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9 December 2020

# Transparency International - Action Grant Evaluation and Learning Review Workshop

## Findings report

Firetail



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# Introduction

# Background, objectives and approach

## Transparency International's Action Grant (AG) at a glance:

**Objective:** to build TI's AC capacity to do advocacy, furthering sustainable development

**1** Funder: EU's DG DEVCO under the Framework Partnership Agreement with TI

**60** Months' funding from 2016-2020

**€6.8M** Total funding

**4** Result areas: knowledge services; internal communication & peer learning; network strengthening; MEL

## Background

TI's vision is "*a world in which government, politics, business, civil society and the daily lives of people are free of corruption.*" Since 2016, TI's "Action Grant", funded by DG DEVCO, supported TI to turn this vision into reality. As the grant comes to an end in December 2020, the Movement is keen to learn about its relevance and impact.

## Objectives

**The objectives of this evaluation were to:**

- Provide an **objective assessment of the grant's relevance and impact** – and the extent to which the projects and activities funded through the grant have contributed to achieving the desired impact
- **Generate lessons learned and good practices** from project implementation

## Approach

The evaluation has been guided by an **evaluation matrix** (see slide 6), that takes into account the grant's objectives and TI's existing impact measurement framework. The matrix was developed in close collaboration with project partners at TI-S and was part of the project's Inception Report. The project consisted of the following key activities:

- **Desk research** of TI internal data
- **Interviews** with **30 internal and external stakeholders**
- **A learning review workshop** with 22 representatives of NCs and TI-S

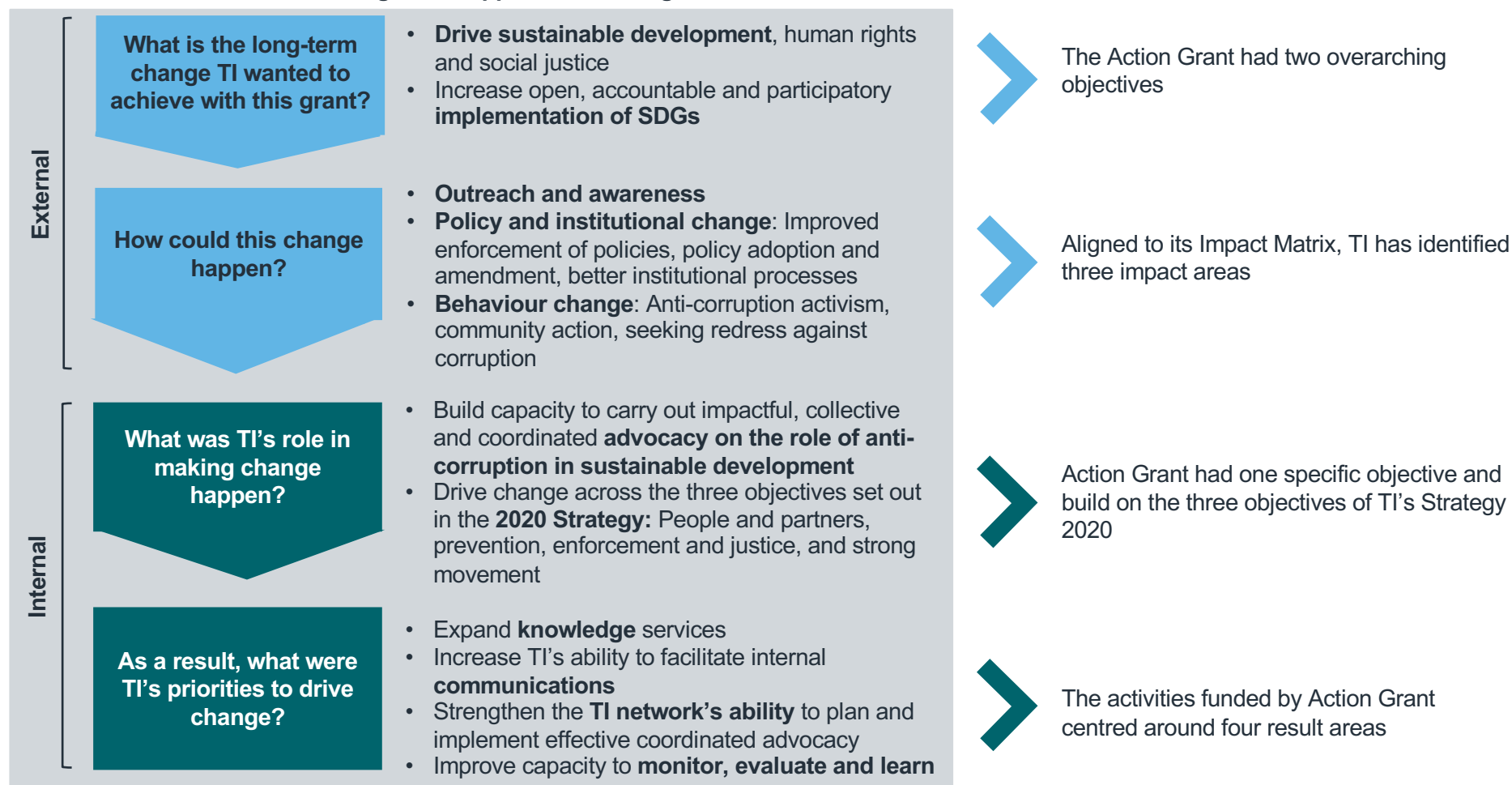
*See Appendix for full list of reviewed documents and stakeholders consulted*

This report outlines the in-depth findings of the full evaluation. Key findings of the evaluation are summarised in a separate Executive Summary document.



## This evaluation mapped the high-level approach to change of the Action Grant based on its objectives and activities

### Overview of the Action Grant's high-level approach to change



Source: Developed by Firetail based on TI internal data



# Informed by the AG's high-level approach to change, a three-step evaluation matrix has guided this review

### Three-step evaluation matrix:

Impact chain	1 Assessment	2 The "how"	3 Learning
Context, design and relevance	<ul style="list-style-type: none"> <li>Was the grant relevant to fighting corruption and TI's Strategy 2020?</li> <li>Was the grant aligned to the SDGs?</li> </ul>	<ul style="list-style-type: none"> <li>How did different result areas relate to the grant's overall objectives?</li> </ul>	<ul style="list-style-type: none"> <li>What are lessons around aligning TI's activities with the grant's objectives and TI's wider goals?</li> </ul>
Immediate outcomes: capacity	<ul style="list-style-type: none"> <li>What have been the grant's key outcomes on TI's capacity to carry out impactful advocacy?</li> </ul>	<ul style="list-style-type: none"> <li>How did TI's activities across different result areas affect TI's capacity?</li> <li>How did activities across different result areas interact?</li> </ul>	<ul style="list-style-type: none"> <li>What capacities led to impactful advocacy, and why? Which capacities were less impactful, and why?</li> </ul>
Medium-term impact: anti-corruption	<p>What has been the grant's impact on anti-corruption? Specifically on:</p> <ul style="list-style-type: none"> <li>Outreach and awareness</li> <li>Policy &amp; institutional change</li> <li>Behavior change</li> </ul>	<ul style="list-style-type: none"> <li>How did the AG help TI have an impact on outreach and awareness, policy and institutional, and behavioural change related to anti-corruption?</li> </ul>	<ul style="list-style-type: none"> <li>What are examples of successes and failures with regards to the Action Grant's impact on anti-corruption?</li> </ul>
Long-term impact: sustainable development	<ul style="list-style-type: none"> <li>What has been the grant's impact on SDG 16 and sustainable development more widely?</li> </ul>	<ul style="list-style-type: none"> <li>How did the grant impact sustainable development?</li> </ul>	<ul style="list-style-type: none"> <li>Based on learnings from the Action Grant, how can TI increase the relevance and impact of future grants?</li> </ul>

### Key methodological limitations:

- Shifts in the external landscape (see slide 9):** Since the grant's launch, the anti-corruption and sustainable development landscape have changed significantly. In 2015, the SDGs had just been launched, but global attention to the goals fluctuated over time. At the same time, civic space has been shrinking, and corruption has flourished in new areas. These external factors have affected the grant's impact.
- Limitations of the causal impact chain:** the grant's objectives are broad and at its launch, no baseline assessment or theory of change was developed. It's impact chain is long and the grant is only coming to an end at the end of 2020. It is thus too early to see the full picture of its long-term impact.
- Depth over breadth:** Given the broad nature of the grant, spanning 100+ countries and diverse activities, the scope of this review does not allow for an in-depth assessment of the full breadth of the grant. Instead, it focusses on anecdotal evidence (examples and stories from interviewees) of impact and case studies of success and failure to draw out lessons learned.



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# Findings



# Context, design and relevance



# When assessing the relevance and impact of the AG, it is key to consider the external and internal context in which the grant was implemented

*Change never happens in a vacuum. Anti-corruption and sustainable development are shaped by a multitude of actors and processes at the national, regional and global level. Capacity building activities at TI are also affected by both the external environment and internal developments, such as changes in management, organisational restructuring and the inflow of funding. As such, the Action Grant's relevance and impact can not be evaluated without considering the context in which the grant has been implemented. This is of particular importance given the grant's long time frame (5 years).*

### External context

- The AG launched at the beginning of 2016 at the same time the SDGs had been announced. **The SDG narrative was thus front and centre for many international players.** As time progressed and various actors focused their attention back on specific thematic areas, the SDG narrative became less salient.
- Over the grant period, CSOs worldwide faced significant challenges to make their voices heard due to **democratic backsliding and shrinking civic space.** This affected CSOs' ability to raise awareness with governments and influence policy and institutional change.
- Across the countries that TI is active in, NCs were confronted with **shifting national priorities by governments,** both on AC and on the SDGs. In some countries, NCs faced political unrest and economic crisis, which affected the extent to which TI's advocacy could reach national players.
- In 2020, the **global COVID-19 pandemic** has upended people's lives with significant economic, political and social consequences. The pandemic also affected TI's advocacy and ways of working.

### Internal context

Over the grant period, TI-S underwent a period of **organisational restructuring** which had a significant impact on its operations, including the delivery of the Action Grant:

- AG was particularly affected by **changes in senior leadership** and **high levels of staff turnover** as a consequence of the restructuring processes. These changes went along with shifting approaches by TI's leadership towards anti-corruption advocacy and the SDGs.
- The global **COVID-19 pandemic** did not just affect the external environment that TI is targeting with its advocacy but also its internal operations. In particular, it required a shift towards virtual meetings at the cost of face-to-face interaction.
- Changes in staff also encompassed the team managing the Action Grant and those actors at TI-S closely involved in implementing key activities of the RAs. This meant that institutional knowledge was not always taken forward and the new AG team had to invest time to ensure all TI-S stakeholders were aware of the AG.

The AG was affected by the external and internal context in which it was implemented. Several of these developments could not have been anticipated at the launch of the grant and posed challenges towards its successful implementation. The flexible nature of the grant however also provided opportunity for TI to respond to shifting priorities and emerging challenges and to adapt its execution accordingly.



# The AG has been highly relevant for TI's capacity building and anti-corruption advocacy

## Capacity building

The AG has been **highly relevant for building capacity** across TI:

- The four result areas were focused on strengthening activities that are **crucial for TI's ability to fulfil its mission**.
- The **broad and flexible nature of the grant** has allowed funding to respond to persistent and emerging gaps in capacity, e.g. through the mini grants and long-term exchange programmes.
- It also allowed for the **generation of new knowledge** (e.g. through Helpdesk support) and **new ways of working** (e.g. Yammer, SDG parallel reporting tool, impact reviews).
- Internal stakeholders point to examples where the AG's activities were **directly relevant for their day-to-day capacity** to carry out their work (e.g. through staff funding and knowledge exchange).
- Interviewees **did not identify activities that were not aligned with TI's core capacity needs**.

While some recommendations from the 2015 Mid-Term Strategy Review were incorporated, **no baseline assessment** was conducted to identify capacity needs at grant inception. Without this, distribution of funding **was less grounded in a thorough needs assessment**.

- Indicative of this, *TI's 2020 Strategy Learning and Systematic Review* identified recurring capacity gaps across **some domains that were not targeted by the AG** (incl. fundraising and relationships with businesses).

## Anti-corruption advocacy

- The AG was set up with a **more indirect link to anti-corruption** than its direct link to capacity building and sustainable development (with the latter two being explicit objectives).
- The AG is nevertheless of **high relevance** for TI's work on anti-corruption, given its direct aim of strengthening TI's capacity to conduct impactful advocacy and with its activities closely aligned to TI's Strategy 2020.
- **Activities under RA 1 and RA 3 contributed more directly to anti-corruption**. RA 1 generated new knowledge about what works and what does not in anti-corruption (as did RA 4 for TI-S). RA 3 supported NCs in gaining new skills and knowledge to fight corruption.
- A few stakeholders suggested that the AG as such did not provide a clear strategic direction to TI's fight against corruption, given the **broad nature of the grant** and in absence of a theory of change behind advocacy efforts under the grant.

