy, impacts would potentially include stringent approaches to tackling corruption at both a system or organisational level.

What are the indications of impact in the medium and longer-term?

The impact of CREATE will depend on the extent to which insights from the project manage to influence policy and practice in the humanitarian community, beyond the stakeholders who are currently engaged in the discussions around aid integrity. Some interviewees feel there is a collective responsibility to disseminate and follow up on the CREATE findings to ensure this wider reach. To make this possible, TI and the project partners would need to leverage their existing networks, as well as create and develop partnerships with other organisations and initiatives. Already, interviewees mention some discussions which have taken place between TI-K and CISLAC and the World Food Programme. In addition, some working groups are reported to have been set up in the case study countries to review the findings and recommendations, although their remit is unclear.

These types of collaborations would enable the impact of CREATE to grow beyond the current project. However, continuing these working groups beyond the funding period of CREATE appears unlikely in the absence of further funding, and any further follow-up would need to be self-funded by project partners. As a result, it is unlikely that CREATE will be able to fulfil its potential for impact in the medium and longer term.

Conclusions

In terms of generating impact in the medium to long term, sustained outreach efforts are required, particularly around accountability and the need for policy change. Some interviewees are less optimistic about the project’s potential for impact, stating that there is no incentive or impetus to continue the work, i.e. to take the content of the report and funnel it into action. In the absence of follow-up funding, without a consistent dissemination or advocacy plan, or the means to further facilitate discussions on the matter, the CREATE project team is relying on humanitarian workers to source and share the CREATE project findings. As a result, it is unlikely that the CREATE project will be able to achieve medium to long term impact, and its contributions to future changes in the sector will be hard to attribute to the CREATE project where they do occur.

2.5. Effectiveness

This section describes the effectiveness of the project - to what extent the project attained the planned short term results, as well as the factors that enabled or hindered their realisation.

How effective has the approach been in achieving results, and which ones?

The approach, centered on outsourcing the research activities to TI’s partners, and leveraging humanitarian networks for dissemination has been highly effective in realising the three specific results which were defined in the MEL framework for the project. Table 4 outlines the effectiveness of TI-K, TI-S and partners in achieving the results.

Table 4: Effectiveness of CREATE approach in delivering the intended results

Result	Approach	Effectiveness
Result 1	The research for the case studies included several meetings and reflective discussions with national stakeholder groups. These were launched at national events.	<i>Highly effective</i> The project met its targets: four case studies were produced, and stakeholders were actively involved in the discussions around the reports, and these were shared with at least 116 stakeholders at the national events
Result 2	In the launch events and other fora where the case studies were presented, the facilitators focused on co-developing shared recommendations for a variety of actors. The workshop reports outline discussions and conclusions from the meetings, suggesting that workshop participants engaged on the key findings and recommendations of the report.	<i>Highly effective</i> The Synthesis Report outlined 18 recommendations based on the four case studies and agreed upon by the global advisory group members.

Result 3 The study reports and the synthesis report were made available to the wider public on the Transparency International website. In addition, conclusions of the global study were presented in several international fora.

Highly effective

The report was disseminated via the TI website as well as other platforms such as the ALNAP website. Presentations at more than 25 fora, including UK International Development, PHAP and (against an original target of five). Effectiveness could be improved by engaging with more humanitarian networks, translating conclusions and recommendations to all local languages and producing easy-to-access summaries of the insights.

Are the current partnerships in place and levels of overall interest effective in collectively enabling future impact?

Despite the strong proof for effectiveness of the project against the originally defined results and targets, the review has revealed some concerns regarding the potential of the project for future impact.

The most important limitation to impact is represented by a lack of structured follow-up and advocacy planned for the outputs of the project. CREATE was successful in creating evidence and recommendations, as well as bringing together stakeholders. The team was also successful in leveraging the networks of national partners and stakeholders to attract attendees to the national and regional workshops. As discussed in the Outcomes and Impact section, in the absence of any follow-up activities beyond the current funding period, it is unlikely that stakeholders will spontaneously use the insights generated by CREATE or make efforts to follow the recommendations made at meetings or in the report. In the later stages of the project, the focus of the team was on disseminating insights rather than following up on the recommendations and action points agreed at stakeholder meetings. As a result, it is unclear to what extent changes have been made by stakeholders in the direction suggested by the reports.

The CREATE team was most active in engaging with the wider humanitarian community once the synthesis report had been finalised and the project was drawing to an end. This meant that there were insufficient resources and opportunities to build strong and meaningful partnerships with some key platforms uniting international humanitarian network NGOs (such as ICVA or VOICE) during the earlier stages of the project. Some contacts were established with these platforms, and the report was circulated among their membership through the newsletters. A longer-term, more structured approach could have included connecting with the regional representatives of the networks; speaking at events or contributing to webinars organised by these platforms, similarly to the PHAP seminar organised in September 2017. These activities could have enabled impact by channeling insights and recommendations from the CREATE research into the priorities of the working groups and advocacy programmes of these platforms. Based on these strategic meetings, TI could then organise periodic follow-ups on the implementation of recommendations or changes in the experience of actors in the field.

What main factors (internal and external) have played a role in the achievement or non-achievement of impact/ results?

Enablers to implementation

The implementation of the CREATE project was mainly facilitated by the capacity and knowledge of those who engaged with the project, namely partners' expertise, humanitarian stakeholder engagement and the agility of the CREATE project team.

First, the project partners' (Humanitarian Outcomes and Groupe URD) network, sectoral expertise and experience in the case study countries was instrumental in identifying and bringing stakeholders together. Secondly, the delivery of the project to the agreed deadlines was enabled by the team members' flexibility and ability to adjust the methodology to the realities of the case study sites. An example of this was conducting additional one-on-one interviews with stakeholders for the Lebanon case study to guarantee sufficient input from stakeholders. Finally, participation from a wide range of stakeholders and the mix of profiles in the national stakeholder groups was an important enabler highlighted by some of the interviewees. This enabled recommendations and insights to be formulated in a participatory and relevant manner.

