

TRANSPARENCY INTERNATIONAL

**INDO-PACIFIC PARTNERSHIP FOR STRONG, TRANSPARENT,
RESPONSIVE AND OPEN NETWORKS FOR GOOD
GOVERNANCE, PHASE II
2024-2029**

PROGRAMME DESIGN DOCUMENT

Transparency International is a global movement with one **vision**: a world in which government, business, civil society and the daily lives of people are free of corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, we are leading the fight against corruption to turn this vision into reality.

Transparency International's **mission** is to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society.

Our **core values** are transparency, accountability, integrity, solidarity, courage, justice and democracy.

Programme Name: Transparency International Indo-Pacific Partnership for Strong, Transparent, Responsive and Open Networks for Good Governance (IPP STRONGG) Phase II

For Submission to: Australia Department of Foreign Affairs and Trade (DFAT); New Zealand Ministry of Foreign Affairs and Trade (MFAT)

Implementation and Management: TI Secretariat (TI-S)

Regional Scope and Implementation and Outreach in: Asia (Bangladesh, Cambodia, Indonesia, Maldives, Mongolia, Nepal, Pakistan, Sri Lanka, and regionally throughout South and Southeast Asia); Pacific (Fiji, Papua New Guinea, Solomon Islands and Vanuatu, and regionally throughout the Pacific region, including countries in Micronesia and Polynesia)

Expertise and Input from: Australia, New Zealand

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EXECUTIVE SUMMARY

Corruption and weak governance are the biggest threats to democracy, peace and stability across the Indo-Pacific region. The Transparency International (TI) 2022 Corruption Perceptions Index (CPI)¹ shows levels of corruption stagnating across the region. Along the CPI scale of zero (highly corrupt) to 100 (very clean) the Indo-Pacific average holds at 45 for the fourth consecutive year, with over 70 per cent of countries ranking below 50. The 2020 Global Corruption Barometer (GCB) Asia² and 2021 GCB Pacific³ reports both found that corruption is a significant concern for citizens. In fact, 74% of survey respondents in Asia, and 61% in the Pacific think government corruption is a big problem in their country, with many citizens experiencing corruption directly in the form of bribery, sexual extortion and vote-buying.

Governments in the region have committed to tackle corruption: most have signed on to international anti-corruption commitments such as the United Nations Convention against Corruption (UNCAC), and many governments have come to power on anti-corruption pledges. Most countries have made good progress establishing the legislative and institutional frameworks for anti-corruption, and yet corruption remains a common challenge faced by most, if not all, countries in the region. The development problem is that *implementation and enforcement* of anti-corruption measures have not yet achieved the desired results, showing a *deficit in accountability* on the commitments made. This is characterized by a multifaceted range of enabling and inter-related factors including state capture, excessive power of the executive, weak public oversight, ineffective bureaucracy, collusion, and other corrupt business practices. These challenges increasingly extend beyond national borders, and illicit financial flows are a transnational issue closely linked with corruption.

The TI Indo-Pacific Partnership for Strong, Transparent, Responsive and Open Networks for Good Governance (IPP STRONGG) Programme, funded by Australian Department of Foreign Affairs and Trade (DFAT) and New Zealand Ministry of Foreign Affairs and Trade (MFAT) 2020-2023, focused on leveraging TI's added value as an anti-corruption movement with national, regional and global presence to strengthen civil society's ability to influence and strengthen good governance in the Indo-Pacific region. The partnership successfully supported anti-corruption initiatives in numerous countries, encompassed regional engagement and advocacy, and provided substantive capacity development and support to local civil society actors. Over 40,000 people were engaged, including 16,000 women and 11,000 young people, with many going on to take concrete anti-corruption actions. The programme produced the first ever Pacific GCB report in 2021, showing people's lived experience of corruption and bribery. Coalitions and partnerships were built at national and regional levels, and over 200 anti-corruption recommendations were made to improve governance frameworks and practice. This progress was achieved against a challenging backdrop of the concurrent COVID-19 pandemic as well as notable challenges to civil society space and weakening of democratic accountability systems. This proposal outlines how TI intends to further build on the IPP STRONGG Programme successes in combating corruption through a second phase of the IPP STRONGG Programme 2024-2029.

Based on recommendations from the Programme Mid-Term Review (2022), the new programme goal remains consistent: **to contribute to reduced corruption in the region, by empowering a resilient and independent civil society voice and networks that mobilise action for increased accountability of public and private institutions.**

Comprising three end-of-programme objectives:

1. **Informed, engaged and local demand for accountability;**

More people, including women, youth⁴ and socially disadvantaged groups⁵, are actively and collectively engaged in anti-corruption work that results in increased local demand for inclusivity, accountability and transparency.

¹ <https://www.transparency.org/en/cpi/2022>

² https://files.transparencycdn.org/images/GCB_Asia_2020_Report_Web_final.pdf

³ https://files.transparencycdn.org/images/2021_Report_GCB-Pacific_EN-WEB-reduced-size-v2.pdf

⁴ TI classifies youth as young people under the age of 35

⁵ As per DFAT Design and MEL Standards (September 2023), "the term 'socially disadvantaged groups' is used to refer to any group that is considered to require tailored interventions or special attention to ensure their voices are heard and they can participate equally in the

2. **Inclusive, responsive, and accountable governance frameworks;**
Policies, institutions and enforcement mechanisms relating to good governance are more inclusive, transparent and accountable as a result of greater responsiveness to civic engagement and action.
3. **Independent and active civil society anti-corruption voice in the region.**
TI Movement enhanced capacity to inclusively influence both state and non-state anti-corruption actors.

These three areas are consistent with the previous phase and continue to be highly relevant. Based on current analysis and lessons learned, the following concerns will also be addressed within the context of the programme framework: the need to increase political integrity as a prerequisite to be able to support effective, inclusive, and accountable governance and anti-corruption frameworks; the need to identify and push for justice and redress where these frameworks have not been implemented or enforced; and the need to understand and mitigate the specific gendered impacts and experiences of corruption.

By combining a comprehensive approach and collaborative efforts responding to local concerns with local approaches, supported by international networks and advocacy, we envision a future where the Indo-Pacific region achieves greater accountability, reduced corruption, sustainable growth, and improved quality of life. With the root causes addressed, integrity fostered, and both government and civil society empowered, we believe sustainable change is possible, leading to transparent, fair, and inclusive governance in the region.

This programme aligns well to Australia's International Development Policy 2023⁶, which aims for an 'Indo-Pacific that is peaceful, stable and prosperous', and recognizes that 'corruption and money laundering are impediments to sustainable development', acknowledging the growing threat that transnational crime brings to peace and stability in the region. New Zealand's International Cooperation for Effective Sustainable Development also seeks a 'more peaceful world, in which all people live in dignity and safety, all countries can prosper, and our shared environment is protected'. TI has a long-standing partnership with both the Australian Government and New Zealand Governments in the Indo-Pacific region. This consistent cooperation has allowed a continuity of support that has contributed to strengthening local anti-corruption movements in the region. This new phase opens new opportunities to build on past learning to develop a cooperation that has bigger impact throughout the Indo-Pacific region.

Over the next five years, with continued support, the programme will be implemented at multiple levels, as enabled by TI's unique structure and approach. National initiatives will be locally designed and implemented by TI chapters to encourage and consolidate policy and behavioural changes in countries across the region, working in coalition with local stakeholders, including socially disadvantaged groups. Collaborative efforts amongst chapters will be carried out through joint projects and advocacy on common or cross border issues. These will be supported by regional initiatives driven by the Pacific and Asia Regional Teams at the TI Secretariat, coordinating regional engagement and advocacy, and building strong anti-corruption networks through outreach and partnerships. The Asia-Pacific team at TI-S will coordinate peer learning complemented by a range of capacity development and institutional support from thematic experts at TI-S, TI Australia and TI New Zealand. The regional team at TI-S will also contribute to the programme by providing bilateral support to chapters as well as connecting them to other global and thematic experts at TI-S and within the TI movement and other partners. The programme is in clear alignment with TI's Strategy Against Corruption (2021-2030) and will further strengthen progress in the region towards TI's global goals.

The overall programme will be managed by the TI Secretariat, which will provide oversight of the content and strategic cohesion of the programme across the region, as well as providing financial management and ensuring accountability. Strategic direction for the programme will be reviewed during an annual reflections and planning meeting with representation from each participating chapter, TI-S and funding agencies DFAT and MFAT. A Donor Coordination Group with representation from both DFAT and MFAT will meet with the TI-S programme management team online at least biannually to provide oversight and guidance from the donor perspective. Ongoing risk assessment and management will be led by chapters at national level, guided by advice and feedback by TI-S, with overall regional programme risk management managed by TI-S. The programme will be

programme. Socially disadvantaged groups include: diverse men, women, boys, and girls; people with disabilities; the poor and the near poor; ethnic or religious minorities; indigenous communities; the elderly; the sick or infirm; those with low levels of education; people that identify as LGBTQIA+, as well as cross-sections of these groups (e.g., women with disabilities)."

⁶ <https://www.dfat.gov.au/development/new-international-development-policy>

gender responsive and led by a Gender Equality, Disability and Social Inclusion (GEDSI) Action Plan, informed by in-depth GEDSI analysis at national and regional levels.

The overall programme is budgeted at €12,046,700 over 5 years.

STRATEGIC INTENT AND RATIONALE

The goal of TI's work in the Indo-Pacific Region is to **contribute to reduced corruption in the region, by empowering a resilient and independent civil society voice and networks that mobilise action for increased accountability of public and private institutions**. TI's approach is focused on strengthening the resilience and capacities of civil society to drive local demand for accountability, whilst also working to ensure that local governance frameworks are inclusive, responsive and accountable. At the same time, TI's approach as a movement allows strong networks and cooperation to be built at regional and international levels, strengthening opportunities and pressure for change at national and local level. In the long-term, TI believes that empowering citizens, and strengthening inclusive governance frameworks will result in more equitable sustainable development and greater stability for the region, hereby contributing to both Australia and New Zealand's development objectives for the region.

Australia's International Development Policy 2023⁷ aims for an 'Indo-Pacific that is peaceful, stable and prosperous'. The Policy recognizes that 'corruption and money laundering are impediments to sustainable development', acknowledging the growing threat that transnational crime brings to peace and stability in the region. New Zealand's International Cooperation for Effective Sustainable Development⁸ also seeks a 'more peaceful world, in which all people live in dignity and safety, all countries can prosper, and our shared environment is protected'.

Australia's International Development Policy 2023 (AIDP) focuses on four key areas:

- building effective, accountable states that can sustain their own development
- enhancing states and community resilience to external pressures and shocks
- connecting with Australia and regional architecture
- generating collective action on global challenges that impact our region.

These priorities are well reflected with TI's programme approach, strengthening **local ownership and resilience** by **supporting people and communities to hold their governments to account**, while simultaneously working to strengthen inclusive, responsive and accountable governance frameworks. In particular, TI's work in the Indo-Pacific directly contributes to AIDP's first and predominant focus area: building effective and accountable states by '**strengthening public institutions**' so that citizens benefit from '**transparent, accessible and responsive governance**'.

Australia's sustained contribution as a major partner supporting good governance, rule of law, access to justice, gender equality and development in the region is further reinforced by strong commitments to international anti-corruption instruments⁹, such as the United Nations Convention against Corruption (UNCAC), OECD Anti-Bribery Convention and the G20 Anti-Corruption Working Group. TI complements this impetus through ongoing advocacy for compliance with international standards relating to good governance, leveraging partnerships with key regional and international organizations that comprise part of Australia's focus on **regional architecture**¹⁰ and active commitment to **collective action on global challenges**¹¹. TI's work in the Indo-Pacific directly contributes to the anti-corruption commitments made in the Indo-Pacific Economic Framework for Prosperity (Pillar IV)¹². This programme will also contribute broadly to the 'governance' and 'inclusion and equity' strategic pathways of the Pacific Islands Forum 2050 Blue Pacific Strategy¹³, as well as to SDG 16 around improved governance by strengthening accountability and policies of government institutions, civil society and private sector organizations.

Moreover, TI's work synergizes and expands on other DFAT initiatives. That includes for example the MEKONG-Australia program on transnational crime and investment (MAP-TNC) which focuses on addressing transnational

⁷ <https://www.dfat.gov.au/development/new-international-development-policy>

⁸ www.mfat.govt.nz/assets/Aid-Prog-docs/Policy/Policy-Statement-New-Zealands-International-Cooperation-for-Effective-Sustainable-Development-ICESD.pdf

⁹ <https://www.dfat.gov.au/international-relations/themes/corruption>

¹⁰ <https://www.dfat.gov.au/international-relations/regional-architecture>

¹¹ <https://www.ag.gov.au/integrity/anti-corruption>

¹² <https://www.commerce.gov/sites/default/files/2022-09/Pillar-IV-Ministerial-Statement.pdf>

¹³ <https://www.forumsec.org/2050strategy/>

crimes through evidence-based policy improvement, strengthening capacities of actors to prevent transnational crimes and strengthening regional cooperation for stronger security. STRONGG's methods of implementation strongly echo with the MAP approach and a part of its thematic focus (illicit financial flows angle) complements MAP-TNC and also helps expand its geographic scope beyond the MEKONG countries. Furthermore, the coalition building and strengthening that represents a pillar within STRONGG is also in line with DFAT's approach to strengthening stability through coalition and coordination building similar to the Philippines "coalitions for change" programme and the The Australia Indonesia Partnership for Justice where collective and multistakeholder efforts are put in place for lasting accountability and stability in the region. In Indonesia and Papua New Guinea, where funding has been provided to TI chapters locally through the Australia Indonesia Partnership for Justice and the Australia PNG Law and Justice Partnership respectively, the initiatives under STRONGG will provide complementary and multi-year support to expand these strategic priorities.

TI believes that civil society plays a key role in facilitating community voices to be heard, calling for public accountability nationally, and beyond this, networks of civil society in the region can also contribute to calling for international standards to be upheld. This approach, working to support active and resilient civil society networks, aligns well with AIDP's recognition and support for civil society, ensuring that a **diversity in voices** are heard. Complementing Australia's new International Gender Equality Strategy¹⁴ and International Disability Equity and Rights Strategy¹⁵, as well as New Zealand's Gender Action Plan¹⁶, **gender and social inclusion** are central considerations within the programme design, with an intentional focus on empowerment and voice for women and socially disadvantaged groups embedded in all programme components. TI's governance structure of national chapters leading anti-corruption activities in their countries ensures that the approaches developed are context-specific, locally informed, and locally led.

New Zealand has a long-standing reputation in democratic governance. Over the past years, it has consistently held a top position in the TI Corruption Perceptions Index, which in 2022 ranked New Zealand's public sector as the second most corruption free, relative to the rest of the world. New Zealand is well placed as a role model for the region in the pursuit of good governance, which is well reflected in the stated purpose of New Zealand's aid 'to develop shared prosperity and stability in the Pacific and beyond'. New Zealand's 'resilience' approach focuses on reducing vulnerabilities to external shocks in five key areas: economic and fiscal; climate change and disaster; governance; social; and, intergenerational and cultural. While the main thrust of this programme contributes directly to building resilience in governance across the region, the diversity in programme activities and approaches will in fact result in enhancing resilience in all of these pillars. TI's work in the region aligns directly with commitments around 'human rights, effective governance and democracy', as well as with those on 'gender equality and women's empowerment'. The strengthening and effective implementation of inclusive and accountable governance frameworks that forms a key foundation to TI's approach contributes to NZ's stated priorities on economic and social policies that promote sustainable development and effective implementation, specifically around the 2030 Agenda. MFAT's four principles¹⁷ 'effectiveness, inclusivity, resilience, and sustained outcomes' underpins their approach to development cooperation in line with international development effectiveness principles'. These principles are very much in line with TI's programme approach. TI's work also synergises and builds on MFAT supported governance programming in the Pacific, having previously cooperated with the UN *Pacific Regional Anti-Corruption (UN-PRAC) Programme*, and now proposing to coordinate more closely with UNODC's *Empowering Pacific Unity in the Fight Against Corruption Programme*.

TI's overarching TI Global 2030 Strategy contains some core principles that guide its work from local to global levels. These principles, which align to DFAT and MFAT cross-cutting issues and human rights-based approaches, are tracked as part of the strategy monitoring plan, ensuring that TI's work is:

A. Inclusive and intersectional

¹⁴ <https://www.dfat.gov.au/international-relations/themes/gender-equality/new-international-gender-equality-strategy>

¹⁵ <https://www.dfat.gov.au/international-relations/global-themes/international-relations/disability-equity-and-rights>

¹⁶ <https://www.mfat.govt.nz/assets/Peace-Rights-and-Security/International-security/Gender-Action-Plan-2021-2025.pdf>

¹⁷ <https://www.mfat.govt.nz/assets/Aid-Prog-docs/Policy/New-Zealands-International-Development-Principles.pdf>
<https://www.mfat.govt.nz/assets/Aid-Prog-docs/Policy/Policy-Statement-New-Zealands-International-Cooperation-for-Effective-Sustainable-Development-ICESD.pdf>

- B. Climate and environment conscious
- C. Evidence-based
- D. Tech savvy
- E. Protective of people
- F. Ethical and accountable

The geographic focus of the programme aligns with the Indo-Pacific focus of both Australia and New Zealand's development programs, especially the Pacific (primary focus for New Zealand), Southeast Asia (secondary focus for New Zealand), and South Asia.

TI has a long-standing partnership with the Australian Government in the Indo-Pacific region, the Australian Aid Programme has been supporting TI in the region since 2004. This consistent cooperation has allowed a continuity of support that has contributed to strengthening local anti-corruption movements in the region. MFAT support has been key in the establishment and consolidation of TI chapters' work in the Pacific 2006 to 2019. The evaluations of previous phases of support have consistently found a high degree of relevance of TI's work to the Australian and New Zealand Aid Programmes (2018, 2023). This program opens new opportunities to build on past learning to develop a cooperation that has bigger impact throughout the Indo-Pacific region, complementing and furthering both Australia and New Zealand governments' interests and engagements for the prosperity and stability of neighbouring states.

PROPOSED OUTCOMES

Transparency International's vision for the Indo-Pacific is a corruption free environment in the region. TI believes that multi-stakeholder coalitions acting together for strengthened accountability and the elimination of corruption, as outlined in the UNCAC, will contribute to the wellbeing of citizens and facilitate the achievement of the Sustainable Development Goals (SDGs).