The AG was seen as a core grant that was highly relevant and aligned to many of the core functions of TI-S. Beyond that, it was responsive to capacity building needs across the Movement and aligned to NCs' work to fight corruption. However, due to the absence of a theory of change and a baseline assessment at project inception, it was less tailored to specific needs.



# The AG was closely aligned to TI's Strategy 2020. Its alignment to the SDGs was more indirect and primarily via SDG16.

### TI strategy

- There was **strong alignment** between the AG and TI's Strategy 2020, in particular its two focus areas "Prevention, enforcement and justice" and "Strong movement".
- AG's alignment is **strongest with regards to building a strong movement** – as activities focused on sharing knowledge and professionalising TI. Stakeholders highlighted AG's relevance in this regard by pointing to activities such as the facilitation of online communication and horizontal learning, and the Helpdesk.
- The AG was **less aligned to the strategy's third focus area "people and partners"**. No significant funding went towards supporting grassroots, partnerships or protecting activists.
- The grant's **flexible nature** has allowed TI to respond to arising needs under the strategy with AG funding. It also ensured the relevance of the grant after TI identified two strategic priorities for 2019-2020.
- The alignment between the AG and TI's Strategy 2020 could have been strengthened by adopting a **clear plan** at the grant's launch – or even during the grant implementation – of how it could contribute the strategic objectives.

### Sustainable development

- The AG was set up with an **indirect link between corruption and the SDGs**. The AG agreement suggests that *"the eradication of poverty and sustainable and inclusive development can only be achieved through stronger transparency, accountability and participation mechanisms."*
- The agreement **does not spell out specific activities focused on the SDGs more** broadly. There was thus no specific funding for this planned at grant inception.
- Activities under the AG targeting the SDGs **primarily focused on SDG16**, with key activities being the shadow reporting and participation in high-level global forums. Participants of the Learning Review Workshop saw a strong connection between TI's core activities and SDG 16. Additional activities on the SDGs more broadly included workshops to learn about SDGs.
- Stakeholders paint a **mixed picture with regards to how the AG aligned to sustainable development**. While most acknowledge the link between anti-corruption as an enabler of sustainable development, they suggest that TI's global advocacy **missed out on making this link more clear through its advocacy**.
- A few interviewees suggested that given the AG's broad objectives, some *"reverse engineering"* occurred where activities would be fit under the SDG umbrella.

The set up of the AG was instrumental in supporting TI in the implementation of its Strategy 2020. It also allowed TI to explore its work in the context of sustainable development. However, alignment to the SDGs more broadly could have been stronger if TI had made a clearer and consistent link between its activities and sustainable development.



# All four result areas were relevant for building TI's capacity to carry out impactful advocacy – however, to varying degrees



### RA1: Knowledge services

- RA1 was highly relevant to building capacity as it improved TI-S' ability to conduct research and disseminate knowledge products, thereby putting NCs' advocacy on a strong evidence base.
- As one interviewee puts it *"for effective advocacy, you need strong evidence [...] The Helpdesk was instrumental to get this evidence."*
- However, the RA was mainly focused on short term support, and was less focused on building research capacity at the NC level.



### RA2: Internal communication and peer learning

- RA2 aimed to strengthen the Movement's capacity to collaborate, act as one and leverage synergies, both through infrastructure and sustained communication efforts. It was highly relevant to strengthening TI's capacity to coordinate its advocacy internally.
- However, its long-term relevance will depend on the sustainability of the infrastructure of its online tools after the grant's conclusion.



### RA3: Network strengthening

- RA3 was relevant for building TI's advocacy capacity by fostering interaction, knowledge exchange and advocacy between NCs and between NCs and TI-S.
- Several stakeholders suggest that the relevance of RA3 was dependent on the activities in RA1 and RA2 (e.g. the internal communication infrastructure was crucial to continue collaboration between NCs after long-term exchanges ended).
- The mini grants provided a significant opportunity to strengthen the capacity of NCs in specific areas – but the accumulative relevance for the Movement's capacity as a whole is less clear.



### RA4: Monitoring, evaluation and learning

- While stakeholders see a link between monitoring and evaluation activities at NC level and TI's ability to carry out advocacy, this link was considered to be less direct relative to the other RAs.
- Data analysis and reporting under the AG informing the Strategy 2030 process were more relevant, as this will inform TI's advocacy priorities for the next decade.
- Interviewees suggest that RA4 could have been more relevant for TI's capacity if more funding had gone into building a culture of learning, rather than into ad hoc MEL support and research.

## Learnings

- Building advocacy capacity required funding for diverse activities, including those that i) build understanding of what is impactful and what is not in AC (delivered by RA1), ii) provide channels that enable collective action (via RA2 and RA 3) and iii) build the infrastructure for coordination (e.g. for communicating via RA2 or reporting impact via RA4). As such, **the RAs of the AG were highly relevant.**
- However, the AG might have missed key opportunities to strengthen capacity in other that could have further strengthened AG's relevance.
- Linkages between RA's were not clearly set out at inception, but became visible throughout the grant period.

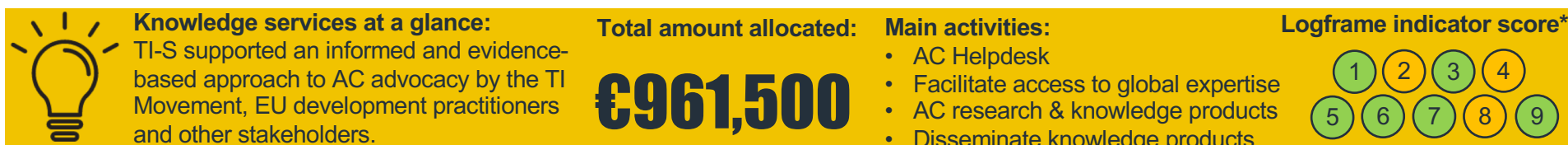




# The Action Grant's impact on building TI's advocacy capacity

## Capacity

# Knowledge services – in particular the AC Helpdesk – have been critical to improve TI's capacity to conduct evidence-based advocacy



Through the AG, TI was able to provide **quick and up to date evidence on emerging issues** in anti-corruption (see slide 20). It enabled TI-S to extend **access to global expertise to more NCs** (e.g. supporting contributions to the parallel reports).

The vast majority of stakeholders praises RA1 as a crucial enabler to achieve TI's mission given the **high quality of knowledge products disseminated**. Participants of the Learning Review Workshop identified RA1 as the RA where TI has currently the highest capacity – also due to the AG. Its positive impact is reflected in a **positive rating across the majority of the respective indicators** in the grant's logframe.

### How did knowledge services build TI's capacity?

- The knowledge products, in particular the AC Helpdesk, have a **low threshold to access** evidence.
- The quick turnaround in response to requests by NCs and other stakeholders meant that it was an effective tool to **fill evidence gaps as they emerged** and in a **timely manner**. This allowed NCs to use resources swiftly for their advocacy efforts.

A few issues **hampered capacity building for specific actors**: Knowledge products were primarily in English, which meant that they were less easily accessible in some regions. This was highlighted by interviewees and in the learning review workshop. Less time spent on **linking stakeholders with knowledge products** meant that some (external) stakeholders were not aware of the services. EU practitioners used the service less than intended despite efforts by the TI-S team (see slide 20).

"I could not have done anything without the Helpdesk. For effective advocacy, you need strong evidence and researchers to produce the evidence."

"We love the Helpdesk. We ask[ed] some questions and get really good responses that help us advocate in parliament"

"They have very solid expertise in corruption and transparency. [...] I had the country profile within one week and it was very clear and structured"

### Learnings

- High quality information, responsiveness and easy access proved key to ensure that knowledge services can build TI's advocacy capacity.
- The sustainability of the positive impact of knowledge services will depend on the ability of researchers to continue to collect, analyse and provide high-quality evidence. This is currently centralised in TI-S. To enhance sustainability, future grants could also invest in building NC's capacity in this regard.





## Capacity

# Internal communications provided the infrastructure and “lifeline” through which capacity building in other areas was enabled

	<b>Internal communications at a glance:</b> Improved institutional capacity to foster the dissemination of know-how and best practice across all regions and strengthen the network.	<b>Total amount allocated:</b> <b>€735,000</b>	<b>Main activities:</b> <ul style="list-style-type: none"><li>Facilitate online communication (e.g. Teams, Yammer, Office 365, newsletters)</li><li>Facilitate horizontal learning (regional &amp; global meetings)</li></ul>	<b>Logframe indicator score:</b> <div><div>1</div><div>2</div><div>3</div><div>4</div></div>
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- The new online communications tools were a clear **enabler of communications and network building**, by establishing access to shared channels and tools to get and stay connected (e.g. via Teams and Yammer, see slide 20) and to exchange knowledge and best practice (via SharePoint).
- Uptake of the tools took some time, but most NCs point to significant improvements in internal communications over the last years, with the current pandemic accelerating this trend.
- Depending on the respective capacity within NCs, **different tools are considered to be more useful than others**. While still effective, a few considered Yammer to be the least crucial.
- Many TI members valued the **face-to-face** contact at regional and global meetings, and considered these as key moments of peer exchange. Some however questioned the value for money for travel grants in comparison to some other parts of the AG.
- Participants of the Learning workshop found that across the RAs, capacity increased most in RA2.

“There has been an incredible change towards the better over the last three years, both with regards to internal and external communications”

“It supports the feeling that we are all connected and part of one big Movement. It provided a good basis to make all the other things easier”

“I was initially very sceptical but it has been quite remarkable, particular Yammer, Sharepoint and Teams. [...] The exchanges increased, we were able to share what we are doing in real time. Before that, we emailed to a random group. Now we have the ability to interact, set meetings, share files quickly. [...] It's an advocacy product.”

### How did internal communications and peer learning build TI's capacity?

- Online tools have made collaboration **faster, easier, safer and more eco-friendly**.
- Face-to-face interactions supplemented this by providing opportunities for **in-depth exchange**.

**Key challenges** to build long-term capacity were that i) some NCs were **reluctant to migrate** to new tools, which made onboarding more time consuming than anticipated, ii) not all NCs could be onboarded to the online tools under the AG, requiring **parallel communications processes**, iii) its sustainability depends on **continuous funding** for the online infrastructure.


### Learnings

- Explaining the benefits of the tools is key to get buy in early on and ensure uptake across the Movement.
- While it was not the AG's objective to migrate all NCs to the online tools, not having all aboard puts a strain on resources as it requires keeping up parallel communication processes. This might weaken the “network strengthening” effect.
- As some stakeholders indicated that they did not have time to engage on all channels and with all tools, and given limited resources, taking a “less is more” approach that focuses on key channels might avoid overwhelming NCs and ensure that they stay engaged.



## Capacity

# Making up 44% of AG's total funding, network strengthening activities constituted a key driver behind TI's increased advocacy capacity




**Network strengthening at a glance:**  
Enhanced capacity to foster coordinated action and advocacy as contributors to policy making on development-related topics

**Total amount allocated:**  
**€3,045,875**  
(including mini grants)

**Main activities**

- Strategic planning (meetings)
- Capacity assessment (missions)
- Skills development (incl. exchanges)
- Coordinated action
- Small grants

**Logframe indicator score:**  


RA3 was considered **core to TI's capacity building** as its activities contributed to the exchange of knowledge and best practice, mutual learning and coordination of activities across NCs:

- A significant share of funding was used for core staff costs and travel. Between 2016-18, the AG (partially) covered the salaries of Regional Advisors, which constituted a **central link between TI-S and NCs**, ensuring that capacity needs of NCs are better understood by TI-S and supporting the regions in their coordinated advocacy (see slide 20).
- The AG enabled capacity assessment missions across regions and fostered **coordinated action through funding for travel, skills development trainings, and regional events**.
- Interviewees point to **anecdotal evidence of how regional meetings helped to shape regional advocacy priorities which led to several regional advocacy campaigns** (see slide 20).
- While only making up a small share of funding under RA 3, **small grants and long term exchange programmes** were crucial capacity building elements under this pillar (see slide 17).

### How did network strengthening build TI's advocacy capacity?

RA3 enabled the Movement to understand and learn from advocacy opportunities and challenges on a national, regional and global level by bringing NCs together (both bilaterally and in regional forums), and by fostering exchange between NCs and TI-S on skills, know-how and national / regional developments.

**Key limitations for impact:** Given that a share of the funding under RA3 contributed to activities that were interlinked with other funding, the **distinct impact of these activities is less clear cut** (e.g. partial staff costs for Regional Advisors). While regional advocacy (e.g. in UN ESCWA) led to the submission of recommendations to regional bodies, some interviewees questioned if these actions were impactful or if resources could have been more impactful if invested in other areas.

"It really allowed us to connect better, to discuss advocacy and to go deeper into the content"

"From within the chapters, you see the institutional strengthening and the rise in thematic expertise"

### Learnings

- Funding for Regional Advisors strengthened ties between NCs and TI-S.
- The evaluation found less evidence that the travel budget had a crucial impact on building TI's capacity (excl. long exchange).
- There was less focus on strengthening the network across regions.