Challenges to implementation

The limitations to implementation were both practical and strategic in nature. On the practical side, language was a barrier to some communications and dissemination with stakeholders with non-English speaking stakeholders, particularly when Nicolas Serris, who speaks both French and Arabic, left the project. As such, TI-K, the coordinating partner, had to rely on other partners, such as TI-S, for language expertise in the latter phase of the project. Language was also identified as a limitation, to a certain degree, to outreach and awareness raising, given the lack of outputs translated into Arabic or French in Lebanon and Jordan. While efforts were made to bring some of the outputs to national audiences, such as translating the Guinean case study into French, and providing the Somali case study's executive summary in Somali, these efforts were inconsistent across the sites.

Security risks led to TI having limited presence at the national and regional events - for instance, some CREATE project team members attended the Afghanistan event via videoconference, and senior TI leadership, the Director of TI Kenya, was present only at the Nairobi and Mogadishu events. Some interviewees felt that this has limited the prestige of the project and may have limited stakeholder engagement.

Although stakeholder involvement was overall successful, in some cases it was felt that the project did not manage to engage with governments to a sufficient degree. This was especially the case for the Somali report, due to a difficult political and logistical context. In the absence of sufficient links with government, the longer term impact of the project is likely to exclude government policies and frameworks. In addition, despite the collaborative approach to the stakeholder groups, some humanitarian actors felt that the project was critical towards their own work, which may have limited their willingness to engage with the project in a positive mindset.

The structure of the project and its embeddedness in TI have led to some more strategic limitations. Despite the Kenyan TI Chapter's enthusiasm for pursuing work on the humanitarian sector, most of the research was conducted by non-permanent staff and consultants. Therefore, CREATE was owned and embedded in the TI movement to only a limited extent. As a result of the original project leader leaving TI Kenya, and the dissemination component being led by the TI Secretariat in Berlin, there is no clear owner of the follow-up of the project within the organisation, and it is not widely considered a priority area to pursue at the global level. Working with external consultants also meant that in absence of a coordinated learning effort, the knowledge of the research partners was not transmitted to TI, limiting the ability of the organisation to pursue future work without partners.

Although some discussions on shared advocacy planning were held, the project did not incorporate a structured advocacy component alongside the dissemination plan. This did not limit implementation, but is likely to result in a lack of long-term impact on policy and behaviours. Some interviewees state that they have not received any follow up on the recommendations after the workshop, and the ODS team does not have any evidence of whether or not the recommendations were taken up, and by whom. Concrete follow-up on the recommendations and action points defined at the stakeholder meetings was limited by the lack of a structured plan and budget for follow-up, but also by the lack of action points being defined with responsibilities and timelines.

Which other factors contributed to the changes that were generated, and to what extent can the Secretariat be considered to have contributed to them?

There is no evidence that any changes have been generated as a result of the CREATE project. Nonetheless, that does not negate the contribution of any of the participating partners, particularly TI-S and TI-K. TI-S was instrumental in enabling the consortium to successfully conclude the delivery and the dissemination of the project according to plan, especially after the project lead from TI-K left the organisation. CREATE was a part of the wider global and local discussion about transparency and corruption in humanitarian aid, involving local, international and global actors in the private and public sectors. If dissemination and advocacy efforts leverage the opportunities offered by engaging with wider policy discussions, this can further help the effects of the project. However, if the follow-up actions are not linked up with other initiatives and processes being implemented, the project's reach will be severely limited.

Conclusions

The research, launch events and wider outreach activities (publishing the reports on TI's website, presenting the CREATE findings at international fora) were effective methods for reaching the project's intended outcomes. Although TI and TI Chapters were able to rely on their networks to conduct the project, particularly in the research and national and regional dissemination phase, without any continued activities it will be difficult to nurture these partnerships and maintain efforts to keep the project relevant to a wider group of stakeholders. At the global level, there is no clear indication that TI and TI-K have developed meaningful partnerships with international network organisations to maximise the exposure of the project and to bolster

dissemination efforts. Therefore, despite a highly effective delivery of the project, longer-term impact is unlikely in the absence of additional funding.

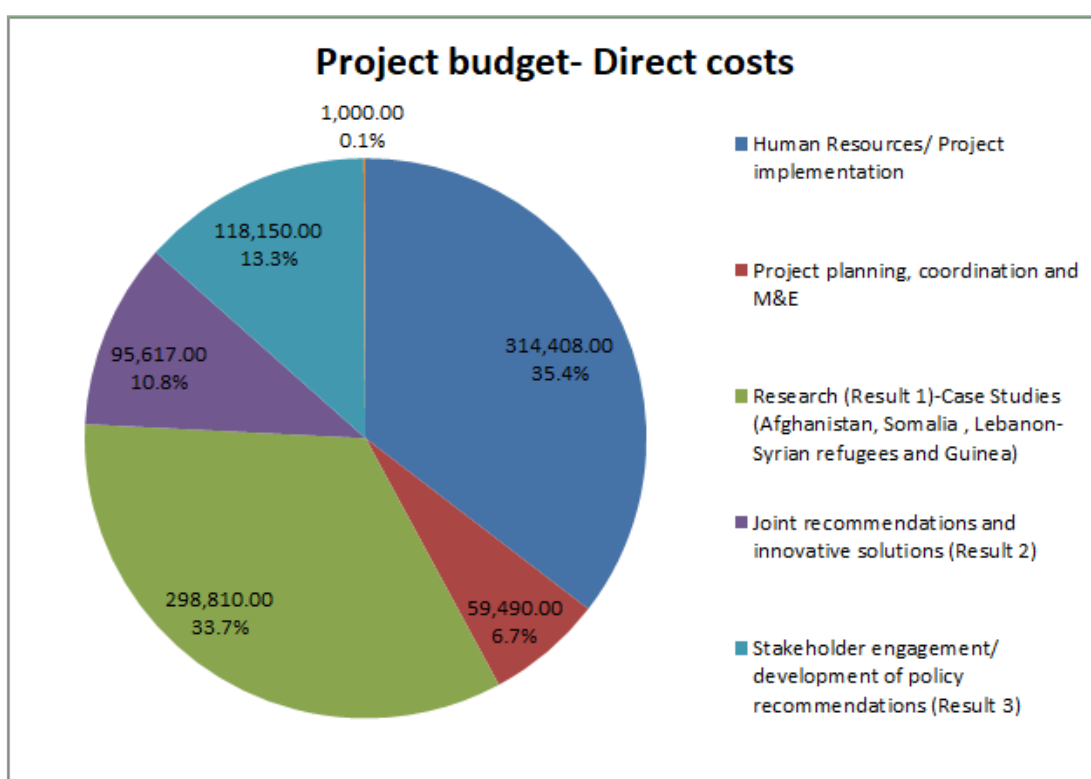
2.6. Efficiency

This section assesses key project management aspects of the CREATE project, including budgeting, coordination, communication activities, amongst others.