The programme goal is to contribute to reduced corruption in the region, by empowering a resilient and independent civil society voice and network that mobilizes action for increased accountability of public and private institutions.

There are three End-of-Programme Outcomes (EOPO):

1. Informed, Engaged and Local Demand for Accountability

More people, including women, youth and socially disadvantaged groups, are actively and collectively engaged in anti-corruption work that results in increased local demand for inclusivity, accountability and transparency.

2. Inclusive, Responsive, and Accountable Governance Frameworks

Policies, institutions and enforcement mechanisms relating to good governance are more inclusive, transparent and accountable as a result of greater responsiveness to civic engagement and action.

3. Resilient, Independent and Active Civil Society Anti-Corruption Voice across the Indo Pacific Region

TI Movement enhanced capacity to inclusively influence both state and non-state anti-corruption actors.

What will success look like?

By the end of the programme TI anticipates seeing more robust anti-corruption infrastructure including anti-corruption laws, mechanisms and institutions (such as anti-corruption agencies, right to information commissions, elections commissions, supreme audit institutions) that are effective and accountable and address key drivers of corruption. This will be characterized by a marked increase in the responsiveness of state institutions and service providers to the concerns and feedback given by local community initiatives and socially disadvantaged groups. Local communities and civil society actors will be more informed about the impacts and risks of corruption, and they will also be more aware of their rights to demand information, accountability and inclusive policy making practices that are informed by authentic consultative processes. Increased resilience will be evidenced by local communities taking ownership of anti-corruption efforts, contributing to inclusive and transparent approaches to local sustainable development. This will be supported and reinforced by a strengthened civil society presence working on accountability, reduced corruption and inclusive governance.

National and regional level governments and institutions will have improved governance frameworks, standards, and mechanisms to address growing transnational corruption issues in the region, including illicit financial flows and beneficial ownership.

PROGRAMME FRAMEWORK

The high-level programme framework is presented in the table below, comprising vision, goal, end-of-programme and intermediate outcomes. This is followed by a brief outline of the Theory of Change and a description of the interventions for each outcome area.

VISION	A corruption free Indo-Pacific, where multi-stakeholder coalitions take action towards strengthened accountability and the elimination of corruption, consistent with UNCAC pledges. This ultimately contributes to the wellbeing of citizens and facilitates the achievement of the Sustainable Development Goals (SDGs).
GOAL	Contribution to reduced corruption in the Indo-Pacific region, by empowering a resilient and independent civil society voice and network that mobilises action for increased accountability of public and private institutions.
END OF PROGRAMME OUTCOMES (EPOO)	INTERMEDIATE OUTCOMES (IMO)
1) Informed, Engaged and Local Demand for Accountability <i>More people, including women, youth, people with disabilities and socially disadvantaged groups, are actively and collectively engaged in anti-corruption work that results in increased local demand for inclusivity, accountability and transparency.</i>	1.1 People, including women, young people, people with disabilities and socially disadvantaged groups, actively engage in anti-corruption 1.2 National and local multi-stakeholder networks and strategic partnerships amplify anti-corruption actions 1.3 Civil society actors take action to address gendered impacts and experiences of corruption.
2) Inclusive, Responsive, Accountable Governance Frameworks <i>Policies, institutions and enforcement mechanisms relating to good governance are more inclusive, transparent and accountable as a result of greater responsiveness to civic engagement and TI's action.</i>	2.1 Stronger accountable governance laws and policies developed with TI's and civil society input, including by groups at risk of discrimination such as women, young people, people with disabilities and socially disadvantaged groups 2.2 Independence, responsiveness and effectiveness of governance frameworks (legal & institutional) are strengthened as a result of TI-led civic engagement 2.3 Improved political integrity standards with TI's input, including: good governance and accountability; independent oversight; and checks and balances 2.4 Strengthened redress mechanisms implemented as a result of TI's and civil society work
3) Resilient, Independent and Active Civil Society Anti-Corruption Voice in the region <i>TI Movement enhanced capacity to inclusively influence both state and non-state anti-corruption actors</i>	3.1 Strengthened TI presence and action in regional and global anti-corruption initiatives 3.2 Strengthened TI chapter capacity to catalyse anti-corruption voices and coalitions at national and local levels 3.3 A more resilient network of TI chapters with strengthened policy and practice relating to safety, inclusivity, risk management, and sustainability

Table 1: Programme Framework

These three outcome areas are similar to the previous programme phase, as they continue to be highly relevant. Based on current analysis and lessons learned, some additional dimensions have been integrated into the programme framework. Firstly, the need to increase political integrity (2.3) as a prerequisite to be able to support effective, inclusive, and accountable governance and anti-corruption frameworks to address root causes of corruption; secondly, the need to identify and push for justice and redress (2.4) where these frameworks have not been implemented or enforced; and thirdly, the need to understand and mitigate the specific gendered impacts and experiences of corruption (1.3). Based on the recommendations of the mid-term review, there is also an intentional integration of themes around anti-money laundering, emergency response and climate finance. While there is no specific outcome related to climate change, a number of chapters are working to strengthen climate governance frameworks (linking to EOPO 2) within the context of TI's existing Climate Governance Integrity Programme, funded by the Waverley Street Foundation.

Theory of Change

Corruption is a multifaceted challenge in the Indo-Pacific; its continued existence can be attributed to several underlying causes. As political systems are increasingly used to keep entrenched interests in power, democratic accountability is deteriorating. The strong focus on economic growth in the region is coming at the expense of strengthening governance, limiting requirements for business integrity, and increasing corruption risks within the private sector. This is particularly the case in sectors at high risk of corruption, such as infrastructure, extractive industries, and emergency response, where public resources are managed through agreements between the public and private sectors. These challenges increasingly extend beyond national borders, and illicit financial flows are a transnational issue closely linked with corruption. A number of complementary conditions need to be supported in order to combat and eliminate corruption. The theory of change (presented diagrammatically in [Annex 1](#)) stipulates that:

Inclusive, responsive, and accountable governance frameworks need to be in place. Public and private institutions need to be transparent, accountable and responsive to the needs of their constituencies, including those from socially disadvantaged groups. At the same time, capacity for action is needed within institutions to act on complaints or evidence of malpractice, and sanction corrupt behaviour, as well as close loopholes to reduce opportunities for further corruption. At a regional and international level, governance frameworks need to be integrated in order to combat transborder crimes and curb illicit financial flows.

A well-designed anti-corruption framework and process is not enough. Political will to implement this needs to be built through an **informed, engaged and active local demand for accountability**. People, including women and socially disadvantaged groups, need to be informed, engaged and active in holding their governments to account.

TI supports a resilient, independent and active civil society anti-corruption voice in the region to connect public and private institutions with the wider public. TI works in partnership with both the wider public and the institutions themselves, tackling the issue of corruption from both a 'demand side' (public demand for accountability and good governance), and the 'supply side' (effective governance frameworks with the political will to implement these). Aside from working directly to promote local demand for transparency and accountability, and working directly with institutions to strengthen their governance frameworks, TI also facilitates social accountability mechanisms to promote active citizen engagement in the implementation of anti-corruption efforts, transparency in institutional practice, and enforcement of legislation. To work with sufficient voice, access, and agency, the TI movement in the region needs to strengthen its foundations to ensure capacity to deliver the impact desired. The movement also needs to work in close collaboration with other civil society actors to protect civic spaces and to broaden approaches to social inclusion.

With this in mind, the programme seeks to work with **three different groups of target stakeholders** to address these issues:

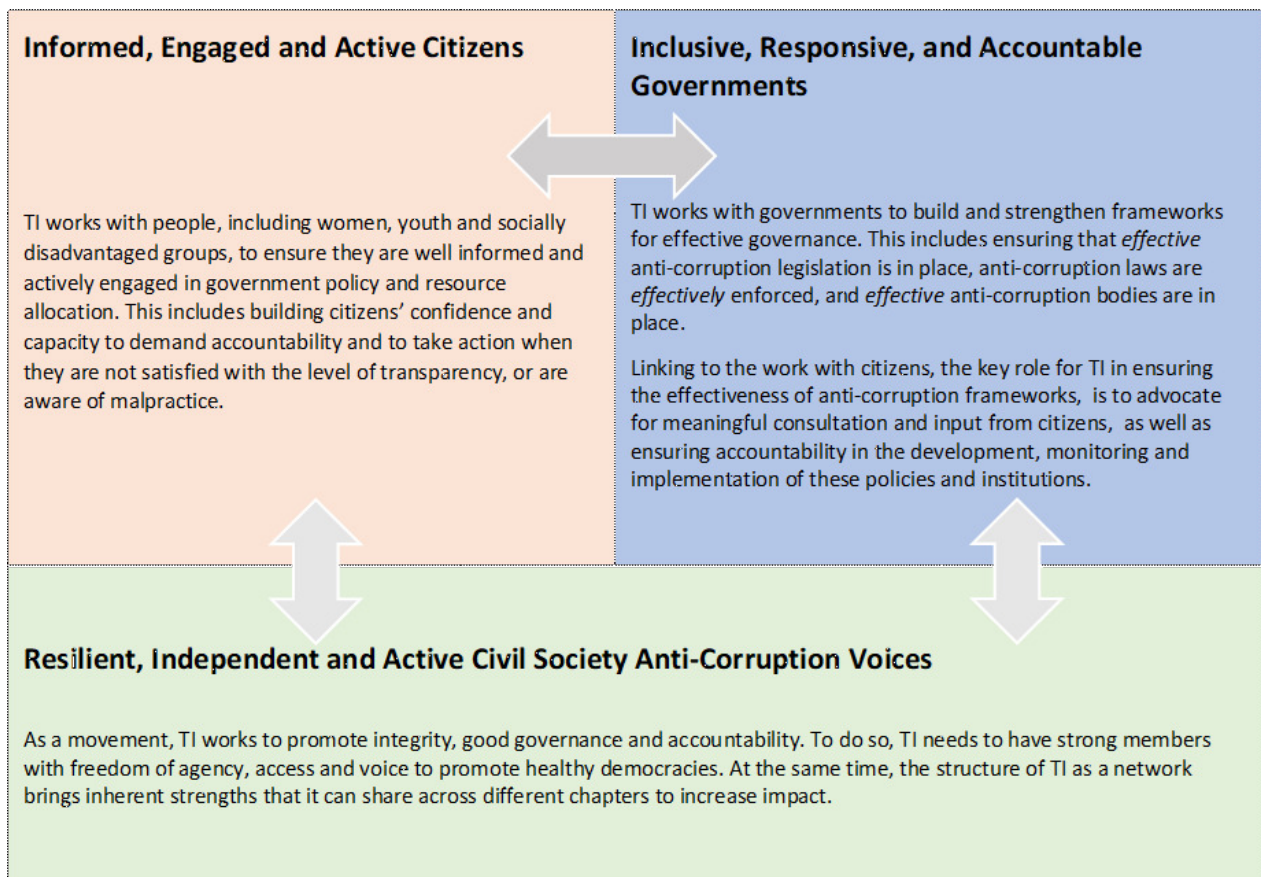


Figure 1: Programme interactions with different stakeholder groups

Underlying assumptions to the theory of change

- Citizens are more likely to act against corruption and poor governance if they are well informed of their rights and they are aware of the consequences of corruption. Evidence from Phase One indicates this assumption to be valid, but this underlying assumption needs to continually assessed in light of evolving contexts – specifically in those where authorities are actively working to suppress freedom of speech.
- Socially disadvantaged groups and communities that have adequate means and powers for reporting, seeking redress, and mobilising against corruption, can improve equity, social justice, and respect of human rights in national and global anti-corruption efforts.
- There is sufficient level of political integrity and willingness amongst some duty bearers to facilitate changes for more transparent, accountable and inclusive governance frameworks, and to implement these when they are mandated and resourced to do so.
- TI's reputation and brand recognition as a global leader in efforts to combat corruption will continue to support the credibility of research findings, facilitate establishment of partnerships and networks, and open institutional doors to constructive feedback. On the flip side, TI is aware that there are some contexts in which its reputation may present some barriers. However, TI will continue to strike the appropriate balance between leveraging TI's international reputation, and using more localized and discrete means of engagement.
- Advances in technology will present both opportunities and threats to TI's anti-corruption work. TI will keep adequately abreast of technological developments to both leverage opportunities to employ new technologies for the purposes of the programme, but also to anticipate and counter emerging technologies that have the potential to facilitate corruption or limit civic freedoms. As the pace of technological change is increasing exponentially, this is a substantial, albeit necessary, assumption.
- Observed trends relating to democratic decline, shrinking civic space and the rise in authoritarianism will continue to hinder civic efforts to strengthen governance and reduce corruption. The approaches in this

programme respond to this threat in different ways, for instance supporting local chapters to ascertain and mitigate security risks, and forging a strong collective voice through locally led and embedded partnerships that can be, where appropriate, amplified at the international level through TI's global advocacy work. At the same time, TI is strengthening and sustaining its advocacy for civic freedoms as a matter of good governance at national, regional and global levels. There is an underlying assumption that enough civic space remains, to enable an active, competent, and collaborative civil society that is motivated to advocate for good governance and demand redress for corrupt acts.

- Funding and donor interest in good governance and anti-corruption work in the Indo-Pacific region will be sustained at appropriate levels throughout the duration of the programme to enable the realization of planned activities and outputs.

PROGRAMME ACTIVITIES

End-of-programme Outcome 1: Informed, Engaged and Local Demand for Accountability

More people, including women, youth, people with disabilities and socially disadvantaged groups, are actively and collectively engaged in anti-corruption work that results in increased local demand for inclusivity, accountability and transparency.

INTERMEDIATE OUTCOMES	OUTPUTS and ACTIVITIES
<p>1.1 People, including women, youth, people with disabilities and socially disadvantaged groups, actively engage in anti-corruption</p>	<p>1.1.1 TI outreach and awareness raising activities amongst communities including women, young people, people with disabilities and socially disadvantaged groups, developed and implemented at national and local levels</p> <p>TI chapters and other partners will expand and reinforce their outreach, awareness raising and capacity building initiatives among local communities, with special emphasis on women, youth, people with disabilities, and socially disadvantaged groups.</p> <p>Building on the successes and lessons learned from Phase One, TI chapters will identify the best channels for all groups within a community to increase their awareness about corruption and participate in the anti-corruption debate, also recognising possible barriers to their participation. This will include a diversity in contextually appropriate approaches including outreach, social media, online tools and radio. As corruption affects different groups differently, TI will strengthen its approaches to tailor outreach more specifically to give women as well as youth, people with disabilities and socially disadvantaged groups increased agency and voice on issues that affect them. TI chapters will also work to empower local leaders and activists with the knowledge and tools needed to develop locally-led, inclusive anti-corruption initiatives and hold their leaders to account.</p> <p>During the previous phase, the inaugural Pacific Corruption Barometer report was launched in 2021, sharing the views and lived experiences of Pacific people on bribery and corruption for the first time in the region. This enabled engagement on corruption issues at national and regional levels, and led to recommendations on which advocacy for change could be based. Follow up research focused on creating new Pacific data about corruption levels, risks, and vulnerabilities is planned for 2027, allowing sufficient time for changes of public opinion or experience to take place, and also providing relevant data towards 2030, the targeted timeframe of the Sustainable Development Goals.</p>
<p>1.2 National and local multi-stakeholder networks and strategic partnerships amplify anti-corruption actions</p>	<p>1.2.1 TI contribution to national and local networks and partnerships</p> <p>TI chapters will maintain and broaden their local network of partnerships and alliances to maximize the reach of their work. They will work closely with other CSOs, reform advocates, and local champions to identify and advocate for opportunities to advance good governance and accountability at national and local levels. This will include existing and new multi-stakeholder partnerships, including with national thematic CSOs focusing on specific groups such as PDOs, gender, and youth in order to ensure inclusivity of all citizens in anti-corruption initiatives. The approach to these multi-stakeholder partnerships will be to build local capacities, empower and promote leadership. Joint initiatives might include research, information exchanges, capacity development, and advocacy for systemic change.</p> <p>Strategic partnerships with educational policy-makers and institutes will be piloted to explore opportunities to integrate anti-corruption (integrity focused) principles into curricula. Given the extensive engagement with young people in the region, greater understanding of their views and experience of corruption, and building their motivation and capacity to act against it, is a significant portion of chapter's targeted activities.</p>
<p>1.3 Civil society actors take action to address the gendered impacts and experiences of corruption.</p>	<p>1.3.1 Analysis on the specific gendered impacts and experiences of corruption</p> <p>Building on work initiated in Phase One relating to gendered and intersectional experiences and impacts of corruption, TI will continue to analyse the nexus between gender and corruption. The findings of this analysis will be used to inform TI's advocacy activities and ensure their inclusivity and impact.</p> <p>In addition, the programme will include an element of network building with other partners working on gender to facilitate knowledge exchanges and joint initiatives at national and regional level.</p> <p>1.3.2 Regular knowledge exchange and joint initiatives with strategic partners</p> <p>TI will promote an active community of practice specifically focused on gender and corruption, featuring a diverse cross section of stakeholders that have an interest in, or can influence gendered approaches to anti-corruption. Building on the GEDSI analysis completed in 2023, the community of practice will promote ongoing reflection and exchange between chapters and like-minded stakeholders to advance identified priority areas. The community of practice will conduct regular knowledge exchanges on</p>

INTERMEDIATE OUTCOMES	OUTPUTS and ACTIVITIES
	<p>research and analysis, and encourage joint advocacy for specific measures that address the unique experiences of women and other socially disadvantaged groups. The community of practice will also work to support advocacy to empower local women to take leadership roles in advocating for the policy changes they believe will reduce the impacts of corruption on their daily lives, and to ensure that women are meaningfully involved in local and national governance and anti-corruption efforts.</p> <p>A particular area of focus will be the further development of the knowledge base on the issue of sextortion, seeking to address systemic weaknesses in governance and reporting mechanisms that enable this practice.</p>

End-of-programme Outcome 2) Inclusive, Responsive, Accountable Governance Frameworks

Policies, institutions and enforcement mechanisms relating to good governance are more inclusive, transparent and accountable as a result of greater responsiveness to civic engagement and action.

