

The Transparency International Exchange Project

Funded by Fredskorpset and implemented by
Transparency International Chapters in South
Asia

PROJECT REVIEW REPORT

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Executive summary

The Transparency International Exchange Project was initiated to pave the way for a stronger understanding and cultural solidarity amongst the South Asian national chapters through sharing of gained knowledge and, thus, contribute to a combined effort to fight corruption that impedes development of the region. It is part of FK's South-South Program where exchange of professionals between the ages of 22 to 35 takes place between organizations in developing Asian countries. FK believes that the world becomes a little more just when people get to know one another and create values together. FK has developed a "Theory of Change" whereby, through the exchange program, "changes on the ground" could be created through facilitating the development of skills, knowledge and technical capacity in organizations so they could deliver better services and benefits to people and communities where they operate. The exchange program was also envisioned to create "changes in the mind" by promoting a set of values and relationships with individuals where there is equity in the relationships.

Six TI chapters in Bangladesh, India, Maldives, Nepal, Pakistan and Sri Lanka participated in the 2009-2011 exchanges. This number dropped to five in 2011-2013. Twenty-two exchange fellows have participated in the exchange from 2009-2013.

The exchange project made good progress with the sharing and learning of knowledge and skills at the individual participants' level. Participants produced outputs that were useful in their host organization. They were also able to provide new ideas and other inputs and produce outputs that contributed towards the achievement, to some degree, of the objectives/outcomes of their home organization. Participants also ascribe to the exchange project changes in their outlook, values, attitudes and behavior. Except for non-achievement or minimal achievement of a few organizational objectives, progress at the organizational level could be considered satisfactory.

Immediate impact at the partnership level was the strengthening of the long-term relationship among them, expansion of their portfolios, growth and the forging of personal friendships. At the societal level, the biggest impact has been society's heightened awareness on corruption, bringing to the open the discourse on corruption. However, this cannot be solely attributed to the exchange project.

There have been challenges in the implementation and management of the exchange project, among which were: defining concrete (not vague) organizational objectives, setting of appropriate indicators, choice and retention of participants, work planning, focus of exchange work and alignment of fellows' activities and outputs with organizational objectives, tracking/monitoring of fellows' performance and the process of change, reporting, lopsidedness in the mutual benefit, and inattentiveness to the cultural part of the exchange and "changes in the mind."

Among the factors that contributed to the accomplishments of the chapters after four years of exchange are: the sharing of a common vision; being a part of a global movement; commitment of the leadership, focal person and supervisor; the preparatory course; having a similar culture and right choice of participants.

All in all, we could say that, after four rounds of exchange, the project is still very relevant to chapters, the global anti-corruption movement, and FK itself. The project has made good progress with the sharing and learning of knowledge and skills among individual participants as well as to achieving organizational objectives. The project has the potential for replication and innovation.

To improve the effectiveness of the exchange project, a number of recommendations are offered.

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List of Abbreviations

| | |
|---------|--|
| ALAC | Advocacy and Legal Aid Center |
| CPA | Centre for Policy Alternatives |
| CRC | Citizen Report Card |
| DP | Development Pact |
| FK | Fredskorpset |
| IP | Integrity Pact/Integrity Pledge |
| MOU | Memorandum of Understanding |
| NVC | National Vigilance Center |
| PAFFREL | People's Action for Free & Fair Elections |
| RTI | Right to Information |
| SHUJAN | Shushashoner Jannoy Nagorik (Citizens for Good Governance) |
| TI | Transparency International |
| TIB | Transparency International Bangladesh |
| TII | Transparency International India |
| TIN | Transparency International Nepal |
| TIP | Transparency International Pakistan |
| TISL | Transparency International Sri Lanka |
| TM | Transparency Maldives |

1 Introduction

FK's vision is to "foster leadership for global justice, creating change on the ground and in our minds". Because FK believes that the world becomes a little more just when people get to know one another and create values together, FK enables exchange programs between organizations and people from different parts of the world.

To achieve its vision, FK has developed a "Theory of Change", an assumption as to how the FK exchange programs contribute towards these changes on the ground and in our minds. Changes on the ground are assumed to be created through facilitating the development of skills, knowledge, and technical capacity in institutions, which in turn shall enable these institutions to deliver better services and benefits to people and communities where they operate. Changes in our minds are created by promoting a set of values and relationships with individuals where there is equity in the relationships— both on an individual and institutional level. An important principle in this regard is reciprocity, meaning there should be preparedness to both give and receive, to both learn and teach, amongst all parties within the partnerships. Changes on the ground always correlate to, and may impact changes in the mind, and vice versa. Furthermore, by being a part of the FK exchange program, the partner organizations and their participants also become "a part of a web of new relationships and network".

2 Project Review Purpose and Approach

2.1 Project review purpose

The Consultant was tasked to conduct a review of Transparency International's exchange project within the framework of FK Norway. As the project is now entering its 5th round of exchange, the review was expected to find out:

1. the impact exchange of personnel between the TI national chapters has had, thus far
2. the contribution TI has had on regional and national discourses with regards to corruption and governance
3. to what extent the contribution can be attributed to the participation in the FK program.

In a project review, the level of information that is needed to be gathered and examined consists of the project outcomes/effectiveness and relevance to the need identified by the project and relevance to the work of the organization. By the time a project review is launched, project outcomes have to have been achieved and perhaps some impact. When outcomes are not achieved by the time of a project review, there might be a need for changes to be made in the project design and/or management. The review results, thus, could tell us what the project has achieved, thus far, and could provide a guide as to what changes, if any could be made, and how.

2.2 Project review approach

In designing the review, the Consultant was guided by FK's Theory of Change and the expected 2-pronged results (changes "on the ground" and "in the minds") of the exchange project, bearing in mind the scope of the review, as stated in the Terms of Reference:

- The consultant should focus on results on outcome level, and if possible also identify results on impact level.
- Results should be explored on individual, institutional and community level.

- An approach where results both “on the ground” and “in the minds” are reflected, seeing the two as integrated aspects, in line with FK’s Theory of Change, is desired.

The Consultant used a combination of project documents review, face-to-face one-on-one interviews using structured and semi-structured guide questions, focused group discussions, and questionnaires fielded electronically to individual exchange fellows, supervisors of exchange fellows, and focal persons in the participating TI chapters. Because the Consultant realized that cost would be a limiting factor in actual data collection so, she limited her travel for data collection to three (out of six) participating countries, namely Bangladesh, Sri Lanka and Nepal which, to the Consultant’s mind, should give a fair representation of project results, since these countries are from where the majority of the exchange alumni came and which also hosted a fair number of exchange participants.

Questionnaires were sent electronically and the responses followed through by face-to-face interviews during the travel (so as to get a better picture of project results). Separate questionnaires were prepared for participants of the TI exchange project ([Annex 1](#)), the respective direct supervisors of the exchange participant in the sending/host institutions ([Annex 2](#)), the TI chapter focal persons ([Annex 3](#)), TI partners in the government/private sector/community, and identified organizations in the country which do anti-corruption, good governance and transparency interventions. The Consultant used, but did not limit herself, to the questions suggested in the TOR. For the questionnaires directed to the exchange project participants, country TIs and TI partners, questions explored both changes “on the ground” and “in the mind”. Questions to participants focused on the pre-posting preparatory course in Bangkok; knowledge and skills shared and learned and usefulness of the outputs that they produced in the host organization during the posting; knowledge and skills introduced/applied and usefulness of outputs produced in home organization; and behavioral/attitudinal changes brought about by the exchange experience.

In addition, because the consolidated report had not yet been submitted by the lead agency to FK at the time of data collection, the Consultant drafted and sent to TI focal persons a template ([Annex 4](#)) to report organizational outcomes so far achieved by the chapter after four years of exchange. At the time of the preparation of this report, however, the Project Coordinator, TIN, submitted to FK the consolidated report for 2012-2013, so this report was also studied and compared with the filled-in templates that were sent back to the Consultant by four participating chapters (TIN, TIB, TISL and TII).

The Consultant took advantage of the August 2013 one-day course, which was attended by TI chapter focal persons, and the July 2013 homecoming seminar to interview the TI chapter focal persons and new Program returnees, respectively.

The review consisted of a preparatory phase, a data collection phase, and a report writing phase, which included data analysis and interpretation. The methodology, tasks involved, and timetable for the review are attached as [Annex 5](#). The list of people met and interviewed during the country visits is attached as [Annex 6](#).

3 Overview of the Transparency International Exchange Project

3.1 The aim of the exchange project

TI is a global coalition against corruption. Their vision is a world in which government, politics, business, civil society and the daily lives of people are free of corruption. TI consists of more than

100 chapters – locally established, independent organizations – that fight corruption in their respective countries.

According to the exchange project documents, TI's exchange project is named "Governance and Transparency Project", and the content of the project in the FK project document is described this way: "The project was initiated to pave the way for a stronger understanding and cultural solidarity amongst the South Asian national chapters. Therefore this program has developed an internal mechanism for sharing of the gained knowledge within and beyond the TI South Asian chapters. We expect that this program will prove to be a combined effort to fight against corruption which impedes development of the region."

3.2 Design of the exchange project

The TI Exchange Project is part of the South-South Asia program, where exchange of professionals aged 22-35 takes place between organizations in developing Asian countries. On the program, the exchange participants' length of stay in the host country is normally 10 months. A preparatory course is held in Bangkok to prepare participants for the stay in the host country, a home-coming seminar after the exchange to prepare for re-settling, and one month of follow-up activities in the home country. FK's South-South Asia program is run from Bangkok.