## Capacity

# Mini grants and long exchanges were impactful capacity building instruments at chapter level, but did not prioritise those NCs most in need



Insights from interviewees reflected the findings of TI's *Small Grants Review*; Mini grants and the long exchange programme were **praised for their contribution to building the advocacy capacity of NCs and to strengthening ties across NCs**. Examples of this included:

- NCs used the mini grants to **increase their knowledge in specific thematic areas** or to **implement programmes with relevance for the objectives of the AG** (e.g. TI Argentina used it for the web platform that underpinned its C20 work in 2018, TI Rwanda established itself as an ALAC Centre of Knowledge in the region).
- The exchanges with other NCs expanded their ability to **access innovative AC tools**, **strengthened their connection to other NCs** and opened new routes for **mutual learning** (see slide 20).
- In particular for small NCs, the mini grants constituted a **significant contribution to ensure the implementation of key programmes** (e.g. TI Mongolia's grant to advance advocacy on political party financing).

Participants of the Learning Review Workshop pointed to challenges to maximize impact, including a tight planning timeline and limited links between the exchanges and TI's wider strategy.

"It really helped to have these resources available because when we saw opportunities, we were able to react."

"We have chapters that are different in size and expertise. [...] It is not necessarily the chapters that need it most [which receive mini grants], but rather those that are best able to deliver on what they want to do"

"[On the Integrity Fellowship Programme] Connecting the members of different chapters and reflecting on each others' work allowed us to see the bigger picture, how to advocate better, how to better manage risks, and how we can drive change."

### Learnings

- The capacity of NCs varies significantly, with those NCs applying for funding being the ones that were more likely to have the capacity to deliver on the AG objectives and to deal with its relatively heavy reporting burden. Funding thus **did not prioritise NCs most in need of capacity support**. Focusing funding efforts on these NCs in the future might have a more transformational impact at chapter level.
- Activities under RA3 were broad and could have benefitted from a **Theory of Change to support funding decisions**.
- To enhance sustainability of capacity building efforts, **mini grants could have been linked with other RAs**, such as MEL activities. **Follow up funding** could have ensured that new knowledge and skills could be used to implement related advocacy activities.



# The AG expanded the monitoring and evaluation capacity across TI, but it did not establish a strong overarching learning culture



### MEL services at a glance:

Improved institutional capacity to monitor, evaluate and learn from the results of the Movement's work, and to demonstrate its impact.

### Total amount allocated:

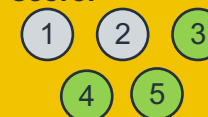
**€700,500**

### Main activities

- NCs MEL capacity (e-learning, workshops)
- Data analysis on corruption and sustainable development
- Impact reviews

### Logframe indicator

score:



- Prior to the launch of the AG, MEL services were fragmented with no consistent reporting mechanism and learning culture in place. With the Strategy 2020, TI made a **clear commitment to expand its MEL services**.
- The AG provided a **crucial contribution to start this journey** - by providing core funding to the MEL team, by enabling capacity-building support for NCs through e-learning and workshops and by conducting impact and learning reviews.
- This **expanded the number of countries using impact reporting** and there is anecdotal evidence from interviews of NCs implementing learnings (see slide 20). A multitude of reviews identified lessons for TI to take forward. However, as the systematic review of TI's Strategy 2020 finds, it will be key for **TI to systematically implement these learnings**.
- Interviewees saw particular value in the **impact reviews**, as they informed TI's two new strategy priorities and shaped its strategy to guide the Movement over the next decade.

### How did MEL services build TI's capacity?

MEL services helped TI to identify what works and what does not in anti-corruption advocacy and from this, guide the Movement's strategic direction.

### Capacity building through MEL services faced several challenges:

- MEL capacity varies across NCs. Some do not have the resources to establish comprehensive MEL activities. TI-S does not have a full picture of NC's MEL activities. The absence of a management information system makes it difficult to monitor activities across all regions. While significant resources were invested in developing an *Impact Log*, the final product was not usable. The *Strategic Review of TI's Strategy 2020* finds that TI's Impact Matrix was not fully absorbed across the Movement.
- The AG **did not focus on establishing a Movement-wide learning culture**. While it enabled the production of many reviews, the fragmented learning culture meant that identified learnings were not always taken forward to inform advocacy (see slide 20).

"The very idea of outcomes and impact is now much more anchored in people's thinking, but if we look at impact data we are trying to gather, this is more difficult because of varying quality of reports, organisational changes and capacity constraints"

### Learnings

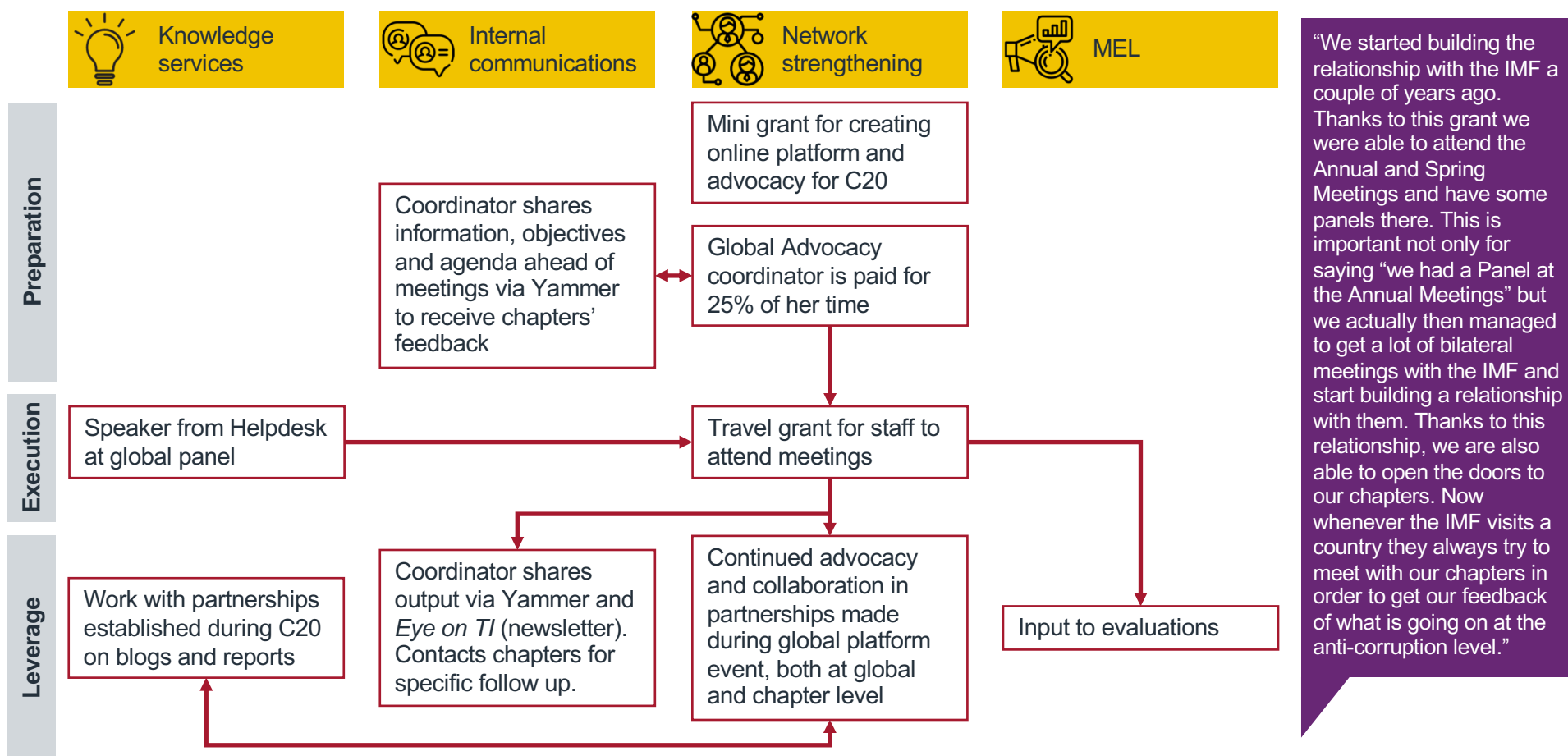
- Gathering and analysing Movement wide data is key to develop a full picture of what works and what does not in AC.
- To ensure that learnings are an integral part of strategy, a culture of learning, backed by senior management, sufficient resources at TI-S and NC-level are vital



## Capacity

# Case study – Global platforms: The result areas of the AG often fed into and built on each other to drive advocacy outcomes

**Case study:** In the case of global platforms (C20/G20 & IMF), advocacy, partnerships and awareness raising were achieved through interlinked activities across all RA's.



# Impact stories - how did the four RAs strengthen TI's advocacy capacity?

**TI was able to provide quick and up to date evidence on emerging issues in anti-corruption** (slide 14)



**Impact story:** After the 2020 Beirut explosion, TI Lebanon (LTA) contacted the Helpdesk with multiple queries, which they got swift replies to. It helped LTA do advocacy on the reconstruction and the importance of AC in relation to that.

**The new online communications tools established access to shared channels and tools to get and stay connected** (slide 15)



**Impact story:** TI-S staff working on global advocacy used Yammer to announce attendance and topics of big global event. This invited a dialogue between TI-S and the chapters and helped connection throughout the Movement.

**Regional meetings helped NCs to shape advocacy priorities leading on occasion to regional AC advocacy campaigns** (slide 16)



**Impact story:** At regional meetings in Latin America in 2017, NCs decided to collectively focus on gender and corruption. They thereafter implemented a series of activities, and collaboration continues until today.

**EU practitioners used the Helpdesk service less than intended despite efforts by the TI-S team** (slide 14)



**Impact story:** While the EU practitioners that were interviewed were positive about the quality of the reports, multiple thought the service had been discontinued and were unaware that they could still use the service.

**The AG (partially) covered the salaries of Regional Advisors, which constituted a central link between TI-S and NCs** (slide 16)



**Impact story:** One regional advisor was able to be part of the steering committee of a regional SDG event. Through staff missions, regional advisors could coordinate within the region to better connect chapters and regional actors.

**The AG did not focus on establishing a learning culture which meant that learnings from evaluations were not always used to inform advocacy** (slide 18)



**Impact story:** While an external review of the SDG Parallel Reporting tool identified several recommendations to increase its impact (e.g. the development of a global advocacy strategy), these were not picked up by TI.

**Long exchanges expanded NCs' ability to access AC tools, strengthened their connection to other NCs and opened new routes for mutual learning** (slide 17)



**Impact story:** After visiting TI UK, TI Mongolia applied lessons from UK's business integrity programme to its own advocacy efforts and continues to exchange views with TI UK on an ad hoc basis which has helped both NCs to expand learning

**MEL training expanded the number of NCs using impact reporting and there is anecdotal evidence that NCs implement learnings** (slide 18)



**Impact story:** One NC hung up the impact matrix in the office after an e-learning course, which has helped the NC to be guided by learning. Building on findings from an evaluation, this NC adjusted its approach towards youth engagement. Another NC, after receiving MEL training, now uses impact reporting to showcase impact to donors and the public.

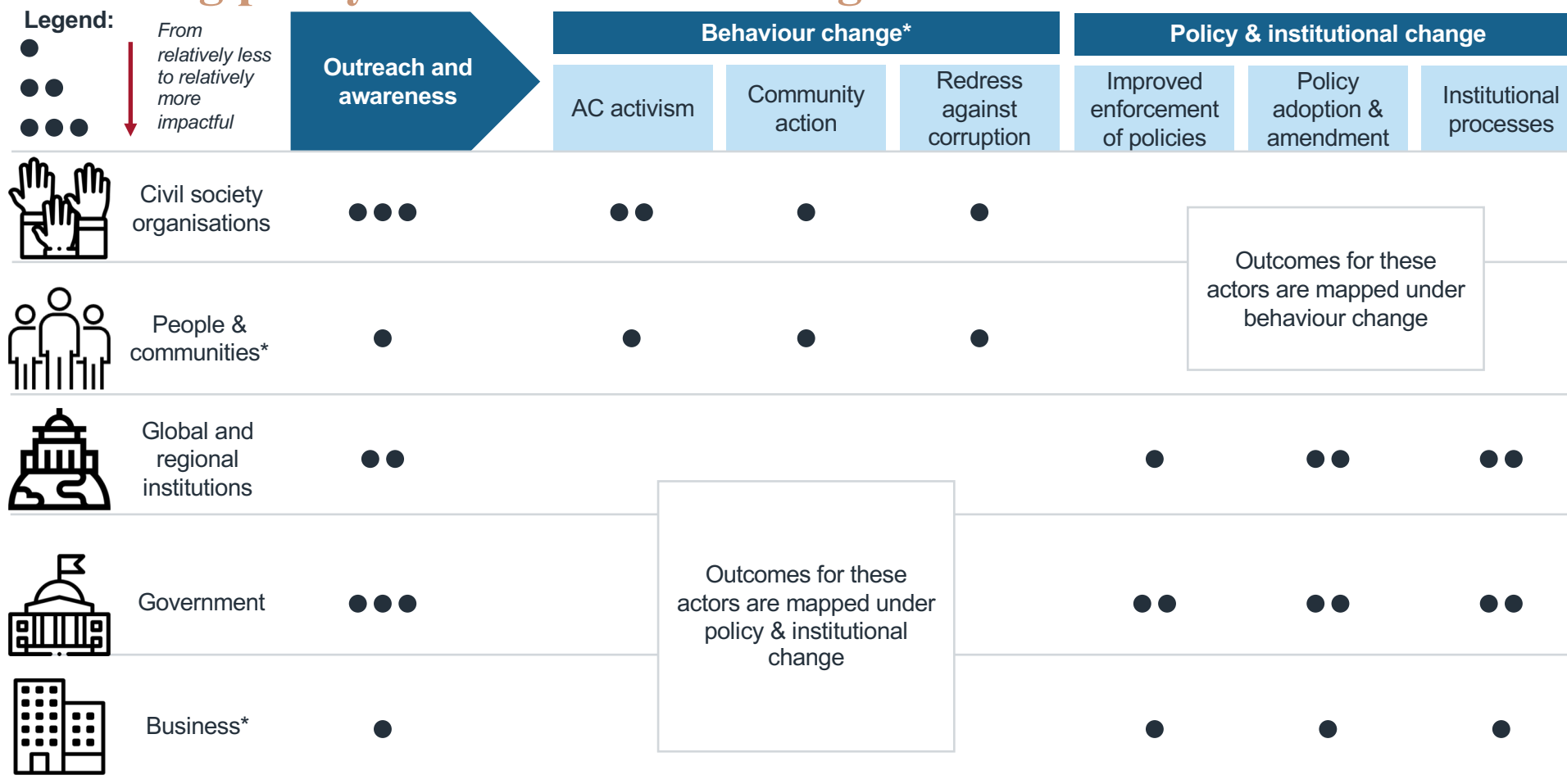




# The Action Grant's impact on anti-corruption

## Impact on anti-corruption

**The AG has been most impactful in raising awareness of corruption with governmental actors and civil society. It also had some impact in achieving policy & institutional change**