How much progress was achieved at reasonable costs?

ODS cannot provide any analysis on whether or not progress was achieved at a reasonable cost as this information has not yet been provided to the learning review team. However, ODS has an early budget of anticipated direct costs across task lines as demonstrated in Figure 1 overleaf.

Figure 1: Project budget- direct costs



Human Resources

Without financial reports, it is difficult for the learning review team to make a detailed financial analysis of how much was achieved at reasonable costs. However, according to the project budget, human resources had the biggest budget allocation. Within this budget, 33% was allocated for Result 1, 33% for Result 2, and 33% for Result 3. Given the different activities involved in achieving the research results, it is unlikely that the research results would have had equal HR demands and costs. Although the learning review team needs further information to make this conclusion, our assumption is based on the underspend in the HR budgets of certain TI

Chapters, for example TI Jordan, whose activities focused on Result 3. In light of this, ODS suggests that the project budget could have been more tailored to the structure of the project.

Within the TI Chapters, a significant amount of the budgets was allocated to HR. TI-K allocated 41% of its budget to HR; TI Senegal, 72%, and TI Jordan, 44%. Data on actual spend was not provided to the learning review team, therefore ODS has no insight into whether these allocations were justified.

TI expected that the no cost extension or suspension would incur some costs, e.g. €37,892 in salary costs, €5,000 for transport to plan and coordinate the activities, and €8,000 for printing and shipping costs.¹¹ Without additional financial information, the learning review team has no evidence of whether these costs were actually incurred and what the implications were.

Was the actual timeline of development and implementation realistic?

Overall, the timeline for the development and implementation of the project were realistic as this is corroborated by both the narrative reports and CREATE team members' perceptions. Delays were encountered (e.g. the no-cost extension/suspension of activities) and were attributed to circumstances beyond TI's control, such as availability of key stakeholders to attend dissemination events.

The project encountered challenges, and unforeseen but necessary additional time investments during the implementation of research activities. These were mainly due to the sensitivity of the research topic and the instability of the geographical contexts that the research focused on. Challenges included restricted access to key informants and affected populations for security reasons. In terms of time investment, additional time was required to establish a rapport with interviewees and stakeholders in order to gain trust, according to documents received by the learning review team. These challenges delayed the finalisation of the four country case studies. Given that the final synthesis report was based on these case studies, their delay impacted on the implementation of remaining activities which were dependent on the final synthesis report, particularly activities under Result 3.

Furthermore, discussions with stakeholders regarding these key activities, (specifically regional events, roundtable discussions and workshops for dissemination and outreach), revealed that while they were interested in discussing research findings and recommendations, the majority of stakeholders would not have key staff available in the period July - August 2017. The TI team therefore requested a no-cost project extension from ECHO. The project was therefore suspended between 17 July and 18 September 2017, and resumed on 18 September 2017. In the initial no-cost extension of the contract, TI decided to add additional regions for the action to reach a wider number of stakeholders in Nigeria and Mali. These were included in the Result 3 activities.

To what extent were effective management and administration systems in place? How suitable is/was the current organisational structure for and conducive of positive progress?

Interviewees within the partnership feel that the original project management structure was adequately organised. However, the management and staffing of the project across TI faced significant turnover, which

¹¹ TI's letter to request suspension of activities to ECHO

created challenges in ensuring continuity of expertise during delivery. Flexibility in the management, and the involvement of TI-S have made it possible for the project to deliver the activities effectively.

The initial project manager was seconded from GIZ. Once his contract expired in December 2016 funds were redistributed across budget lines to enable TI to employ him as a consultant on the CREATE project up until June 2017. In July 2017, a new coordinator, based in TI-S was appointed, at the same time as the no-cost extension and suspension of activities began. Through the stronger involvement of the coordinator in TI-S, the transition and the end phase of the project respected the planning defined at the beginning of the project, and updated with the no-cost extension.

During the course of the project, some TI Chapters faced turnover and staffing challenges that impacted the implementation of the activities particularly at the dissemination workshop stage. TI Lebanon faced a shortage of staff and the implementation of the project was frozen from June to September 2016 while recruitment took place. TI Senegal hired a consultant to see the coordination of the dissemination workshop through, after the resignation of the initial coordinator. While these challenges were unforeseen and for the most part beyond the control of TI and the Chapters involved, they indicate a possible need for more deliberate task sharing or capacity building to enable other staff members to take over tasks more efficiently in case of unforeseen circumstances. This applies to TI at Chapter level as well as TI-S, particularly given the important role played by TI-S in facilitating the continuation of activities amid unforeseen challenges.

Conclusions

Without financial documents on how much was actually spent on these activities in relation to what was planned, it is difficult to evaluate whether or not the budget was sufficient, and efficiently allocated and used across project task lines. While overall, the CREATE project team feels they had sufficient time to conduct their activities between September 2015 - November 2017, the reality remains that a no-cost extension was required to fulfil the final dissemination obligations of the project. It appears that it would be a useful lesson for future projects which focus on challenging contexts, to budget additional time in case of complex security, political or infrastructural issues which need to be addressed.

Finally, in executing the project there were many challenges in terms of staff turnover and capacity. Given the scope and the breadth of the work at hand, there may have been more opportunities to share some tasks around the TI Chapter network, and to hire/assign some of the external consultants to ad hoc support activities.

2.7. Sustainability

How sustainable is the approach post-current funding – financially and conceptually?

As outlined in a previous subsections, the project covers a highly relevant topic and TI-K, together with some other Chapters would be enthusiastic to continue work. Conceptually, interviewees of all stakeholder groups feel that the CREATE approach was good, and that the project fit well within the wider conversation on corruption in humanitarian aid. One outcome of the CREATE project is that it has published evidence-based

research on the risks to humanitarian aid integrity in the case study countries, implying that this information can be used as a basis for advocacy.