3.3 Project management and decision making

The idea of exchanging staff for reciprocal capacity development was initially broached by FK Asia to TI Nepal, which contacted other TI chapters in South Asia to find out if they were interested in participating in an exchange project for capacity building. Inasmuch as the chapters had collaborated in the past, the idea was accepted by six TI chapters (TIN, TIB, TII, TISL, TM AND TIP), which held a planning meeting in Bangkok, Thailand in 2009 to define the overall project purpose, individual organizational objectives and volume and direction of exchange, as well as to determine the annual budget for the exchange. It was agreed that TI would be the lead partner and Project Coordinator. Henceforth, an annual planning meeting was held every year to re-examine and confirm organizational objectives, decide the direction of the exchanges and prepare annual budgets.

Exchanges of staff have been done every year for the last four (4) years (2009-2013). Exchange participants were chosen from among TI chapters' existing personnel or staff of their local partners and, at times, through external recruitment. Requirements/Qualifications of exchange participants were defined mutually by the sending and hosting organization, but also taking into consideration the needs of each of the two organizations exchanging personnel. Those recruited were required by some participating agencies to stay on from six (6) months to one (1) year after their return, to enable transfer of knowledge and skills to colleagues and the organization.

Management of the exchange at the country level was left to participating organizations and monitoring and evaluation (M&E) of each chapter's hosted exchange participants were done by them, through the Supervisors assigned to guide and oversee participants' work in the hosting organization. Coordination, troubleshooting and overall decisions concerning the project were left with TIN. It also received and consolidated each organization's progress and annual reports for submission to FK annually. Interim reports (both financial and narrative) were also submitted to FK halfway through the project cycle. This was used as a monitoring tool for FK and the partners.

Mid-year reviews have also been done in the past 4 phases of the exchange where partners and the FK representative meet to discuss the progress of the project in that particular cycle, challenges, best practices of how other partnerships manage particular challenges that come up from time to time,

make necessary adjustments and plan for the remaining period. Coordination of the project was also done under FK's guidance, in terms of providing information on the FK policies, and examples of Orientation was given to exchange participants by the sending organization. This was followed by the attendance in a Preparatory Course in Bangkok, to prepare participants for their work in the hosting organization and the different culture in the country where they will be posted. Starting as a 3-week course it had, henceforth, been shortened to two (2) weeks. Topics for the course were selected by FK. Sessions were handled by various Resource Persons.

A work plan for the duration of each fellow's posting was drawn up and agreed upon jointly by both sending and hosting organizations, the fellow concerned and the supervisor in the hosting organization, to ensure that exchange work was focused and aligned with organizational objectives and would lead to the production of specific outputs beneficial to both organizations. Work planning also facilitated the tracking/monitoring of the fellow's use of inputs, work activities, time schedule and results.

Problems of fellows during their posting were referred to the supervisor first, then the focal person in the hosting organization, the focal person in his/her own organization and finally, if not yet resolved, to the project coordinator at TIN, for final troubleshooting.

4 Findings

4.1 Relevance

The exchange project is relevant to FK, the global TI and participating TI chapters.

By facilitating the development of knowledge, skills and expertise among exchanged fellows, the exchange project addressed the need of participating TI chapters to become more capable in their work, provide better services and fulfill their mandate. The exchange project also addressed the need to curb corruption worldwide and promote good governance, transparency and accountability among public and private institutions.

The exchange project is consistent with TI's Strategy 2015, which "will guide the action of the entire TI movement for the period 2011 to 2015, identifying our areas of common focus while recognising and indeed strengthening the diversity of our movement". It is especially in line with Strategic Priority 5, which aims to strengthen the ability of TI chapters to work together by focusing on knowledge and learning.

The exchange project is consistent with FK's Theory of Change in creating "changes on the ground", through the development of knowledge and skills, and "changes in the minds" - new values, attitudes, behaviors and relationships among fellows and participating chapters.

The exchange project has potential for replication by other like-minded organizations having a common vision. It also has potential for innovations.

4.2 Effectiveness

4.2.1 At the individual level

Six National Chapters of Transparency International in South Asian countries have, since 2009, participated in four rounds of exchanges. TI's fifth round of exchange started in August this year (2013). **Table 1** shows the participating countries that have hosted and/or sent participants within the exchange project.

Table 1. TI chapters involved in the exchange project from 2009-2014

| Year | Countries involved | Number of participants |
|-----------|---|------------------------|
| 2009-2010 | Bangladesh, India, Maldives, Nepal, Pakistan, Sri Lanka | 5 |
| 2010-2011 | Bangladesh, India, Maldives, Nepal, Pakistan, Sri Lanka | 6 |
| 2011-2012 | Bangladesh, India, Maldives, Nepal, Sri Lanka | 6 |
| 2012-2013 | Bangladesh, India, Maldives, Nepal, Sri Lanka | 5 |
| 2013-2014 | Bangladesh, India, Nepal, Sri Lanka | 5* |

*Starting August 2013.

All six South Asian chapters participated in the 2009-2011 exchanges. This number dropped to five in 2011-2013. With FK's change of policy concerning prioritized countries, Pakistan and Maldives have been dropped from the new phase of the program. Starting from the current 2013-2014 exchange, there would only be four participating TI chapters in the exchange.

All in all, 22 exchange fellows from six TI chapters have participated in the exchange from 2009-2013, with TI Bangladesh sending the most number of participants (seven) and TI India hosting the most number of participants (six). [Annex 7](#) provides their names, year of posting, corresponding home organization and place of posting, and who have henceforth left their home organization. [Table 2](#) below shows the breakdown of 22 participants hosted and sent by the TI chapters in the last four years of exchange.

Table 2. Number of participants sent and hosted from 2009-2013

| TI chapter | Number of participants sent | Number of participants hosted |
|--------------|-----------------------------|-------------------------------|
| Bangladesh | 7 | 5 |
| Maldives | 4 | 2 |
| Nepal | 4 (Lost 1) | 3 |
| Sri Lanka | 4 (Lost 2) | 5 |
| India | 2 | 6 |
| Pakistan | 1 (Lost 1) | 1 |
| Total | 22 | 22 |

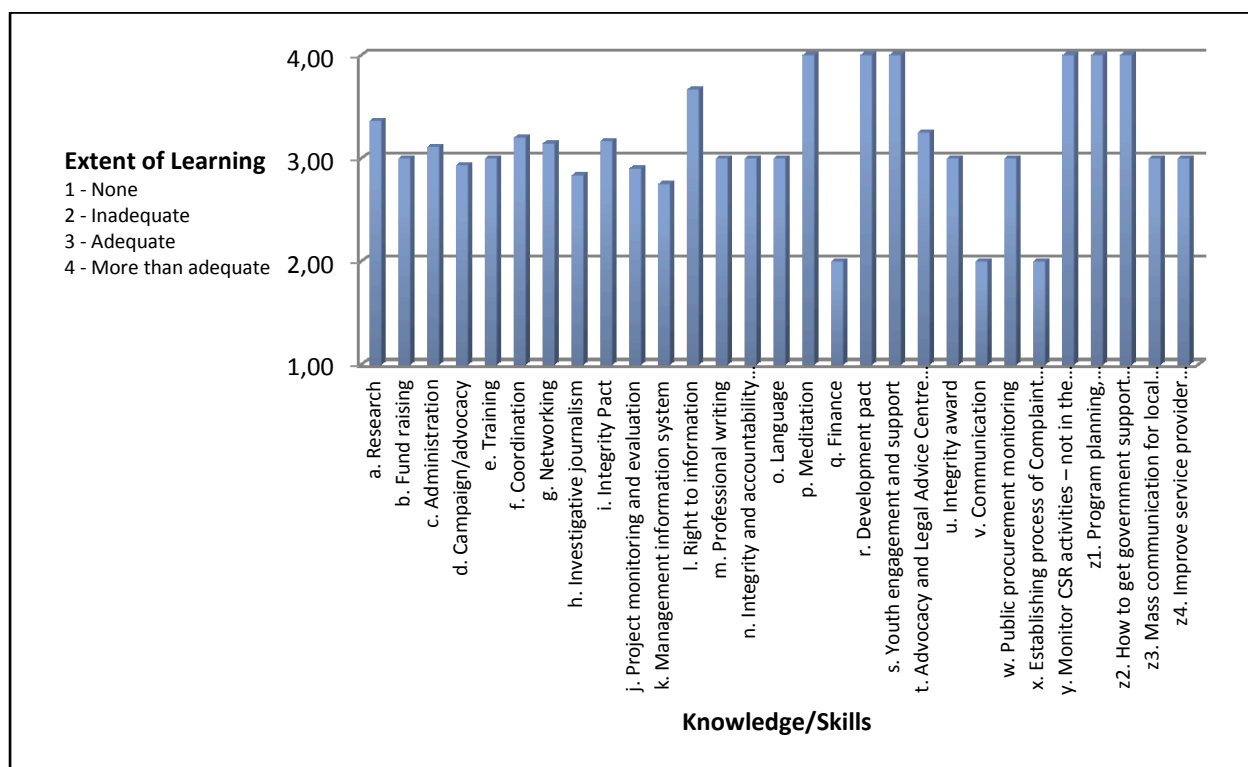
Of this total number, two (2) have left their TI chapter and have joined other organizations and two (2) are currently studying overseas.

Eighteen (18) of the 22 exchange fellows sent back their replies to the electronic questionnaire. In addition, five (5) fellows who just finished their posting were interviewed in Bangkok and 10 in their respective TI chapters during the Consultant's visits.