INTERMEDIATE OUTCOMES	OUTPUTS and ACTIVITIES
<p>2.1 Stronger accountable governance laws and policies developed with TI's and civil society input, including by groups at risk of discrimination such as women, young people, people with disabilities and socially disadvantaged groups</p>	<p>2.1.1 Policy research and legal frameworks analyses conducted in collaboration with civil society</p> <p>TI chapters have developed extensive expertise in both facilitating wider civil society participation in legislative processes as well as providing technical expertise in these areas. TI will continue to conduct targeted, inclusive analysis and research on policy and legal frameworks at both national and international levels in order to inform advocacy and recommendations for strengthening anti-corruption policy and legislation that enables inclusive, good governance with effective checks and balances, and address underlying drivers of corruption. In particular, TI will leverage partnerships with representatives of specific stakeholder groups such as women, youth, people with disabilities and socially disadvantaged groups, to ensure their perspectives and concerns are considered.</p> <p>2.1.2 Technical feedback/ recommendations on legal frameworks developed in collaboration with civil society</p> <p>Drawing on a solid evidence base, TI chapters will continue to leverage TI's global, regional and national expertise to provide targeted technical feedback and recommendations for improved national policy and legislative development processes that are inclusive and meet global standards as set out in internationally accepted frameworks such as the UNCAC or the SDGs, particularly around SDG 16.</p> <p>Particular focus will continue to be given to key legislation that chapters have been monitoring and advising on previously, such as right to information, whistleblower protection, NGO laws, and media or digital freedom. In addition, focus will be extended to identified high risk areas including infrastructure, procurement, disaster relief, and climate financing, as well as frameworks that are needed to better regulate and monitor corruption risks across borders to prevent money laundering and illicit financial flows in the region.</p> <p>2.1.3 Advocacy initiatives for meaningful and inclusive public participation in decision making processes</p> <p>Leveraging TI's longstanding experience in facilitating civil society involvement in legislative processes, TI chapters and partners will continue to advocate for civil society input for stronger and more inclusive governance and anti-corruption laws and policies, particularly around effective access to information, asset declarations, strong whistleblower protection, procurement, social inclusion and other good governance mechanisms where there are fundamental gaps.</p> <p>At a regional and international levels, research and advocacy will focus on themes such as whistleblower protection, right to information and social inclusion.</p>
<p>2.2 Independence, responsiveness and effectiveness of governance frameworks (legal & institutional) are strengthened as a result of TI-led civic engagement.</p>	<p>2.2.1 Targeted and accessible research products provide evidence and information about corruption levels, risks, vulnerabilities, impacts</p> <p>A key feature of TI's brand and reputation is built on a solid foundation of innovative and informative research products that have accessible, evidence-based and constructive recommendations. A key component of this programme will build on the existing and emerging body of research and data generated in Phase One, including the inaugural Pacific GCB.</p> <p>In line with the recommendations of the mid-term review, at national level, this will comprise some targeted research products, such as case studies, social audits of particular services, and other analytical tools and product-based research that focus on issues seen to be most critical at national level to inform evidence-based advocacy. The findings of this research will be disseminated in a way that informs the public and decision makers about corruption levels, risks, vulnerabilities, drivers, and varied impacts on</p>

different social groups; as well as highlighting best practice examples of public sector anti-corruption initiatives.

At the global and regional levels, TI will continue to leverage emerging national level information to contribute to the international body of research on select cross border issues; these might include topics such as undue influence, illicit financial flows, beneficial ownership, and emerging or potential applications of artificial Intelligence and other technological advances. The TI-S research helpdesk will provide support to the programme at regional level, providing input and analysis on emerging regional priorities. In addition, the programme's research products will be made more accessible on TI's website.

2.2.2 Social accountability tools designed, developed and implemented

Building grassroots demand for accountability is most constructive if complemented by a mechanism to ensure that this feedback is heard and acted upon. TI chapters have understood the need for vertical integration of social accountability, and developed ways to engage with responsible authorities and advocate for systemic and behavioural change. This is especially important in public service delivery, where communities can directly see the linkage between strengthened governance processes and improvements in the services they receive.

At the national level, TI will continue to continue work around the design, refinement and effective use of locally tailored gender-sensitive and inclusive social accountability tools and approaches for people to exercise their right to take part in decision-making processes and hold public officials to account. Some examples of these approaches include citizen report cards, social audits, integrity pacts and citizen budgets. These tools serve to provide an avenue for accountability and redress, and encourage behaviour change at the individual and/or community level to seek wider policy change.

Based on work to date, TI chapters have a depth and variety of experiences in the design and use of different accountability tools across different contexts; this depth of experience will be leveraged through multi-country exchanges to learn from each other's approaches in order to adapt and further refine these tools.

2.2.3 Independent and effective monitoring of institutions of accountability by civil society, informing evidence-based recommendations to improve implementation and effectiveness

TI will play a key role coordinating independent and valued civil society inputs to monitor, assess and provide evidence-based recommendations to improve the effectiveness of accountability institutions such as anti-corruption agencies (ACAs) and enforcement agencies, RTI commissions, electoral commissions, and others. Linking with other key multi-country programme areas for TI, such as the Climate Governance Integrity Programme, this will include mechanisms to monitor institutions and funding mechanisms that are set up to facilitate climate finance and funds for disaster response. An important element of this is the constructive and collaborative approach in undertaking these dialogues, allowing partnerships between civil society and anti-corruption institutions to be developed on a meaningful basis.

Basing its advocacy on global standards as set out in the UNCAC or under the SDG 16 framework, TI will facilitate benchmarking activities, for example by conducting assessments of the independence and effectiveness of ACAs, electoral commissions, right to information commissions, etc. Recommendations emerging from this analysis will be effected by constructive dialogue, and, where appropriate, training and capacity development for duty-bearers.

2.2.4 National, regional and international level advocacy initiatives on priority issues

Nationally, TI chapters will continue to advocate for systemic change in response to feedback from communities and the wider public, calling for effective and responsive anti-corruption institutions that are empowered with clear mandates and resources to promote transparency, accountability and anti-corruption. TI will continue to use the global recognition of TI's work as well as strong national brand recognition, to open avenues for discussion and allow feedback from communities to be heard by government at different levels. These approaches will be scaled up using new and innovative methods to open dialogue, establish partnerships, and encourage effective avenues of accountability.

The scale of illicit financial flows, transnational crime and money laundering, for example, are hindering sustainable development globally, and invariably it is the poorest and socially disadvantaged groups that suffer the most from these impediments to democracy and local development. Leveraging TI's global campaign on this issue, this programme will contribute by identifying and highlighting specific characteristics and impacts of illicit financial flows observed by TI chapters in the Indo-Pacific region, and will contribute to TI's global advocacy for stronger national and cross border standards to tackle financial secrecy and close loopholes. Building on the findings of TI New Zealand's report on money laundering in the Pacific, initial efforts will focus on increasing beneficial ownership transparency and strengthening Financial Intelligence Units capacity and responsiveness in the region. This work will draw on the Financial Action Task Force recommendations and will be informed by tools developed by TI at the global level that can be adapted and tested in the region as a basis for regional advocacy.

INTERMEDIATE OUTCOMES

OUTPUTS and ACTIVITIES

2.3 Improved political integrity standards with TI's input, including: good governance and accountability; independent oversight; and checks and balances

2.3.1 Monitoring of political activity to detect and expose undue influence or abuse of funds

A number of TI chapters in the region have been consistently tracking political campaigning leading up to elections, and have identified the need to more systematically and comprehensively monitor campaign activities, particularly around undue influence and abuse of funds. TI chapters will work closely with local civil society groups and representatives to support contextually appropriate means to monitor campaign activities or other political processes and constructively seek solutions where abuses of power or influence are evident. Building on work at the national level, TI will also explore partnership with regional entities to improve political integrity standards regionally.

2.3.2 Targeted advocacy actions to improve governance and practice of political integrity frameworks

Political integrity means exercising political power consistently in the public interest, independent from private interests and not using power for personal gain. A new area for the programme will focus on political integrity mechanisms, especially around transparency of political party financing, constituency development funds, electoral awareness, and strengthened standards to curb distortions such as conflict of interest, misinformation and undue influence in the political arena. Based on analysis of local standards governing access, influence, exercise of power, and checks and balances, targeted advocacy will promote strengthening of national policy frameworks and practices for improved political integrity.

Open data on political integrity is the weakest area of open government, according to the Global Data Barometer 2021¹⁸. TI will contribute to global research in the region on the performance of political integrity rules and practices, giving visibility to country level efforts to detect, expose and counter corrupt influence on politics. The programme will contribute to TI's global level advocacy to strengthen global integrity standards and coordinated enforcement mechanisms, and develop regional advocacy for implementation.

2.4 Strengthened redress mechanisms implemented as a result of TI's and civil society work

2.4.1 New corruption related cases assisted through TI support mechanisms.

Through the network of Advocacy and Legal Advice Centres (ALACs), TI has many years of experience in providing advocacy and legal advice services to the public in many countries across the Indo-Pacific region, including in Bangladesh, Cambodia, Nepal, Maldives, Pakistan, Papua New Guinea, Solomon Islands, and Sri Lanka. Through ALACs, as well as other citizen support mechanisms, TI chapters will continue to provide support to victims and witnesses of corruption, and to broaden understanding of what can be done to hold public offices accountable for service delivery. These support services will be extended to new geographic areas through the establishment of new ALACs (Vanuatu), as well as through the extension of the 'mobile' outreach concept that proved to be highly effective in Phase One.

2.4.2 Strategic cases actively pursued by civil society and/or the media.

Linked to the work of the ALACs, TI chapters will locally advocate for justice and redress mechanisms where accountability frameworks have not been enforced, working with prosecutors and officials to facilitate case work and partnering with local communities to bring forward allegations of corruption and pushing for anti-corruption sanctions. Through mechanisms including legal preparation and hands-on casework, or through advocacy on investigative reports published by journalists, we aim to hold perpetrators accountable, empower individuals to seek redress, and uphold the rule of law.

At the national level, TI chapters will nurture relationships with journalists, the media, legal networks, and key civil society platforms that actively and publicly raise concerns about corruption or poor governance. Taking thorough risk assessments into consideration, TI will work with these partners to investigate and publish strategic cases that have the potential to render impacts and/or set precedents for redress.

At the regional level, the programme will foster exchanges with the Global Anti-Corruption Consortium (GACC), supported by the governments of Denmark, Taiwan, the United Kingdom and the United States as well as the Open Society Foundations¹⁹, to increase opportunities to partner with investigative journalists from the region on corruption cases, and increase the impact and resulting consequences of a corruption expose by developing advocacy campaigns following their publication.

2.4.3 Advocacy initiatives relating to the effectiveness of redress mechanisms

Leveraging material and evidence gathered on strategic cases, TI will contribute to global efforts to increase effective enforcement by relevant authorities. TI will advocate for improved global standards and national measures to address corruption and ensure the rights of victims of corruption are recognized.

¹⁸ https://opendatabarometer.org/?_year=2017&indicator=ODB

¹⁹ https://www.transparency.org/whatwedo/activity/global_anti_corruption_consortium

3) Resilient, Independent and Active Civil Society Anti-Corruption Voice in the Region

TI Movement²⁰ enhanced capacity to inclusively influence both state and non-state anti-corruption actors

INTERMEDIATE OUTCOMES

OUTPUTS and ACTIVITIES

3.1 Strengthened TI presence and action in regional and global anti-corruption initiatives

3.1.1 Regional advocacy plans in place and actioned

The mid-term review of IPP STRONGG recommended TI “develop and document a strategic approach to regional engagement and advocacy with specific objectives and activities, based on national and regional priorities, stakeholder analysis and communications planning.” Work to strengthen capacities to realize this recommendation commenced in Phase One and TI chapters have collectively prioritized some key themes around which regional plans for Asia and for the Pacific will be developed and implemented. While themes such as anti- money laundering and political integrity, are relevant in both Asian and Pacific contexts and will merit a programmatic approach including all chapters, some of the themes are more specific to sub-regional level. Asian chapters will focus themes of corruption risks around procurement and infrastructure, enforcement and justice, and enhancing natural resource and climate governance. Pacific chapters will focus on right to information, strengthening integrity institutions, and using social accountability as a means to make the public sector more transparent, inclusive and accountable.

An important aspect of this planning and capacity development work will include the use of creative, locally-relatable communication products based on the concept of ‘story-telling’ and human interest stories.

3.1.2 TI participation and contribution to regional and international anti-corruption processes and partnerships strengthened

Based on the priorities identified in the regional advocacy plans mentioned above, TI will foster partnerships and alliances with key stakeholders. TI will increase participation, including women’s leadership, and contribution to prominent regional forums and processes, leveraging regional-level research and advocacy in key areas, and increasing TI’s influence and visibility in regional anti-corruption fora.

At the regional level in the Pacific, TI will aim to strengthen engagement in key spaces and continue to seek new opportunities for engagement at subregional and higher levels, building on the evidence-based advocacy from the GCB findings to pursue more thematic advocacy work. To strengthen our engagement, TI will work more closely with key regional organisations such as relevant Pacific Islands Forum Secretariat teams and the Pacific Community (SPC) which implement complimentary programmes. In Asia, this will include strengthening outreach and partnerships with actors such as the Asian Development Bank (ADB)/Organisation for Economic Co-operation and Development (OECD) Anti-corruption Initiative, UNDP, the Association of Southeast Asian Nations (ASEAN) and others.

At the global level, participation in the Summit for Democracy as well as partnerships such as the Open Government Partnership (OGP) are particularly relevant for the Indo-Pacific region and several TI chapters from the region are actively involved with support from TI-S. The UNCAC Civil Society Coalition and Extractive Industries Transparency Initiative (EITI) are other forums in which TI plays an active coordinating role. The programme will seek to encourage wider TI and partner participation in these coalitions.

3.1.3 TI geographic presence extended through new relationships and partnerships at national and regional level

At the regional level in the Pacific, TI will work to strengthen and potentially formalise partnerships with strategic allies in the governance space such as relevant regional CSOs and CSO networks, regional media, and relevant UN agencies. By leveraging these regional connections, TI will look to strengthen and scale up national partnerships in countries where it doesn’t currently have chapter presence. In Asia, in addition to engaging with the TI chapter network, TI will continue to extend its outreach in other countries to civil society entities dedicated to promoting good governance and accountability, aiming to reinforce the broader network’s collective efforts in combatting corruption within the region.

3.2 Strengthened TI chapter capacity to catalyse anti-corruption voices and coalitions at national and local levels

3.2.1 TI chapter anti-corruption knowledge and expertise developed

Building on the successes of the Knowledge Exchange Initiative rolled out over the past three years, TI-S will facilitate a series of training, workshops, and webinars focused on specific aspects of anti-corruption expertise to drive impactful change.

Peer learning has proved to be a very effective means of capacity development and to this end, TI-S will continue to support partnerships and exchanges amongst the various chapters within the region to

²⁰ TI National chapters are local civil society organizations, governed locally and remain independent in developing their own priorities by adapting the TI 2030 Strategy to their work in the national context. Staffed with local experts, Chapters are ideally placed to determine the priorities and approaches best suited to tackling corruption and promoting transparency in their countries. They are key interlocutors of the TI Secretariat in their respective countries.

**INTERMEDIATE
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promote information sharing, mutual learning, capacity development and development of innovative approaches to anti-corruption in the region.

In addition to the exchanges and partnerships directly supported by the programme, regional advisers and chapters from Australia and New Zealand will provide ongoing chapter support on best practices relating to anti-corruption work from within and outside the TI movement. External opportunities to expand the scope of the learning activities available will also be explored, drawing on other TI programmes or other organizations working in the area of anti-corruption including other INGOs, and umbrella associations.

In cases where chapter activity is restricted, TI-S plays a pivotal role not only by providing risk management and safety support to chapters, but also in amplifying their messages internationally to spotlight critical issues while providing cover to the national actors, which is particularly crucial when civil society partners encounter freedom of expression restrictions.

The protection of civil society space for freedom of voice and action is an increasingly important area of work that TI will work towards at national, regional and global levels. This will entail empowering civic action against corruption while implementing countermeasures to protect civil society. Achieving this goal will involve establishing strong civil society networks that are mutually supportive, linking corruption to human rights activists, conventional service provision work such as delivery of SDG goals, managing security risks, and advocating for civic freedoms.

3.3 A more resilient network of TI chapters with strengthened policy and practice relating to safety, inclusivity, risk management, and sustainability.**3.3.1 TI chapters access technical support to strengthen their internal governance, risk management and sustainability**

Given the importance of TI's credibility and its brand recognition, as well as the increasing external pressure being placed on civil society that undertakes constructive but critical advocacy in a rapidly changing multipolar geopolitical context, the programme has a strong focus on maintaining and strengthening chapters' internal organisational capacity. To support increased resilience, TI-S will facilitate technical and financial support to national chapters and partners to strengthen their internal governance, risk management, financial sustainability, strategy development, brand management, security management, and organisational gender equality. This will be achieved through a combination of: support visits, in-house training, technical support, regional training workshops and webinars, and dedicated assistance on security and protection issues.

As recommended by the mid-term review, special emphasis will be placed on diversifying the donor funding base to ensure financial stability and sustainability, exploring and engaging with new potential donors while maintaining existing partnerships. Efforts have already been made to align with other TI programs, such as climate governance and global Movement capacity development, and this will be further complemented by future fundraising proposals to other donors, particularly with regard to regional advocacy and support.

3.3.2 Institutional financial support provided to chapters, particularly in the Pacific

In recognition of the importance of maintaining strong civil society presence against corruption within the context of restricted CSO space or other challenges, institutional support allows chapters to undertake long-term consistent advocacy as well as respond to newly arising issues. Building on the successful model implemented in the first phase of the programme following the findings and recommendations of the 2018 independent evaluation²¹, core funding will continue to be a priority for Pacific chapters in order to maintain robust and stable core teams that will not only enhance the chapter's advocacy and programmatic activities but also strengthen their efforts in resource mobilisation.

A limited allocation of funding will also be made available for Asian chapters to enable them to build sustainability and allocate resources for the development of suitable mitigation strategies to address potential security threats and other risks within their respective countries. These funds would be targeted towards improved sustainability through communications, inclusivity, resource mobilisation, and risk management.

A more detailed outline of the programme framework is presented in [Annex 2](#).