**Caveat:** The three-point assessment serves to highlight areas of relative success of the grant's impact based on anecdotal evidence. A high rating shows there is convincing evidence for impact, with a low rating showing a lack of evidence **relative to other areas**. Impact, however, might still become apparent over time.





## Impact on anti-corruption: Outreach and awareness




Through the AG, TI accessed different forums which helped to position itself as a key player for AC. This fostered awareness and led to an additional appreciation of AC across a range of CSOs.

Results	How
 ● ● ● <b>Civil society organisations</b> <p>TI strengthened its position as an <b>important player</b> in the anti-corruption space and through the AG reached a <b>wider range of organisations</b> that are related, rather than just similar, to TI.</p> <ul style="list-style-type: none"><li>On the <b>global level</b>, it improved sustained collaborations and established more topic-focused collaborations (see slide 27).</li><li>On the <b>regional and national level</b>, evidence for awareness and outreach is less attributable to the AG.</li><li>However, over time TI <b>withdrew somewhat from some SDG platforms</b> which narrowed the set of organisations TI could reach out to for AC advocacy (see slide 27).</li></ul> <p><b>Key achievements in raising awareness:</b></p> <ul style="list-style-type: none"><li><b>Expansion of the understanding of AC</b> in civil society organisation as including good governance, rule of law and corruption-prevention rather than "just" corruption, which several attribute to TI's engagement.</li><li><b>Integration of AC knowledge</b> in the work of civil society organisation, e.g. mentioning AC and good governance as a lever for achieving sustainable development.</li><li>Focus <b>on evidence-based argumentation</b> around corruption, especially with regards to independent data.</li></ul>	<p><b>Key activities that increased awareness:</b></p> <ul style="list-style-type: none"><li><b>TI-S employees:</b> Connections with global players such as CIVICUS and the TAP network as well as some regional civil society organisation mainly relied on the work of individual TI-S employees (partly funded by AG). Once established, these employees brought more people to the collaboration.</li><li><b>Steering/working groups:</b> Being part of multiple of these groups improved connections with other civil society organisations (e.g. C20).</li><li><b>Travel:</b> AG's travel component allowed TI to be present at important conversations and give presentations, which has been highly valued by partners.</li><li><b>Knowledge services:</b> Collaborations with civil society organisations often included work on blogs, research and contributions to reports, which was supported by the Helpdesk.</li></ul> <p>There is anecdotal evidence from interviewees about the work of NCs together with local civil society. However, it was not always clear if this work was driven AG, the exception being collaborations fostered by the mini grants.</p>
 ● <b>People and communities</b> <p>Not explicitly part of the grant. Some external stakeholders questioned whether the AG missed out on the opportunity to engage with society more broadly.</p>	<p>Some anecdotal evidence that parallel reporting was picked up by media at a national level, but not clear how wide-spread this was across countries.</p>



## Impact on anti-corruption: Outreach and awareness

Activities under different RAs helped TI get access to important policy makers. TI increased their awareness and broadened their perspectives on AC. TI is seen as a trusted source of knowledge.










Results	How
 ● ● <b>International institutions</b> The AG and its SDG perspective enabled TI to engage with a large range of international actors: <ul style="list-style-type: none"><li>• <b>G20, IMF</b> and presence at the <b>High Level Political Forum</b>.</li><li>• <b>EU and EU delegations</b>, although engagement with the latter has decreased somewhat.</li><li>• <b>Regional institutions</b>, although to a lesser extent and with a more mixed picture per region – seen by some as a missed opportunity.</li></ul> <b>Key achievements:</b> <ul style="list-style-type: none"><li>• <b>Access</b> to important global actors <b>and voice</b> of AC in global forums.</li><li>• <b>Adoption of AC resolutions at the global level</b> increased awareness of intersection between AC and other issues.</li></ul>	<ul style="list-style-type: none"><li>• <b>TI-EU and TI-S employees:</b> budget allocated to engage with international institutions.</li><li>• <b>Travel:</b> AG's travel component allowed TI to be present at important global and regional forums.</li><li>• <b>Partnerships:</b> working together with other civil society organisations through e.g. meetings, lobbying and publications.</li><li>• <b>Movement collaboration</b> between TI-S, TI-EU and chapters: both for reaching out and following up.</li><li>• <b>AG flexibility:</b> helped shift resources to emerging issues which allowed TI to be part of important conversations at the global level.</li></ul>
 ● ● ● <b>Government</b> There is anecdotal evidence of increased awareness in national governments (e.g. via parallel reporting)– dependent on chapters' national context. Most internal and external interviewees believe awareness raising has been successful. <b>Key achievements:</b> <ul style="list-style-type: none"><li>• <b>Expert knowledge:</b> TI as a trusted partner for providing insight into (emerging) issues around good governance (see slide 27).</li><li>• <b>Independent reporting:</b> proactive push from TI on embedding of AC reporting.</li></ul>	<ul style="list-style-type: none"><li>• <b>Knowledge services:</b> stakeholder emphasis the use of data and evidence by TI as a uniquely convincing way to get message across.</li><li>• <b>Drawing from institutional knowledge:</b> conversations around what the relative standing of a country is from an AC perspective.</li><li>• <b>Mini grants:</b> gave opportunity to address a local need. Outputs often opened doors and positioned the chapter for further conversation with a broader range of stakeholders.</li><li>• <b>Regional advisors:</b> visits used to connect with national institutions.</li></ul>
 ● <b>Business</b> Not explicitly part of the grant. However, some work with civil society and government was focused around good business conduct.	Focus of some Helpdesk outputs for EU delegations. Anecdotal evidence of mini grants also expanding business ties (e.g. TI Mongolia).





## Impact on anti-corruption: Policy and institutional change

# Evidence-driven advocacy and collaboration with internal and external stakeholders helped to drive policy and institutional change







Category and rating	Results	How
<b>Improved enforcement of policies</b>  ●  ●●  ●	<ul style="list-style-type: none"> <li>Parallel reporting through mini grants has proven a good way to understand and connect to national progress and hold governments accountable on AC and transparency.</li> <li>However, besides parallel reporting there is little evidence that AG-sponsored activities were successful in making sure that governments were "walking the talk".</li> <li>This was further hampered by the set up of the grant, which at times made it difficult to acquire any follow-up funding for advocacy on enforcement activities.</li> </ul>	<p>Some stakeholder report the improved communication channels under the AG helped to follow up on global and national levels, bringing together TI-S, TI-EU and chapters.</p> <p>While awareness raising was successful, activities under the AG often did not (yet) manage to transform this into governments "walking the talk" – in cases where there was success, this usually took a sustained and long-term involvement. However, it is important to acknowledge that policy implementation takes time and several interviewees indicate that they believe the AG has planted the seed for government action and for policies to be implemented after the grant's completion.</p>
<b>Policy adoption &amp; amendment</b>  ●●  ●●  ●	<ul style="list-style-type: none"> <li>There is convincing evidence from interviews and desk research that the AG has directly and indirectly contributed to policy changes, for example in programmes, directives or resolutions (see slide 27).</li> <li>The flexibility of the grant allowed several TI actors to influence governments' approaches and decision-making on emerging issues. As such, TI was able to play an important role in putting issues on the agenda, shaping the final outcome and achieving commitment from key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li><b>Evidence-driven advocacy:</b> stakeholders cited parallel reporting as an important tool for influencing governments, as well as outputs from the Helpdesk or resources on SharePoint.</li> <li><b>Partnerships with CSOs:</b> working together with like-minded CSOs at national and global level allowed for more open conversations and was a key factor for some successes – although some question whether it was "partnering for the sake of partnering"</li> <li><b>Leveraging the network:</b> access to other chapters' knowledge as well as involvement from regional advisors enabled TI to act on emerging opportunities.</li> </ul>
<b>Institutional processes</b>  ●●  ●●  ●	<ul style="list-style-type: none"> <li>Stakeholders report this area to be rather successful, with examples of success including governments' work on good business conduct, the EU whistleblowing directive and G20 work.</li> <li>A distinct achievement of TI highlighted by multiple stakeholders is the uptake of more evidence-based, data-driven and independent reporting around anti-corruption by governments (e.g. Nigeria, Greece).</li> </ul>	<ul style="list-style-type: none"> <li><b>Knowledge services:</b> TI's capacity to do research, for example for parallel reporting, available knowledge and case-specific reporting by the Helpdesk were instrumental in pushing for evidence-based reporting.</li> <li><b>Holistic nature of grant:</b> The combination of funding available (salaries, travel and helpdesk capacity) allowed for constant engagement and follow up.</li> </ul>

**Caveat:** establishing policy and institutional change often takes time and sustained effort. Impact so far has manifested partly in getting topics on the agenda. Interviewees highlight that many debates are still ongoing and expect impact to show in due time. If these conversations around change that TI has been part of through this grant come into fruition, impact will be significant. Stakeholders highlight that TI is being taken more seriously.



## Impact on anti-corruption: Behaviour change

# TI's efforts in increasing awareness of AC, good governance and rule of law through the AG has led to some uptake of AC activism among civil society organisations

Category and rating	Results	How
<b>AC activism</b>  ● ●  ●	<ul style="list-style-type: none"> <li>There is some evidence that CSOs were not fully aware of the impact corruption, good governance and the rule of law had on their area of work prior to AG. There is more collaboration with TI at different levels on this topic in conjunction with their area of work.</li> <li>While several CSOs say they have been championing TI's message, they struggle to point to any engagements beyond awareness raising they had in AC.</li> </ul>	<ul style="list-style-type: none"> <li>TI's awareness raising laid the basis for AC activism by CSOs, with a specific emphasis on a broad definition of corruption as well as how this affects the work of other CSOs (see slide 22 and slide 27).</li> <li>Engagement was specifically successful when TI engaged multiple times with its partners, or even collaborated on advocating or reporting, instead of one-off engagements like presentations or passive engagements such as reports.</li> </ul>
<b>Community action</b>  ●  ●	<p>This review found no evidence that actions taken addressed specific corruption problems in communities by individuals, community, civil society organisation or social movements due to AG's funding.</p>	<p>The grant's involvement was mainly with global and regional organisations which are less involved in community engagement.</p>
<b>Redress against corruption</b>  ●  ●	<p>This review found no evidence of specific anti-corruption grievances that were addressed as a part of TI's engagement with partners under the AG.</p>	<p>Through the grant, several knowledge products have been produced on grassroots activism. However, the impact of these is unclear as this review did not engage with stakeholders involved in these activities.</p>
<b>Other</b>	<p>Collaboration with CSO's in the context of AG was more focused on partnering to move the global/ regional agenda and influence policy, rather than behavioural changes at CSO level.</p>	<p>Collaboration happened through publications, advocacy efforts, presentations, meetings, etc. and relied heavily on personal contacts.</p>

**Caveat:** the grant was not specifically focused on behavioural change for civil society organisations and the public.

**Caveat:** establishing behaviour change often takes time and sustained effort. As the grant has not yet come to a close, limited evidence for behavioural change now does not exclude that the effects of the grant will manifest itself after its completion.