4.2.1.1 Changes on the ground

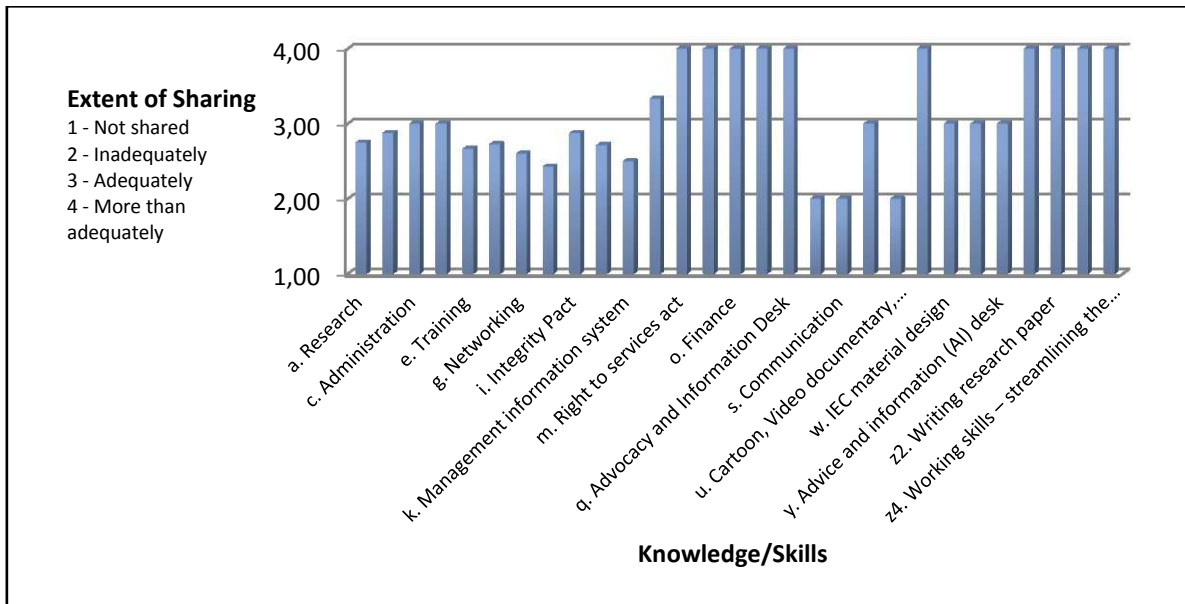
All respondents asserted that the exchange experience provided them additional knowledge and skills for their work. The *knowledge and skills learned* were all related to the work they were conducting at home or were needed in order to start a new line of work/intervention in the home organization, which guided the direct supervisor and fellow in the design of the fellow’s work program. The range of knowledge/skills learned in the host organization is illustrated by **Figure 1**. The ones considered by most respondents as “more than adequately” learned were those related to development pacts; youth engagement and support; monitoring of CSR activities; program planning, implementation and management; and how to get government support. Right to information (RTI) and research were considered to be “adequately” to “more than adequately” learned. Most of these were related to what a fellow needed to learn in order to fulfill his/her work program. For those knowledge/skills which were not part of the work program, they were gained either through the initiative of the Direct Supervisor or mere interest and initiative of the fellow (Items “y to z4” in **Figure 1**). In addition, knowledge on particular strategies, like ALAC and IP, was reported by one fellow as gained, not from the host organization, but from other organizations in the country of posting. When certain knowledge and skills were not learned, it was because they were not part of the work program.

Figure 1 . Range of knowledge and skills learned in host organization/country



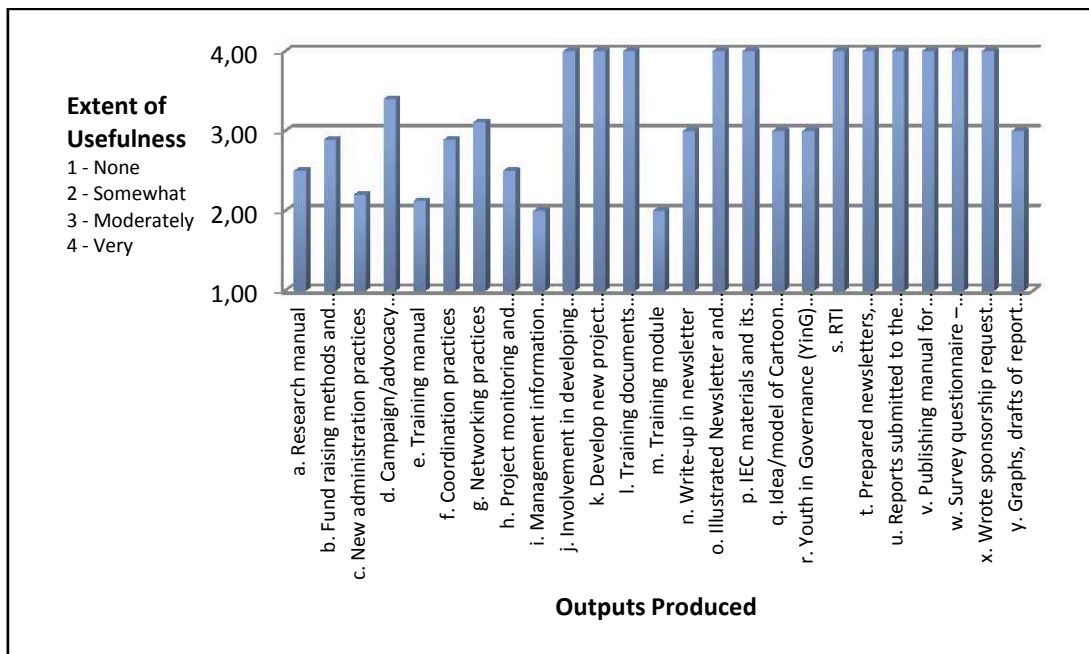
The variety of *knowledge and skills shared* by fellows in their host organization is shown in **Figure 2**. Among these, fellows considered that they “more than adequately” shared those related to: the Right to Services Act, the Citizen’s Charter, finance, youth volunteer engagement in anti-corruption, the Advocacy and Information Desk, newsletter design and publication, writing skills, the use of computer programs, and working skills. The bulk of remaining knowledge/skills cited below were considered “adequately” shared.

Figure 2 . Knowledge/Skills shared in host organization



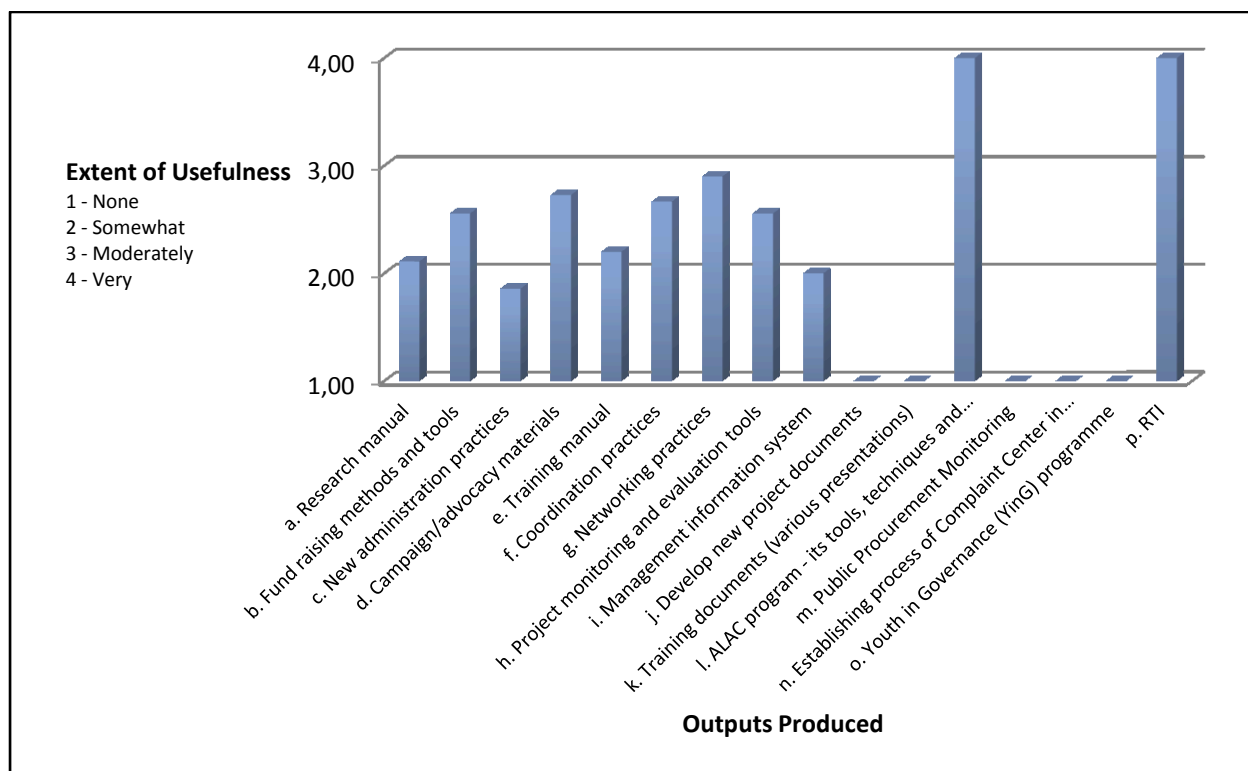
Following their work program, fellows produced a variety of outputs while posted in the host organization. **Figure 3** below shows the range of these outputs. The outputs ranked as “very useful” to the host organization were: those that contributed to the development of the strategic plan of the host organization (i.e. TISL) and new project documents, various presentations to be used in training, illustrated newsletter and its template, IEC materials and templates, RTI, quarterly reports, reports to donors, manual for public procurement, survey questionnaire and letters soliciting sponsorship for workshops and other events. “Moderately useful” were fund-raising methods and tools, campaign and advocacy materials, coordination and networking practices, write-ups in newsletters, ideas/model for a cartoon competition, strategy for youth in governance, and graphs and draft cover page.

