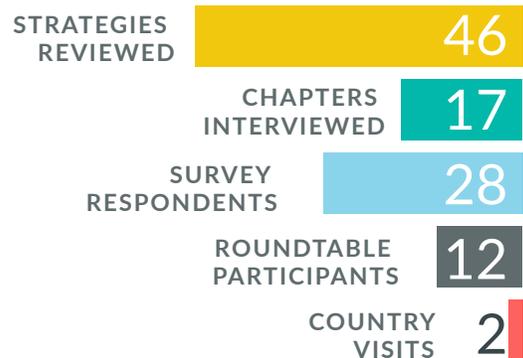# MID-TERM REVIEW OF TRANSPARENCY INTERNATIONAL'S STRATEGY 2020

Transparency International (TI) is a complex movement, going through complicated changes, working on a complex set of issues in an ever more complex and complicated world. This means that conducting a Mid-term Review (MTR) of TI's Movement Strategy 2020 is a complex affair as well. The reviewers have aimed to do justice to the Movement's diversity, its history and its organisational and intellectual resources, with the aim to find ways forward for the Movement to use these unique resources in the best possible way to achieve TI's mission.

Throughout this review, the reviewers received full support from staff in TI-S' Strategy & Impact Team. We would also like to thank the more than 130 people who contributed by participating in an interview or focus group. Finally, we would especially extend our gratitude to the two TI Chapters - the Ghana Integrity Initiative and Participacion Ciudadana in the Dominican Republic - who were willing and able to receive us on very short notice. Visiting these two Chapters was invaluable in fostering our understanding of the Movement, and the way different strategic priorities are implemented in different contexts.

OBJECTIVES OF THE REVIEW:

1. Understanding the relevance of the strategy given the (changing) contexts in which TI operates;
2. Providing an overview of the extent and effectiveness of implementation of the Strategy by the Movement;
3. Assessing the role of TI-S in the implementation of the Strategy.

Strategic Priorities		Change
PRIORITY 1 PEOPLE AND PARTNERS	a. Create demand for accountability and empowering action	People around the world denounce corruption and take increased action to confront it by demanding transparency, accountability and integrity
	b. Engaging partners and inspiring leaders	Growing number of key partners and leaders drive anti-corruption progress
	c. Protecting anti-corruption activists	Greater freedom of action and voice for anti-corruption activists
PRIORITY 2: PREVENTION, ENFORCEMENT AND JUSTICE	a. Promoting prevention and enforcing a nti-corruption standards	Public and private institutions implement the highest transparency, accountability and integrity standards to prevent and confront corruption
	b. Achieving Justice: ending impunity for corruption	The corrupt are increasingly being held to account and punished
PRIORITY 3: A STRONGER MOVEMENT	a. Sharing what works against corruption	An increased body of knowledge of the interventions to stop corruption is readily available, focusing on what has worked and enabling the sharing of expertise
	b. Building a sustainable movement	The Transparency International Movement is professional, sustainable and leads by example
	c. Ensuring the relevance of the Movement	Transparency International serves as the point of reference on corruption issues in key countries, notably the G20 countries, BRICs and MINTs

TOTAL CHAPTERS ENGAGED: 72

- STRATEGIES REVIEWED: 46
- CHAPTERS INTERVIEWED: 17
- SURVEY RESPONDENTS: 28
- ROUNDTABLE PARTICIPANTS: 12
- COUNTRY VISITS: 2

OTHER INTERLOCUTORS: 60

- 28 TI-S STAFF
- 8 (FORMER) BOARD & INDIVIDUAL MEMBERS
- 24 EXTERNALS (SITE VISITS)

Methods:
> Desk Review
> Interviews

Stakeholders
Board, TI-S (SMT, regional coordinators, others), external global stakeholders

Methods:
> Case studies
> Site visits, including Focus Groups & interviews

Stakeholders
Relevant programme staff (Chapter + TI-S), external national stakeholders