## Impact stories – what AC impact was built through the grant?

**On the global level, the AG improved sustained collaborations and established more topic-focused collaborations** (slide 23)

O&A

**Impact story:** Through the AG, TI's global advocacy coordinator has connected to CIVICUS, Human Rights Watch and Oxfam. TI has deepened the relationship through regular contact, collaboration and joint publishing of blogs and statements.

**The AG has directly and indirectly contributed to policy changes, for example in programmes, directives or resolutions** (slide 25)

P&I  
C

**Impact story:** Through travel grants and staff salaries, TI was able to attend the C20, a platform for civil society organised in conjunction with the G20. Through TI's advocacy efforts, together with key civil society partners, a gender sensitive approach was taken up in the G20 resolution about whistle blowing.

**TI's awareness raising laid the basis for AC activism by other civil society actors** (slide 26)

BC

**Impact story:** TI was approached by a foundation to support them on a report on SDG16 as the foundation came across TI as one of the key organisations consistently advocating for policy changes around SDG16. TI contributed valuable expertise and their work was heavily cited in the report

**TI withdrew somewhat from some SDG platforms which narrowed the set of organisations TI could reach out to** (slide 23)

O&A

**Impact story:** TI was a key member and contributor to the TAP network, which brings together civil society organisations working on SDG16. However, TI withdrew somewhat and lost connection to these organisations through that platform. The SDG Coordinator post was vacant for several months in 2019.

**There is anecdotal evidence that TI is seen as a trusted partner by government for providing insight into (emerging) issues in AC** (slide 24)

O&A

**Impact story:** One government in Latin America describes the relationship with the country's NC as very professional and productive. It sees the NC as a trusted source that and its insights on transparency issues have informed the government's decision-making. The collaboration is seen as bringing positive changes to regulations in the country.

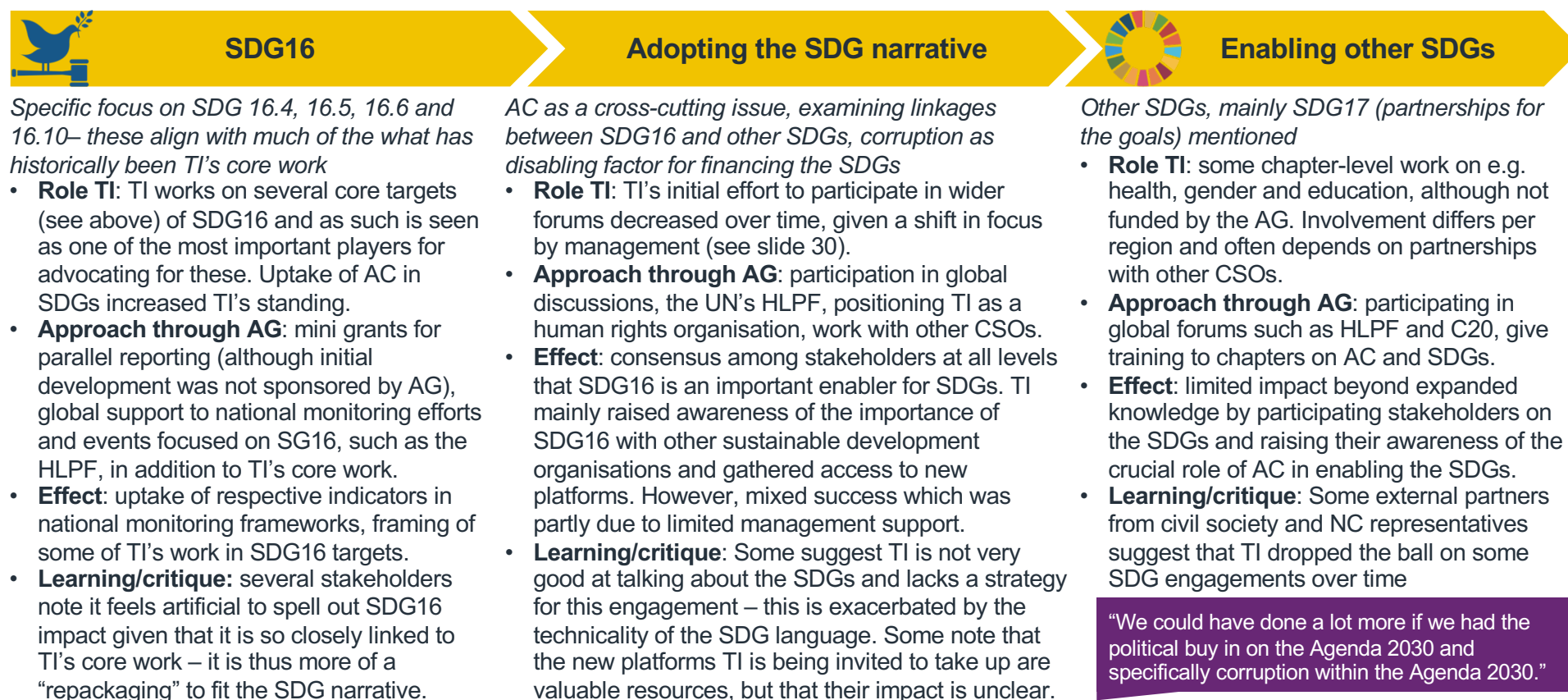




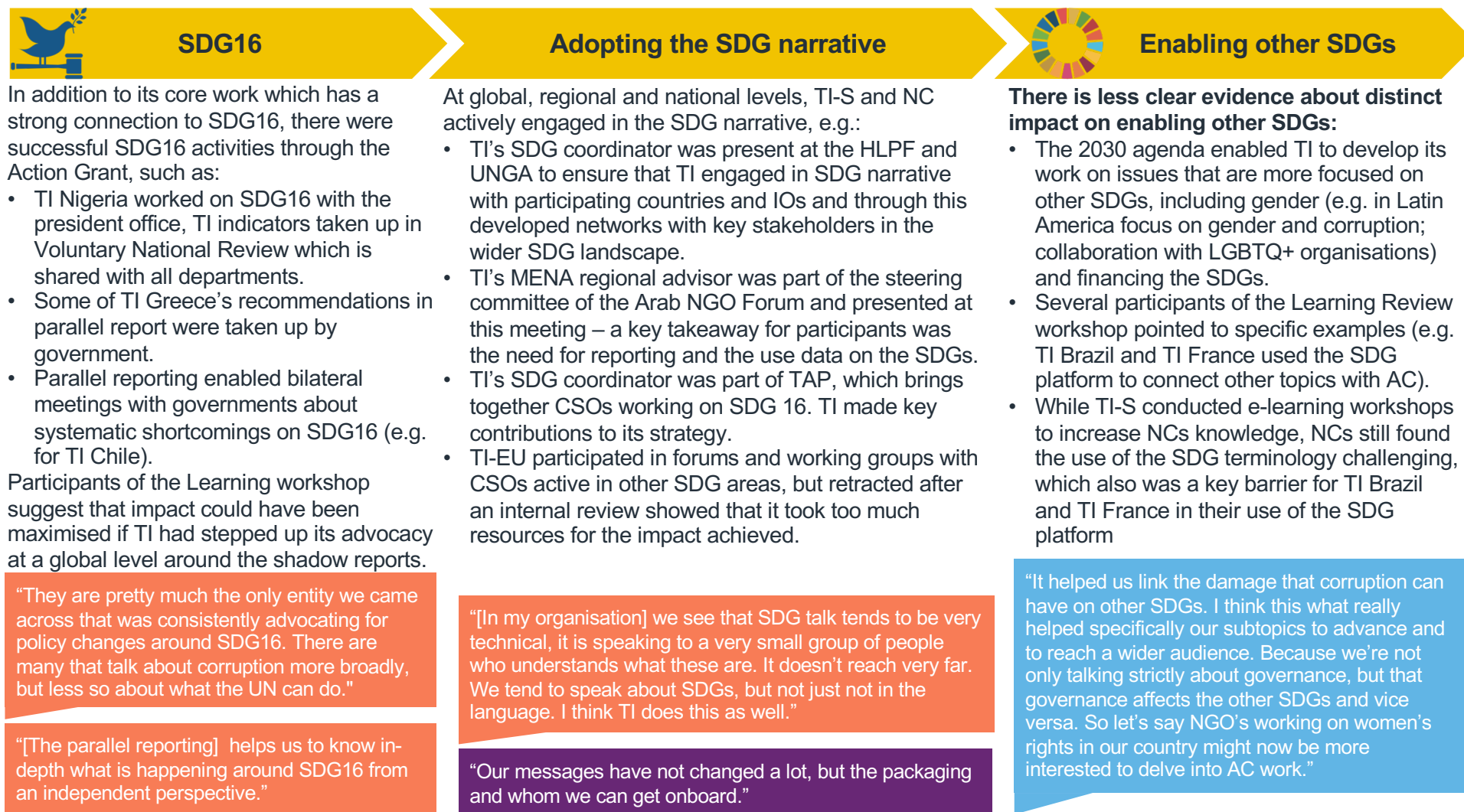
# The Action Grant's impact on sustainable development

# TI's SDG work under AG mainly focused on SDG16, but stakeholders also saw their work in the wider context of sustainable development

At the AG's launch, the SDGs were a focus of TI's management, although some TI stakeholders argue that there was no detail on what exactly TI wanted to achieve with regards to the SDGs. Over time, the focus of TI's management shifted towards other topics, which interviewees identified as a key barrier to achieving sustained impact on the SDGs. The linkages between TI's work and the SDGs are widely recognised by internal and external stakeholders, mainly around its work towards several SDG16 targets, and to a lesser extent as an enabler of other SDGs through its effort of rolling back corruption. However, questions remain around how and to what extent TI should engage with the SDGs more broadly. Current limited focus on using the "SDG" language as well as the technicality of this language could pose a barrier for a Movement-wide involvement.



# Anecdotal evidence shows some impact of TI's work in the context of the SDGs, although TI did not consistently succeed in placing its work in the wider SDG narrative





# Case study – SDG engagement: Mapping key activities on the SDGs from 2016-2020 shows how TI initially engaged strongly with them but shifted its focus back to specific AC objectives over time

### High-level timeline of key activities on wider SDG narrative



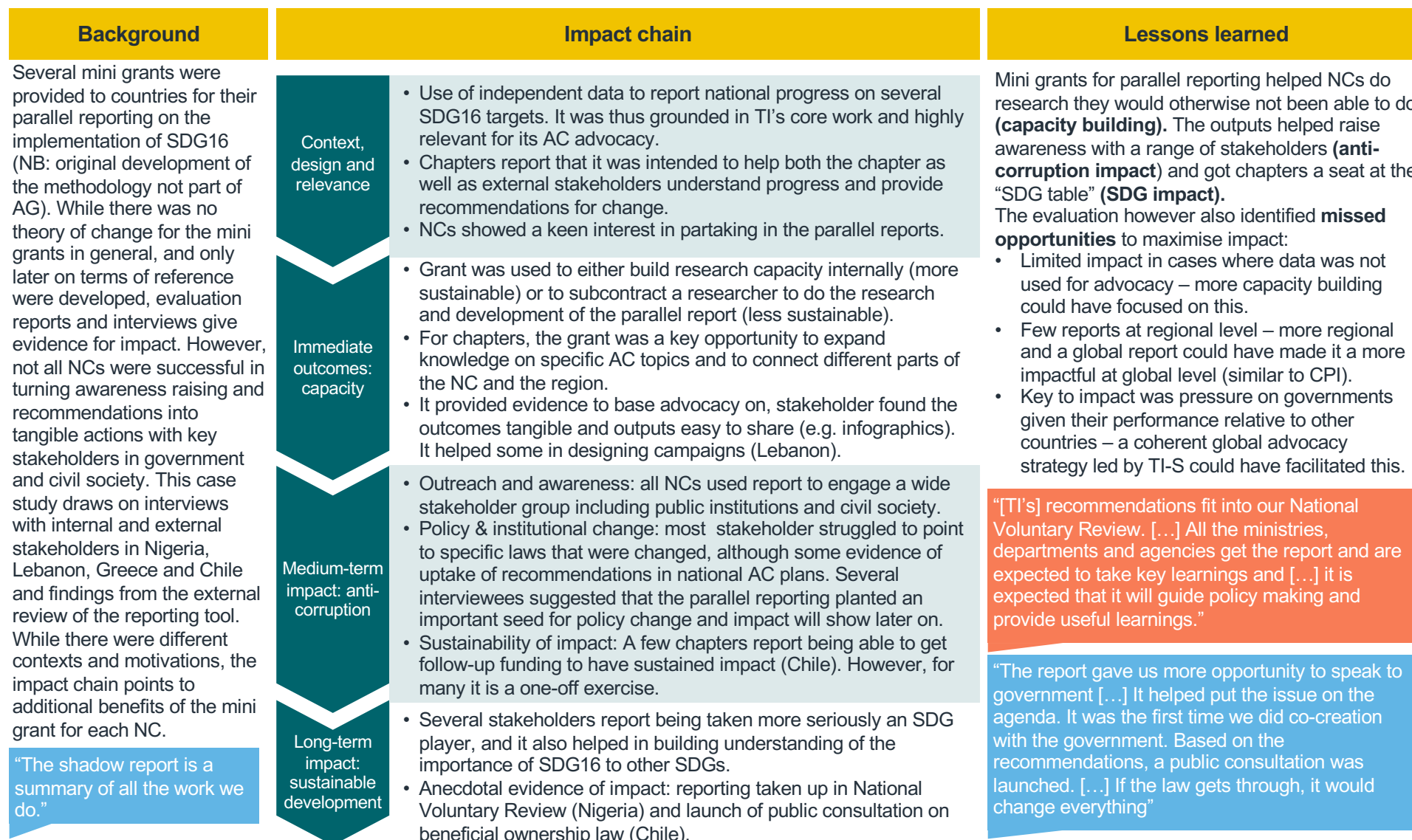
- ✓ At the AG’s launch, it was seen as a key **opportunity to establish TI as a central player** in the wider SDG narrative and to enhance understanding of AC as a prerequisite for sustainable development.
- ✓ This enthusiasm was reflected in a **multitude of activities launched in 2016/17**, including alliances with other CSOs, contribution to EU policy processes and SDG trainings for NCs.
- ✓ In 2017/18, activities continued with a focus on **expanding knowledge** via reports on the link between corruption and the SDGs and the publications of the first parallel reports to **foster NCs work on SDG** advocacy, while TI continued to provide input into regional and global forums.
- ✓ Starting by the end of 2018, activities to foster advocacy on the wider SDG narrative primarily centred on the participation in the UN’s HLPF and parallel reporting by NCs.
- ✓ The SDG Coordinator post was vacant for several months in 2019 and interviewees suggest that TI’s leadership re-focused its attention on AC more specifically with the broader SDG narrative taking a backseat role.