Figure 3 . Usefulness of outputs produced in host organization



Upon return to their home organization, fellows were able to produce a variety of outputs, shown in **Figure 4**. Among those considered to be very useful were tools and techniques for, and operation of, an ALAC program and RTI. “Moderately useful” were networking practices, campaign and advocacy materials, coordination practices, project monitoring and evaluation tools, and fund-raising methods and tools.

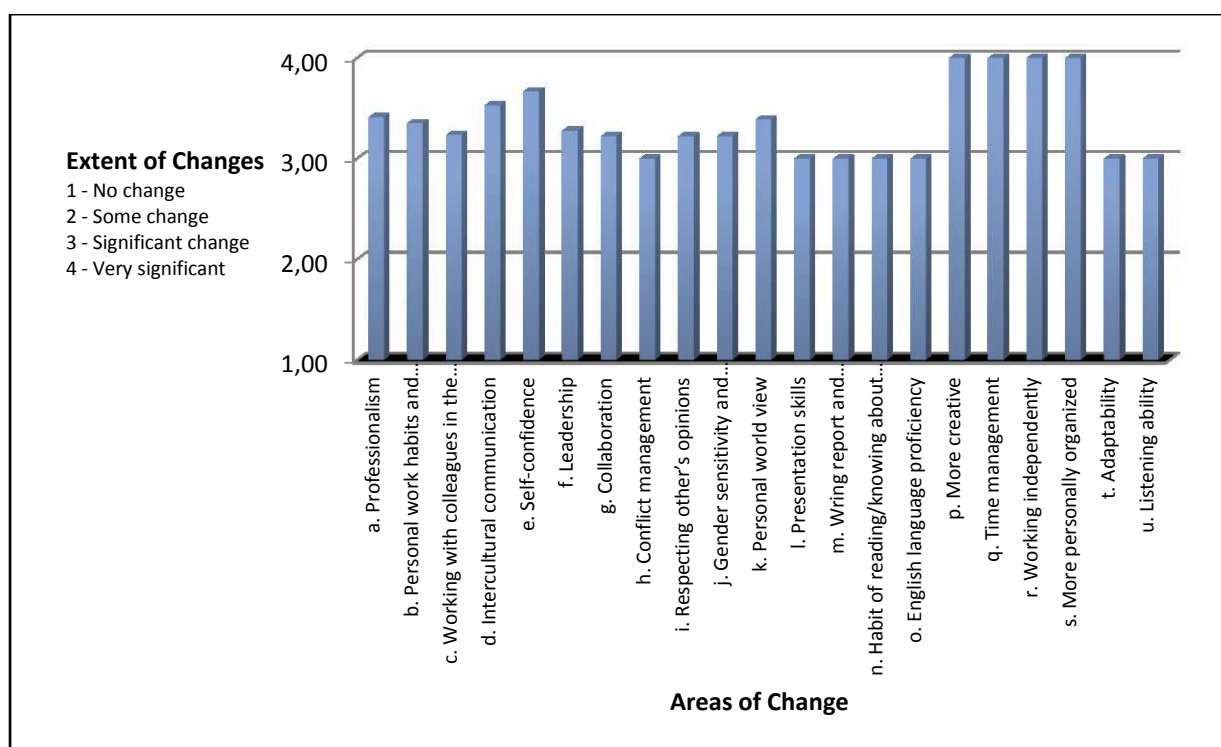
Figure 4 . Usefulness of outputs for home organization



4.2.1.2 Changes in the mind

Besides knowledge and skills gained from the exchange program, fellows described and narrated the changes in outlook, attitudes and behavior that they have acquired and new relationships they cultivated during the posting. The range of these changes is shown in **Figure 5** below. No change was considered minimal or insignificant. All changes were considered as either “significant” or “very significant”.

Figure 5. Changes in values, attitudes and behaviors



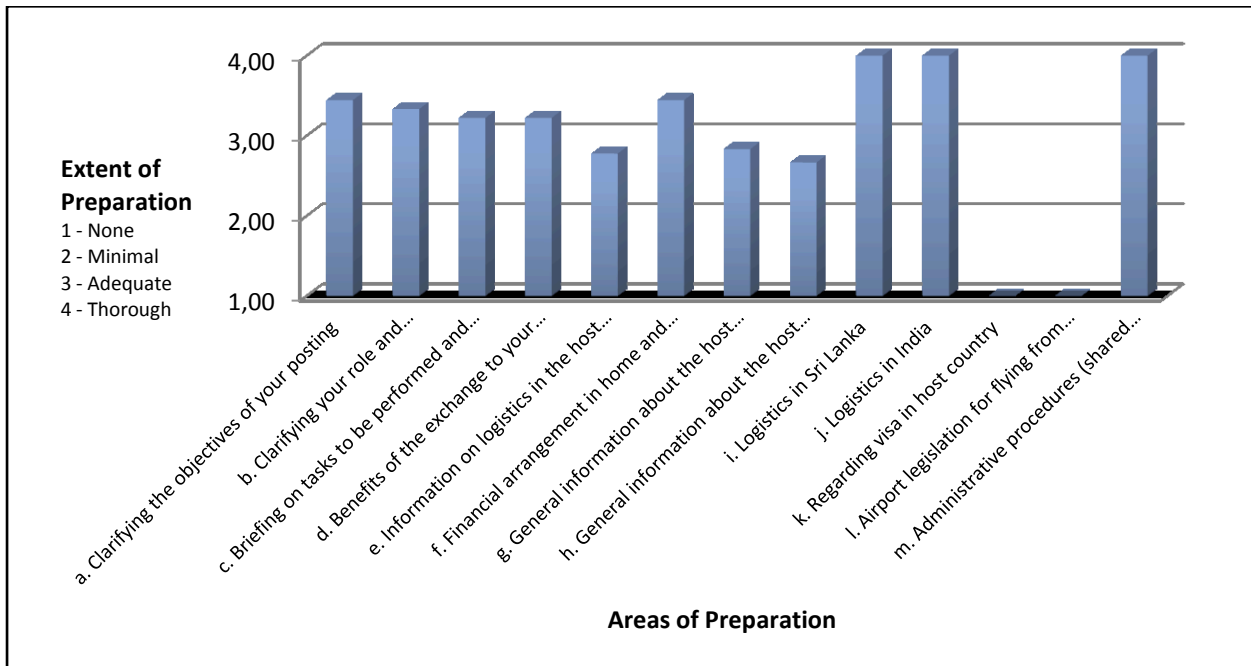
The changes that stood out among respondents and were considered “very significant” were enhanced creativity; increase in attentiveness to, and management of, time; increased independence; and improved organization of work and other activities. “Significant” changes reported were increased self-confidence and improved intercultural communication.

4.2.1.3 Factors that contributed to success at individual level

Among factors identified that were critical for the success of the exchange were the nature of the participant – his/her prior knowledge and skills, motivation and attitude to learning; the orientation and support given to him/her prior to departure for the host country; attendance in the preparatory course; and guidance and support in the host organization. In the four years that the exchange project has transpired, the participating TI chapters have endeavored to define better criteria for selection that would satisfy both sending and host organizations.

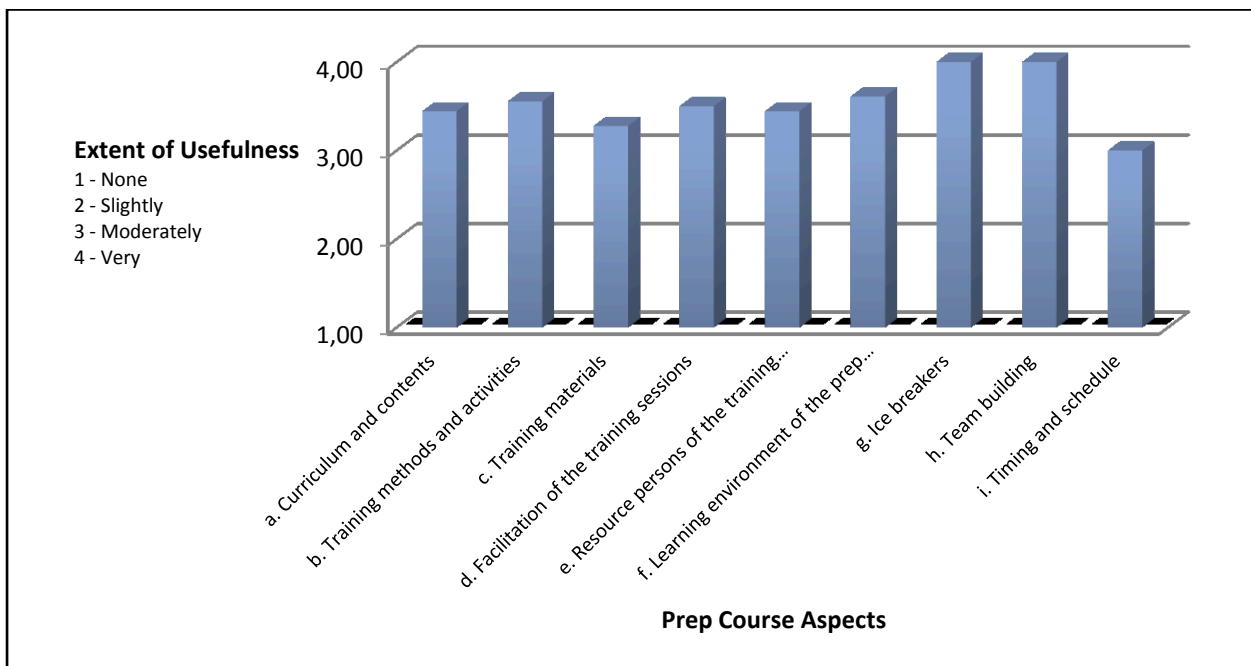
Replies received from 18 fellows indicated that they had “adequate” to “thorough” pre-posting preparation in their home country, which contributed to their successful exchange experience. The pre-posting areas of preparation in the home country and extent of preparation of participants are shown in **Figure 6**.