However, incentives and funding are needed to keep the momentum of this approach. Many implementing partners, and some CSO representatives feel that it is TI's responsibility to ensure sustainability of the investment in CREATE and the research conducted to date, even after the ECHO funding has ceased. However, some interviewees do not think that this is a priority for TI-S. One non-TI staff interviewee mentioned that it is important to consider keeping the data up to date, to save the research from becoming outdated. One suggestion was to build upon the evidence already collected, and that this can be conducted through an online survey, for example. It is unclear however, who would fund the work needed to organise and analyse such a survey.

Financially, the future is unclear. Any continuation of the work would need to be covered by funding from a bilateral or multilateral donor, as TI core funding is unlikely to be able to cover any follow-up activities. Several TI Chapters interviewed felt that CREATE's sustainability is severely impacted by short funding periods which do not afford the time to effectively build up and leverage expertise in this new sector. As in several cases TI Chapters are not able to receive international funding, much of the fundraising responsibilities lie with TI-S. Limited strategic support and fundraising capacity within TI-S, however, make it unlikely that fundraising efforts for continuing the CREATE project will be prioritised in the near future.

What concrete steps were/ are being taken to enhance the sustainability of the approach?

Despite multiple stakeholder engagement with the CREATE project and many interviewees' desire for change in the humanitarian sector, there is no concrete plan as to how the CREATE findings and outcomes will be taken forward. Although TI-K reported that there were steps being taken to ensure the sustainability of the approach, such as the creation of national level working groups in the countries where research was undertaken, in the absence of funding the long-term sustainability of these working groups cannot be guaranteed. No systematic sustainability or exit strategy has been drafted as part of the project planning. Although individual stakeholders are making efforts to disseminate the report at an individual level, there does not appear to be a concerted effort for dissemination by CREATE partners. In the absence of a coherent dissemination, follow-up and advocacy approach, it is unlikely that the results will be used in an impactful way.

To what extent are the Secretariat and TI chapters developing and implementing effective strategies to make this area of work sustainable?

There is no evidence of a sustainability strategy, or of further plans to make this work area sustainable. TI-K has worked on the issue of humanitarian aid integrity for a number of years, and is keen to continue this work; however, in order to do so, the adequate resources will be necessary. Other TI Chapters have also stated that they would require funds to continue their work. As such, several TI Chapters comment that they need support from TI-S, and greater access to funding, to build upon their expertise to drive for change, and to enable short-term projects to contribute to the longer-term vision of the organisation.

Conclusions

Although there was generally consensus that this project was useful and important, many interviewees were not optimistic about the sustainability of the project. Firstly, there is no indication for resources that would enable TI to update the research in order to ensure its relevance. Secondly, sustained resources are needed for awareness raising, dissemination and, crucially, maintaining staff expertise and capacity. In the absence of these activities, the project is not sustainable, and its overall contribution is likely to remain very limited.

Some TI Chapters have discussed continued interest in the CREATE project, and mentioned scope to translate these activities into local languages. However, without a dedicated budget, these activities will likely not happen and efforts to reach out to local stakeholders will likely suffer. The sustainability of CREATE efforts will likely suffer from a lack of ownership over solutions, for example, passing on responsibility to other actors - because there are few dedicated resources - to research partners and to other organisations/actors in the networks (e.g. national stakeholder groups, management of the national stakeholder groups).



3. LOOKING TO THE FUTURE: LEARNING AND RECOMMENDATIONS

Stakeholders recognise that TI alone is not responsible for tackling the problem of corruption in humanitarian aid. However, it could be an important actor in contributing to the work of donors, governments and INGOs in creating solutions for curbing corruption in the sector on the basis of its involvement in CREATE. Many NGOs are interested in the CREATE approach from a practical perspective, in order to gauge risks and best practices. Although it is unclear what the future of CREATE will be, the stakeholders share an understanding that the issue of integrity in humanitarian aid needs to be pushed forward. This final section outlines transferable learning points and recommendations for any follow on activities for both TI-S, TI Chapters and DG ECHO.

3.1. Recommendations to build upon the CREATE project

DG ECHO should use the findings from the CREATE project in coordination with its wider agenda

TI, TI-K and their partners have been highly effective in generating the anticipated results under the CREATE project; as such an evidence base is now available and can be used for further dissemination and advocacy work. In a first instance, DG ECHO should outline how it intends to use the results, outputs and learning from the CREATE project to further integrity efforts in humanitarian operations, and to meet the principal objective of the project. For example, DG ECHO should determine how best to embed the results of the CREATE project into local agendas, as there is appetite to embed mitigation strategies against corruption risks at local, regional and national levels. As such, DG ECHO should coordinate its efforts with local partners to empower them in taking ownership of subsequent activities and driving forward solutions to corruption challenges. In addition, DG ECHO should use its position to further disseminate the learnings from CREATE at an international level to continue to raise awareness of both corruption risks in humanitarian operations.

TI and TI Chapters should look to diversify their funding for work on aid integrity

It is ODS' understanding that there is no additional budget for TI and its partners to continue advocacy and outreach on corruption risks and recommendations to combat these risks. If appropriate follow up activities were planned, impact could manifest in revised behavioural norms, and changes to policy and practice in humanitarian aid integrity at organisational (donors, NGOs, INGOs, supply chain, etc.) and systemic levels (governments, national level donors, etc.). Given that there is appetite for an evidence-based approach to acknowledge and mitigate against corruption risks amongst some humanitarian stakeholders, TI, TI-K and other TI Chapters could research funding opportunities to develop their expertise, capacity, and to leverage and build upon the findings of the CREATE project.