Methods:
> Priority survey
> Online Focus Groups
> Interviews

Stakeholders
Chapters - leaders + staff

Methods:
> Learning Workshop
> Draft Report

Stakeholders
TI-S SMT, Board

Methods:
> Final Report
> Presentation
> Implementation Workshop

Stakeholders
TI-S SMT, Board

THE STRATEGY'S RELEVANCE

The Strategy is largely relevant, even in a changing context; TI could be more forward looking to identify new trends. It responds well to the context by

- Becoming more vocal: fighting impunity and increased focus on Grand Corruption

Well designed and multi-faceted, mitigating the risks associated with the choices it makes

- Financial markets and Money in Politic as drivers of corruption
- Protecting advocates & the space for civil society
- Identify approaches that work to combat corruption
- Strengthening the Movement in a number of ways

RELEVANCE OF THE OBJECTIVES OF THE STRATEGY

Stated context to which the strategy responded	PRIORITY 3: A STRONGER MOVEMENT	PRIORITY 2: PREVENTION, ENFORCEMENT AND JUSTICE	PRIORITY 1 PEOPLE AND PARTNERS
Social Movements	Highly Relevant	Somewhat Relevant	Highly Relevant
More activist approaches	Highly Relevant	Highly Relevant	Highly Relevant
Interconnectedness of the global economy	Highly Relevant	Highly Relevant	Highly Relevant
Delegitimation of liberal global governance system	Somewhat Relevant	Highly Relevant	Somewhat Relevant
Technological developments: data, privacy, security	Somewhat Relevant	Somewhat Relevant	Somewhat Relevant

— HIGHLY RELEVANT

— SOMEWHAT RELEVANT

— LIMITED RELEVANCE

The Strategy has surfaced two broad views within TI, about its mission and approaches

- TI as a community-based, bottom-up movement for social change, fighting corruption by any means necessary, influencing public perceptions

- TI as an expert organisation, credible at global policy fora, influencing legal frameworks with far-reaching consequences
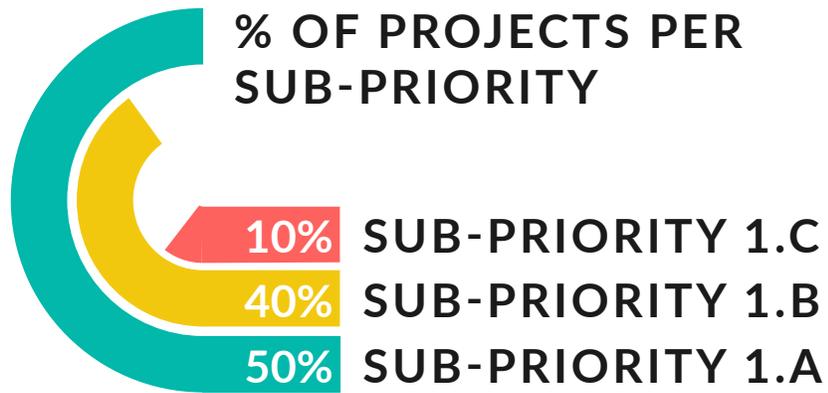
Some see these as contradictory but the reviewers think they can be and are unified. TI should have an internal discussion on its identity in preparing the next strategy

? A crucial question is how the global order which has been instrumental in putting corruption on the agenda, is changing; and how TI is going to adapt to that.

PRIORITY 1:
PEOPLE AND PARTNERS

"
in order to achieve the changes envisioned and make that change sustainable, citizens need to demand transparency, accountability and compliance with laws and regulations.

a. Create demand for accountability and empowering action

b. Engaging partners and inspiring leaders

c. Protecting anti-corruption activists

Many examples of young people and activists engaged; limited attention to gender

The ALACs were the prime avenue for supporting those who experienced corruption

There are many examples where TI partnered with journalists and even more where TI provided information to journalists or other CSOs from a role in the background.