Figure 6. Pre-posting preparation in home country



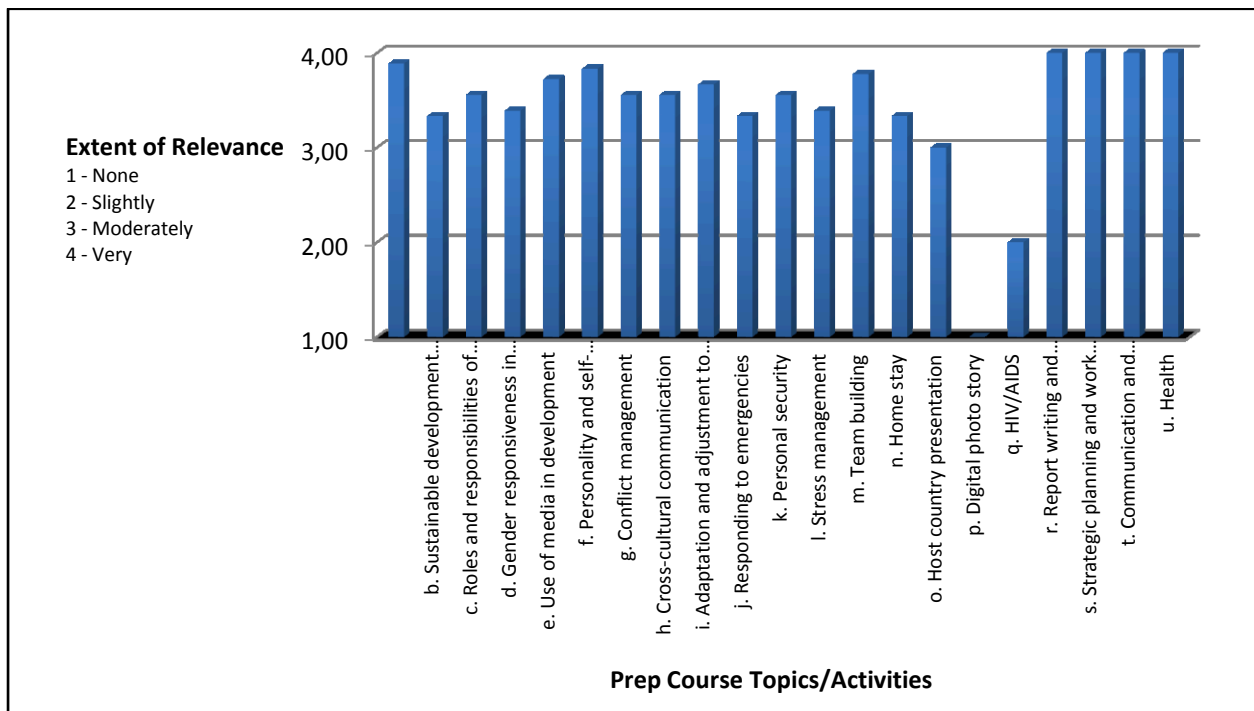
Motivation also appeared to be a significant contributor to the success of the participants. Surveys revealed that learning was the number one motivator and that the preparatory course contributed to enhancing motivation. Aspects of the preparatory course considered by participants as “very useful” in enhancing their motivation were team building and the ice breakers. The rest were “moderately useful” (Figure 7 below).

Figure 7. Usefulness of preparatory course aspects in increasing motivation for the exchange project



Fellows' survey replies as to whether topics/activities in the preparatory course were relevant to their exchange experience showed that the ones considered to have been very relevant were topics on FK and the FK exchange program, report writing and documentation, strategic/work planning and implementation, communication and presentation skills and health. The range of topics/activities considered is shown in **Figure 8** below.

Figure 8. Relevance of FK preparatory course topics to the exchange experience



Past supervisors of fellows were asked to pinpoint to which qualities of fellows and management aspects they would ascribe the successful performance/achievement of exchange participants and the choices of five of those who sent back the Consultant's questionnaire or were interviewed on-site are summarized in **Table 3**.

Table 3. Qualities of fellows and management aspects critical to successful performance in the exchange (in order of importance)

| Percentage rating given by supervisors (%) | Qualities of participant | Percentage rating given by supervisors (%) | Management aspect |
|--|---|--|---|
| 100 | Wholesome attitude | 100 | Regular supervision & monitoring of activities and time according to work plan |
| | Openness to other cultures and new ideas, values, & practices | | Availability of needed information & resources |
| | Willingness and ability to learn | | Clearly defined expected output(s) from the participant |
| | Willingness to share his/her knowledge and skills to others | 80 | Provision of mentoring & counseling services, when needed |
| 80 | Tolerance | 60 | A work plan |
| | Sense of service | | Provision of administrative assistance |
| 60 | Sensitivity to other people's feelings & values | | Clarity in who the decision-making authority is, with regards to the exchange project |
| | Ability to work independently | 40 | The "buddy" system |
| 40 | Ability to manage time | | Balance between work and leisure |
| 20 | Sustainability of learning | | |
| | Ethical conduct, especially financial integrity | | |
| | Language capacity | | |
| | Teamwork | | |

4.2.2 At the organizational level

Because the consolidated report for 2012-2013 was not yet submitted to FK at the time of data collection, to assess the effectiveness of the exchange project, so far, at the organizational (outcome) level, the Consultant designed a template, based on the partnership's project plan and considering each TI chapter's objectives/outcome statements and target indicators for each objective, as reflected

in the exchange project documents. The template also included space to incorporate the evidence supporting the claim to level of achievement and the contribution of sent and hosted exchange participants to the achievement. This template was sent electronically to all focal persons prior to the Consultant's visits. They were asked to self-assess the performance level of each indicator in order to assess achievement of outcomes. The template is attached as [Annex 4](#).

By the time this Consultant was processing the replies to the above-mentioned template, the Consolidated Report was submitted to FK and was forwarded to this Consultant. The Consultant, thus, used the data reflected in both the template replies and the Consolidated Report as the basis of assessing exchange project effectiveness at the organizational level. When there were discrepancies in data, the higher value was taken as the most updated one.

The achievement of organizational objectives (project outcomes) after four rounds of exchange is summarized in [Table 4](#) below. A more detailed table showing target indicators per objective, degree/level of indicators achieved, verifier(s)/evidence and correlation of level of achievement with contributions of exchange fellows (both sent and hosted) is in [Annex 8](#).

**Table 4 . Summary of exchange project outcomes (Cumulative, 2009-2013)
(Organizational level)**

| TIN (Total participants sent: 4; Total participants hosted: 3; Total participants lost: 1) | |
|---|------------------------|
| Objective/Outcome 1: To improve proposal writing and fund-raising capacity of TIN staff and volunteers. | |
| Assessment of effectiveness: Objective moderately achieved. As no target value (number of proposals per year) of the second indicator had been originally set, if we take one proposal per year as the target, there should have been around 4 proposals produced in 4 years instead of 2. There had been an increase in the annual funding increment, though. | |
| Target indicators | Degree achieved |
| 1. 10-15 TIN staff and volunteers will be trained on proposal writing and fund raising | 55% ^b |
| 2. Resource generation proposals submitted to donors each year | 50% ^b |
| 3. 10% annual increment in TIN funds | 90% ^b |
| Objective/Outcome 2: To enhance knowledge, skills and quality of research on governance issues of TIN staff and volunteers. | |
| Assessment of effectiveness: The objective is on its way to being fully achieved. | |
| Target indicators | Degree achieved |
| 1. 10-15 TIN staff and volunteers will develop skills and knowledge to do productive research on governance | 75% ^b |
| 2. 3 researches conducted on specific field areas | 90% ^b |
| 3. Research reports/findings are used as reference by other parties | 90% ^b |

| | |
|---|--|
| Objective/Outcome 3: To enhance strategic planning and implementation capacity of TIN. | |
| Assessment of effectiveness: The objective of enhancing strategic planning has been fully achieved as evidenced by a new Strategic Planning Document 2013-2017. Enhanced implementation capacity could not be assessed yet since documents produced are still in the form of plan or proposal. | |
| Target indicators | Degree achieved |
| 1. Ability of TIN staff to prepare a new strategic plan for TIN | 100% ^a |
| 2. At least 1 new project implemented each year | 70% ^b |
| Objective/Outcome 4: To strengthen TIN's capacity to advocate for transparent public procurement system. | |
| Assessment of effectiveness: The number of institutions reached and influenced to support the institutionalization of a transparent public procurement system exceeded the target. This shows that the organization has developed its capability to influence its targeted audiences. The coordinated efforts of hosted and home fellows contributed greatly in the outcome. | |
| Target indicators | Degree achieved |
| 1. 10-15 TIN staff and partners gain knowledge on implementation of transparent public procurement | 90% ^b |
| 2. 4 awareness programs organized by TIN on transparent public procurement policies | Highly achieved ^a |
| 3. Ability to advocate for implementation of transparent public procurement in 2 institutions | Highly achieved ^a 25 institutions (20 public enterprises, anti-corruption bodies, the Prime Minister's Office, and projects) |
| Variance (Reasons for not achieving targets) For the year 2012-2013, the exchange was completely focused on achieving objective 4, which is, TIN starting a project on public procurement. Thus, objective 4 was highly achieved whereas the other objectives were moderately achieved. | |
| Unexpected outcome(s) | |
| 1. Use of anti-corruption cartoon and paintings on various anti-corruption activities | |
| 2. Publishing calendars, diary, poster, T-Shirt, Cap with TIN logo and necessary information | |
| TISL (Total participants sent: 4; Total participants hosted: 5; Total participants lost: 3) | |
| Objective/Outcome 1: To enhance skills and capacity of the participants and TISL on expected areas such as research, integrity pacts (IPs), blog development and right to information (RTI). | |
| Assessment of effectiveness: Mixed, ranging from none to moderate achievement. The areas covered by the objective are varied, making effectiveness difficult to assess. | |
| Target indicators | Degree achieved |
| 1. TISL has started two new research projects based on the skills gained | 70% ^b |
| 2. Two Integrity Pacts are signed with stakeholders | 0% ^a |
| 3. Right to Information campaign is designed and launched | Moderately achieved ^a (40%) (?) ^b |
| 4. TISL blog continues to operate at least two new articles updated weekly | 0% ^a |
| 5. Participants themselves are considered as resource persons on social accountability tools | Fully achieved ^a |