“In 2016, there was a sense we needed to do something on the SDG, but for the design of the grant, I think not that much though had gone into exactly what we would do in the area of sustainable development. In terms of what products we should produce and what advocacy we should be pushing.”

“Of course everything connects to the SDGs, but we worked more stronger on them broadly early on; now our work is more focused on AC.”



# Case study – impact chain: Mini grants for parallel reporting helped NCs to conduct AC advocacy and drive the SDGs.





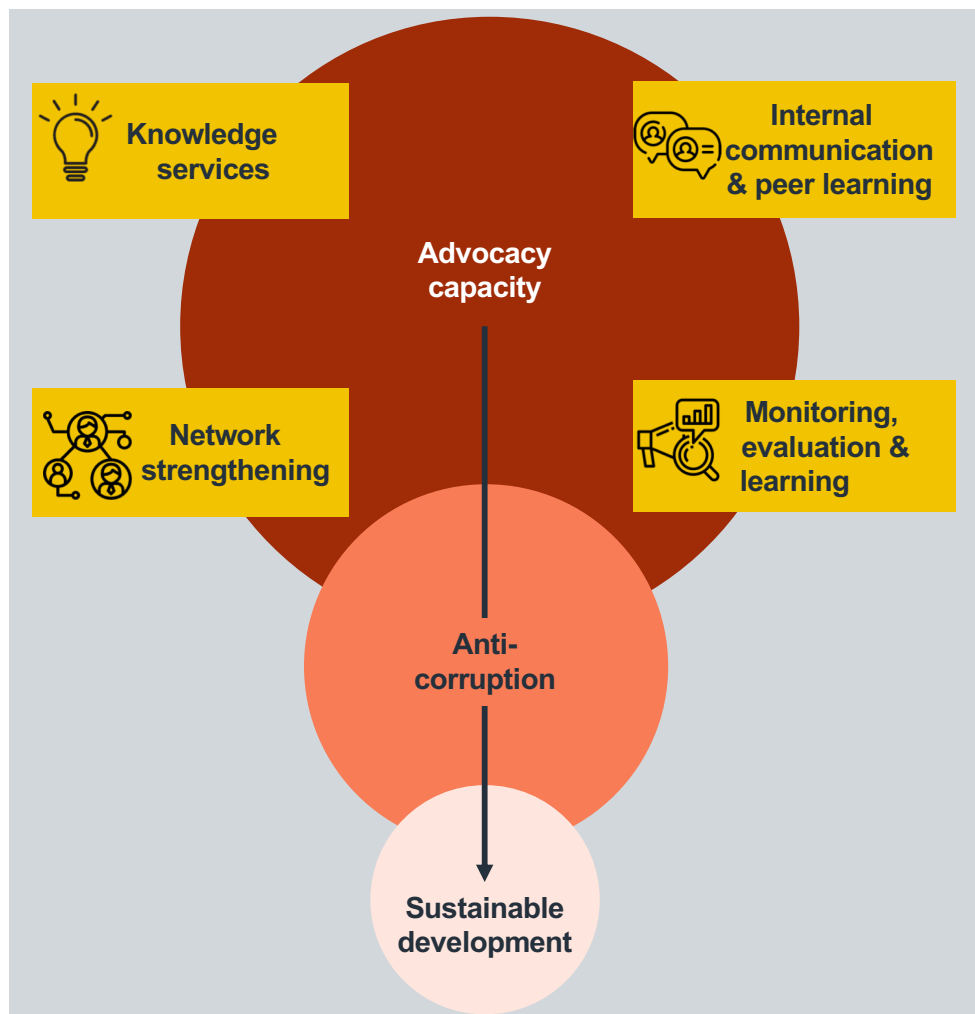
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# Conclusions and recommendations

## Conclusions and recommendations

# As a flexible core grant, the AG constituted a crucial tool for TI to build its advocacy capacity and foster change on anti-corruption

### High-level overview of how the AG delivered impact



The AG constituted a core grant for TI that has been highly relevant for building its advocacy capacity and strengthening its impact on anti-corruption and sustainable development.

Across all stakeholder groups, perception of the AG was highly positive. All members of the Movement that engaged with the evaluation were able to provide anecdotal evidence of how the AG supported their day-to-day work.

The extent to which AG shaped or transformed their work varied by stakeholder groups; knowledge services and the new communications infrastructure reshaped how the Movement accesses and uses evidence, and how it interacts with one another. For some small NCs, the mini grants alone made a significant contribution to their core programmes.

For activities further down the impact chain of the AG, the impact of the grant became more indirect, and it is often still too early to assess the full impact that TI had on driving change in the medium- and long-term. Nevertheless, it is clear that the AG – through its capacity building lens - enabled TI to strengthen its anti-corruption advocacy and its work on sustainable development more broadly.

**In addition to highlighting the successes achieved through the AG, this evaluation also identified missed opportunities across the implemented activities. These and the lessons that can be drawn from this for future grants are outlined on the following pages.**



## Conclusions and recommendations: Context, design and relevance

**Due to its broad objectives, the AG was highly relevant to TI's anti-corruption advocacy and strategy. A stronger alignment to the SDGs and the adoption of a clear theory of change at its launch could have increased its coherence.**

### The AG was relevant for TI and the SDGs given that...

- **The AG was one of TI's core grants:** Due to its broad objectives, flexible nature and wide reach, it was highly relevant and aligned to many of the core functions of TI-S.
- **It addressed capacity building needs:** Activities under the four result areas were mostly relevant to capacity needs in TI-S and across the Movement and aligned to NC's work to fight corruption.
- **It supported its strategy:** AG was instrumental to support TI in the implementation of its Strategy 2020, in particular given the aligned timeframe and its sizable funding. It also allowed TI to explore its work in the context of sustainable development.

"For small countries, these small grants drive big changes"

"I particularly appreciated the flexibility of the grant. This enabled us to engage in long-term, but also in ad hoc advocacy."

### The grant's relevance was not maximised due to...

- **Lack of alignment to the SDGs:** The flexibility of the grant meant that it was less closely aligned to the SDG narrative. While many of its activities fit under its umbrella, consistent framing around the SDGs could have increased this alignment.
- **Absence of a theory of change:** As neither a theory of change was established nor a thorough baseline assessment conducted at the onset of the grant, there was less coherence in its global approach to capacity building and specific capacity gaps.
- **Internal organisational challenges:** TI's organisational restructuring and high levels of staff turnover affected how relevant AG was to be to specific teams and leadership objectives. There were few internal champions of the grant due to fragmentation of salaries paid by the grant, which also led to challenges in coherence.
- **Global developments:** Globally, shrinking civic space made it harder for TI to drive change through advocacy targeting policy and institutional processes, which was a focus area of activities funded under the grant.

### Learnings

### The evaluation of the AG grant identified several learnings about its design and relevance

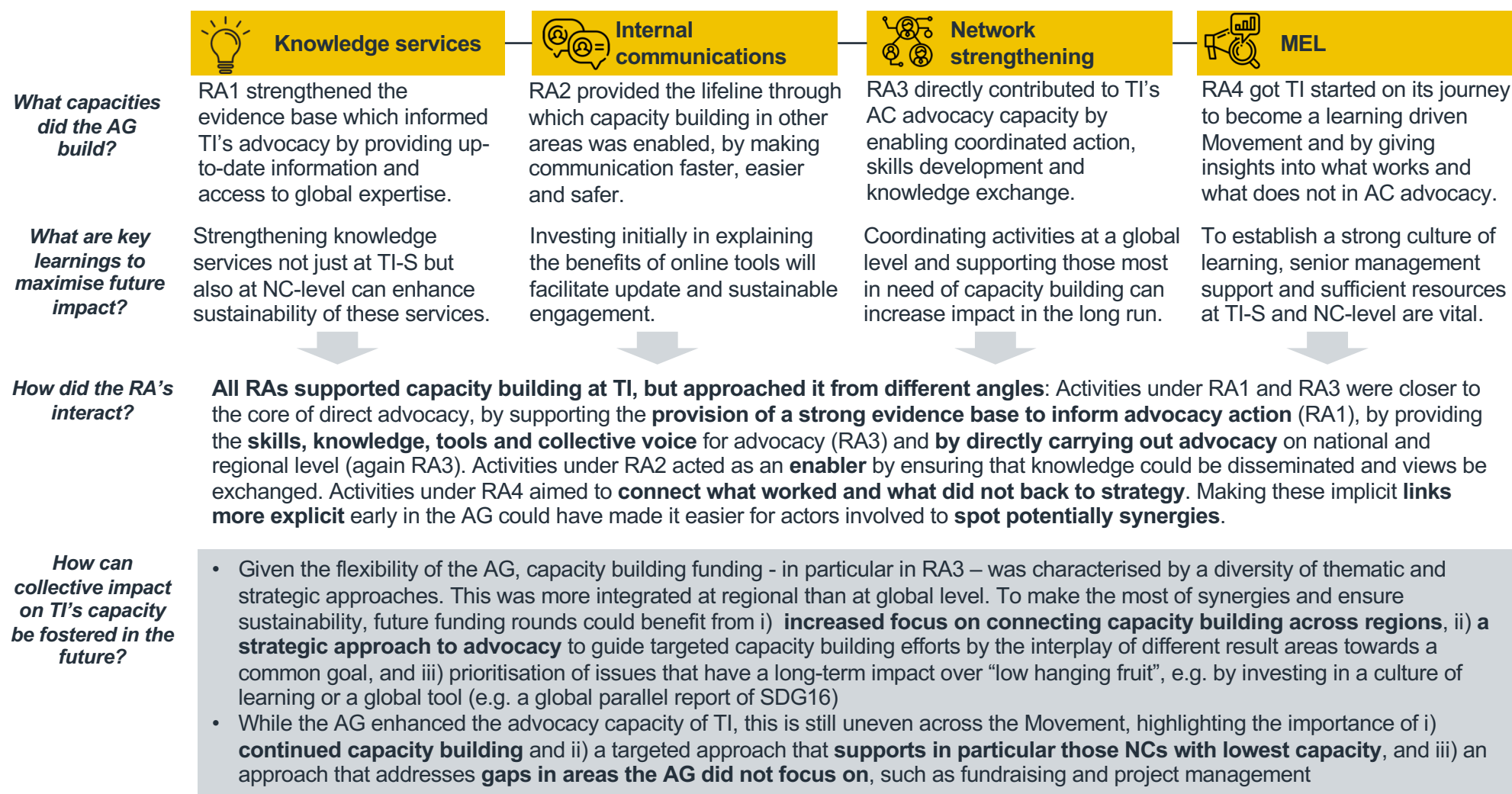
- The flexibility of the grant enabled TI to respond quick and adapt its activities to changing contexts – this was key for its relevance for short-term enhancement of capacity.
- However, looking at its long-term relevance, AG could have benefitted from the development of a clear theory of change and strategic approach to its implementation at its launch or even thereafter. This could have facilitated a clear, coherent and structured approach to driving change across the RAs and could thus have enhanced its relevance to TI's Strategy and the SDGs. A clear baseline assessment at inception could have ensured that funding responded to the key capacity gaps.
- Strong support by TI's senior management is crucial to ensure that flexible grants such as AG have a clear mandate that ensures its relevance. When the team that currently manages the AG took on their role, AG benefitted from a stronger strategic approach to implementation, that interviewees identified as key to increasing its relevance.

"The perception of the grant has really changed from a cash cow to a grant that was steered very strategically. There was a very good development of the grant and how it was managed."