TI Kenya and other Chapters should be encouraged to develop expertise in humanitarian aid integrity

If TI-K and other TI Chapters involved in the project have both the will and the expertise to conduct follow on activities, they should develop a business case and plan for how they would continue working on integrity in humanitarian aid. Specifically, if TI-K is determined to continue its work on integrity in the humanitarian sector, ODS recommends that TI-K conduct fundraising activities and follow on work through the GTNI. ODS recommends that they outline a strategic plan for how they will build upon their experience from CREATE, including a plan for sustainability and an exit strategy to ensure that humanitarian stakeholders can share and eventually take ownership of the activities. Such an exit and sustainability strategy would be formulated in the nascent stages of the project, and activities (e.g. capacity building, training, development of advocacy frameworks) would be designed to allow a wider group of stakeholder to take ownership of the outputs, results and drive for impact.

Furthermore, if TI-K is determined to continue to promote the CREATE project, they should demonstrate how they could conduct this work relatively independently, and discuss specifically the type of support they would need from TI-S, if any, for example, support for fundraising and/or capacity building. Furthermore, if TI-K is eager to continue the work started with the CREATE project through dissemination and advocacy efforts, they should discuss with DG ECHO to understand if there is additional budget for follow on activities, and/or how best to coordinate efforts.

A targeted advocacy plan should be developed to maximise the sustainability and impact of the CREATE study

To harness the sustainability of the CREATE project, TI and its partners, and/or DG ECHO should develop an advocacy strategy to leverage the findings, to raise awareness of corruption risks in humanitarian aid by sharing the report and connecting relevant actors, so that the achievements of the project are not limited to the research reports.

If further advocacy or dissemination activities are to occur, TI-S and its partners and/or DG ECHO should tailor its messaging of the results to different target audiences to encourage meaningful action. First, civil society actors and NGOs/INGOs could benefit from tools and template strategies for identifying and mitigating against corruption risks in their ranks, although some may already have internal policies and strategies in their organisations. TI mentioned that it already created a handbook in 2014 - this could be a document to

complement the activities so far, as well as signposting organisations to other useful resources. Secondly, any advocacy strategy should raise awareness amongst government actors in a concerted campaign, demonstrating the benefits of tackling risks and infractions to aid integrity from the top through policies, laws and strategies. Finally, the findings should be shared with donors to engage them in creating effective solutions to address corrupt behaviours amongst grantees.

Any dissemination and advocacy activities should be facilitated by the connections that the project team has already made over the course of the CREATE project, for example, based on the stakeholder mapping exercise and through further engagement with members of the national stakeholder groups and global advisory group to leverage their expertise and networks.

ODS suggests that TI-S and TI-K agree on setting aside some dedicated time and a budget to reach out to, and meet, high level policy stakeholders to maximise the CREATE project's potential for impact.

TI should engage in collective action with a variety of different stakeholders

TI should act as a supportive body to encourage actors involved in the humanitarian sector to keep pushing for integrity in humanitarian aid, as such TI could create a coalition and seek joint funding with partner bodies. Such collective activities could include working on integrity pacts between donors and grantees, and collating and analysing good practices which donors might have in addressing corrupt behaviours. Another approach TI could take is to engage the public sector and NGOs in collective action activities such as capacity building, training, monitoring and oversight, etc.

TI and TI Chapters should dedicate time and resources to keeping an up-to-date record of perceptions of corruption in humanitarian aid

The CREATE project has gathered insights into corruption risks in crisis situations, at one specific moment in time. Therefore, the findings and the recommendations are at risk of becoming less relevant over time. Given its expertise in anti-corruption, TI could also invest some additional resources in continuing engagement with the local stakeholders in the four case study countries, and potentially in other regions, to assess perceptions of corruption, pinpoint corruption risks and understand commonalities across locations and crises, as well as trace awareness of corruption risks and organisational ability to confront said risks.

3.2. Transferable lessons from CREATE

Systematic data collection for the purposes of establishing a baseline and conducting monitoring activities should be a key first step in any project or programme plan

Moving forward, TI-S and TI Chapters should make deliberate efforts to establish baseline data in the first stage of a project or programme. As such, over the course of the project, these data will serve as a comparator to demonstrate the distance travelled by a project/programme and help to demonstrate an intervention's added value, mapped against activities, timeline and milestones. Such a measure is essential for project accountability, mapping potential impacts, and indicating the sustainability of results.

Ensuring that there is a budget to translate outputs into local languages is important

If undertaking a similar type of project, with dissemination efforts in a number of different areas, TI should make efforts to produce reports, information, and summaries in local languages, in addition to English, to avoid alienating relevant regional and national stakeholders. While TI produced a report on the Guinean case study in French, the Lebanese case study was produced exclusively in English, rather than French or Arabic.

Project management could be run more effectively, with greater communication across sites

The challenges that TI and some of its Chapters faced over the execution of the project point to a need for better communication, and documentation of progress and staff responsibilities. To ensure project sustainability, TI would benefit from working with its implementing partners to build staff capacity by assigning a “shadow” colleague to team members who are responsible for key components of the project, and/or to encourage regular meetings and the use of (digital) project management tools to keep track of tasks and progress. This approach would enable staff members to hand over tasks more readily in the case of turnover or other unforeseen circumstances that may reduce team capacity.

TI and TI Chapters should budget time to mitigate for delays and security risks when working in crisis areas

Overall, the CREATE project team feels they had sufficient time to conduct their work. Nonetheless, some tasks were delayed which had implications on the dissemination phase, as such the project had to be extended from September to November 2017. It appears that budgeting additional time to anticipate for administrative, security or other delays when working in challenging contexts would be useful.

3.3. Donor specific recommendation

DG ECHO should consider sustainability in funding research

Funding a research-focused initiative was a novel form of engagement for DG ECHO. In the future, ODS recommends that the funding of research-centered initiatives is prioritised only if applicants incorporate a structured advocacy component and a clear theory of change for ensuring that the research is channeled towards creating policy and behavioural change. In addition, DG ECHO could contribute to any sustainability efforts linked to the CREATE project. Given its position as an EU body, DG ECHO could leverage its status and connections to reach an international, humanitarian audience to share the key learnings from the CREATE research, and consider ways to build up the body of evidence already collected.



ANNEX I - CREATE LOGFRAME

The logframe is provided in a separate document to this report.

ANNEX II - CASE STUDY SUMMARIES

This Annex provides a summary of the CREATE project at each case study site. The table below provides a high-level summary of the case studies.