| | |
|--|--|
| Objective/Outcome 2: To enhance the impact of TISL work through the skills gained from the exchange program by including activities on RTI, IP, Social Audit and Research into the annual work plan of TISL. | |
| Assessment of effectiveness: Objective slightly to moderately achieved. The third indicator does not include a unit of measure and a target value so it is difficult to assess level of achievement. | |
| Target indicators | Degree achieved |
| 1. Activities designed by the participants are included in the general work plan of TISL (e.g. research/specific advocacy work) | 60% ^b |
| 2. Activities designed and implemented by TISL are successfully completed and receiving high commend by beneficiaries | Moderately achieved ^a |
| 3. Invitation by other stakeholders to conduct activities with them on social accountability | 10% ^b |
| Objective/Outcome 3: To enhance social accountability and transparency of partner organizations of TISL by introducing IP and social audit tools. | |
| Assessment of effectiveness: Objective not achieved. | |
| Target indicators | Degree achieved |
| 1. Five partner organizations have adopted social accountability tools in their work | 0% ^{a,b} |
| 2. Positive image is perceived by the public about partner organizations based on accountability work that they conduct | 0% ^{a,b} |
| Objective/Outcome 4: To enhance multi-cultural and multinational understanding between TISL and regional chapters. | |
| Assessment of effectiveness: Successful in the generation of good feeling, satisfaction and harmony among both local and foreign employees and colleagues from outside. Whether the second indicator is a good measure of this objective is questionable. | |
| Target indicators | Degree achieved |
| 1. Participants and other international employees felt comfortable at work and are more integrated into the work culture | 100% ^{a,b} |
| 2. Number of different ideas received in organizing regional/international events in Sri Lanka | Moderately achieved ^a (20%) ^b |
| Objective/Outcome 5: To further strengthen the TI movement by facilitating a process to understand and achieve common goals and objectives. | |
| Assessment of effectiveness: Objective not achieved. This objective is more appropriate to be an overall exchange project objective, since it would require collaboration among all participating South Asian partners. TISL alone cannot achieve this. | |
| Target indicators | Degree achieved |
| 1. TI regional chapters have at least two collaborative initiatives at the end of exchange program | 0% ^{a,b} |
| 2. South Asian Chapters are viewed as reference examples for collaborative initiatives | 0% ^{a,b} |
| 3. South Asian Chapters are invited at the global level to present success stories | 0% ^{a,b} |
| Unexpected outcome(s) | |
| New proposals submitted to the donors. | |
| Involvement of hosted fellows in the local governance programs. | |

| | |
|--|---|
| Initiatives of and opportunities on Corporate Sector engagement and alternatives. | |
| Assistance to the program department of TISL. | |
| Variance (Reasons for not achieving targets) Since the objectives that were initially determined were very vague, at the end of the program it was very difficult to pinpoint the achievements that have been made so far. Fellows got themselves involved in lot of projects, for sure, but not straightforward with the objectives that were laid down at the beginning. For Objective 1, although the concept of Integrity Pact was promoted by the hosted participant and the feasibility of the project was assessed it was, however, proven to be extremely unviable in the country context. | |
| TIB (Total participants sent: 7; Total participants hosted: 5; Total participants lost: 0) | |
| Objective/Outcome 1: Strengthen program capacity of TIB on good governance tools such as Integrity Pact (IP), Right to Information (RTI) and Social/Value Audit | |
| Assessment of effectiveness: Exceeded expectations. | |
| Target indicators | Degree achieved |
| 1. Understanding of 24 TIB staff increased on the concept, processes and implementation of IP/RTI/Social Audit from exchange participants | 208% ^b (50 staff reached) |
| 2. 8 capacity building programs/initiatives undertaken for the staff and other stakeholders on IP/RTI/Social Audit | 300% ^{a,b} |
| 3. 40 institutions signed IP/ implemented RTI protocol/ installed social audit mechanism | Fully achieved ^a |
| Objective/Outcome 2: Increased capacity of TIB staff members and other stakeholders to advocate to raise awareness on corruption and governance issues. | |
| Assessment of effectiveness: Exceeded expectations. | |
| Target indicators | Degree achieved |
| 1. 1 training module developed and training arranged for 9 staff members | 100% ^{a,b} |
| 2. Training programs arranged for 9 staff members on anti-corruption and good governance tools and practices | 555% ^{a,b} (50 staff trained) |
| 3. 6 training programs undertaken to increase knowledge of 120 members of Committee of Concerned Citizens (CCC) & Youth Engagement & Support (YES) on tools & techniques to fight against corruption and improving governance | 533% for training programs (50 trainings held) and 833% for CCC and YES members reached (1000 members reached) ^{a,b} |
| Objective/Outcome 3: Increased institutional capacity of TIB on investigative journalism and communication & campaign. | |
| Assessment of effectiveness: Objective partly achieved because the guidelines and training modules had to be produced first in order for training and campaigns to be conducted. | |
| Target indicators | Degree achieved |
| 1. 1 investigative journalism program & training each year with adding new ideas and experiences gained from regional chapters | 0% ^{a,b} |
| 2. 1 advocacy campaign each year including ideas and experiences gained from the regional chapters | 0% ^{a,b} |
| 3. 2 documents/strategies prepared/revised/updated in operation, finance | 60% ^b |

Variance (Reasons cited for not achieving targets)

Inclusion of regional experience in the module of investigative journalism and advocacy campaign is highly technical and needed higher level support which could not be made available. Because TIB operationalizes its strategic plan through a project approach, there was also the difficulty of incorporating new undertakings into already ongoing projects and programs. No fellows have the experience and skill in operations and finance management.

TII (Total participants sent: 2; Total participants hosted: 6; Total participants lost: 0)**Objective/Outcome 1: Strengthen the capacity of the staff for fundraising**

Assessment of effectiveness: Target for increase in funds by 2011 fully achieved. Fund-raising efforts still at the donor identification and proposal development stages.

| Target indicators | Degree achieved |
|--|--|
| 1. Develop and submit at least ten new proposals for fund raising | Moderately achieved ^a |
| 2. Add 3 new institutional donors to support TII programmes | Moderately achieved ^a So far, 3 institutional donors have been identified to support TII's project IP and 'Pahal'. |
| 3. Increase the existing annual budget from Rs. 6 million to Rs. 10 million by the end of 2011 | Fully achieved ^a |

Objective/Outcome 2: To enhance the capacity of TII staff for communication and advocacy.

Assessment of effectiveness: Objective on its way to being fully achieved.

| Target indicators | Degree achieved |
|--|----------------------------------|
| 1. Skills development for producing effective communication strategies for targeting urban educated masses, rural semi-literate/illiterate masses, tribal communities | Moderately achieved ^a |
| 2. Developing local citizen support groups and build their capacities for local advocacy in selected project areas in states of Chattisgarh, Orissa, Jharkhand and Bihar | Moderately achieved ^a |
| 3. Organize 1 mass event on anti-corruption movement with educated youths and professionals in towns and cities annually | Fully achieved ^a |

Objective/Outcome 3: Enhance skills for creating greater public interest to demand accountability and transparency from the government and other stakeholders.

Assessment of effectiveness: Objective still a long way to being achieved.

| Target indicators | Degree achieved |
|---|-----------------------------|
| 1. Signing of 2 development pacts with government departments | Not achieved ^{a,b} |
| 2. Signing of 2 development pacts with political representatives from higher level of democracy to adopt development pacts | Achieved ^{a,b} |
| 3. Generate Public Movement through media and direct public hearing to demand accountability from political representatives | Not achieved ^{a,b} |

| | |
|---|---|
| Objective/Outcome 4: Strengthen capacity of TII to provide legal advice to poor people/victims of corruption. | |
| Assessment of effectiveness: Objective fully achieved. Legal advice system already in place and in operation. | |
| Target indicators | Degree achieved |
| 1. To put in place the system to offer legal advice | Fully achieved ^b |
| 2. Initiate legal advice in the 3 state-level centers in areas lacking people-friendly legislations | Fully achieved ^b |
| Unexpected outcomes Greater Collaboration among chapters on IP. Improvement in grant management. ^x | |
| Variance (Reasons cited for not achieving targets) Not able to sign DP with Government department because of not getting the expected support from department for signing MoU. Lack of funds have affected DP activities. | |
| TM (Total participants sent: 4; Total participants hosted: 2) | |
| <i>NB: Tables taken from 2012-2013 Consolidated Report. No TM focal person attended the interviews/discussions that the Consultant conducted in Bangkok on 31 July 2013 and 1 August 2013. No template was accomplished and returned so there are no data regarding verifiers/evidence and contributions of sent and hosted fellows towards the achievement of organizational objectives.</i> | |
| Assessment of effectiveness: Appeared to have reached a high level of achievement, based on the Consolidated Report where the below-mentioned Tables were taken. Having no other input, the Consultant had no way to link the accomplishments to the exchange Project, except the unintended outcome, about which the Consultant heard first-hand from the TIB fellow concerned. | |
| Objective 1: To improve capacity for institutional development. | |
| Target indicators | Degree achieved |
| 1. Move to program financing from project financing | Not fully achieved yet, but slowly transitioning from project to program funding. |
| 2. Increase project funding by 30% per year | Achieved. |
| 3. Establish a human resource plan & policy | Not fully achieved yet. Still have other things to do before this is fully achieved. |
| Objective 2: To strengthen the in-house capacity of grass roots and advocacy. | |
| Target indicators | Degree achieved |
| 1. Successfully conduct a grass-roots campaign for RTI. | Achieved. |
| 2. TM blog and website is considered a live source of information about TM activities and a source of Maldivian governance issues. | Achieved. |
| Objective 3: Strengthen in-house research capacity especially in the areas of political party financing, transparency and RTI. | |
| Target indicators | Degree achieved |
| 1. Establish a research department in TM. | As of now no research department but planning to have it in the near future based on TM's strategic plan. |
| 2. Research reports and findings used as reference to external parties. | Achieved. |
| 3. Conduct at least two in-house research projects per year. | Achieved. |

Unintended outcomes

1. HR policies patterned after TIB's.
2. An ALAC leaflet was produced in Bangla to raise awareness and cater to the needs of Bangladeshi nationals who need help in various issues, especially with regards to their employment rights.