## Conclusions and recommendations: Capacity

**Activities across all result areas contributed to strengthening TI's advocacy capacity. By adopting a more strategic approach to advocacy, TI could enhance capacity outcomes in the future**



## Conclusions and recommendations: Anti-corruption

# The AG showed that while the chain for AC impact is long, a flexible grant combined with partnerships, evidence-based lobbying and capable staff can reach important AC outcomes

### The grant amplified impact through...

- **Flexibility:** AG's widely-praised flexibility allowed TI to make the most of emerging opportunities, influencing policy as it was being made.
- **Interrelatedness of result areas:** The result areas were in support of each other, which amplified impact. For example, successes reached through activities under RA3 were often supported by knowledge from RA1 and enabled through communications under RA2.
- **Wide access to actors and people that would normally not have been engaged with:** The AG enabled TI to attend meetings, conferences, presentations and engage with actors from mainly civil society as well as some public institutions. This helped raise awareness and reach impact with these actors.

### The grant missed opportunities for impact through...

- **A lack of follow up funding:** The grant was less successful in following up on policy change as well as beneficial activities identified through the grant (e.g. in a mini grant, by a regional advisor).
- **Missing a coherent strategy:** While there are many individual impact stories, stakeholders felt a broader narrative was often missing. Mini grants were described as a "drop in the ocean" and there was no theory as to how and what area of AC should be targeted through AG.
- **Getting stuck in awareness raising:** External stakeholders described collaboration and outputs by TI as informative and useful, but some struggled to point out how this led to impact. More sustained, focused effort was lacking.

### Learnings

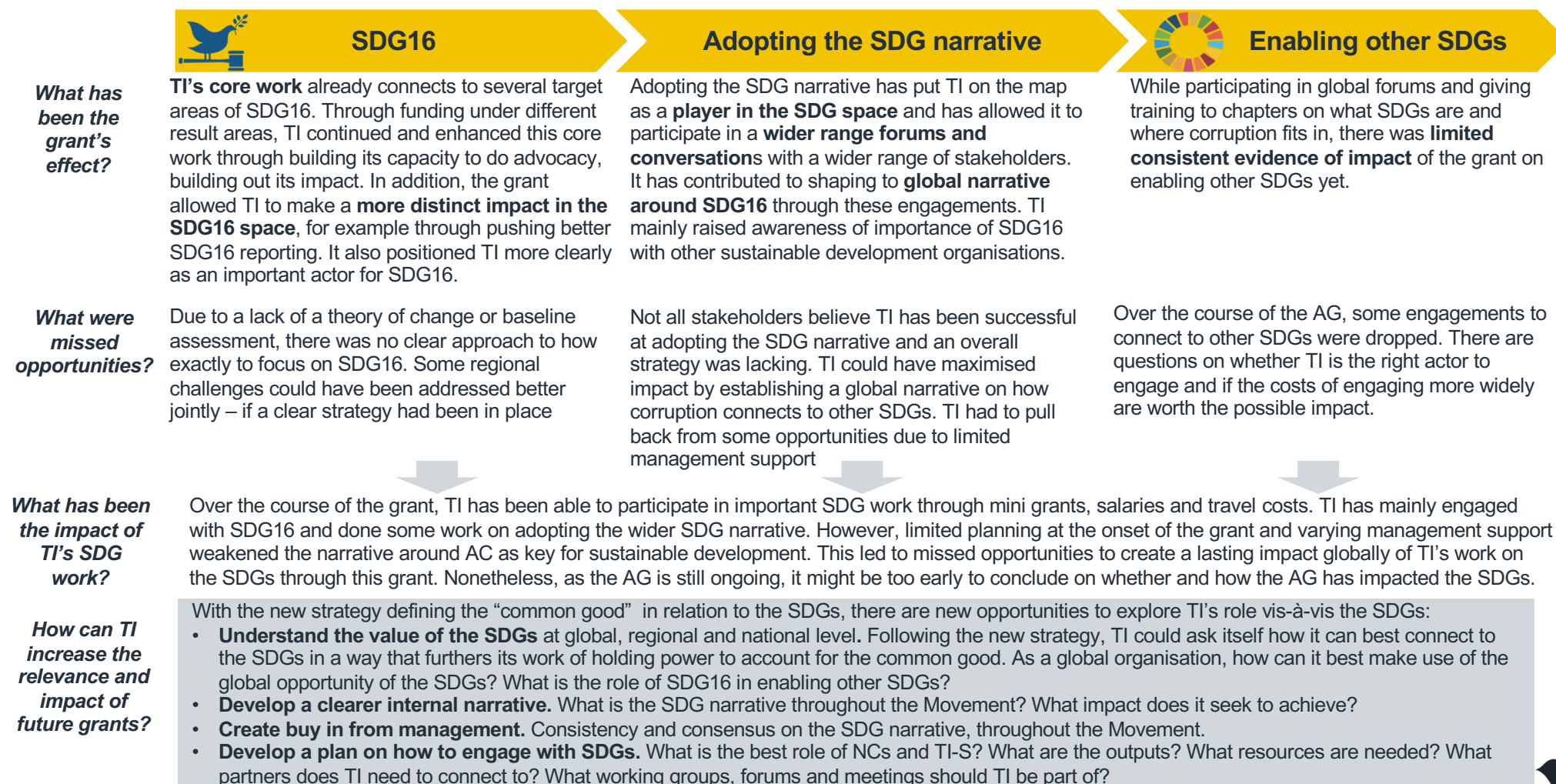
### Experience with the AG grant showed multiple learnings about impact

- **The chain for impact is long and takes time:** Especially with capacity building grants, it is often not clear which actions can be attributed to specific policy change. Most stakeholders were convinced about increased impact and feel the grant improved their ability to do advocacy, but in a more general sense. Any clear examples of impact often came from actions at the beginning of the grant period, as it took time to come to fruition.
- **A wide, rather unrestricted grant is helpful for reaching impact:** Stakeholders reflected that current grants are often topic-based, and praised the AG for the way in which it allowed different departments to work together flexibly.
- **Action at global level can lead to further impact at local levels:** Impact of TI-S and TI-EU's internal achievements on rulings, directives and commitments was amplified if national chapters leveraged these to lobby their national governments.
- **Partnerships are important for reaching impact:** Success stories were often based on partnerships, both internally and externally, which were in turn made possible through awareness raising with partners.
- **Evidence-based arguments are a good way to impact:** External stakeholders view TI's evidence-based approach as a key asset.
- **Impact can often be attributed to the work of excellent individuals:** Interviewees highlighted that impact often happens when the right people were in the right place. The impact of the AG's salaries and travel costs was enhanced as it supported competent staff to do their AC advocacy work. This argument is further enhanced by the negative effects of staff turnover, which was seen as a barrier to AC impact throughout the grant.



## Conclusions and recommendations: Sustainable development

TI has been able to participate in important SDG work. However, through a clearer strategy on SDG engagement, TI could capitalise on opportunities for impact that were missed over the course of the AG.





## Conclusions and recommendations

# Recommendations

Looking ahead, this evaluation identifies a number of recommendations to maximise TI's impact in the future through a similar grant. Beyond the specific learnings outlined across the report, more broader opportunities to drive positive outcomes for TI as a Movement and for the fight against corruption and for sustainable development centre around i) the set up of a similar grant, ii) grant management, and iii) the strategic approach to driving change – the latter being of particular relevance given that the overarching aim of TI's Strategy 2030 is to “hold power to account for the common good” with the common good being defined by the outcomes set out by the United Nations' 2030 Sustainable Development Goals.

Set-up	Implementation	Strategic approach to change
<p>Flexible grants with broad objectives provide significant opportunities to drive change – however, the flexible nature also comes at the risk of spreading activities too thin across different areas, thereby limiting depths of impact in those.</p> <ul style="list-style-type: none"><li>➤ <b>Make a conscious choice between breaths vs. depths</b> - between using a grant to fill existing gaps on a more ad hoc basis and putting all efforts behind achieving a clear set of specific objectives.</li><li>➤ <b>Establish a clear theory of change</b> to guide all activities over the grant period, and a baseline assessment and impact indicators that focus on qualitative medium to long-term impact as opposed to ‘tick box’ indicators. This is especially important if the grant is used to drive an agenda, rather than fill gaps and will allow for continuity through the grant.</li><li>➤ <b>Enhance sustainability</b> by ensuring <b>follow up funding</b> within the grant for implementation, and by using mini grants similar to “start up <b>accelerator funds</b>” to foster new initiatives.</li></ul>	<p>The success of a grant like AG depends on buy-in and strategic direction from senior management. AG's impact was affected by changes in leadership and the resulting varying political will towards specific activities.</p> <ul style="list-style-type: none"><li>➤ <b>Establish strong leadership buy-in</b> to maximise impact in the future</li></ul> <p>Staff changes affected the delivery of the AG as it meant that crucial posts (e.g. SDG coordinator) were vacant at times and new team members had to be onboarded and introduced to the AG. The difference that dedicated staff can make is exemplified in the significant positive contribution of the AG's new grant managers, who gave its <b>management strategic direction</b>. AG funding often only funded partial salaries, thus not allowing to hire distinct staff to focus on implementing activities (beyond AG managers).</p> <ul style="list-style-type: none"><li>➤ <b>Fund &gt;50% of specific staff salaries to implement activities</b> to increase commitment and capacity.</li><li>➤ <b>Communicate the grant's objectives</b> and connection with the RA's on a continuous basis to ensure that old and new staff is aware of the grant and to identify potential synergies.</li></ul>	<p>The AG focused on very broad objectives. In the absence of a theory of change, a diversity of activities fit under its umbrella. However, it also meant that TI did not fully commit to making hard choices about i) its global approach to advocacy, ii) its approach to anti-corruption, and iii) its approach to sustainable development. Different approaches to all three themes were fit under the broad umbrella of the grant.</p> <ul style="list-style-type: none"><li>➤ <b>Decide if and how TI wants to fully embrace the SDG narrative</b> in everything it does and in what contexts, or if it wants to loosely relate to it and adapt its activities and communications correspondingly.</li><li>➤ <b>Invest in establishing a strong culture of learning</b> across the Movement to ensure that activities are continuously informed by what works and what does not.</li></ul>



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# Appendix I: Learning Review Workshop



## Appendix I: Learning Review Workshop

As part of the evaluation, a Learning Review Workshop provided space for in-depth discussion among NC representatives and TI-S

A Learning Review Workshop constituted a central element of the evaluation.



22

Participants from TI-S and National Chapters from all five regions

3

Thematic sessions

### Main activities:

- Engagement via online voting tool and virtual whiteboard
- Discussion in breakout groups
- Plenary session to reflect on key findings

### Purpose

A virtual learning review workshop was conducted on November 24, 2020 to:

- Validate selected key findings of the initial evaluation
- Gather new insights from participants on the impact of the AG on TI's capacity, anti-corruption advocacy and the Movement's views on the Sustainable Development Goals
- Facilitate learning between participants

### Approach

- The workshop agenda and engagement formats were developed in close collaboration with the project team at TI-S
- An initial overview of the AG and key evaluation findings were presented at workshop inception
- Three thematic sessions provided space for in-depth discussion on TI's current and future capacity needs, and how the Movement can maximize its impact on anti-corruption and align its work to the SDGs
- Engagement formats included breakout sessions, an online voting tool, a virtual whiteboard and plenary discussions
- Emphasis was on ensuring that different voices could be heard

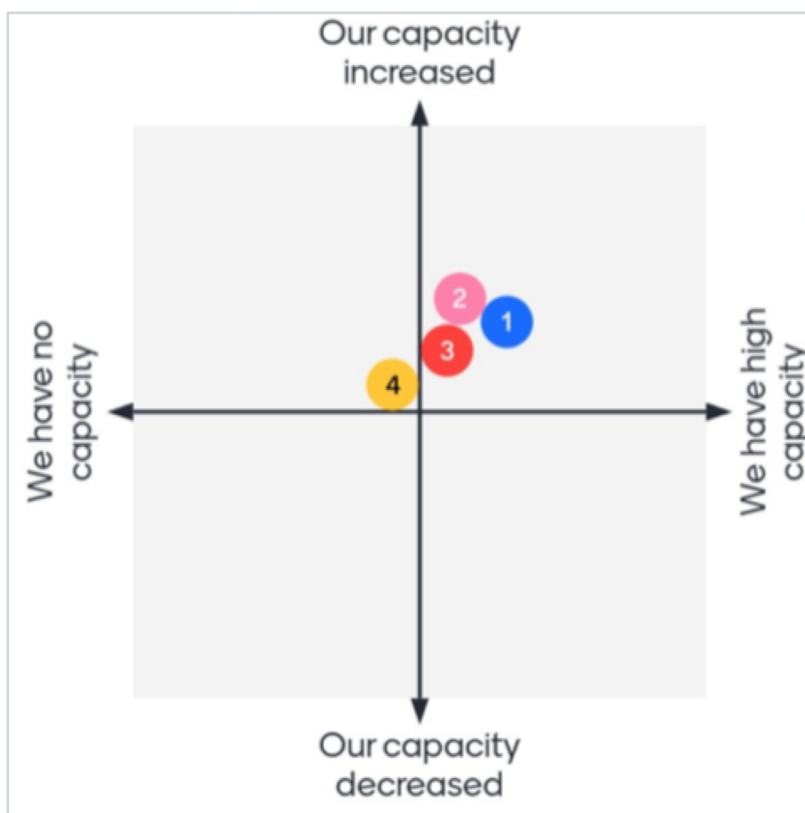
Overall, the Learning Review Workshop validated the key findings of the initial evaluation of the impact of the AG. Discussions reflected the key achievements with regards to TI's capacity to conduct anti-corruption advocacy and pointed to opportunities for future impact on sustainable development.