TI always works in parternships to achieve its aims; where the space for civil society is shrinking, the network becomes a goal in itself as well, and is effective in combatting that closing space.

Leaders are engaged but few examples have been found of TI pushing anti-corruption champions effectively

Numerous connection with the Human Rights system, nationally as well as internationally, but the notion of freedom of corruption as a human right, needs further development and communication.

The SAFE Unit has provided training and guidance but cannot cover the whole Movement

Whistleblowers legislation was advocated most frequeutly in terms of protection

No evidence found of TI promoting legal status for CSOs

% OF PROJECTS PER SUB-PRIORITY

10% SUB-PRIORITY 1.C
40% SUB-PRIORITY 1.B
50% SUB-PRIORITY 1.A

GOOD PROGRESS

SOME PROGRESS

LIMITED PROGRESS

PRIORITY 1:
PEOPLE AND PARTNERS

CONCLUSIONS

CONCLUSION 1:

TI always works in partnerships to achieve its aims; where the space for civil society is shrinking, the network becomes a goal in itself and effective in combating that closing space. Partnerships with leaders and human rights organisations are frequent as well. However, where the Strategy is more specific such as with the idea of anti-corruption champions, progress was not visible and this aim could be dropped.

CONCLUSION 2:

Security is best served by network building and perhaps outsourcing some technical capacity. The SAFE unit is a valuable resource but cannot and should not become an operational unit running security for the Movement.

Overall performance

SPECIFIC RECOMMENDATIONS

ALACS

ALACs are an excellent tool to collect information, work with people on actual cases.

TI should build on this by scaling up, strengthening support for Chapters and aggregating data globally.

If an ALAC is (not) yet feasible, lighter tools such as platforms or hotlines may be useful.

SECURITY & THE SHRINKING SPACE FOR CIVIL SOCIETY

The SAFE unit is a good resource but cannot become the security service provider for the Movement.

Partnering with other organisations, for example in humanitarian, who do have this capacity, might be useful.

Building national CSO networks is effective and important to increase security and counter the shrinking civic space
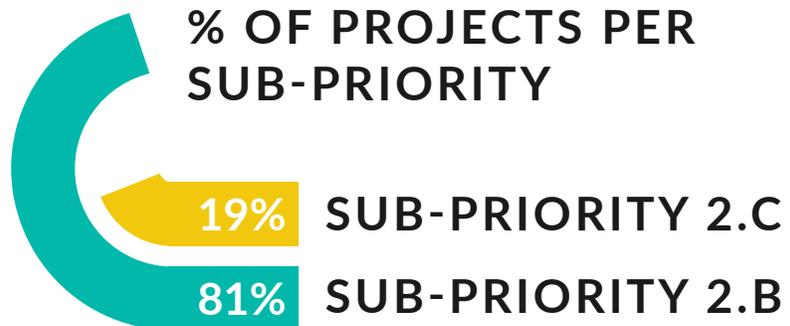
SELECTING THE RIGHT APPROACH

TI has with the Strategy, a more complete and diverse portfolio of approaches and tools.

More guidance is needed for Chapters and others in when to use which approach, and how then to go about it in such a way that works in their context.

PRIORITY 2:
PREVENTION, ENFORCEMENT AND JUSTICE

" this priority entails the whole range of tools that TI can deploy to combat corruption in different stages of a country's development, different levels of acceptance of corruption as an issue, and different levels of protection of activists and space for civil society in general.

a. Promoting prevention and enforcing anti-corruption standards

b. Achieving Justice: ending impunity for corruption

The Money in Politics is promising and crucial but has not been embedded throughout the Movement; there are several excellent programmes on Procurement.

TI has been an 'Open' (Data, Governance) champion

TI continues to be present in global and national policy fora but could be more cutting edge in pushing for systemic change

Partnering with the private sector is common in Chapters and a variety of global programmes but few national strategic programmes specifically look at corruption of the private sector

Financial market reform needs more specfic expertise and attention to be effective.