Country	Theme	Rank in 2016 TI Corruption Perceptions Index ¹² (out of 76)
Afghanistan	Corruption risks in complex emergencies with reduced humanitarian space	169
Somalia	Corruption risks in complex emergencies with reduced humanitarian space	176
Lebanon	Countries affected by massive inflows of refugees	136
Guinea	Countries affected by large-scale public health emergencies	142

Afghanistan

Timeline	Activities
Sept 15 to Jan 2016	Desk research by Capstone
Oct 15	ToR are drafted for the research partners (Humanitarian Outcomes and Peace Training and Research Organisation [PTRO])
Feb 16	Mapping of stakeholders completed Established National Stakeholder Group
March 16	First consultative meeting with National Stakeholder Group and Workshop, ToR research partners finalised Series of meetings with individual stakeholders conducted Start of key informant interviews and field research
Oct 16	First draft report developed
Nov 16	Consultative meeting with National Stakeholders Group and Workshop
Jan 17	Case study Afghanistan finalised
April 17	Launch of the Case Study
July 17	CREATE Synthesis report launched

¹² https://www.transparency.org/news/feature/corruption_perceptions_index_2016

General context

Afghanistan has suffered multiple crises including internal and international conflict and natural disasters. These have made it difficult for development to take off, resulting in a strong need for humanitarian aid. The findings of the project indicated the challenges faced by Afghanistan in mitigating corruption, some of which are related to a context affected by several years of calamity. While the project was generally perceived to be relevant and to some extent successful in raising awareness on corruption, there were mixed feelings about the particular focus on the humanitarian sector and doubts about impact.

CREATE project

The CREATE project was seen to bring clarity to corruption risks and possible mitigation measures in humanitarian aid, and supporting that with reliable data, the project met its purpose and was well received in the Afghan context.

Although interviewees state that there is less focus on corruption in humanitarian aid compared to the security and development sectors. Nevertheless interviewees agree that looking into corruption risks and possible mitigation measures in the Afghan context is very relevant. As such, the CREATE project builds on data from previous research revealing that corruption is perceived as one of the greatest impediments to receiving aid in the Afghan context. Corruption is high on the government's agenda - mainly in terms of development and security - and it is considered a necessary and valid step forward to incorporate humanitarian aid.

Interviewees state that the project has added to the awareness of the involved stakeholders, and contributes to the ongoing debate on corruption in the country - primarily at a high level, and helps to tackle the issue step-by-step. Much like for the CREATE project in general, interviewees feel that it is unrealistic to think that the project is going to have an immediate and measurable impact in terms of reducing corruption risks and increasing mitigation measures. In order for impact to occur, a fundamental shift in mentality and the political landscape would be required.

Interviewees feel that the National Stakeholder Group has the right composition of stakeholders and is engaged throughout the case study implementation (review of research ToR, feedback on preliminary findings, collective formulation of recommendations and validation of the research report). The case study report was formally launched and presented, and interviewees state that it was widely shared in the humanitarian community. Interviewees feel that effectiveness for the Afghan context could have been greater if dissemination had been more engaged by for example having local level presentations or a cross-fertilisation with the results obtained in other case study contexts.

The study team encountered some challenges during the production of the case study particularly related to the availability of staff, the accessibility of key interviewees, the security context and the sensitivity of the subject matter (therefore, it was important to build trust). These factors led to a delay in implementation by several months. Interviewees however considered these difficulties minor, and judged the overall implementation as efficient. TI identified a research partner with adequate knowledge and experience in the

context; and this research partner teamed up with a local partner equally well-placed to conduct research activities in the field.

For the Afghan context, a more intense dissemination is regarded as the main means to increase the sustainability of the project; a greater momentum could have been created. The project did contribute to the capacity and knowledge of the research partners, of which one is firmly entrenched in the context. TI's own presence in Afghanistan however is limited, which could have negative implications for the sustainability of the CREATE project, particularly if the system is not yet primed for change, and there is no organisation to take ownership of the next steps.

Guinea

Timeline	Activities
Jan 2016	Mapping of regional and Guinea-based Ebola response actors finalised
Feb 2016	Case study stakeholders' workshop is held
Mar/Apr 2016	Field research begins
Jun/Jul 2016	Field research finalised
Sep 2016	National stakeholder consultation workshop
Mar 2017	Guinea case study report launched at the Conseil Economique et Social de Guinée
Mar 2017	TI-K and Forum Civil meet with regional actors (e.g. ECHO, OCHA, etc.) in Dakar, Senegal

General context

Guinea was subject to an Ebola epidemic from 2014 - 2016 in which humanitarian assistance and operations were required, and was therefore subject to a large scale public health emergency. The Guinean CREATE case study outlined that Guinea was selected given its particular fragile political context, a distrust of public institutions, and that responses were required from various actors at community, regional (neighbouring states) and international level.

CREATE project¹³

The implementation of the CREATE project in Guinea was led by Forum Civil, the Senegalese Chapter of Transparency International. The main output of the study in Guinea was the case study report, which was shared with humanitarian actors, e.g. operatives on the ground and other actors who might want to understand the risks to integrous ways of working, as well as the Economic and Social Council of Guinea, a governmental body.

¹³ In compiling information on the Guinean case study, it is important to note, that the learning review team managed to conduct interviews with only two stakeholders involved in the Guinean context, and therefore these findings should be interpreted with great caution.

In conducting the study and in opening dialogue with humanitarian actors in the Guinean context, to raise awareness and engage actors in dialogue it was important to change the language of the conversation from a question of *corruption* to a question of acting with *integrity* to avoid placing blame on potential stakeholders and encouraging them to engage with the project.

Although, generally, the CREATE project was seen to be run well in Guinea, and was deemed to communicate its theme effectively, the study confronted some challenges given its specific context. First, engaging with the study was not the main priority of humanitarian actors on the ground as they were focused on the evolution of the Ebola crisis rather than discussing integrity in humanitarian aid. Secondly, it was difficult to follow up with actors in the aftermath of the Ebola crisis as many subsequently left the Guinean territory. Finally, there were some actors who did not wish to engage with the study, given its particular theme. However, the study was facilitated by the partnership with Groupe URD, which had experience of working in Guinea, as well as connections to the humanitarian sector, which was essential to undertaking the study methodologies (e.g. surveys, observations, etc.).