Legend: ^a Based on Consolidated Report.
^b Based on template reply.

4.3 Sustainability

One recurring problem for TI chapters is how to retain their exchange fellows, both regular employees and those that were recruited from outside, since the new knowledge and skills reside in the fellows. Out of 22 fellows exchanged from 2009 to 2013, four have left their organizations to study abroad or to join another organization.

TIB's seven (7) exchange fellows are still with TIB in various capacities – a sign that as an organization, TIB is able to keep its skilled staff and thus keep whatever expertise they have within the organization. Although not all of them occupy current positions where their acquired knowledge and skills would be applicable, these skills could be harnessed anytime that they would be needed.

TIN has lost one fellow for studies abroad; and TISL, two out of the four they sent. TISL has had difficulty in keeping its staff because of organizational problems like staff downscaling; loss of funding and, therefore, inability to offer better pay or position; and a hostile country operating environment.

Although sustainability of results/changes is normally not included in a review, the Consultant includes it here so that, early on, before a full evaluation of the exchange project takes place, attention is given to this potential problem.

Organizations, no matter how good, will always lose some of its knowledgeable, productive, skilled staff. TI chapters, therefore, have to institute mechanisms to ensure that knowledge and skills do not remain just with those individuals who have them but are transferred to the organization's repository of knowledge through knowledge management.

5 Analysis of findings as per TORs

5.1 The impact exchange of personnel between the TI national chapters has had, thus far

If we try to represent diagrammatically the way the exchange project is expected to contribute to impact changes in the participating organizations and the societies they serve, it would look like this:

| Prep course | | 10-month exchange assignment in host organization | | Return to mother organization |
|----------------------|---|---|---|----------------------------------|
| | | | | Impact |
| | | Impact | | Outcome |
| Impact | | Outcome | | Output (of Participant) |
| Outcome | | Output (of Participant) | → | Input & activities (Participant) |
| Output (Participant) | → | Input & activities (Participant) | | |
| Input & activities | | | | |

The exchange project develops the capacity of individual participants through, first, the preparatory course, and second, through the 10-month exchange assignment.

The preparatory course produces a changed participant, as an output of the course, with additional knowledge and understanding of various topics and ability to interact and work with individuals from different cultures and, thus, prepares him/her to live and work in an environment culturally different from his/her own. He/She then enters the 10-month exchange as an input.

The 10-month assignment enables the participant to share his/her existing knowledge and skills and learn new knowledge and skills in the host organization. He/She produces an output there and contributes towards capacity-building of the host organization. He/She then returns home a different individual, an output of the exchange, with new knowledge, ideas, abilities, and attitudes. He/She returns home as an input, with these new attributes.

When the participant returns home, he/she is expected to share what he learned with his/her colleagues and apply towards his/her work at home. Because the exchange project enables several participants from the same organization to undergo this capacity-building experience, their application of their skills should contribute towards building the capacity of their home organization in the long run and improving the services that the organization is expected to provide to society.

This section of the report, thus, looks at the effectiveness of the exchange project, first, at the output (individual) level, then second, at the organizational level, because impact could only be achieved when expected outputs are produced and outcomes that contribute towards impact are also achieved.

a. Assessment of effectiveness at the output (individual) level

Because there were no prior indicators defined for measuring changes in skills/knowledge and “changes in the mind” among individual fellows and no baselines and benchmarks/targets for making “before and after” comparisons, assessing amount and value of change/effectiveness at the individual level was, therefore, subjective and was based on assertions of fellows regarding these changes and those of direct supervisors who were interviewed or who sent back the questionnaires directed to them.

After four years that the TI exchange project has been in operation, survey results showed that the exchange project appears to have been able to fulfill its purpose at the individual level. Except for one (1) participant whose performance, according to his Supervisor, was disappointing, the rest of the fellows were able, not only to enhance their knowledge/skills (“changes on the ground”), enabling them to fulfill their work better and produce needed outputs, but also to change in their outlook, attitudes and behaviors (“changes in the mind”). The exchange project provided an environment and opportunity for participants to make themselves wholesome, better persons and contribute to the enhancement of harmony in their area of influence. Although there was no means to accurately measure the “changes in the mind” of fellows and the extent of change that took place, narrative indicators in the form of their stories/testimonials provided clues as to what change(s) took place (Box 1).

Box 1 . Stories/Testimonials of change

The following are statements of some of the fellows interviewed by the Consultant in Bangkok and during her August-September 2013 visits to Bangladesh, Nepal and Sri Lanka regarding personal changes that the exchange experience brought about in them:

“I appreciate very much TIB’s corporate culture (i.e. its openness and professionalism) and friendly atmosphere. Whosoever would pass by my floor would come to meet me, sit and chit-chat. Soon, colleagues sitting next to my cubicle started telling me that, because of me, they feel a greater bonding within their team. They were an amazing host and wonderful colleagues.”

“I tended to get easily irritated and shout when angry. My posting helped me to develop tolerance and not to easily show irritation. Ultimately, I started enjoying beauty in everything that used to irritate me.”

“I developed FK friends from whom I could ask for help whenever I have problems.”

“I consider Nepal to be my second home.”

“Being a Bangladeshi in my country’s former enemy, I learned how to be quiet in the face of animosity. Being able to hurdle difficult situations in Pakistan helped me develop my coping skills.”

b. Assessment of effectiveness at the outcome (organizational) level and immediate impact

The majority of defined organizational objectives were achieved, with the level of achievement ranging from moderately to fully achieved. In some cases, achievement even exceeded expectations (i.e. TIB’s Objectives 1 and 2). A few objectives at the organizational level were not achieved at all (i.e. TISL’s Objectives 3 and 5), and likewise with a large part of TII’s Objective 3 and that of TIB’s Objective 3. The results are detailed in [Table 4](#).

TIN

TIN’s Objective 1: To improve proposal writing and fund-raising capacity of TIN staff and volunteers has been moderately achieved. As no target value (number of proposals per year) of the second indicator had been originally set, if we take one proposal per year as the target, there should have been around 4 proposals produced in 4 years instead of 2. There had been an increase in the annual funding increment, though.

TIN’s Objective 2: To enhance knowledge, skills and quality of research on governance issues of TIN staff and volunteers is on its way to being fully achieved.

As to *TIN’s Objective 3: To enhance strategic planning and implementation capacity of TIN*, the first part has been fully achieved as evidenced by a new Strategic Planning Document 2013-2017. Enhanced implementation capacity could not be assessed yet since documents produced are still in the form of plan or proposal.

Concerning *TIN’s Objective 4: To strengthen TIN’s capacity to advocate for transparent public procurement system*, results show that the number of institutions reached and influenced to support the institutionalization of a transparent public procurement system exceeded the target. This shows that the organization has developed its capability to influence its targeted audiences. The coordinated efforts of hosted and home fellows contributed greatly in the outcome.

For the year 2012-2013 for TIN, the exchange was completely focused on achieving Objective 4, which is, TIN starting a project on public procurement. Thus, Objective 4 was highly achieved whereas the other objectives were only moderately achieved.

TISL

TISL had none to moderate achievement of *Objective 1: To enhance skills and capacity of the participants and TISL on expected areas such as research, integrity pacts (IPs), blog development and right to information (RTI)*. The areas covered by the objective were varied, making effectiveness difficult to assess.

TISL's *Objective 2: To enhance the impact of TISL work through the skills gained from the exchange program by including activities on RTI, IP, Social Audit and Research into the annual work plan of TISL* has been slightly to moderately achieved. The third indicator does not include a unit of measure and a target value so it was difficult to assess level of achievement.

TISL did not achieve *Objective 3: To enhance social accountability and transparency of partner organizations of TISL by introducing IP and social audit tools*.

Concerning its *Objective 4: To enhance multi-cultural and multinational understanding between TISL and regional chapters*, TISL has been successful in the generation of good feeling, satisfaction and harmony among both local and foreign employees and colleagues from outside. Whether the second indicator is a good measure of this objective is questionable.

TISL did not achieve its *Objective 5: To further strengthen the TI movement by facilitating a process to understand and achieve common goals and objectives*. This objective is more appropriate to be an overall exchange project objective (partnership level), since it would require collaboration among all participating South Asian partners. TISL alone cannot achieve this.