²¹ <https://files.transparencycdn.org/images/Mid-Term-Evaluation-TI-Asia-Pacific-Programme.pdf>

PROGRAMME IMPLEMENTATION APPROACH

Recognizing that effective and sustainable change cannot be achieved by a single entity or method due to the complexity and interconnectedness of challenges faced, the programme aims to reduce corruption across the Indo-Pacific region by working at different levels, as enabled by the TI organisational model. In particular, the TI approach encourages strong local leadership and ownership at national level, in combination with regional and global expertise provided by a strong Secretariat. Programme implementation will take place through different mechanisms:

- **National initiatives** - TI chapters will design and implement national initiatives to catalyse policy and behavioural change at national and local levels. Chapters will learn from past successful approaches but will also have the flexibility to propose new strategies or adapt existing experiences to their specific local context.
- **Joint projects and regional advocacy** - The programme will continue to facilitate collaboration among chapters through the development of agreed-upon joint projects aligned with the strategic priorities. Moreover, TI-S and chapters will scale up their advocacy efforts by jointly developing and delivering an advocacy strategy for each subregion with the input and advice of thematic experts within chapters and TI-S global teams.
- **Outreach and partnership in countries without national chapters** - TI will expand its regional presence in international spaces, enabling regional advocacy and contacts in new countries through partnerships.
- **Capacity development and institutional support** - The programme will strengthen the resilience of the TI network by providing institutional funding and delivering capacity development support to chapters, particularly on internal management, governance, safety and security, as well as network building approaches.

The three outcome areas of the programme will each be pursued through a combination of these approaches as outlined below:



Figure 2: Programme approaches for each outcome area

Subregional approaches

While TI will continue to strengthen its regional engagement and support in both Asia and the Pacific, it will also adapt its approach to the distinctive requirements and opportunities for each subregion.

In the **Pacific**, TI has been strengthening the support it provides to chapters through the establishment of a TI-S Pacific Team based in the region, with a Pacific Regional Engagement and Advocacy Lead based in Australia and a Pacific Regional Coordinator based in Fiji. Expanding upon the groundwork established during the previous four years, the TI-S Pacific staff will lead regional-level research and advocacy, support coordinated engagement with key regional forums, and build new national-level partnerships throughout the region, including in Polynesia and Micronesia. Core funding will continue to be a priority for Pacific chapters, in order to maintain

robust and stable core teams that will not only enhance the chapter's advocacy and programmatic activities but also strengthen their efforts in resource mobilisation.

Amid the broader democratic erosion and shrinking civic space, national chapters have experienced more restrictive operating environments, particularly in **Asia**. Providing safety and security support has therefore become a growing need and priority. In the coming years, TI will ramp up capacity development on risk management and security, so chapters are better positioned to prevent and mitigate security risks, and to support other anti-corruption activists at risk. This will be supported by the Asia Regional Advisor and a Regional Coordinator, both based in Berlin. The regional teams will also oversee regional-level research and advocacy, facilitate coordinated engagement with key regional forums, and expand national-level partnerships within the region. A limited allocation of funding will be available for Asian chapters to enable them to build sustainability and allocate resources for the development of suitable mitigation strategies to address potential security threats and other risks within their respective countries.

National initiatives

Acknowledging the inherent diversity within the Indo-Pacific and the successful approach of the previous phase, TI continues to promote a context-appropriate approach in each country and does not intend to address all objectives uniformly throughout the region. While certain shared priorities have been identified, the flexible and country-specific approaches taken over the past four years have been recognised to enable the greatest impact and success. As a result, national chapters will consider the most crucial areas to address over the next five years and strategize accordingly to achieve the desired results, ensuring that programme activities are shaped by local insights and driven by local leadership. Each chapter will have the opportunity to define which outputs and outcomes they will contribute to, and the level to which they will be able to achieve this within given resources.

During the initial planning and startup phase of the program, chapters will be encouraged to develop multi-year initiatives that are pertinent to their context and contribute to the overall program structure, aiming to include projects from as many countries as possible to ensure robust regional representation. Repeating the successful process of the previous phase of support, TI-S will develop guidelines and templates to assist chapters in articulating a logical strategy for change, external relevance, and capacity to achieve the collectively defined goal and outcomes of the programme. Decisions on funding allocations will be made at the TI Secretariat by the Programme Lead with input from the TI-S AP team and thematic specialists. Chapter proposals for national and joint initiatives will be evaluated based on nine criteria varying in importance, with some being more crucial to the success of the program than others. Each criterion is assigned a maximum score reflecting its level of significance, categorized into three weighting bands: potential for impact (highest weighting), potential added value and risk management (middle weighting), and administrative risk and capacity (lowest weighting). The nine criteria are listed below:

- **Impact:** The proposal clearly explains how the project will contribute to the achievement of the EOPOs and IMOs, emphasizing its external relevance and significance. Joint projects should aim at 'exponential impact', i.e. gains that are more than just the sum of each chapter's results (up to 4 points).
- **Relevance:** Relevance to the current national and regional context has clearly been assessed, and identified strategies respond to the political, economic, social, technological, legal, environmental, and stakeholder realities and frameworks in the country (up to 4 points).
- **Inclusivity:** The proposal has been informed by a national GEDSI analysis to ensure inclusivity in its approach. It considers strategies to effectively reach socially disadvantaged groups, promoting equitable opportunities and benefits while preventing exclusion and further marginalisation (up to 4 points).
- **Collaboration:** The project aims to work collaboratively with partners and stakeholders, including other CSOs, development partners, and TI-S (up to 3 points).
- **Innovation:** Demonstrated ability to adapt to changing realities and overcome challenges through learning and innovative solution-oriented thinking (up to 3 points).
- **Feasibility:** The proposal considers the practical attainability of the proposed action, considering factors such as the contextual environment and insights gained from previous experiences regarding essential conditions for success (up to 3 points).
- **Risk management:** The project considers potential risks, including their likelihood and impact, and outlines a risk management plan and procedures in place (up to 3 points).

- **Previous grant history:** Demonstrated capacity to deliver project outcomes with effective project and financial management (up to 2 points).
- **Contractual requirements:** Ability to comply with DFAT requirements and provide evidence that policies and strong processes are either already in place or soon to be implemented in the chapter (e.g. Child Protection, PSEAH, Procurement and Counter-Terrorism Screening) (up to 2 points).

Within the first six months of the programme inception, the TI-S Asia-Pacific team and thematic specialists will assess chapter proposals based on these criteria, ensuring alignment with the program's goal and EOPOs while considering the unique regional and national contexts. TI-S will then provide iterative feedback to chapters, enabling them to refine and finalise their proposals until they meet a consistent level of quality and standard for implementation. The final proposals will then be approved by the TI-S Programme Lead.

These projects will outline their contributions, actions, and results on a yearly basis through chapter and regional work plans established before the start of each calendar year. The annual plans will clarify how the suggested activities and outcomes will be accomplished with the resources available and how they connect to the programme's results framework. Projects will define and report on output and outcome indicators in accordance with the programme's results framework.

Recognising the diverse impact of corruption on different groups, the programme design process has been guided by a regional GEDSI analysis, and additional analyses at the national level will shape the design of specific projects to ensure that community engagement efforts are inclusive and adapted to the local context.²² Over the past four years, the onset of the COVID-19 pandemic and subsequent lockdowns, while initially presenting limitations, accelerated a digital shift, uncovering the vast potential of digital platforms to reach younger demographics. In the upcoming program phase, chapters will leverage young people's growing interest in anti-corruption to sustain networks that allow youth to voice their concerns and advocate for good governance.

The programme's commitment to localisation underscores the importance of leveraging local networks to amplify outreach and advocacy efforts. In alignment with this approach, some chapters strategically partner with local CSOs through cooperation or at times through subgrant agreements. As independent entities, chapters have established their own due diligence mechanisms for partnership and collaboration, with TI-S providing support to promote best practices. Partners are expected to demonstrate a) a robust finance and administration team with relevant qualifications and clear job descriptions, b) comprehensive internal control procedures, and c) high-standard control, accounting, budgeting, monitoring, payroll, and filing systems.

Joint projects

Drawing from the knowledge and expertise acquired during the IPP STRONGG program, TI will foster collaboration among chapters, facilitating the exploration of joint methods to advocate for enhanced measures against corruption. There is interest from chapters to address cross-border issues and address regionally shared anti-corruption challenges. To identify new strategies for assessing, monitoring, and driving improvements in areas such as transnational corruption and infrastructure, TI will leverage the specialised thematic knowledge and contacts available within TI-S, TI Australia, TI New Zealand, and other chapters in the region.

Building on the tools and research developed during the first phase of the programme, such as the Infrastructure Corruption Risk Assessment Tool ([ICRAT](#)) and the [report](#) on money laundering across the Pacific, TI Australia and TI New Zealand will collaborate with TI-S and Indo-Pacific chapters to design and implement projects aimed at tackling infrastructure corruption risks, cross-border corruption and illicit financial flows within the region.

The assessment process for joint chapter proposals will follow the same structure as outlined for national initiatives in the previous section. These joint projects will contribute to the regional advocacy strategy of the program, which will be finalised during the inception phase. TI-S will coordinate and convene regular meetings with participating chapters, including TI Australia and TI New Zealand, to ensure coherence between the joint initiatives and the envisioned regional advocacy outcomes. Furthermore, these meetings will serve as platforms

²² For more information on the GEDSI analysis conducted, see the section on Gender, disability and cross cutting issues

for aligning messaging, exploring forthcoming regional advocacy opportunities, and devising strategies for engagement in events and regional fora.

In response to the expressed interest from national chapters to deepen joint projects on areas of common interest, opportunities will also be created to explore further collaboration on thematic priority areas for regional advocacy, as further outlined in the next section.

Regional advocacy

Drawing from the experience on joint projects, the findings of the midterm review and two planning meetings, TI is developing a strategic approach to engagement and advocacy for each subregion which will be delivered jointly by chapters and TI-S thematic experts. This will be an increased focus in the new phase of the programme, and will also reflect stronger follow up on national advocacy at regional and global levels.

As shown in the table below, Pacific chapters highlighted political integrity, right to information, anti-money laundering, strengthened integrity institutions, and social accountability as key priorities for the region. The Asian chapters emphasized political integrity, illicit financial flows, procurement and infrastructure, enforcement and justice, and natural resource governance as key areas of regional and national focus. For each of the identified advocacy priorities, chapters identified specific advocacy issues at country level, broad strategies and spaces to engage and stakeholders to target, as well as key capacity and risk issues they would like to be considered.

Asia	Pacific
Political Integrity	Political Integrity
Illicit Financial Flows/ Anti-Money Laundering/ Beneficial Ownership Transparency	Illicit Financial Flows/ Anti-Money Laundering
Procurement and Infrastructure	Strengthened Integrity Institutions
Enforcement and Justice	Right to Information
Natural Resource Governance	Social Accountability

Table 2: Regional advocacy priorities

The common advocacy priorities identified across both subregions strengthen the rationale to explore opportunities for deeper support, analysis, and advocacy on these thematic areas. The draft Policy Dialogue Matrix currently outlines an initial concept of policy outcomes for the regional priorities that have been most discussed and developed. This draft will be further developed during the startup phase of the programme, with the guidance of thematic experts at TI-S, refining and finalising regional advocacy outcomes and plans collaboratively. To progress these, the programme will identify pilot or exploratory projects to pursue within the programme, align with other existing initiatives, or fundraise for further resources to implement them. TI, with input from chapters and the TI-S Thematic Leads, will gather relevant evidence, and coordinate and implement advocacy initiatives across the Indo-Pacific region. The Secretariat Regional Advisors will facilitate meetings and conversations with chapters to coordinate messaging and decide on relevant advocacy targets, strategies and opportunities to pursue together, while a dedicated communication resource will support deployment of messaging through TI-S existing platforms.

These priorities align with other existing TI initiatives, and the programme will seek to leverage the products, plans and expertise available from these other sources to support the advocacy in the region. For example, TI is implementing a significant Climate Governance Integrity Programme funded by Waverley Street Foundation, and advocacy on climate resilience, natural resource management will be undertaken in close alignment with Indo-Pacific efforts under that project. Similarly, a new global project has begun on clean money in elections (funded by Global Affairs Canada), and work advocating for political integrity under TI IPP STRONGG might leverage the analysis and actions of that project within the Indo-Pacific region. In addition, an EU-funded global project focused on enhancing civil society capacity to shape policies and hold power to account will complement the capacity building component of IPP STRONGG. The ongoing work of the Global Anti-Corruption Consortium (funded by the governments of Denmark, Taiwan, the United Kingdom and the United States as well as the Open Society Foundations) to work with OCCRP on advocacy around cross border corruption investigations, as well as TI's work on seeking redress through international anti-corruption mechanisms such as the Foreign Corrupt

Practices Act or the Magnitsky Act, will also provide opportunities for the TI IPP STRONGG Programme to explore further connections and leverage these for regional advocacy. Within the constraints of the IPP STRONGG programme budget, initial pilots or seed funds for advocacy reports or materials might be supported, and where necessary and possible, further funding will be sought from additional sources.

Outreach and partnership in countries without national chapters

TI will work to strengthen and potentially formalise partnerships with strategic allies in the governance space such as relevant regional CSOs and CSO networks, regional media, and relevant UN agencies. By leveraging these regional connections, TI will look to strengthen and scale up national partnerships in countries where TI does not currently have chapter presence. These national partnerships may have specific, targeted objectives but are also intended to offer broader support to civil society endeavours promoting good governance. Furthermore, they will contribute to deepening TI's regional insights and influence.

TI's Accreditation Policy identifies two forms of national partnerships:

- **National Partners:** organizations partnering with the TI Movement to support TI's goals in, or in relation to, specific countries / territorial entities where there is no national chapter or national chapter in formation, and who are not members of TI;
- **Campaign Partners:** organizations partnering with the TI Movement to support or assist TI's campaigns but do not have a country-specific role, and who are not Members of TI.

To identify and engage with suitable partners, TI-S follows a two-tier verification process. On one front, due diligence procedures encompass desk research and on-site visits to corroborate information with key informants knowledgeable about the country. These informants may include embassies from countries that frequently collaborate with TI, international NGOs, multilateral organisations operating in the country, reputable local NGOs, government officials, and others. On the other front, TI ensures that potential partners align with TI's values and principles, and that their activities and track record demonstrate their suitability as partners. As an added precaution, initial collaborative efforts are preferentially undertaken on a small scale, involving limited financial commitments and focusing on areas with lower risk, allowing for the testing of collaboration in practice before scaling up to larger or more ambitious initiatives.

These project-specific partnerships, supported by TI-S, represent a more sustainable and resource-efficient approach compared to exclusively relying on national chapters. While it's possible that some partners may evolve into full-fledged TI national chapters over time, the goal is for these diverse partnerships to form the foundation for TI's incremental and sustainable expansion throughout the region.

Capacity development

The fight against corruption is ongoing and complex. It is essential that TI's national chapters have access to the latest knowledge and tools in order to effectively carry out their work. The interconnected structure of the TI Movement facilitates mutual learning among chapters, and TI is committed to expanding upon the accomplishments of the Knowledge Exchange Initiative launched in 2021 to continue to empower Indo-Pacific chapters with the skills and capabilities required to strengthen the TI voice and presence in the region. This comprehensive approach will encompass training sessions covering a wide array of thematic topics prioritized by chapters, including gender equality, disability and social inclusion, and technical and institutional support to chapter staff. This will be further enhanced by peer-to-peer learning opportunities and exchanges that facilitate the sharing of knowledge and best practices for implementing anti-corruption initiatives. Additionally, an online platform will enable TI national chapters to conveniently access and exchange resources, including toolkits, training materials, and case studies, all in one centralized location.

The technical expertise required for capacity development and knowledge exchange will be facilitated by multiple sources, including the TI Secretariat and experts within TI Australia and TI New Zealand, as well as from the wider TI movement.

Institutional support

Through the programme, TI will provide some institutional funding to chapters, to support the establishment of robust and stable core teams that enhance the chapters' advocacy and programmatic activities towards their organizational strategy for impactful anti-corruption initiatives. Additionally, this funding will enable them to co-finance other initiatives that align with the advocacy priorities and further the objectives of the programme, building capacity towards organizational sustainability.

As in the previous phase, the primary allocation for institutional funding will be directed to Pacific chapters, in recognition of the unique operational context and limited access to donor funding highlighted in the independent evaluation conducted in 2018²³ and still found relevant now. A split core/ project funding approach was a specific recommendation made by this review; Pacific chapters all endorsed the usefulness and change that the core funding model developed between 2020 and 2023 enabled. A more limited allocation will also be made available to chapters in Asia to strengthen their sustainability. This approach will empower chapters to allocate resources for developing appropriate fundraising strategies, communications and mitigation strategies to address potential security threats and other risks in their respective countries. These approaches recognise the inherent value of maintaining a strong civil society voice against corruption in the region as a necessary component to address the programme's theory of change.

Management and oversight

The overall programme will be managed by the TI secretariat, which will provide management and oversight of the content and strategic cohesion of the programme across the region. This will include grant management and administration, advice on integrating issues such as GEDSI, safety and security, and MEL frameworks, and ensure financial accountability and reporting across the programme.

The programme's management structure will ensure a participatory and inclusive approach, cross-country learning, and responsiveness to national processes at different levels. Based on the TI's long-standing experience and guidance on managing multi-country and multi-year projects, the following structure will be used:

- A TI-S programme board made up of team leads from the TI-S teams most involved in the implementation will manage the overall governance framework for the delivery of the action. The board is accountable to TI-S' executive management for the success of the programme and has the delegated authority to direct the programme within the constraints and tolerances set by the grant agreement. It ensures that the programme remains on track throughout its lifecycle to achieve its stated objectives and complete the full scope and quality of deliverables, on time and within the granted budget.
- The TI-S Projects Team will manage the overall work plan, including key project management processes, milestones, and dependencies. With technical advice and support from the MEL Manager, they will also oversee consistent, high quality data collection and ensure timely and comprehensive annual narrative reporting across TI-S and chapters. Project management quality assurance will be provided by the TI-S Projects Team, which will also provide supporting tools and guidance in line with the TI-S emerging project management standard and best practice.
- The Projects Team will coordinate with the TI-S Finance Team and chapters to monitor expenditures and prepare annual financial reporting and facilitate project audits. Any significant changes in project resourcing and transitions in key staffing will also be monitored and supported through this process as well. Financial controls will be managed by the Finance Team.
- The Global Movement Team will implement the capacity building and regional advocacy elements of the programme, and where relevant, specialist teams and expertise in TI-S will be brought in for specific output-level quality assurance activities and support.