It is unclear how advocacy is being conducted in Guinea, particularly during the dissemination phase of the project; although one interviewee suggests conducting advocacy on the importance of monitoring activities in tackling corruption. As is the case with CREATE in general, more advocacy efforts are required, as the short dissemination period was insufficient. Furthermore, advocacy cannot be taken at a high level with a select few interviewees, and the report should be disseminated widely to individuals at local, national and international levels to encourage collective activities to address corruption in humanitarian aid. Raising awareness amongst more stakeholders, coupled with the development of tools, or the dissemination of existing tools, could help civil society to make best use of the CREATE findings.

Lebanon

Timeline	Activities
Oct 15	TI Kenya meeting with potential stakeholders in Lebanon to confirm interest in case study participation
May 16	First stakeholders workshop to discuss scope and methodology
Jun- Jul 16	Finalisation of field research
Nov 16	Second stakeholder workshop to discuss key findings and recommendations
Jun 17	Launching of the case study
Aug 17	6 roundtables with stakeholders to discuss the findings of the publication. Kfarsir, South Lebanon August 17, 2017 Baalbeck, Beqaa August 19, 2017 Danniyeh, North Lebanon August 21, 2017 Rayak, Beqaa August 28, 2017 Saida, South Lebanon August 29, 2017 Majdel Anjar, Beqaa August 30, 2017

	Development of infographics on the findings of case study report
Nov 2017	Synthesis report dissemination and regional discussion workshop- Jordan

General context

Lebanon is one of the main host countries for Syrian refugees. The Lebanese CREATE case study shows that in a highly fragile context, with a government that has been weakened by years of international and national turbulence, the ground is fertile for inappropriate corrupt practices by humanitarian actors. These negatively affect those who are already vulnerable, and threaten the general integrity of the aid response.

In light of the Lebanese context, there was general consensus amongst interviewees about the relevance of the project in Lebanon. While local humanitarian organisations felt that efforts to address corruption needed to focus on the bigger international organisations with more money, it was generally acknowledged that there was need to raise awareness on the issue.

CREATE project

The TI CREATE activities in Lebanon were implemented by TI Lebanon (Lebanese Transparency Association). These included supporting the case study efforts in Lebanon under the coordination of Groupe URD and TI Kenya, with the support of TI Jordan. The Lebanese case study report was the main output at the Lebanon site the findings of which were shared with local stakeholders in six roundtable discussions (held in the South, North and Beqaa). These discussions were designed to target around 180 Lebanese and Syrian participants from different backgrounds. Participants included Syrians living inside and outside of refugee camps, national and local government employees (e.g. from Ministry of Social Affairs, the Ministry of Education and Higher Education, municipality staff) educators, NGO staff, and social workers.

While some interviewees are of the opinion that the project documented what is already known amongst local organisations, others suggested that the project was effective in raising awareness amongst stakeholders, particularly Syrian refugees. As such, Syrian refugees echoed the findings of the report, reportedly sharing their experiences as victims of corruption and mistreatment in Lebanon.

The Lebanese project partner faced challenges in organising the meetings. For example, they found it difficult to attract new relevant stakeholders to participate in the workshops meetings, people who were relevant to the issue but who would benefit from awareness raising as opposed to those who already had a good understanding of the issue. To this extent, while the meetings were well attended (a maximum attendance of 40 people per meeting based on the narrative report), it is not possible to assess whether participants' awareness of corruption risks was raised as a result of CREATE, as there is no baseline information available on this.

In implementing the activities, TI Lebanon experienced capacity issues due to a lack of staff. CREATE project activities were therefore frozen between June and September 2016 as recruitment took place. There was also some budget underspend, which led to the submission of an amended budget, on which activities between August and September 2017 were based. In spite of this, the budget was perceived to have been limited, allowing for only six meetings, where there had been demand from stakeholders to conduct more. Interview

reports also highlight that the Lebanon report's publication in English, with only the recommendation section being in Arabic, was a limitation to outreach. In terms of the research, it was highlighted that the Lebanese context was quite specific, presenting challenges to the researchers that they had initially not foreseen. Furthermore, the content of the report was perceived to have been affected by the sensitivity of the issue, resulting in the second version of the report being softened to focus less on the chronic and structural issues that had been identified in the first version.

While there are no financial plans for sustaining the project, there was consensus on the sustainability of the idea and the need for a campaign and advocacy phase to implement the recommendations of the project. For impact to occur, it appears that sustained outreach and awareness raising efforts need to happen to motivate the variety of actors working in the Lebanese context.

Somalia

Timeline	Activities
Sept 15 to Jan 2016	Desk research by Capstone
Oct 15	ToR research partners drafted
Sept to Dec 15	Stakeholders mapped
Dec 15	First consultative meeting with stakeholders
Jan to Feb 16	Start of the field study and key stakeholder interviews, Programme Coordinator hired and starts work
Feb 16	Second consultative meeting with stakeholders
March 16	National Stakeholder Group established
March to May 16	Bulk of the interviews and field visits completed
May 16	Four round-table discussions with members of the National Stakeholder Group to discuss findings, comment, and provide guidance for the completion of the first draft report
June 16	Field research finalised and draft report completed
Aug 16	Consultative workshop with stakeholders
Dec 16	Launch of the Case Study
March 17	Case Study Dissemination and Discussion Workshop in Nairobi, with Mogadishu joining per teleconference
May 17	TI-Kenya presented the recommendations and findings of the Somalia Case Study to National Somali NGOs in the framework of a localisation workshop organised by the Somalia NGO consortium

General context

Somalia faces development and security challenges as a result of recurring droughts and ongoing conflict. UNOCHA estimates about 3.2 million Somalis in need of humanitarian assistance. At the same time, the 2015, Transparency International Corruption Perception Index ranked Somalia as one of the most corrupt countries in the world. The relevance of the project in this context was confirmed both by the research and the interviewee reports from this review. Yet in a context as intense as Somalia, interviewees regarded the success in raising awareness as present, albeit modest, and had reservations on impact.

CREATE project

In terms of bringing a more accurate understanding of corruption risks and possible mitigation measures in humanitarian aid, supported by reliable data, the project met its purpose. Moreover, it managed to engage a substantial number of stakeholders, who spoke rather openly and transparently on the subject.