The Beneficial Owneship Transparency work has allowed TI to monitor countries progress, and propose remedial measures and tools.

The Grand Corruption work has been instrumental nationally and globally and could be further strengthened.

The denounciation of global networks and individuals has been less succesful than hoped due to a failed Unmask the Corrupt campaign and insufficient inclusion of the Movement in this high-risk approach

% OF PROJECTS PER SUB-PRIORITY

19% SUB-PRIORITY 2.C

81% SUB-PRIORITY 2.B

GOOD PROGRESS

SOME PROGRESS

LIMITED PROGRESS

PRIORITY 2:
PREVENTION, ENFORCEMENT AND JUSTICE

CONCLUSIONS

CONCLUSION 1:

The Movement recognised the importance of working on prevention; this priority covers the whole cycle from designing prevention measures to advocating for the investigation and prosecution of corruption cases by relevant agencies.

CONCLUSION 2:

Successful initiatives were plenty but the default action should not always be to add another tool or programme. Rather than focusing on types of corruption, TI should focus more on global connections - in finance, politics & business. Being a global and diverse Movement, it is perfectly placed to do so.

CONCLUSION 3:

There are diverging views in the Movement about the focus on denouncing people or entities. These differences have not come about because the work on Grand Corruption is considered irrelevant or fighting impunity could not be useful. Rather, the way this was done through the Unmask the Corrupt campaign and a lack of agreement on when and where fighting impunity would be appropriate, hurt the reputation and implementation of this goal in Movement

Overall performance

SPECIFIC RECOMMENDATIONS

MONEY IN POLITICS

The Money in Politics work is crucial given the influence of illegal as well as legal money flows on policy processes, and the increasing cross-border impact of this money.

As a global Movement, TI is well placed to work on these issues as an interconnected problem. To that end, the experiences of TI EU and the US office, could be the basis of a Money in Politics network in TI which aso looks at corrupting effects of money, even where they are nominally legal.

GRAND CORRUPTION

Similar to the Money in Politics work, international implications of Grand Corruption mean that TI could coordinate action more through its Grand Corruption team at TI-S, for which they need the resources.

Decisions to use a case for a public campaign or denouncement, should be based on an assessment of the need and the value added of TI as a Global Movement, and should involve all Chapters who might be implicated.

BOT, FINANCIAL MARKETS, TECHNOLOGY

The tools developed for Beneficial Ownership Transparency have proven effective and should be rolled out wherever it could have an impact.

On financial markets and the impact of technology on corruption and its potential for fighting it, TI would be best served by collaborating with niche organisations and experts, while further building up its own capacity to work on these issues over time.

PRIORITY 3:
A STRONG MOVEMENT

" ensuring that the Movement is sustainable in its ways of working, governance and finances, among others (building a sustainable movement); and being present at the right fora and in the right countries across the globe (the relevance of the Movement).

a. Sharing what works against corruption

Information is shared more and more; research on 'what works' however, is not yet granular enough to transcend differences in context.

b. Building a sustainable movement

The implementation of new digital communications tools by TI-S has been important: People in the Movement are now able to find each other, and there are multiple ways to share success take-up is still low.

c. Ensuring the relevance of the Movement

Chapter capacity building is happening everywhere: between Chapters, at national level between Chapters and partners, and from TI-S. This should be expanded, structured and further facilitated.

Leadership in TI has not been a priority

Fundraising for collaborative projects relies too heavily on TI-S; a protocol to fundraise collectively is lacking.

The Beneficial Ownership Transparency work is effective and should be continued.

Being present in centers of power is crucial but which those centers are is a matter of continous strategic analysis, not one-off in a plan.

Subnetworks remain important but the Movement's governance needs to be adapted and the operationalisation of these networks should be redesigned.