The programme implementation organigram is included in [Annex 3](#).

Stakeholder engagement and partnership coordination

Annual Review and Planning Meetings

²³ <https://files.transparencycdn.org/images/Mid-Term-Evaluation-TI-Asia-Pacific-Programme.pdf>

The main programme stakeholders, including DFAT, MFAT, TI-S, and national chapters, along with partners established throughout the program, will maintain consistent communication throughout the programme's duration.

In addition to sharing annual work plans and regular reporting, a review and planning meeting will be held annually with representation from each chapter participating in the programme, TI-S, and programme funders DFAT and MFAT. As part of the adaptive programme management approach, the primary purpose of this gathering is to facilitate the exchange of accomplishments and insights, the assimilation of lessons learned, and the refinement of work plans at both national and regional levels. These adjustments will be driven by new developments, emerging needs, and opportunities that align with program priorities. Additionally, the annual programme meeting will foster regular assessments of the areas of impact and provide input for future engagement, partnerships, and advocacy endeavours at national, regional, and global levels.

Communications

TI-S will create inclusive communications strategies and materials (e.g. video, social media, statements, blogs etc.) to advance our advocacy in key global and regional decision-making spaces. We will target policy makers, journalists and the public interested in anti-corruption issues and will produce communication material to promote TI's content, messaging, and brand in key regional and global moments. TI-S will coordinate media engagement and develop communications content in consultation with chapters, and disseminate communications content to relevant audiences including videos, statements and blogs. A dedicated communication resource will support the development of communications material and deployment of messaging through TI-S existing platforms, while chapters will be invited to co-create content and disseminate to relevant audiences.

Value for Money

TI is committed to the adoption of best practice in the delivery of value for money (VfM) across all its activities. The Secretariat's VfM policy defines VfM as "the extent to which the organisation is maximising the benefit for its target groups from the goods and services it both acquires (procurement) and provides (delivery), within the available resources". The operational approach for VfM within TI-S is based on the 3E framework:

- **Economy:** Minimising the cost of resources used while having regard to quality
- **Efficiency:** Relationships between outputs and the resources used to produce them
- **Effectiveness:** Extent to which objectives are achieved and the relationship between intended and actual impact.

In addition, TI-S embraces the dimension of Equity in the delivery of VfM, making sure that its work adequately addresses the needs of the poorest, most vulnerable and remote, as well as of women and girls. Achieving VfM implies optimising the balance between these four dimensions and striving for continuous improvement in all aspects of TI's work.

To operationalise VfM optimally across projects, TI-S has developed practical implementing guidelines. These encompass maintaining a robust procurement system to ensure consistent achievement of economy on the inputs purchased, as well as a rigorous cost control system, among other measures. Furthermore, TI-S promotes the integration of VfM within chapters, making it an integral part of the way that TI operates by embedding it in the TI movement's culture through appropriate communication and training. These will be applied within the programme, both to the regional activities at the TI secretariat level and to national initiatives led by the national chapters.

TI-S advises chapters to develop purchasing and procurement policies encompassing various aspects such as value for money (including quote requirements), contract signing authority aligned with delegation of authority, ethical purchasing, conflicts of interest, and approval thresholds. The policy should address all stages of the procurement process, including needs identification, defining thresholds and procurement methods, searching for offers/vendors, assessing options, obtaining internal approvals, and awarding contracts.

DONOR COORDINATION

Communication and coordination arrangements

Given the multi-donor nature of the programme, regular coordination between DFAT, MFAT and TI-S will be organized to enhance alignment and efficiency. A donor coordination group comprising of the main contacts for the DFAT and MFAT contracts and the programme lead from TI-S will ensure accountability related to programme reporting, planning and review, context review, risk management, discussion and resolution of programme adjustments, and ensuring due process on steps requiring donor approval, such as visibility and branding, or purchase of assets. To fulfil this role effectively, the donor coordination group will convene online at least twice a year, and more often at a frequency agreed upon by the parties to share program progress updates and discuss implementation issues. In addition, TI will report to DFAT at least every 90 days on emerging risk factors.

At national level, chapters will seek to engage and update Australian and New Zealand High Commissions, including invitations to relevant events related to the programme and development priorities in the partner countries. In addition, DFAT and MFAT will be engaged in further developing the draft Policy Dialogue Matrix.

DFAT and MFAT will be invited to participate in the annual programme meetings, to enable further communication, learning, and feedback between the programme partners and to discuss risks and potential changes in context. In addition, such timing would also serve as a platform for donors to have direct dialogue with chapter representatives.

Furthermore, as important development partners beyond the IPP STRONGG Programme, TI-S will also invite DFAT and MFAT to participate in TI's annual global donor meetings, enabling further exchange with other like-minded development agencies supporting governance and anti-corruption efforts.

GENDER, DISABILITY AND CROSS CUTTING ISSUES

Gender Equality, Disability and Social Inclusion (GEDSI)

Under the TI Strategy 2030, TI has made a central commitment to be inclusive and intersectional in its work and to ensure that no unintended harm is caused to women or socially disadvantaged groups. A participative GEDSI analysis was conducted 2022-23 in order to inform the next phase of programme design. The GEDSI process included a two-day training and workshop with 14 Indo-Pacific chapters and drew from TI's ongoing research on gender and corruption, which includes a gendered analysis of the Global Corruption Barometer data alongside 10 focus group discussions (FGDs) with cisgender and transgender women and men and people with disabilities. The FGDs were held in Cambodia, Fiji, Indonesia, and Sri Lanka. The GEDSI analysis has enabled a programme design that is GEDSI-responsive, and this analysis will also feed into the development of a GEDSI Action Plan. A summary of the regional GEDSI analysis is included below.

Findings of the gender equity, disability and social inclusion (GEDSI) regional analysis

Corruption exacerbates the effects of discrimination and marginalization, and denies disadvantaged groups access to goods, services, and opportunities. Corruption is never gender neutral and affects different genders and social groups differently, with women, LGBTIQ+ people, and people with disabilities experiencing some of the worst impacts. However across the Indo-Pacific region there are vast differences in the shape and form that such discrimination takes place. Whilst acknowledging that patriarchies manifest in different forms across cultures, there are many forms of marginalization that are common across the Indo-Pacific spaces in which Transparency International operates.

Patterns and impacts of corruption, and which groups are more vulnerable to corruption, vary across Asia and the Pacific by both country and service. This is particularly due to significant differences in men and women's participation in the public sphere. Cultural norms, legal and formal practices that marginalize women often act as further barriers for women to access recourse from corrupt practices. Disabilities, being from the LGBTIQ+ community, indigenous groups, or being located in remote rural communities, further magnifies these affects.

There are many gendered barriers for these groups to access information, recourse, and justice when it comes to corruption. Culturally gendered barriers to access to the public sphere act as a particularly difficult power structure to navigate, further blocking women from reporting corruption. Reduced physical access to public spaces such as government offices, ability to own and independently operate a smart phone, access to identity documents, urban and rural divisions all contribute towards women and other vulnerable groups being further marginalized by corruption.

Gender norms and roles also influence who leads and makes decisions at all levels of society, from national governments to politics, down to the village level. Women are severely underrepresented in political leadership roles as well as in leadership roles of bureaucratic branches of the government and institutions that are part of the national integrity systems such as Anti-Corruption Agencies and Right to Information Bureaus. There is also a lack of knowledge among marginalised people, especially women, about national anti-corruption regulations. Less than two-thirds of women in Asian countries surveyed for the *Global Corruption Barometer Asia 2020* knew anything about their country's anti-corruption agency. Similar data can be found on the knowledge of their right to information. This indicates a significant gendered knowledge gap that likely results in increased rates of agreement to participate in corruption as well as lower levels of reporting. In anecdotal evidence found in the FGDs, women with disabilities are also often not taken seriously when demanding access to public services, such as when reporting sexual assault (including sextortion), making it challenging for them to obtain appropriate treatment and pursue justice.

Sextortion or sexual bribery is a significant concern for women in Asia and the Pacific. Women are twice as likely as men to be targeted for sextortion or sexual bribery, especially in the context of accessing public services. Transgender women are also frequently targeted for sextortion, likely as a result of social perceptions which assume trans women are sex workers or are at least open to being propositioned. This significant gendered challenge places women (cisgender and transgender) in a unique position, particularly in countries where talking about sex is taboo or stigmatised, as this leads to not only increased vulnerability of women to sextortion but also to lower rates of reporting due to feelings of shame and disgrace among victim-survivors. However, despite

sextortion being common across the region, it is frequently excluded from anti-corruption agendas. Businesses are also reported to perpetrate sextortion against women, where rural women who fail to repay loans to financial companies are often asked to engage in sexual acts with male agents in return for money.

Despite this grim picture, there are also many opportunities for TI to make progress in this space. For example, though women are not in leadership positions, they form the majority of organisers, networkers and administrative workers in the civil services, civil society as well as political organisations. Leadership training and network building support could potentially provide platforms for women to run for office and explore other forms of leadership opportunities. Strong partnerships through network building with women's rights, disability rights and LGBTQI+ rights groups could ensure that much needed cross learning can be facilitated across these movements and the anti-corruption movement.

Research and analysis on how gender is factored in corruption discourse is getting more sophisticated. From asking simple questions such as "are men more corrupt than women?" research has moved on to analysis that factor in intersectionality and how specifically are victims and witnesses or corruption affected by their specific vulnerabilities. Campaigns around specific forms of gender and corruption such as sextortion is gaining a new momentum. A recent example of success of such a campaign is Sri Lanka's anti-corruption act of 2023 which explicitly recognises sextortion as a crime.

At a regional and global level there is more recognition of corruption as a gendered form of marginalisation within bodies such as the APEC, for example in their recent La Serena Roadmap for Women and Inclusive Growth (2019-2030)²⁴. The G20 Anti-corruption ministerial group in their 2023 Kolkata meeting²⁵, acknowledged and welcomed a discussion, for the first time, on the gendered dimension of corruption. More and more, intergovernmental organisations are recognising the gendered nature of corruption and integrating their approaches with an intersectional lens.

Leveraging this rich regional level GEDSI analysis, this programme aims to ensure that all activities conducted within its scope are GEDSI responsive. At national level TI chapters will conduct their own GEDSI analysis to inform design of their programme activities. Where possible, this will be done in consultation or partnership with organizations representative of socially disadvantaged groups such as DPOs, Indigenous Peoples' Organisations, LGBTQI+ and women's organisations. This will provide chapters an effective way of drawing on local expertise, building partnerships as they are tailoring the country projects to local needs. As part of this locally led and driven process, cultural variance in patriarchy and marginalisation will be taken into account and activities designed in a way that fits local realities and operational spaces, while still also challenging gender and other discriminatory social norms to bring about transformative changes. This approach will aim to prioritize that no harm or further victimisation occurs in this process.

The programme will advocate to end barriers to participation in public life by supporting women and members of socially disadvantaged groups to take up active roles, including in leadership, at political, institutional, and CSO levels. With a focus on GEDSI specific information and knowledge gaps, the programme will also ensure that special measures are taken to identify why knowledge gaps exist and how TI's outreach can be designed to ensure equal opportunities for participation as well as conduct targeted outreach campaigns to engage identified groups. During the inception phase, once GEDSI analyses are available at national level, the IPP STRONGG Gender Action Plan (GAP) will undergo revisions to transform it into a comprehensive GEDSI Action Plan encompassing a broader, more intersectional GEDSI approach. In doing this, regional women's groups as well as DPOs and other stakeholders will be consulted, to ensure that the approaches considered are relevant and effective in enabling inclusive participation, engagement, and impact of the programme. The program will adequately resource disability equity by allocating budget for reasonable accommodation, accessibility, and disability inclusion technical advice. This support will aid in developing and implementing a robust disability equity approach within the broader GEDSI framework of the program.

²⁴ [The La Serena Roadmap for Women and Inclusive Growth \(2019-2030\) | 2019 APEC Ministerial Documents | APEC](#)

²⁵ <https://pib.gov.in/PressReleaselframePage.aspx?PRID=1946682>

Tapping into existing networks of women and women's organisations who work in these spaces, and linked to the specific intermediate programme outcome to support an active community of practice focused on gender and corruption (Intermediate Outcome 1.3), the programme will support capacity building exchanges, learning and networking activities as well as joint campaigns that are informed by activists and specialists within such networks. A dedicated gender and social inclusion specialist at TI-S will advise and oversee the creation and maintenance of this community, in alignment to other TI global efforts on gender and social inclusion, ensuring sustainability of these approaches beyond the programme.

Climate change

With regard to climate change as cross-cutting issue, TI's commitment to mainstream climate considerations across its suite of work has been elevated significantly in the past several years due the urgency of a united effort to address the climate crisis. TI has been working with local and regional partners to mainstream anti-corruption in climate policy to address undue influence and other forms of corruption that lead to loss and misuse of climate finance and weak climate governance systems. The countries most vulnerable to climate change often face high levels of public-sector corruption, while new corruption risks are being created through efforts to urgently respond to rising sea levels, unstable weather patterns and unexpected droughts.

By strengthening and engaging civil society and local communities, TI shines a light on existing corruption risks and empowers the public to enforce their rights. The Climate Governance Integrity Programme (CGIP), funded by the Waverley Street Foundation), works globally with TI chapters in countries across the Indo-Pacific, Sub-Saharan Africa, and Latin America. The programme implements anti-corruption safeguards and solutions through education, assessments, monitoring and advocacy actions. Critically, TI gives voice to victims and witnesses of corruption, ensuring the most vulnerable are not doubly impacted by climate change and corruption and that their rights are protected. Any elements of climate governance work conducted as part of the programme will be realized in close alignment with the CGIP. Already, several partners are conducting coordinated activities between the IPP STRONGG and CGIP programmes, such as in Pakistan, where the chapter has taken the approaches used under STRONGG and adapted these to respond to the recent flood response and relief/ rehabilitation measures.

Private Sector

Multistakeholder coalitions are a central approach taken by TI on anti-corruption, including with private sector entities. Through this collaborative approach, TI aims to inform and actively engage businesses in anti-corruption initiatives and joint advocacy efforts aimed at supporting community, corporate, and government action against corruption. Moreover, TI will actively seek strategic collaboration with the private sector to promote good corporate governance and enhance transparency, integrity, and accountability within business operations, including by providing dedicated anti-corruption training and information sessions. TI will also endeavor to increase private sector involvement through outreach and awareness initiatives to raise public awareness about the detrimental effects of corruption. In many instances, TI and the programme already partner with the private sector or business associations and groups, or other international organisations focusing on business such as the Basel Institute of Governance.

Through multi-stakeholder partnerships, TI will continue to advocate for enhanced government and private sector policies and practices across various sectors, including public procurement, beneficial ownership transparency, and infrastructure. Building on the successful pilots of the Infrastructure Corruption Risk Assessment Tool (ICRAT) in the previous phase, the tool will be expanded to include a stronger focus on gender equality and the energy transition, and will be implemented in other countries across the Indo-Pacific where there is demand. Similarly, other tools developed as part of TI's global mining programme will be implemented in relevant countries working on critical minerals and energy transition.

Private sector entities serve not only as integral contributors to multi-stakeholder coalition advocacy but also as significant financial supporters. For instance, in 2022, TI PNG counted 28 corporate members who provided financial backing to the chapter, aiding in meeting operational expenses. In the upcoming phase, seeking financial support from the private sector will be increasingly crucial as TI chapters will endeavor to broaden their donor funding base.

Innovation

The flexible and responsive approach of the IPP STRONGG programme in being able to adapt to rapidly changing contexts was recognized as a key strength of the programme during its midterm evaluation. These adaptable and flexible approaches will be maintained, ensuring projects align with national priorities, contributing to regional and global advocacy for innovation towards impact. This programme will build upon experiences of local and regional innovation. National chapters will adapt tools and approaches to their local context and trial new approaches suited to these. Exchanges between chapters enable these new approaches to spread and for these to be adapted to local context. In one example, TI Papua New Guinea's Legal Internship Programme (supported by the IPP STRONGG Programme), is now being replicated by the Ghana Integrity Initiative in a very different but relevant context. The new phase will continue to encourage such innovations.

New tools developed in the previous phase of IPP STRONGG, including the TI Australia Infrastructure Risk Assessment Tool (based on similar approaches used in its Accountable Mining Programme) are being tested in pilot countries, and could be adapted in these countries based on resulting experience, or expanded to other relevant contexts. The TI New Zealand Money Laundering and Corruption in the Pacific Report, and new country information briefings produced, will be further tested for their outreach and advocacy impact. TI-S innovations around work on beneficial ownership transparency or strengthening integrity institutions, whether these are Supreme Audit Institutions, Anti-Corruption Agencies, or Financial Intelligence Units, will also be opportunities that can be leveraged for innovation in the region.

The GCB Pacific Report released during the previous phase in 2021 was the first of its kind in the Pacific, creating new data on bribery and corruption inexistent previously in the region, where lack of data is a consistent challenge. Repeating the research and creating new data, will allow even greater understanding into the lived experience of corruption and helping to measure progress. Sextortion, a form of corruption very recently recognized and not yet well researched or understood, has also been explored through the GCB – the 2020 and 2021 reports were the first in the region to ask respondents about their experience of sextortion, and focus group discussions held in 2023 about these went into further depth to understand these results through innovative and gender responsive approaches. The new phase of the programme will continue to analyse this further, and then look for innovative ways to share approaches to counteract the systemic or structural norms enabling continued gender inequality and social exclusion.

Locally led development and localisation

The Transparency International Movement is inherently committed to fostering localisation in the fight against corruption; this approach is reflected in its organizational structure with national chapters leading on national anti-corruption approaches and efforts. Its strength lies in its extensive network of chapters, autonomous civil society organisations deeply attuned to local contexts. TI chapters, staffed by local experts, develop strategies and implement initiatives tailored to their specific national contexts, ensuring that anti-corruption efforts are not only locally informed but also locally led. Simultaneously, TI-S plays a crucial role by amplifying chapters voices, and exerting pressure for reform at the regional, national, and local levels. This multi-level engagement, facilitated by collaboration with local organisations, underpins the unique value that TI brings to the anti-corruption battle.