"I really hope that the Action Grant is sustained within the Movement because it addresses things that traditional grants don't [address]."



# Participants rate TI's capacity to use knowledge and evidence as highest. TI's internal communications capacity increased the most since 2016

**Session 1** explored the Movement's previous and future capacity needs, and how capacity needs were addressed through the AG



### Legend





- 1 = Request and use knowledge and evidence (RA1)
- 2 = Communicate and stay up to date with TI (RA2)
- 3 = Work with and learn from other chapters / TI-S (RA3)
- 4 = Engage in monitoring, evaluation and learning (RA4)

- Participants were **generally positive about the AG's impact on TI's advocacy capacity**. They saw capacity overall increase over the grant period, although it is important to note that AG was only one of the factors contributing to capacity over those years.
- The assessment of TI's **current capacity is most positive with regards to requesting and using knowledge and evidence (RA1)**, an activity close to the core of TI's work. Capacity is seen as second highest with regards to internal communications and lowest with regards to MEL.
- Communications capacity increased most**, an assessment that corresponds to findings of the evaluation interviews. MEL was the area where stakeholders saw the smallest capacity improvements.
- Participants point to many capacity building areas that TI should focus on going forward, including activities under the AG's RAs (e.g. building the research base and peer-to-peer exchange), and areas that were not covered by the AG (e.g. fundraising and building institutional partnerships). Cross-regional capacity building and capacity building with regards to specific topics (investigative journalism, youth) were highlighted.
- Several participants propose to build capacity to develop an **advocacy strategy, receiving practical tips for advocacy techniques and strengthening a shared understanding of what advocacy means at TI**.
- It was suggested that all RAs could benefit from future funding. Reflecting current capacity, future funding was seen as most helpful for MEL, followed by funding for NC-level research capabilities and network strengthening.



# While the AG strengthened TI's impact on anti-corruption, participants also pointed to missed opportunities that could have increased sustainability



*Session 2 assessed if TI made the most of the flexible funding opportunity that the AG provided by exploring how participants engaged with specific activities across the RAs and how this helped them advocate for positive anti-corruption outcomes.*

 <b>RA1: The Helpdesk</b>	 <b>RA2: Internal comms</b>	 <b>RA3: Long exchanges</b>	 <b>RA4: MEL matrix &amp; e-learning</b>
<p>Participants' assessment echoed findings of the initial evaluation.</p> <p><b>Participants saw its key value in:</b></p> <ul style="list-style-type: none"><li>• Enabling the Movement to better understand a new subject,</li><li>• Compensating the lack of research capacity at chapter-level</li><li>• Generating credible evidence for advocacy work</li></ul> <p><b>Specific examples how the Helpdesk enabled advocacy:</b></p> <ul style="list-style-type: none"><li>• TI Brazil used it to get information in support of its work on a judicial pardon by the president</li><li>• TI Chile uses it to respond to its many queries on AC that it received as the one AC organisation in the country</li></ul> <p><b>Language barriers</b> faced by NCs not operating in English pose a key challenge to maximise impact.</p>	<p>Participants agreed that internal communications <b>had improved as a result of AG</b>. They saw an acceleration of the use of new internal communication channels due to the pandemic.</p> <p>It was seen as a means to an end to support the Movement to connect and exchange views.</p> <p>Participants pointed to a <b>clear impact chain</b> from exchanging views, learning from other chapters, collaborating with each other via the communications channels - towards using this knowledge in their local advocacy work.</p> <p>A key challenge to maximise impact is that the <b>IT infrastructure has an expiration date</b>.</p>	<p><b>Long exchanges were seen as highly valuable for participants:</b></p> <ul style="list-style-type: none"><li>• It supported NCs in their staff development and improved ways of working across chapters</li><li>• Corresponding to findings from previous evaluations, it put participants' work in regional or global perspectives.</li></ul> <p><b>Participants pointed to challenges to maximise impact:</b></p> <ul style="list-style-type: none"><li>• A tight planning timeline</li><li>• Limited links between the long exchanges and wider strategic planning of TI</li><li>• Some considered the topical focus too constraining, while others suggested that it was too broad to achieve a clear anti-corruption outcome</li></ul>	<ul style="list-style-type: none"><li>• Participants highlighted that they were able to <b>improve their MEL</b> practices through the use of the MEL matrix and TI's IMA,</li><li>• E-learning courses on MEL were well received and seen as a key factor in improving participants MEL activities over the last years.</li><li>• As a practical outcome, those NCs that benefited from MEL training are now more focused on <b>results</b> rather than their activities.</li><li>• They pointed to specific examples how findings of evaluation have informed their strategy, e.g. in the area of youth engagement.</li><li>• Participants suggested that key to maximise impact would be to establishing a <b>strong MEL culture</b> and letting "learning" guide TI's future activities</li></ul>



# Participants argue that a coherent narrative around the SDGs – and how corruption connects to them - could have increased TI's impact

*Session 3 mapped how participants think, talk and work with the SDGs and how this has been driven by the Action Grant*

	 <b>SDG16</b>	 <b>Adopting a wider SDG narrative &amp; other SDGs</b>
<b>What were touchpoints in TI's day-to-day work with the SDGs?</b>	<ul style="list-style-type: none"><li>Participants see a <b>strong connection</b> between TI's core activities and SDG16</li><li><b>TI's shadow reports</b> stood out as a key area where TI focused its work on SDG16</li><li>Beyond this, participants point to engagement in the <b>UN's HLPF</b> and other global meetings, as well as work on <b>specific topics</b>, such as asset recovery in France</li></ul>	<ul style="list-style-type: none"><li>Participants' main engagement with the SDGs more broadly happened via <b>collaboration with other actors</b>, and through learning about the SDGs in e-courses by TI-S</li><li>Some NCs adopted a <b>specific narrative</b> around the SDGs more broadly (e.g. TI Brazil)</li><li>Some worked on specific other SDGs, such as those on <b>gender and education</b>, but always with a link to corruption</li></ul>
<b>How did TI members engage with one another and others on the SDGs?</b>	<ul style="list-style-type: none"><li>NCs provided many examples of how they engaged with one another, both <b>bilaterally through joint projects</b>, or when <b>engaging in global formats such as the HLPF</b></li><li>Beyond TI-internal engagement, there were also examples of working with <b>other CSOs and the government</b>, e.g. via national coalitions on the SDGs</li></ul>	<ul style="list-style-type: none"><li>There were <b>some examples</b> of how TI engages on the wider SDG narrative and other SDGs at chapter-level (e.g. TI Portugal)</li><li>Participants expect further engagement under <b>TI's new strategy</b> which explicitly mentions the SDGs as what TI aims for as "common good"</li></ul>
<b>What were missed opportunities?</b>	<ul style="list-style-type: none"><li>Impact could have been maximised if TI had driven <b>advocacy at a global level around key opportunities</b>, such as the publication of the shadow reports</li><li>More <b>follow-up work</b> would have been helpful to sustain efforts beyond attending global events</li><li>Some specific regional challenges could have been better <b>addressed jointly</b> (e.g. challenges with the judiciary in the MENA region)</li></ul>	<ul style="list-style-type: none"><li>Many participants highlight that <b>TI did not fulfil its full potential</b> when it comes to adopting a wider SDG narrative, while also keeping its clear focus on anti-corruption</li><li>Reflecting on and establishing a coherent narrative on how corruption connects to other topics at a global level could have <b>increased TI's relevance in the SDG space</b></li><li>Participants suggest that <b>cooperation</b> on how to work on the SDGs on a regional level, analysis and training on the <b>SDGs at TI-S level</b> and funding for SDG-related advocacy could have increased impact</li></ul>



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# Appendix II:

## Appendix II

# List of interviewees

TI Secretariat	TI Chapters	External stakeholders
<ol style="list-style-type: none"> <li>Matthew Jenkins <i>Research and Knowledge Coordinator</i></li> <li>Adam Tomkinson <i>IT Team Manager (interim)</i> &amp; Natalia Grauer <i>Internal Communication Liaison</i></li> <li>Kathrin Decker <i>Strategy Lead</i> &amp; Dilara Mehrab Arif <i>MEL Coordinator</i> &amp; Daniela Werner <i>MEL Coordinator</i></li> <li>Maria Emilia Berazategui <i>Global Advocacy Coordinator</i></li> <li>Jessica Ebrard <i>SDG Coordinator</i></li> <li>Tomas Rehacek <i>Programme Coordinator (Action Grant)</i> &amp; Isabelle Büchner <i>Programme Officer (Action Grant)</i></li> <li>Luciana Torchiaro <i>Regional Advisor South America</i></li> <li>Kinda Hattar <i>Regional Advisor MENA</i></li> <li>Samuel Kaninda <i>Regional Advisor West Africa</i></li> </ol>	<ol style="list-style-type: none"> <li>Samuel Asimi &amp; Václav Prusa <i>CISLAC (TI Nigeria)</i></li> <li>Florencia Cavalli <i>Poder Ciudadano (TI Argentina)</i></li> <li>Ingrida Kalinauskienė <i>TI Lithuania</i></li> <li>Julien Courson <i>Lebanese Transparency Association (TI Lebanon)</i></li> <li>Batbayar Ochirbat <i>TI Mongolia</i></li> <li>Nick Aiossa <i>TI EU</i></li> <li>Elena Gaita <i>TI EU</i></li> <li>Alberto Precht <i>TI Chile</i></li> <li>Anna Damaskou &amp; Eleni Kloukinioti <i>TI Greece</i></li> <li>Maribel Muñoz &amp; Yovany Rodriguez Contreras <i>ASJ (TI Honduras)</i></li> </ol>	<ol style="list-style-type: none"> <li>Marie Laberge <i>Global expert SDG indicators, Author parallel reporting review</i></li> <li>Ines M. Pousadela <i>CIVICUS</i></li> <li>Valeria Milanes <i>ADC</i></li> <li>Leslie Lang Tsai <i>Chandler Foundation</i></li> <li>John Romano <i>TAP network</i></li> <li>Maisaa Youssef <i>UN Economic and Social Commission for Western Asia (ESCWA)</i></li> <li>Elodie Maria-Sube <i>EU Delegation Myanmar</i></li> <li>Manfredas Limantas <i>EU Delegation Ukraine</i></li> <li>Victor Giner &amp; Marco Ferri <i>EU Delegation Mongolia</i></li> <li>Maria Paz Ramirez <i>Government of Chile</i></li> <li>Bala Yusuf – Yunusa <i>Government of Nigeria</i></li> </ol>



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## Appendix II

# List of reviewed documents

### Inception documents

- Framework Partnership Agreement with EU DG DEVCO
- Specific Agreement for the Action Grant under the FPA
- Logframe including indicators
- Budget information

### Monitoring and evaluation of AG

- Interim Narrative Reports 2016-2019 and implementation overview (including indicators)
- ROM monitoring questions and mid-term FPA questionnaire
- Previous reviews of part of the AG: small grants review and parallel reporting review
- Overview of state of AG, including Summary of Work and TI Action Grant overview presentation
- Individual feedback from from long exchanges and mini grants

### Operational documents

- Financial information including expenditure and no-cost extension
- Call/Terms of Reference for mini grants and long exchanges

### Strategy and planning documents

- Strategy 2020 and implementation plan
- Draft TI Strategy 2030
- Mid-term reviews of Strategy 2015 and 2020, systematic review Strategy 2020
- TI Monitoring Guide

### Other MEL and background documents

- Several reviews on best practice for impact and advocacy
- Background on external trends including shrinking space for civil society
- Case studies provided by TI-S





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## Appendix II

# List of abbreviations

- **AC:** Anti-corruption
- **AG:** Action Grant
- **ALAC:** Advocacy and legal advice centres
- **C20:** Civil Society 20
- **CPI:** Corruption Perception Index
- **CSOs:** Civil society organisations
- **DG DEVCO:** Directorate-General for International Cooperation and Development
- **EU:** European Union
- **IMF:** International Monetary Fund
- **FPA:** TI's Framework Partnership Agreement with EU's DG DEVCO
- **HLPF** at UN: High Level Political Forum at the United Nations
- **IOs:** international organisations
- **MEL:** Monitoring, evaluation and learning
- **MENA:** Middle-East and Northern Africa
- **NC:** National chapters
- **RA:** Result area
- **SDGs:** (UN) Sustainable Development Goals
- **TI:** Transparency International
- **TI-S:** Transparency International's Secretariat
- **UNGA:** United Nations General Assembly

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Get in touch

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