CONCLUSIONS

CONCLUSION 1:

The reviewers find that on the Strong Movement outcomes, some good work is being done but the challenges outpace the solutions, especially on fundraising where a common practice for the Movement is needed.

CONCLUSION 2:

Sharing what works remains crucial but needs to be based on an analysis of the political & societal context to allow others in the Movement to learn and apply it in their often very different context. It should also include operational aspects - what is needed to make it work? - and governance best practices for Chapters and groups of Chapters.

Overall performance

GOOD PROGRESS

SOME PROGRESS

LIMITED PROGRESS

PRIORITY 3:
A STRONG MOVEMENT

SPECIFIC RECOMMENDATIONS

FUNDRAISING

A clear protocol needs to be put in place to allow collective fundraising and reduce the involvement of TI-S in fundraising where possible. Such a protocol should protect the Movement against internal competition and addresses the power imbalances between larger Chapters, TI-S and smaller Chapters, by standardising the process

COLLABORATION & COORDINATION

The coordination role of TI-S should become ever more central to the Movement, where programming is increasingly done by (groups) of Chapters. TI-S would offer more operational support and less content expertise in this model, except on truly global issues. In this role, TI-S will be in a perfect position to identify opportunities for collaboration, risks and gaps in programming that need to be addressed.

KNOWLEDGE MANAGEMENT & INNOVATION

The Strategy's focus on information sharing is crucial for making global linkages between different issues, horizontal learning and capacity building. Managing and processing knowledge that exists within the Movement and outside of it, and conducting research only where gaps exist, would support this. Knowledge should come from all parts of the Movement, and should be used to innovate, question assumptions and predict trends.

SUB-NETWORKS

A more experimental and agile approach to sub-networks would increase their usefulness to the Movement. This would require a higher risk acceptance in TI's governance, to allow some of these networks to fail. At the same time, a comprehensive protocol for setting up and running such sub-networks would help prevent these from failing unnecessarily, and should ensure that Chapters with less capacity are able to contribute as well.

MEL

A focus on impact and the inclusion of participatory methods to track impact, are important steps forward for TI. To ensure these MEL systems are taken up broadly in the Movement however, some action is needed: streamline existing reporting requirements to prevent overlaps; ensure Chapter access to this data to increase their buy-in; simplify proposed tools (especially the Impact Log) and add an easy-to-use interface; and once in place, allow the Movement a number of years to work with the MEL system.

STRATEGIC ISSUES & CONCLUSIONS

The strategic shifts which are implicit in the 2020 strategy make sense: the addition of more activist approaches and the connection with social movements are important additional ways in which TI can respond effectively to changes in the global context.

The goals outlined in the Strategy 2020 are increasingly relevant

To realise that, operational effectiveness is essential: Seeing the move towards a truly distributed network through:
• With a professional hub (TI-S) facilitating the network and identifying connections
• Individual nodes (Chapters) which take responsibility and work together

TI would not necessarily need a Strategy but could rely on a commonly formulated Agenda: an ambition rather than a measurable set of goals which allows for coherence in the Movement while remaining agile.

As part of this Agenda, TI could formulate a global advocacy strategy for the Movement, outlining a number of concrete and measurable advocacy goals which can only be pursued by the Movement as a whole.

At the same time TI should continuously debate high-level issues and actively challenge the underlying assumptions on which it relies. **TI should fight to keep what is good in the liberal world order, while being at the forefront of the discussion on what needs to be changed.**

The diversity in the Movement is an invaluable resource which TI should embrace and nurture to deal with this changing context and come up with truly innovative solutions.

The role of the Helpdesks could be made more prominent and expanded to facilitate the ongoing debate in the Movement on how corruption is defined, what the relationship is between corruption and inequality, whether there are innovative forms of public governance that could be promoted, etc.

A searchable database with information from across the Movement and beyond, on content, operational aspects and impact, would allow these debates, as well as advocacy and reporting, to become even more evidenced-based and efficient.