In line with the TI model, the programme approach encourages local action driven by local leaders, complemented by regional and global expertise from the Secretariat. In Phase II, chapters will conceptualise national initiatives, strategically identifying key areas to address in the next five years. These projects will align with the programme objectives, enhancing local ownership by empowering individuals and communities to hold their governments to account, thereby strengthening inclusive, responsive, and accountable governance frameworks. To this end, TI chapters will expand their outreach, awareness, and capacity-building initiatives drawing lessons from Phase I. A spectrum of approaches, including training, workshops, awareness campaigns, and online tools will be employed to tailor initiatives specifically for different groups, empowering them with agency and voice to hold their leaders to account. Special emphasis will be placed on women, youth, people with disabilities, and socially disadvantaged groups. Through social accountability interventions, TI chapters will also enhance government awareness of transparency and accountability gaps.

In the pursuit of fostering local leadership, TI chapters will work closely with local partners, including CSOs, reform advocates, and local champions. Joint initiatives will encompass research, information exchanges, capacity development, and advocacy for systemic change. A dedicated community of practice focused on gender and corruption will facilitate ongoing reflection and empower local women to assume leadership roles, advocating for policy changes that mitigate the impact of corruption on their daily lives. To ensure that community empowerment efforts are inclusive and adapted to the local context, chapters will actively consult organisations representing socially disadvantaged groups while formulating their national GEDSI analyses.

BUDGET AND RESOURCING

The overall programme is budgeted at €12,046,700 over 5 years. The suggested contributions are €8,750,000 (AU\$14,612,500) from DFAT for programme costs across the Indo-Pacific, and €3,296,700 (NZ\$6,000,000) from MFAT for programme costs related to the Pacific.

The budget structure and proportions are consistent with the previous, successful phase of the programme, expanded to a five-year timeframe and making adjustments in line with the recommendations of the independent review undertaken in 2022²⁶.

This encompasses funding for both national and joint projects contributing to the programme's outcomes, as well as core funding contributions, primarily designated for Pacific chapters. It also includes budget allocations for regional outreach, research, advocacy, as well as capacity development, regional support, thematic input, and programme management costs. In line with the recommendations made in the midterm review, TI-S staffing will be allocated to ensure the level of support necessary for the programme to be aligned to wider TI-S initiatives, communications and strategic objectives, in collaboration with further funding available or fundraised. While TI-S line items for country project management, advice and support, and thematic input and expertise will be relevant to all EOPOs, in the budget they have been allocated to the primary outcome they will contribute to.

National chapters from ODA-eligible countries will be invited to submit project proposals towards both EOPO 1 and EOPO 2. Additionally, there will be an allocation for joint actions led by TI Australia and TI New Zealand that build on available best practice and expertise for the benefit of the region. Core funding will continue to be provided to Pacific chapters at similar levels as in the previous phase, and a more limited allocation will be available to chapters in Asia to strengthen their sustainability and risk management capability.

The project/core funding split approach is a response to the midterm review findings and recommendations from a previous programme iteration (2018²⁷). The review emphasized the importance of providing core funding to Pacific chapters in light of contextual challenges such as limited access to funds and unsupportive governments. This was tested and found successful from 2020-2023, and the learnings have been further applied and slightly expanded in this proposed budget.

In case of significant currency fluctuation, TI will revise the budget and work plans and agree this with DFAT and MFAT during the annual planning process. MFAT funds will be utilized to support the Pacific component, the specific size of which will be determined upon the allocation of subgrants to national and joint projects.

²⁶ <https://files.transparencycdn.org/images/TI-IPP-STRONGG-Evaluation-Report.pdf>

²⁷ <https://files.transparencycdn.org/images/Mid-Term-Evaluation-TI-Asia-Pacific-Programme.pdf>

REPORTING, MONITORING AND EVALUATION

The following paragraphs outline TI'S MEL approach for tracking, verifying, and improving the programme's performance over its lifetime. Together with the MEL framework provided in [Annex 2](#), this will form the foundation for finalising the MEL Plan at the beginning of the programme, describing the systems to be established for monitoring, assessing, and enhancing performance.

In Phase One of the IPP STRONGG programme, TI dedicated substantial efforts to develop a MEL framework capable of tracking progress within such an expansive programme. The framework was designed to present information clearly and give a sense of overall progress across the region. In the next phase, TI will leverage this experience, refining its approach to align with DFAT's updated International Development Performance and Delivery Framework. Following the recommendations from the mid-term review of the IPP STRONGG programme, the revised MEL framework will include a streamlined set of qualitative indicators supplemented by qualitative data.

The programme's MEL approach will be guided by TI's Impact Monitoring Approach²⁸, which is designed to gain a better understanding of what works in the fight against corruption, why and how it works. It is structured to extract insights that inform strategic decisions, enhance programme design and implementation, and optimise resource allocation by redirecting funding to more impactful interventions. The Impact Monitoring Approach upholds two principles: (i) participatory, promoting the exchange of information among TI-S, chapters, programme funders, and other stakeholders, and (ii) evidence-based, focusing on results conducive to documented change. Following this approach, the Impact Matrix will be employed as an analytical tool to monitor progress in achieving change, fostering a deeper and more structured insight into what proves effective and what doesn't.



Figure 3: Transparency International's Impact Matrix

The Impact Matrix outlines the three main areas of change that Transparency International is aiming to achieve:

- Policy and institutional change. The goal is to ensure that intergovernmental institutions, governments, political parties, and businesses have all the necessary mechanisms, policies, or laws in place to redress and prevent corruption, sanction corrupt behaviour, and promote good governance.
- Behaviour change. The goal is for individuals, communities, civil society organisations, and social movements to systematically promote global good governance and prevent corruption.
- Increased outreach and awareness. The goal is to enhance awareness of corruption and available solutions among the diverse audiences targeted by TI's outreach, including individuals, groups, and institutions.

²⁸ Impact Monitoring - The Organisation - Transparency.org

Due to its broad and flexible nature, the Impact Matrix enables analysis at various levels depending on what is needed and most useful. It serves multiple purposes, such as planning and reviewing national initiatives, addressing thematic areas, or examining cross-cutting issues like gender equality. Additionally, it complements quantitative indicators by incorporating narrative data, facilitating a comprehensive review of the programme's various aspects to assess changes (both positive and negative) over time. The emphasis lies not on the number of changes, but rather on the significance and extent of TI's contribution to those changes. The findings are then utilised to shape future programme initiatives, including outreach and advocacy efforts. As illustrated in the chart below, the programme's MEL process prioritises the integration of learning into processes and planning. The subsequent paragraphs provide detailed insights into the steps involved.

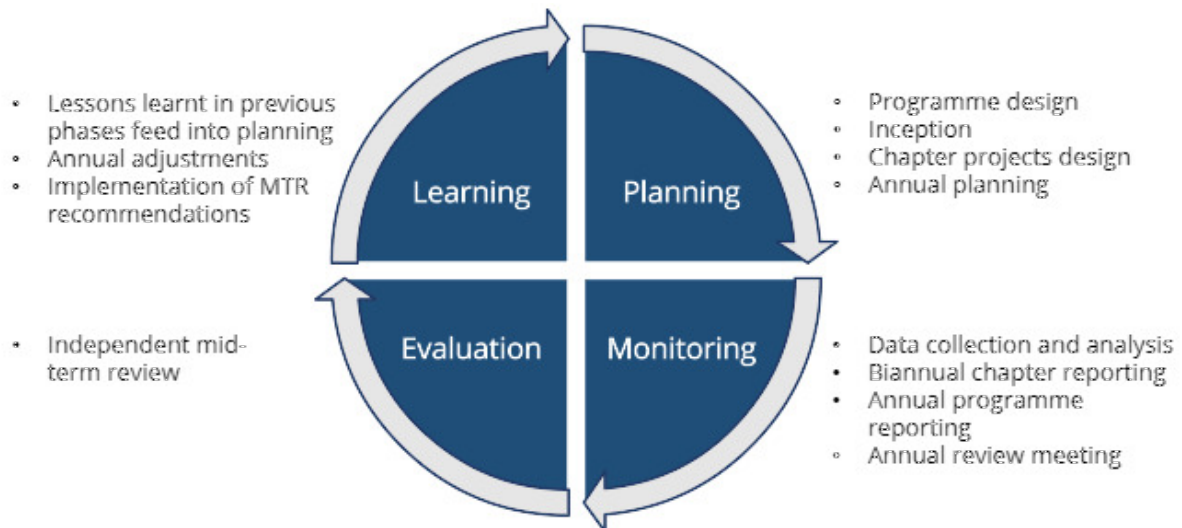


Figure 4: Programme Monitoring, Evaluation, and Learning process

To foster continuous learning within the programme and among participating chapters, TI ensures that frequent learning sessions are taking place throughout the implementation, both online and in-person. This includes dedicated learning sessions during the programme review and planning meetings, in order for chapters to benefit from each other's successes, challenges, and lessons learned, thereby strengthening the implementation approach. Additionally, ad-hoc and continuous information sharing occurs between the Secretariat and the chapters, as well as with the donor when necessary, allowing for real-time updates on ongoing activities, emerging issues, and innovative approaches. This takes place via email, virtual meetings, or dedicated online platforms. Furthermore, collected insights and best practices are formally documented and reported in the programme's narrative reports as well as in the mid-term programme evaluation, serving as valuable resources for future reference and knowledge sharing.

TI is committed to enhancing its information management and is actively exploring options to implement a tech-based Management Information System (MIS) that aligns with the organisation's operational requirements. Potential solutions are currently under consideration based on a licensing model that can be sustained across projects over the longer term. The anticipated commencement of the business analysis phase in the latter half of 2024 will signify a significant step towards enhancing organisational capabilities and promoting streamlined operations.

Inception

The programme's inception phase will focus on refining the MEL plan, which will build upon the experiences of Phase One and centre around key evaluation questions. The MEL plan will be used to assess and measure the progress of the programme towards desired outputs and outcomes, ensuring accountability throughout the life of the programme and beyond. In line with DFAT's MEL standards, the plan will undergo quality assurance assessment six months after the start of implementation. The TI-S team, with the aid of an external expert and in close consultation with the chapters, will be responsible for the finalisation of the MEL plan outlined below.

Planning

Timeframe	MEL Task	Stakeholder involvement
Prior to programme design	Stakeholder consultation and input	Internal stakeholders (TI-S, national chapters and partners) External stakeholders (donors, beneficiaries, and other stakeholders)
Inception phase	Planning and design of multi-year national initiatives Planning and design of advocacy strategies at national and regional levels Finalisation of the MEL framework and plan, including baseline and targets	TI-S, national chapters and partners

Monitoring

Timeframe	MEL Task	Stakeholder involvement
Every 6 months	Project narrative and financial reports MEL reports presenting progress against outputs and towards outcomes	National chapters and partners
Annually	Preparation of annual work plan at national and regional level	TI-S, national chapters and partners
Annually (February)	Annual reporting to DFAT / MFAT	TI-S, national chapters and partners

Evaluation and Learning

Timeframe	MEL Task	Stakeholder involvement
Annually	Annual adjustments and work planning	TI-S, national chapters and partners
Annually	Development of impact stories / case studies	TI-S, national chapters and partners
Annually (March / April)	Programme partner assessment	DFAT / MFAT
Annually	Programme review and planning meeting	TI-S, national chapters and partners, DFAT / MFAT
Year 3	Independent mid-term review	Internal stakeholders (TI-S, national chapters and partners) External stakeholders (donors, beneficiaries, and other stakeholders)
Year 3	Implementation of mid-term review recommendations	TI-S, national chapters and partners

Table 3: Draft MEL Plan

In early 2024, TI-S will work with chapters to devise their projects under the programme, building also on the country-level GEDSI analyses to ensure inclusivity and promote gender equality at the national level. The design of national initiatives will be informed by the findings of previous evaluations, as well as reflections from chapters and TI-S on the successes, shortcomings, replicability, and scalability of approaches from prior phases. Lessons learnt will be further reflected on to understand the underlying factors contributing to successes, mistakes, unintended consequences, and challenges encountered.

To be able to assess the contribution of the programme to the stated objectives, TI will establish baselines and data collection methods, including for the collection of sex-disaggregated data. Additionally, targets, including

specific gender equality targets, and indicators will be defined with input from the chapters' projects and strategies. Chapters will also be invited to map their national project outcomes to the overall programme outcomes.

Annual Programme Reporting

In line with the OECD DAC Guidelines, the program will adopt a single design document and a consolidated budget that encompasses both DFAT and MFAT contributions. The program cycle will adhere to the calendar year, with annual reports and forward plans due to DFAT and MFAT in February of each year, in line also with DFAT's Investment Monitoring Report (IMR) timelines. These reports will provide an evidence-based analysis of the programme progress against each End-Of-Programme Outcome, supplemented by an annex offering a country-specific progress summary, which can be shared with DFAT and MFAT country desks and posts as well as more widely. Where possible, the report will also present data disaggregated by gender, age bracket and potentially other social indicators.

Building upon the IPP STRONGG experience, TI will develop a MEL system designed to facilitate data analysis and ongoing programme performance assessment. At the national level, chapters will be invited to assess their contribution towards the achievement of the programme intermediate outcomes bi-annually, noting both qualitative changes as well as quantitative results. This will be further analysed by the TI-S project management team to assess the overall progress at the programme level. The results of this analysis, which will include an assessment of progress towards gender outcomes, will be visually represented on a five-point scale in the annual programme report, and discussed at the annual review and planning meeting. This process will encourage reflection on lessons learnt, fostering shared knowledge among chapters and guiding future initiatives.

In response to the findings and recommendations from the midterm review of the IPP STRONGG programme, an increased emphasis will also be placed on complementing the quantitative assessment of progress with qualitative data. To this end, case studies and success stories highlighting the impact of chapters' and TI-S' work will be incorporated in the annual report. At the same time, TI-S will also continue to strengthen the chapters' MEL capacity to collect data and report progress against outputs and outcomes.

Annual Review and Planning Meetings

A review and planning meeting will be held annually with representation from each chapter, TI-S, and the funders of the programme, DFAT and MFAT. This forum will foster the sharing of achievements, experiences and lessons learned. To promote participatory learning, TI-S and chapters will use TI's Impact Matrix to engage in joint reflections on the programme progress. Additionally, a synthesis of the monitoring data illustrating progress against the targets will be presented to aid in the assessment of the programme's areas of impact. The evidence presented will prompt stakeholders to reflect on encountered challenges and initiate discussions about lessons learnt and any necessary adjustments to the work plan, aligning with an adaptive programme management approach. Furthermore, the meeting will contribute insights into future outreach and partnerships, as well as the development and implementation of the regional advocacy strategy.

In light of the 2023 mid-term review findings, TI will also enhance the focus on risk management. The annual review and planning meeting will serve as an opportunity to discuss changes in the broader regional context, identify key risks to programme delivery, and regularly monitor whether the critical assumptions of the programme logic remain valid.

Mid-Term Review

In year 3, an independent mid-term review will be carried out to provide an external assessment of the programme's performance and achievements towards the expected results, and to foster learning and inform TI's upcoming activities under the grant. TI uses a diverse range of tools and methodologies to conduct independent reviews, such as focus group discussions, interviews, observations, field visits, case studies, questionnaires, and written document analysis.

The mid-term review will not only assess the programme against the standard OECD DAC criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability), but will also include questions around the

programme logic to assess the validity of its assumptions. While the final terms of reference will be prepared ahead of the mid-term review, the key evaluation questions are likely to include:

- To what extent were the intended outcomes achieved in relation to the targets set?
- What are the positive and negative changes produced by the programme, directly or indirectly? This involves assessing the main impact of the programme, both intended and unintended.
- How did funding, personnel, regulatory, administrative, time, other resources and procedures contribute to or hinder the achievement of targets?
- Are the assumptions of the M&E framework and theory of change identified and relevant?
- To what extent is the programme addressing gender equality and developing inclusive approaches? How has the programme fostered meaningful engagement and participation of women, youth, people living with disabilities, and other socially disadvantaged groups in anti-corruption activities?
- To what extent have programme interventions contributed to financial sustainability and the diversification of funding sources for TI's anti-corruption initiatives at national and regional levels? What measures have been taken to support the growth and expansion of TI chapters within the Indo-Pacific region?
- To what degree have the programme's advocacy efforts led to tangible policy changes, institutional reforms, or improvements in governance frameworks?
- How has the programme facilitated cross-learning and knowledge exchange among anti-corruption actors across the Indo Pacific region?

In addition, the mid-term review will provide clear and forward-looking recommendations to guide TI-S and national chapters in the development and improvement of activities for the remaining period.

The mid-term review will be important for both learning and accountability purposes. It will be based on input collected from TI-S, chapters, donors, as well as external stakeholders and programme beneficiaries to allow for a comprehensive reflection on progress, feedback, and external validation.

Human and Financial Resources for MEL

TI is committed to make substantial investments in MEL to facilitate the production of regular, high quality performance information that will form the basis for effective management decision. To this end, 7.4% of the total budget²⁹ has been allocated for the design and implementation of the programme's MEL system. A dedicated MEL manager at TI-S will contribute to the development of the MEL plan and oversee its execution, while the Project Manager will be responsible for gathering and analysing data from participating chapters, with the assistance of a Project Associate. Chapters will be encouraged to budget for MEL support within their national initiatives. Furthermore, independent support will be sought at key points, such as for crafting the MEL plan during the inception phase, and in year 3 for conducting the programme's mid-term review.

²⁹ This includes budget to cover costs related to the finalisation of the MEL framework, the programme's midterm review and the annual review and planning meeting, the design of phase 3, TI-S MEL coordination support by the project manager and project associate who are tasked with collecting and monitoring reports, advice and guidance by a TI-S MEL manager, as well as MEL costs at chapter level.

SUSTAINABILITY

Institutional sustainability – As highlighted in the mid-term review of the IPP STRONGG programme, TI's approach to establishing presence globally by enlisting and building grassroots organisations as chapters is sustainable in principle. This programme will solidify TI-S institutional capacities to have an effective advocacy-driven presence in the Indo-Pacific and will strengthen the spaces and mechanisms for collaboration beyond the life of the grant. Chapters that acquire skills and capacities through this action will further reinforce their own institutional structures, ensuring they can remain effective and trusted civil society actors. Collectively, these efforts will support a better learning environment that recognizes, celebrates, and sustains impact beyond the period of funding.