Because of the high level of corruption; the size of the humanitarian sector; and the reluctance to address the problem, the project was considered very relevant in the Somali context. CREATE builds on data of previous research revealing that corruption is perceived by a large majority of the population as the single largest impediment to receiving aid. However, although corruption is a recognised challenge in Somalia, it is not prominent on the governmental agenda, as it could be seen to threaten the substantial international aid flowing into the country.

One notable facilitating factor at the Somalia case study site is that the National Stakeholder Group was reportedly engaged throughout the case study implementation, and was instrumental in finalising the draft report. In addition, as part of the project, the media and social media coverage of the case study report was monitored, which yielded quite positive results.

Interviewees feel that it is unrealistic to think that the project is going to have an immediate and measurable impact in terms of reducing corruption risks and increasing mitigation measures. Still, interviewees stated that the project has added to the awareness on the issues and has helped promoting a greater openness and transparency. Interviewees perceived that the project has some modest value in terms of placing corruption more prominently on the agenda of humanitarian stakeholders, including government, donors and implementing agencies. Interviewees mentioned that the turn-over of humanitarian staff in the context is a risk to sustainability and impact: awareness may not be sustained from one colleague to the next or become entrenched in organisational knowledge.

For impact to occur in the Somali context, it will be important to disseminate the results of CREATE to share the message around corruption risks in humanitarian aid. However, without an organised advocacy infrastructure and the requisite resources to engage high-level stakeholders it is unclear how the findings from the CREATE project will lead to some change in the Somali context.

ANNEX II - INVENTORY OF DOCUMENTS

Category	Title	
ERC	Minutes_ ERC grant planning meeting_ Sept 2015_FINAL	
	TORs_ERC studies_final clean	
Global events	Minutes of the IASC AAP PSEA Task Team Meeting 3 August 2017	
	Overview_key discussions_IATI members' assembly	
	Paper-1-Agenda-MA-Meeting-June-2016-3	
	Investing in UK International Development_BTOR	
	Mitigating corruption in aid_PHAP webinar series	
	BTOR_ECHO CREATE project workshop_May 2016	
	BTOR_World Humanitarian Summit_May 2016	
	HAIN workshop agenda_ Istanbul May 2016_updated	
	Meeting with ECHO	
	Conference Synopsis Brussels 2017.11.14	
	Information for Confirmed Speakers AidEx Brussels 2017	
	Transparency_case_study_proof_v3	
	ALNAP BTOR	
	ALNAP_Agora outline_070217	
	alnap-31-annual-meeting-agenda-day-1-and-2-[digital]	
	Annex_ERC_Project Budget_revised May 2017	
	Annex_ERC_Project Budget_revised May 2017	
	Partner budegts_Groupe URD	
	Partner budegts_Groupe URD	
	Partner budgets_Humanitarian Outcomes	
	Partner budgets_Humanitarian Outcomes	
	Partner budgets_TI Chapters	
	Meetings in London	
	Contextual factors on humanitarian aid and corruption risks.	
	20171030_hfft_meeting_notes_-_18_oct_2017	
	iasc_brown_bag_meeting_7_nov_2016	
	Inception reports	Rapport de démarrage Etude Ebola Guinée
		Inception report_Somalia
		TI HO study - inception report for Afghanistan - 1st April 2016
		Inception Report_Lebanon_FINAL
N/A	HAIP_Centre of Expertise_Programme Document_Final_March 2014	
Narrative reports	~\$aft Concept closing the loop	
	Draft Concept closing the loop	

	Report 1_CREATE narrative_Sept-Nov 2015_revised
	Report 2_CREATE narrative_Dec 2015-Feb 2016_revised
	Report 3_CREATE narrative_March-May 2016
	Report 4_CREATE narrative_June-July 2016
	Report 5_CREATE narrative_August-October 2016
	Report 6_CREATE narrative_November 2016-January 2017
	Report 7_CREATE narrative_February-May 2017
	Report 8_CREATE narrative_June-August 2017
	Report 9_CREATE narrative_September-November 2017
National events	Compte rendu_ Conference de lancement_ etude reponse Ebola_ Conakry 30 mars 2017
	Liste participants conference CES Guinee_ 30 mars 2017
	Launch event summary_15 June 2017_final
	Lebanon_CREATE launch_participants list
	Lebanon_Narrative Report June - August 2017
	Afghanistan case study_ Launch event_ summary notes
	Attendance list Afghanistan_ April 2017
	2016-12-20-Online Media Monitoring Report- Transparency International
	Mogadishu List
	Nairobi List
	snc-2017--2019-strategy-
	Somalia case study stakeholders meeting_9 March_ summary and action points
Proposal	Suspension letter_ECHO confirmation
	CREATE project_project changes and official requests
	CREATE summary
	ECHO_suspension request letter
	Modifications to the Action_no cost extension_May 2017
	ECHO_Interim Report_August 2016
	MEL_Results & Indicators_ECHO
Regional events	Annex 2 Jordan Participants Programme
	CREATE regional dissemination event_Jordan_final draft
	Jordan Final confirmation list20401
	CREATE regional workshop_Bamako_Rapport final
	Agenda_Atelier du 6 Oct
	CREATE regional workshop_Atelier Dakar_Rapport final
	Annex 1 Pakistan Participants List
	Annex 2 Pakistan participants programme
	Annex 2 Pakistan participants programme
	CREATE regional dissemination workshop_Pakistan_final draft
	CREATE project_additional meetings in Nigeria

	CREATE regional dissemination workshop_Nigeria_final draft
	Nigeria event_participants list
Research reports	CREATE_Guinea report ENGLISH_formatted final
	CREATE_Lebanon report_final updated
	CREATE_Synthesis report_final
	CREATE_Afghanistan report_final version updated
	CREATE_Somalia report_final
Survey	Survey_Integrity in humanitarian operations_ENG
	Survey_Integrity in humanitarian operations_FR
	English responses all data
	French responses all data
Terms of reference	Terms of Reference_Kenya
	Terms of Reference_Senegal
	Terms of Reference_Lebanon
	Terms of Reference_Jordan