Financial sustainability – As also recommended by the mid-term review, TI commits to seek diversification of funding sources to complement and extend the work undertaken within the TI IPP STRONGG Programme. New funding avenues will ensure sustainability of the work conducted under STRONGG and other TI programmes. Over the last year of the previous funding phase, efforts have already been made to increase alignment with other programmes and projects TI-S has raised funds for, including work on climate governance and on global Movement capacity development. The regional support being provided by TI-S to the Indo-Pacific is being factored into new grants, and this will be further complemented by future fundraising proposals to other donors, particularly with regard to regional advocacy and support. This intention is reflected in the current budget, which foresees a lessening funding contribution towards the TI-S regional team from the 3rd year of the programme, giving the opportunity for them to be involved in the implementation of future advocacy programmes on the thematic priorities already identified in this proposal. At the same time, TI will aim to accelerate diversification and financial sustainability efforts of chapters by enhancing their fundraising capacities. Developing chapter expertise in financial and project management will also support their decision-making and compliance with accounting guidelines and principles, critical to sustainability.

Policy level sustainability – By advancing regional advocacy priorities TI will contribute to legislative and policy changes by governments and international bodies on a range of topics from access to information to political integrity. The second EOPO around 'inclusive, responsive, accountable governance' through strengthened legislative frameworks, effective ACAs and active enforcement is a crucial component for the sustainability of this work, and once legislation and institutions are in place, they are likely to endure longer than the programme implementation period. Leveraging the expertise and representation of the Movement, the programme is well-positioned to seize important political developments and better support chapters to mobilize advocacy efforts that can (1) bring about reforms in legislation, standards, policies, and processes; (2) support collaborative action to further the anti-corruption agenda, (3) boost participation of local civil society and affected communities in policymaking; and (4) enhance disclosure, exposure, and justice avenues for corruption victims and witnesses. At regional and global levels, the programme will also think and work politically, building momentum behind political processes to spread recommendations and standards in fora such as the Summit for Democracy process, the Open Government Platform, FATF reforms, UNCAC reviews or the SDG timeframe.

Social sustainability – The programme will enable chapters to undertake community-driven activities that encourage citizens to reject corrupt practices and hold their leaders accountable. The first EOPO around building 'informed, engaged and local demand for accountability' through citizen engagement and particularly the approach through youth engagement, represent a strong strategic choice for sustainability. When citizens are informed and motivated, they are likely to continue advocating for accountability long after the programme's conclusion. Furthermore, their commitment can inspire and mobilize others, creating a ripple effect that contributes to ongoing momentum. Building community leadership against corruption is a core component of TI Strategy 2030, in support of strong and long-lasting anti-corruption reform. By engaging local community groups, establishing social accountability mechanisms, and involving youth and other citizen groups, the programme aims to shift social norms towards transparency and integrity, which helps sustain the programme's impact.

Environmental and Climate sustainability – TI aims to consider the environment and climate in all its work including its strategic objectives, articulating ways to contribute to climate justice and embedding this into all projects. Shared global advocacy initiatives have been developed, and direct guidance shared with the chapters that include climate perspectives in their work plans. TI is also actively working on drawing complementarities

and synergies with TI's climate programme where STRONGG is co-financing and supporting climate focused initiatives in national chapters such as Vanuatu, Bangladesh among others.

Climate considerations are being considered within the accreditation processes to elevate the importance of mainstreaming environmentally friendly policies through the Movement. Efforts to measure and reduce the environmental footprint at the Secretariat level are ongoing. Within projects and programmes, guidelines have been developed so that climate and environment considerations are taken into account during project planning, implementation and monitoring and evaluation phases. Particularly following the COVID-19 pandemic, a leap has been made to make greater use online platforms for meetings and exchanges, where practical, these well-established online means will continue to be used.

RISK MANAGEMENT AND SAFEGUARDS

The ongoing assessment of risks in implementing an anti-corruption programme in the Indo-Pacific region addresses several areas and factors, including stakeholders, context, resources, political, programming, environmental, and social.

The observed trends of democratic decline, shrinking civic space, and the rise in authoritarianism pose a significant risk to TI chapters' ability to advocate for improved accountability. Government actions may restrict the ability to operate freely, hinder access to resources, and limit outreach to communities. Moreover, the escalating abuse of surveillance and cybersecurity attacks poses a threat to the security of sensitive data. The programme incorporates several approaches to address these risks. TI chapters will leverage their long-standing experience and their strategy of forming coalitions. Where suitable, these collective voices can be amplified on the international stage through TI's global and regional advocacy efforts. Furthermore, the TI-S Asia Pacific team, with support from the TI-S team for Safeguarding Anti-corruption Fighters' Effort (SAFE) and Digital Security Specialist, will continue to provide advice and training to chapter staff on digital and physical safety and security, including tailored, bilateral support delivered through country visits. Furthermore, experience has shown the importance of overall internal capacity in withstanding external pressure or threats, including financial management, political networking and communications, and broad stakeholder support.

Proactive advocacy strategies will be employed to engage with policymakers and stakeholders at regional, national, and local levels, while closely monitoring country contexts. On the international stage, TI will use inter-governmental fora to push for change, identifying effective communication strategies and messaging to facilitate a collaborative approach. At the same time, national chapters will work toward vertical integration, extending their focus to local governments in cases where subnational political spaces are more stable. TI will also strengthen coalitions with influential partners and empower local communities to demand accountability, thereby amplifying its impact.

Another underlying assumption is that well-informed citizens are more likely to take action against corruption and poor governance. However, the shrinking civic space presents a challenge to involving citizens in anti-corruption activities and in some countries, it may deter victims and witnesses of corruption from reporting misconduct out of fear of retaliation. To tackle these challenges, TI will continue to advocate for more robust whistleblower protection mechanisms. At the same time, strategic communications and outreach strategies will be deployed to emphasise the impact of corruption and the importance of taking action, aiming to mobilise citizen groups and communities to step forward and support anti-corruption initiatives.

Women, people living with disabilities, and other socially disadvantaged groups may face barriers to participation in anti-corruption initiatives due to cultural norms, discrimination, potential for backlash, or lack of access to resources. This could result in their voices being marginalised, hindering progress towards gender equality and social inclusion. To address this risk, TI has conducted a regional GEDSI analysis to identify barriers to inclusion, and during the inception phase, chapters will develop national GEDSI analyses and tailor their interventions accordingly. In addition, a GEDSI Action plan will be developed and monitored at regular intervals during implementation, including at midterm. Targeted support will be provided to chapters to facilitate the engagement of women and socially disadvantaged groups, including best practice guides and access to training and capacity-building opportunities. At the same time, there is a risk of overlooking gender and disability considerations in policy development, institutional reforms, and enforcement mechanisms, thereby failing to effectively promote gender equality and social inclusion within anti-corruption initiatives. To mitigate this risk, TI will advocate for meaningful consultation and feedback from women, people living with disabilities and other socially disadvantaged groups to ensure their voices are heard and their needs addressed. This will involve collaborating with CSOs and women's rights groups in advocacy efforts to integrate gender considerations into governance reforms and enforcement mechanisms.

Environmental and climate risks are rising, especially in the Pacific where extreme weather events can pose threats to the safety of chapter staff and affect the ability to reach remote communities. In close cooperation with the chapters, the Regional Advisors and Coordinators continuously monitor local and regional news to ensure safety precautions. Should an extreme weather event occur, the team at the Secretariat including the

Regional Advisor and the SAFE team lead the crisis management to support the chapter response and the implementation of mitigating measures.

Potential fraudulent practises could lead to a delay in outcomes and reputational damage, impacting sustainability of the programme and risking the credibility or continued existence of a chapter in countries with shrinking civil society space and increasing restrictions on civil society operations. To control these risks, TI has a rigorous accreditation policy in place, as well as quality assurance mechanisms. Since 2015, TI implemented an effective, internally developed financial risk management process known as C-FRA (Chapter Financial Risk Assessment) to assess the financial health of the Movement. It includes a systematic, yearly capacity assessment as well as a targeted capacity building program, aimed at identifying, growing, and retaining talent within the Movement in financial management. In addition, TI has dedicated regional personnel in the form of Regional Advisors and Coordinators, who are ready to assist chapters should challenges occur.

TI regularly evaluates and reviews risks through close cooperation and comprehensive analysis with chapters to ensure a proactive and informed approach to risk management. Chapters submit updated risk assessments as part of their mid-year and annual reporting, which in turn inform the overall programme risk assessment. Furthermore, risks to programme implementation are regularly reviewed in collaboration with chapters and donors at the annual programme meeting. In addition, the Donor Coordination Group comprising representatives of DFAT, MFAT, and TI-S will discuss any risk updates at least every 90 days, and more often at a frequency agreed upon by the parties. This will include determining if the controls in the risk register remain effective and whether any new risk sources need to be added.

Integrity System

To set the overarching purpose of our integrity system and the principles that guide its implementation, Transparency International adopted an Integrity System Strategic Framework in 2021 as a core document underpinning its functioning. The Secretariat's Code of Conduct guides the day-to-day work of the staff of the Secretariat, establishing the principles, values and behavioural expectations that those working for the Secretariat must demonstrate in order to uphold the necessary standards of conduct within, and on behalf of, the organisation. Furthermore, TI adopts a 'do-no-harm' approach in its operations, ensuring that none of its policies, initiatives, and risk management measures inadvertently cause harm, including on women, socially disadvantaged groups, and the environment.

The Board of Directors has its own Code of Conduct. Directors publish a register of interests, which can be found in their biographies. As operationally independent organisations, national chapters develop their own codes of conduct, with their board members also publishing registers of interests. A range of policies and procedures to help reduce the risk and impact of integrity violations are an integral part of our system.

The Secretariat's Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy, part of TI-S human resources manual, provides guidance on the definitions of sexual exploitation, abuse and harassment and on the steps to take when actual or suspected incidents occur. Although most of the youth integrity work involves individuals over 18 years of age, chapter staff may occasionally come into contact with children, particularly during outreach events. A comprehensive assessment of child protection risks will be conducted during the programme inception, when chapters will finalise their national proposals and workplans. As indicated in the Due Diligence Assessment conducted in 2023, TI is rated as "low risk" regarding child protection, on the basis that it has policies and systems in place that are consistent with DFAT requirements. The Secretariat's Child Protection Policy forms part of the human resources manual and provides guidance to Secretariat staff on the definitions of child abuse and on the steps to take, if encountered. In addition, the Anti-Harassment Policy for events and meetings organised by the Secretariat aims to ensure a harassment-free environment for all participants. Similarly, at national level, TI chapters have in place policies for the Prevention of Sexual Exploitation, Abuse and Harassment, as well as for Child Protection in the case that they work with children. Safeguard risks will be managed in accordance with DFAT's requirements related to the Prevention of Sexual Exploitation Abuse and Harassment, Child Protection, and Environmental and Social Safeguards.

Through the preventative components of the Integrity System, the Secretariat aims to reduce the likelihood and impact of incidents in which those who work for and represent the organisation fail to exhibit the standards of expected behaviour, or act in accordance with our mission, vision, values and guiding principles. However, the risk can never be entirely eliminated through preventative measures alone. TI has long recognised the important

role of whistleblowers in preventing and detecting wrongdoing. The Secretariat has a dedicated policy to ensure that those who report do not suffer any repercussions for their efforts. The Secretariat's Integrity Violations Reporting Policy outlines the procedures for reporting a (suspected) integrity violation or related integrity concerns and details the support and protections available for those that raise reports. The procedures are designed in line with the international standards and best practices that Transparency International advocates for. The policy establishes the channels available to Secretariat staff, external stakeholders and the wider public for the reporting of suspected violations of our Code of Conduct, or other ethical concerns relating to the conduct or functioning of the organisation or associated entities. It also establishes the circumstances in which such reporting shall be considered a duty of Secretariat staff, provides guidance on how a report shall be managed by the Secretariat, establishes the measures Secretariat must take to protect the identity of those that report integrity violations/concerns and establishes the protections available for those that raise reports from potential unfair treatment and retaliation.

Staff or others can report suspected integrity violations pertaining to the Secretariat through any of these reporting channels:

- members of the management team, including the Chief Executive Officer (CEO)
- Integrity Manager
- External Whistleblowing Reporting Point

Staff and others are free to raise integrity concern through any of these channels, without having to justify their choice. Concerns or reports received through these channels are shared with the Integrity Manager, who is responsible for assessing and ensuring appropriate action, as well as for protecting, filing, safe-storing and handling of the information involved. The External Whistleblowing Reporting Point also offers increased guarantees of confidentiality by protecting a person's identity when relaying the information to the Integrity Manager or any other part of the organisation.

Financial controls

TI-S relies on well-established routines and a robust team to ensure accuracy of financial management. The organization adopts formalized procedures, summarized in a financial manual, to process day-to-day transactions. TI-S adopted the International Financial Reporting Standards (IFRS) in 2007 and yearly audits have always resulted in unqualified opinions.

TI-S has a zero-tolerance to fraud and the misuse of funds. The organization has robust preventative measures against fraud and the misuse of funds. These include: strong internal controls; close financial monitoring and regular internal reporting; capacity building tools; and tailored anti-fraud trainings that are delivered to project partners on an ongoing basis. The organization has guidelines to address corruption and poor financial management and a strong process (C-FRA - Chapter Financial Risk Assessment) to identify financial risks related to programme chapters.

With regard to internal control bodies, TI-S has an Audit Committee, which reports regularly to management. The management accounts are prepared at least quarterly and submitted to management. All previous financial statements with audit opinion can be found on the TI website³⁰. Furthermore, TI-S is regularly audited/reviewed by other donors. For example, in 2020, the UK Foreign, Commonwealth and Development Office (FCDO) performed a due diligence assessment refresh based on their previous due diligence performed in year 2016. This review has not revealed any significant weaknesses of a critical nature. DFAT undertook a comprehensive DDA in 2015 and an update in 2019. The new DDA completed in December 2023 rated TI as "low" risk across nearly all criteria. For the two criteria where TI was rated as "medium" risk – Proscribed List Checks and Integrity Systems Checks – TI has started implementing recommendations.

Regarding counter-terrorism, TI developed contractual and management arrangements to ensure that funds are not diverted from the country chapters to fund terrorist organisations. As outlined in the DDA, TI *"has policies and systems in place to manage the risk of resources being diverted to terrorism"*, including the Code of Conduct, Conflict of Interest Policy, Anti-Fraud Policy, and Integrity Violations Reporting Policy, and *"has good systems in place to assess and monitor downstream partners financial management practices"*, such as the C-FRA process,

³⁰ <https://www.transparency.org/en/the-organisation/audited-financial-reports>

which assesses chapters' financial management and anti-fraud policies, systems and practices, contributing to the management of the risk of resources being diverted to terrorism. In addition, TI's due diligence assessment process verifies that Board members are not listed on the debarment lists, and anti-terrorism and sanctions clauses are included in the IPP STRONGG grant agreements.

At the same time, the DDA recommended that TI strengthen its due diligence and chapter accreditation processes to screen all key personnel names against proscribed lists. In response, TI updated the guidelines for chapter project proposals under IPP STRONGG Phase II, requiring chapters to confirm that their leadership (Executive and Board members) are not included on any proscribed list³¹. During the inception phase, TI will also strengthen its recruitment guidelines to require the screening of all key personnel names against the proscribed lists, and report on this within the first year of program implementation.

³¹ Proscribed lists:

- The World Bank, 'Procurement - World Bank Listing of Ineligible Firms and Individuals,' <https://www.worldbank.org/en/projects-operations/procurement/debarred-firms>
- DFAT, 'Consolidated List,' https://www.dfat.gov.au/sites/default/files/regulation8_consolidated.xlsx
- Asian Development Bank, 'Published List,' <http://lnadbg4.adb.org/oga0009p.nsf/sancALLPublic?OpenView&count=999>
- U.S. Department of the Treasury, 'Consolidated Sanctions List (Non-SDN Lists),' <https://ofac.treasury.gov/consolidated-sanctions-list-non-sdn-lists>
- Office of Foreign Assets Control, 'Sanctions List Search,' <https://sanctionssearch.ofac.treas.gov/>

QUALITY ASSURANCE

Ensuring adherence to the quality assurance (QA) requirements of both DFAT and MFAT, a detailed review of this proposal was conducted internally before submission. The proposal was designed through a highly participatory process including several workshops and discussions, and the programme design underwent comprehensive quality checks, ensuring coherence, relevance, and compliance during development. Iterative revisions, shaped by stakeholder feedback, national chapter, and TI colleagues strengthened the programme design before it was approved by a TI-S management group responsible for resource mobilisation. This commitment is evidenced by a meticulous audit trail, documenting each phase of the design process.

The proposal's comprehensive approach aligns with the timeline considerations and stakeholder engagement prerequisites outlined by DFAT. While acknowledging the compact timeline for design, our proposal allocated appropriate timeframes for stakeholder engagement and required contextual and GEDSI analyses. The proposal team drew heavily on the mid-term review findings released in early 2023, during which stakeholders including partners, donors and beneficiaries were consulted, and again actively engaged a range of stakeholders during the proposal design phase including DFAT and MFAT, partners, international organizations, and civil society organizations representing diverse demographics. This inclusive approach shaped a design document that outlines policy context, gender and social inclusion and climate considerations, objectives, outcomes, dialogue opportunities, and progress measurement.

Additionally, a thorough GEDSI analysis informed the design, shaping a more nuanced understanding of gender dynamics and its implications for the project. The 'do no harm' approach embedded in the program design prioritizes mitigating potential adverse impacts. Additionally, our Monitoring, Evaluation, and Learning (MEL) Framework includes gender-specific indicators to track outcomes effectively, ensuring gender equality results are monitored and reported. The IPP STRONGG programme's current Gender Action Plan, which is closely aligned to the MEL Framework, will further be updated to reflect a more GEDSI and intersectional approach as part of the inception phase, continuing the trend of high participation, engagement and quality assurance levels.

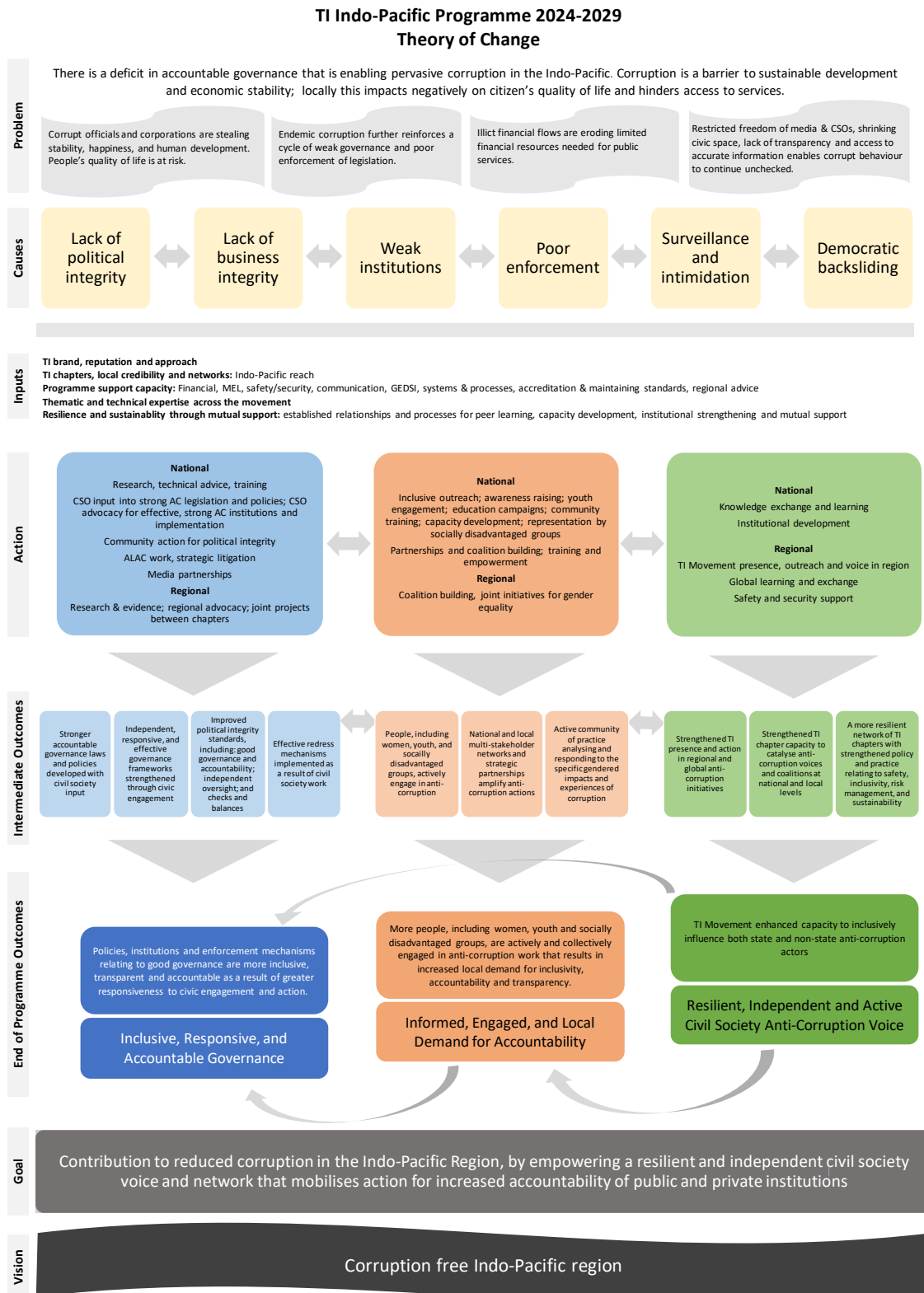
ANNEXES

Annex 1 Theory of change diagram

Annex 2 Programme and MEL Framework

Annex 3 Programme implementation organigram

Annex 1: Theory of Change diagram



Annex 2: Programme and MEL Framework

Programme Goal: contribution to reduced corruption in the Indo-Pacific region, by empowering a resilient and independent civil society voice and network that mobilises action for increased accountability of public and private institutions

Outcome Areas	End of Programme Outcomes	Intermediate Outcomes	Draft Outcome Indicators	Data source and frequency	Activity Streams	Draft Outputs	Draft Output Indicators	Data source	Inputs (Resources)
1) Informed, Engaged and Local Demand for Accountability	More people, including women, youth, people with disabilities and socially disadvantaged groups, are actively and collectively engaged in anti-corruption work that results in increased local demand for inclusivity, accountability and transparency	1.1 People, including women, young people, people with disabilities, and socially disadvantaged groups, actively engage in anti-corruption	# of people taking action following TI initiatives (disaggregated by gender, age, people with disabilities and identification with any socially disadvantaged groups)	Chapters' biannual reports, impact stories	<u>National</u> ; Inclusive: outreach; awareness raising; youth engagement; education campaigns; community training; capacity development	1.1.1 TI <u>outreach and awareness raising</u> activities amongst communities including women, young people, people with disabilities and socially disadvantaged groups, developed and implemented at national and local levels	# of people reached by outreach and awareness raising activities conducted by TI (broken down by gender, age, and identification with any socially disadvantaged groups including people with disabilities)	Chapters' biannual reports	National subgrants
1) Informed, Engaged and Local Demand for Accountability	More people, including women, youth, people with disabilities and socially disadvantaged groups, are actively and collectively engaged in anti-corruption work that results in increased local demand for inclusivity,	1.2 National and local multi-stakeholder networks and strategic partnerships amplify anti-corruption actions	# and description of locally-led anti-corruption and good governance actions implemented by partners or communities with TI's support (including by women groups, people with disabilities and organisations)	Chapters' biannual reports, impact stories Survey and interviews with external stakeholders and partners (midterm review)	<u>National</u> ; Partnerships and coalition building; training and empowerment of strategic partners; joint research, outreach and advocacy work; collaboration for ALAC work	1.2.1 TI <u>contribution to national and local networks and partnerships</u>	# of new partnerships established (including with women groups, people with disabilities and organisations representing socially disadvantaged groups)	Chapters' biannual reports	National subgrants

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	accountability and transparency.		representing other socially disadvantaged groups)						
1) Informed, Engaged and Local Demand for Accountability	More people, including women, youth, people with disabilities and socially disadvantaged groups, are actively and collectively engaged in anti-corruption work that results in increased local demand for inclusivity, accountability and transparency.	1.3 Civil society actors take action to address the gendered impacts and experiences of corruption.	# and description of gender-sensitive policy advocacy and reform efforts by civil society in anti-corruption initiatives	Annual programme report, impact stories	<u>National</u> : Analysis, coalition building, collaborations on gender equality work <u>Regional</u> : Knowledge exchange and initiatives responding to the gendered impacts and experiences of corruption identified, outreach and engagement with regional women's rights organisations	1.3.1 <u>Analysis</u> on the specific gendered impacts and experiences of corruption 1.3.2 Regular <u>knowledge exchange and joint initiatives</u> with strategic partners	# of trainings and knowledge exchanges with partners on the gendered impacts and experiences of corruption	Annual programme report	National subgrants, thematic coordination and advice (gender thematic specialist)

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2) Inclusive, Responsive, Accountable Governance Frameworks	Policies, institutions and enforcement mechanisms relating to good governance are more inclusive, transparent and accountable as a result of greater responsiveness to civic engagement and action.	2.1 Stronger accountable governance laws and policies developed with TI's and civil society input, including by groups at risk of discrimination such as women, young people, people with disabilities and socially disadvantaged groups.	# and description of institutions that implemented TI's recommendations to strengthen the inclusivity, transparency and accountability of governance frameworks (legislative and institutional) Description of significant policy changes achieved	Chapters' biannual reports, impact stories Survey and interviews with external stakeholders and partners (midterm review)	<u>National:</u> Research and inclusive consultative processes on policy and legislative frameworks, provision of feedback & recommendations, advocacy for strengthened and more inclusive governance frameworks <u>Regional:</u> advocacy at regional/international level on common themes such as WB protection, RTI, inclusion	2.1.1 <u>Policy research and legal frameworks</u> analyses conducted in collaboration with civil society 2.1.2 <u>Technical feedback/recommendations</u> developed in collaboration with civil society 2.1.3 <u>Advocacy</u> initiatives for meaningful and inclusive public participation in decision making processes	# and description of policy research and legal frameworks analyses conducted # and description of institutions that received technical feedback and recommendations by TI on legislative and policy change	Chapters' biannual reports Annual programme report	National subgrants, regional research support, regional advocacy coordination and advice, targeted funding for regional advocacy
2) Inclusive, Responsive, Accountable Governance Frameworks	Policies, institutions and enforcement mechanisms relating to good governance are more inclusive, transparent and accountable as a result of greater responsiveness to civic engagement and action.	2.2 Independence, responsiveness and effectiveness of governance frameworks (legal & institutional) are strengthened as a result of TI-led civic engagement.	# and description of institutions that implemented TI's recommendations to strengthen the inclusivity, transparency and accountability of governance frameworks (legislative and institutional) Description of significant policy changes achieved	Chapters' biannual reports, impact stories Survey and interviews with external stakeholders and partners (midterm review)	<u>National:</u> Research; development & implementation of social accountability tools to assess governance frameworks; provision of technical advice and recommendations; training for institutional staff/government officials; identify and support champions of reform; advocacy for the uptake of recommendations <u>Regional:</u> Research	2.2.1 Targeted and accessible <u>research products</u> provide evidence and information about corruption levels, risks, vulnerabilities, impacts at national and regional level 2.2.2 <u>Social accountability tools</u> designed, developed and implemented	# and description of research products developed and implemented # and description of social accountability tools and mechanisms developed and implemented (incl. breakdown of tools targeting women, youth, people with disabilities and socially disadvantaged groups)	Chapters' biannual reports Annual programme report	National subgrants, regional research support, regional advocacy coordination and advice, targeted funding for regional advocacy

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					helpdesk; evidence-based research on global/regional governance issues (e.g. cross border issues relating to dirty money flows and impact on democracy, beneficial ownership, integrity institutions, public sector accountability, procurement, AI/technology, climate & natural resource governance frameworks, sextortion)	2.2.3 Independent and effective <u>monitoring of institutions of accountability by civil society</u> , informing evidence-based <u>recommendations to improve implementation and effectiveness</u> 2.2.4 National, regional and international level <u>advocacy initiatives</u> on priority issues	# and description of institutions of accountability that received recommendations by TI to improve their effectiveness		
2) Inclusive, Responsive, Accountable Governance Frameworks	Policies, institutions and enforcement mechanisms relating to good governance are more inclusive, transparent and accountable as a result of greater responsiveness to civic engagement and action.	2.3 Improved political integrity standards with TI's input, including: good governance and accountability; independent oversight; and checks and balances	# and description of institutions that implemented TI's recommendations to strengthen the inclusivity, transparency and accountability of governance frameworks (legislative and institutional) Description of significant policy changes achieved	Chapters' biannual reports, impact stories Survey and interviews with external stakeholders and partners (midterm review)	<u>National</u> : Election and campaign monitoring; mechanisms to detect and reveal misuse of campaign funds, identify conflicts of interest, undue influence, misinformation, abuse of state resources; advocacy and campaigns to improve regulatory frameworks and oversight mechanisms. <u>Regional</u> : Research and analysis on political integrity, advocacy on political financing and undue influence	2.3.1 <u>Monitoring of political activity</u> to detect and expose undue influence or abuse of funds 2.3.2 Targeted <u>advocacy actions</u> to improve governance and practice of political integrity frameworks	# and description of institutions that received recommendations by TI to improve political integrity informed by evidence from monitoring/ assessments/ reviews	Chapters' biannual reports Annual programme report	Thematic technical input and advice, regional research support, regional advocacy coordination and advice, targeted funding for regional advocacy

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2) Inclusive, Responsive, Accountable Governance Frameworks	Policies, institutions and enforcement mechanisms relating to good governance are more inclusive, transparent and accountable as a result of greater responsiveness to civic engagement and action.	2.4 Strengthened redress mechanisms implemented as a result of TI's and civil society work	# of corruption related cases resolved with assistance by chapters - through ALACs or other mechanisms	Chapters' biannual reports ALAC data analysis Impact stories of any cases resolved for socially disadvantaged groups	<u>National</u> : ALAC support to victims and witnesses of corruption; ALAC data analysis; litigation on strategic cases; media partnerships and investigative journalism; collaborative advocacy <u>Regional</u> : Exposure of grand corruption cases; analysis and advocacy around multi-country cases; trend analysis of ALAC data/case materials to detect trends; advocacy to improve redress mechanisms	2.4.1 New corruption related cases assisted through <u>TI support mechanisms</u> 2.4.2 <u>Strategic cases actively pursued</u> by civil society and/or the media 2.4.3 <u>Advocacy initiatives</u> relating to the effectiveness of redress mechanisms	# of new corruption related cases received by the ALACs # and description of strategic cases pursued by the media and/or civil society with TI's input	Chapters' biannual reports ALAC data	National subgrants, thematic technical input and advice, regional advocacy coordination and advice, targeted funding for regional advocacy
3) Resilient, Independent and Active Civil Society Anti-Corruption Voice in the region	TI Movement enhanced capacity to inclusively influence both state and non-state anti-corruption actors	3.1 Strengthened TI presence and action in regional and global anti-corruption initiatives	Description of responses to action taken by TI (or partners directly supported by TI) in global and regional anti-corruption initiatives	Annual programme report, impact stories Survey and interviews with external stakeholders and partners (midterm review)	<u>Regional</u> : Development of regional advocacy strategies and plans; positioning and participation in key regional and international events; development of strategic national and regional partnerships	3.1.1 <u>Regional advocacy plans</u> in place and actioned. 3.1.2 TI participation and contribution to <u>regional and international anti-corruption processes and partnerships strengthened</u> 3.1.3 TI geographic presence extended through new relationships and partnerships at	Description of TI participation and contribution to regional and international anti-corruption processes and partnerships # and type of regional and international organisations supported by TI to strengthen accountability and inclusivity # of new partnerships with strategic actors established to pursue prioritized anti-	Annual programme report	Regional advocacy advice and input, regional advocacy funding, outreach funding, travel funding

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						national and regional level	corruption agendas and issues		
3) Resilient, Independent and Active Civil Society Anti-Corruption Voice in the region	TI Movement enhanced capacity to inclusively influence both state and non-state anti-corruption actors	3.2 Strengthened TI chapter capacity to catalyse anti-corruption voices and coalitions at national and local levels	# and description of chapters reporting increased thematic knowledge or expertise as a result of capacity development/ knowledge exchange initiatives (broken down by topic)	Post-event questionnaires	National: Knowledge exchange and collaboration between Chapters and other CSOs; learning events with strategic partners and thematic leaders; collaborative efforts with civil society to protect civic space and freedom of speech Regional: Multi-country learning and exchange events on thematic issues	3.2.1 TI chapter <u>anti-corruption knowledge and expertise</u> developed	# and description of capacity development initiatives strengthening chapter knowledge and expertise developed and implemented	Annual programme report	Regional coordination and capacity development support, capacity development funding, travel funding
3) Resilient, Independent and Active Civil Society Anti-Corruption Voice in the region	TI Movement enhanced capacity to inclusively influence both state and non-state anti-	3.3 A more resilient network of TI chapters with strengthened policy and practice relating to safety,	Description of chapter internal policies and practices strengthened through the programme	Annual programme report, case studies	National: Support visits; in-house training; technical support and guidance on operational matters and internal governance; outreach to new geographic areas (non-TI presence)	3.3.1 TI chapters <u>access technical support</u> to and strengthen their internal governance, risk management and sustainability	# and description of capacity development initiatives to strengthen internal organisational policies and practices # of local staff engaged	Annual programme report	National institutional funding support, regional coordination and capacity development

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	corruption actors	inclusivity, risk management, and sustainability	# and description of project proposals funded by other donors awarded to chapters		<u>Regional</u> : Training and webinars; dedicated assistance on security and protection issues	3.3.2 <u>Institutional financial support</u> provided to chapters, particularly in the Pacific	# of TI chapters supported Value and % of budget subgranted to chapters (incl. % of institutional funding)		support, SAFE management support, gender thematic specialist support

Annex 3: Programme Implementation Organigram

Programme Activities	Programme Activities at TI National Chapters	Programme Activities at TI Secretariat
National	<ul style="list-style-type: none"> Design and implement national initiatives Lead national-level outreach and advocacy Partner with stakeholders at national level Submit biannual project financial and narrative reports, along with annual work plans and updated risk registers 	<ul style="list-style-type: none"> Review and approve national project designs and manage sub-grant agreements with chapters Quality assures chapters' products Provide technical advice and support to chapters on GEDSI mainstreaming, security, and communications Provide thematic input and research services
Cross-Country	<ul style="list-style-type: none"> Design and implement joint initiatives Conduct cross-country analysis or joint advocacy Submit biannual project financial and narrative reports, along with annual work plans and updated risk registers 	<ul style="list-style-type: none"> Review and approve joint project designs and manage sub-grant agreements with chapters Quality assures chapters' products Provide technical advice and support to chapters on GEDSI mainstreaming, security, and communications Provide thematic input and research services
Regional	<ul style="list-style-type: none"> Provide input into the regional advocacy strategy and support its implementation 	<ul style="list-style-type: none"> Conduct regional-level research Lead regional advocacy and outreach Coordinate with global thematic programmes Coordinate planning, monitoring, evaluation and reporting for the programme Primary liaison to DFAT/MFAT; submit annual report, work plan and updated risk register
Capacity Building	<ul style="list-style-type: none"> Participate in peer-to-peer knowledge exchanges Develop core strategies (Pacific) and strengthen organisational sustainability (Indo-Pacific) 	<ul style="list-style-type: none"> Provide tailored chapter support to chapters towards strengthened internal and external capacity Provide input into and coordinate capacity building opportunities for chapters Liaison for peer-to-peer exchange among chapters and partners

DFAT and MFAT:

- Contribute to review and planning processes (e.g. annual meetings)
- Review and approve annual programme report and work plan
- Provide insights and guidance on developments from Australia's and New Zealand's perspective

Stakeholders and Partners:

Civil society organizations, public authorities, other donors on national and regional level:

- Participate in advocacy dialogues and meetings
- Participate in multi-stakeholder dialogues and forums with citizens, CSOs and private sector
- Develop joint research and outreach initiatives