Since the objectives that were initially determined were very vague, at the end of the program it was very difficult to pinpoint the achievements that have been made so far. Fellows got themselves involved in lot of projects, for sure, but not straightforward with the objectives that were laid down at the beginning. For Objective 1, although the concept of Integrity Pact was promoted by the hosted participant and the feasibility of the project was assessed it was, however, proven to be extremely unviable in the country context.

TIB

TIB's achievement of its *Objective 1: Strengthen program capacity of TIB on good governance tools such as Integrity Pact (IP), Right to Information (RTI) and Social/Value Audit* exceeded expectations, with indicator values going beyond 100%.

TIB also exceeded expectations with regards to achieving its *Objective 2: Increased capacity of TIB staff members and other stakeholders to advocate to raise awareness on corruption and governance issues*. Advocacy and awareness raising, not only by TIB but also by its partners and trained volunteers, appear to be very effective, as evidenced by TIB's high profile and credibility among the public. People are inspired to organize anti-corruption groups themselves.

TIB's *Objective 3: Increased institutional capacity of TIB on investigative journalism and communication & campaign* has only been partly achieved because the guidelines and training modules had to be produced first in order for training and campaigns to be conducted.

Inclusion of regional experience in the module of investigative journalism and advocacy campaign is highly technical and needed higher level support which could not be made available. Because TIB operationalizes its strategic plan through a project approach, there was also the difficulty of incorporating new undertakings into already ongoing projects and programs. No fellows have the experience and skill in operations and finance management.

TII

Regarding TII's *Objective 1: Strengthen the capacity of the staff for fundraising*, the target for increase in funds by 2011 has been fully achieved. Fund-raising efforts are still at the donor identification and proposal development stages.

Objective 2: To enhance the capacity of TII staff for communication and advocacy is on its way to being fully achieved. However, *Objective 3: Enhance skills for creating greater public interest to demand accountability and transparency from the government and other stakeholders* is still a long way to being achieved.

TII has fully achieved *Objective 4: Strengthen capacity of TII to provide legal advice to poor people/victims of corruption*. A legal advice system is already in place and in operation.

TII was not able to sign the Development Pact with the government department concerned because of not getting the expected support from the department for signing an MoU.

TM

TM appeared to have reached a high level of achievement, based on the Consolidated Report submitted by TIN. Significant unintended outcomes were TM's human resource policies being patterned after TIB's and an ALAC leaflet being produced in Bangla to raise awareness and cater to the needs of Bangladeshi nationals who need help in various issues, especially with regards to their employment rights.

Having no other input, the Consultant had no way, however, to link the accomplishments to the exchange Project, except one of the unintended outcomes about which the Consultant heard first-hand from the TIB fellow concerned.

After four years of exchange, it is apparent that there has been some degree of improvement in the capacity of participating TI chapters. Although improvement in capacity could not be wholly attributed to the exchange project, data gathered showed that exchange fellows made moderate to significant contributions to make these improvements possible. The high correlation between achievement of objective and contribution of exchange fellows, both hosted and sent, could be clearly seen in those objectives with moderate to full achievement ([Annex 8](#)). These contributions ranged from simple sharing of existing experiences, knowledge and skills (brought by hosted participants) as well as new experiences, knowledge, skills, attitudes, behaviors gained from the posting, to the production of significant organizational outputs (i.e. project proposals, strategic plan, increased funding, new services, etc).

The impact of improved organizational capacity on programs and services have not yet really manifested itself after four rounds of exchange, except for TIB, which has moved far in the field of social mobilization and volunteerism.

Describing again TI's exchange project in South Asia, entitled "Governance and Transparency Project": "The project was initiated to pave the way for a stronger understanding and cultural

solidarity amongst the South Asian national chapters. Therefore this program has developed an internal mechanism for sharing of the gained knowledge within and beyond the TI South Asian chapters. We expect that this program will prove to be a combined effort to fight against corruption which impedes development of the region.”

Aside from the organizational objectives/outcomes defined by each chapter, which focus on improving individual organizational capacity, and the corresponding indicators which help us monitor and assess results at this level, there are no defined objectives at the partnership level that could help us assess the benefit of the coming together of the chapters. One possibility could be to adopt an overall objective similar to one of TISL’s objectives (Objective 5: To further strengthen the TI movement by facilitating a process to understand and achieve common goals and objectives), which is more suitable to the partnership rather than to TISL alone.

The exchange project has been recognized by other chapters (non-South Asian) in the global anti-corruption movement as a unique, innovative, collaborative way of learning from each other, not only involving top management, managerial and financial staff, but second- and third- tier staff as well, and worth emulating. The project enabled partners to learn from each other’s problems and unique way of doing things, share best practices, welcome input from those outside of itself and, thus, contribute towards expanding partners’ portfolios and growth. But the partnership has not only resulted in enhanced capacities of participating agencies. It has also strengthened the long-term relationship among them, forging personal friendships that could last a lifetime.

5.2 The contribution TI has had on regional and national discourses with regards to corruption and governance

The biggest impact of the anti-corruption movement in society could be felt in society’s heightened awareness on corruption. It has brought to the open the discourse on corruption – that everybody has the right to talk about it and demand accountability and transparency from the part of public institutions and officials.¹ One major responsibility of TI, therefore, is to bring concrete information about the extent of corruption in each country. And after that, how to fight it.

In order to fulfill this responsibility, TI chapters, operating within their own country’s unique context, have to learn and use various approaches, strategies and methods appropriate to their country conditions. It is to this end that organizational capacities have to be developed. The exchange project has enabled this to happen.

Results of successful interventions varied from country to country. For instance, in Bangladesh, TIB has brought about heightened awareness on corruption, a subject that was considered taboo in the past, and a greater understanding of the total picture/scenario of corruption in the country; ease in local mobilization among the youth, professionals and activists; promotion of volunteerism; and heightened media interest. It has repeatedly proven the credibility and thoroughness of its research findings to back up its claims. Its research findings are also used by other organizations in their work. In the words of Dr Badiul Alam Majumdar, General Secretary of SHUJAN (Citizens for Good Governance), foremost author and former US professor, “When TIB speaks, everybody listens”. In addition, TIB has a strong, committed leader in its Executive Director, who leads by example, according to Shaheen Anam, Executive Director of Manusher Jonno Foundation. Because of its

¹ Interview with Dr Badiul Alam Majumdar, General Secretary of SHUJAN (Citizens for Good Governance), 21 Aug 2013, Dhaka, Bangladesh.

professionalism, strengths and its unbiased, non-partisan view, people perceive TIB as highly credible and worthy of respect, the vanguard of the anti-corruption movement in Bangladesh.

The more recent inclusion of RTI in TIB's portfolio, however, has triggered some criticism from certain quarters regarding its changing focus from governance towards human rights violations.² TIB counters this by saying that RTI is needed to fight corruption.

In Nepal, TIN is considered a neutral and trusted partner of the government in its fight against corruption. It works along the same lines as the National Vigilance Center (NVC). It receives complaints and forwards them to NVC. If required, TIN provides necessary data to NVC and the Office of the Attorney General, if prosecution ensues. Like TIB, it has also heightened society's awareness of corruption. It is known for its authentic research and is the leading anti-corruption organization in Nepal.

Partners of TISL still reminisce about the heyday of TISL, when it was in the forefront of the anti-corruption movement in Sri Lanka.³ TISL is now rebuilding after it suffered several losses: the departure of its original founder and subsequent changes in leadership, the loss of Sida funding and continuing diminution of its funding base, drastic downscaling of its staff and quarters, and the loss of a conducive political environment after the resolution of the civil war. The country context has become inhospitable and hostile towards civil organizations, branding them as anti-national and anti-government, a backlash of government reaction towards the international community, journalists and other media people regarding allegations of human rights abuses and violations by government entities, including corruption.⁴ This condition has, therefore, made it hard for TISL to do its anti-corruption work like before. Nevertheless, it has kept its partnership with civil organizations like the Centre for Policy Alternatives (CPA) for research and advocacy and with PAFFREL for the monitoring of the first election in the northern, formerly Tamil-held provinces.⁵ According to Mr Piyathissa Ranasinghe, Former Secretary of the Postal and Communication Office and Director of the Board of the University of Sabaragamuwa, TISL could do more in targeting corruption in the police and education services.⁶

5.3 To what extent the contribution can be attributed to the participation in the FK program

Although we could claim that the exchange project, by building the ability of exchange partners to adapt and learn in order to fulfill their mandate, contributed to impact at the societal level, we cannot attribute that impact to the exchange project alone. And since an organization's ability to adapt and learn is only one of five abilities in what we call as capacity, we cannot say how much the exchange project has contributed to that ability or the overall organizational capacity.

Could the changes that have been brought about by the FK exchange project happen without FK's support? It is entirely possible, as there are other funding agencies that support capacity building in

² Interview with Shaheen Anam, Executive Director, Manusher Jonno Foundation, 21 Aug 2013, Dhaka, Bangladesh.

³ Interview with Dr P Saravanamuthu, Executive Director, Centre for Policy Alternatives, 1 Sep 2013, Colombo, Sri Lanka.

⁴ Ibid.

⁵ Interview with Rohana Hettiarachie, Executive Director (People's Action for Free & Fair Elections (PAFFREL), 1 Sep 2013, Colombo, Sri Lanka.

⁶ Interview with Piyathissa Ranasinghe, Former Secretary, Postal and Communication Office, and Board Director, University of Sabaragamuwa, 31 Aug 2013, Colombo, Sri Lanka.

TI, especially the building of knowledge and skills. However, FK's capacity building strategy is unique and innovative in that: (1) it makes use of the expertise and experience of existing (or recruited) staff to mutually benefit two participating agencies working along similar lines, (2) it enables not only the building of knowledge and skills but also "changes in the minds" and hearts, values, outlook, attitudes and behavior of exchange participants and the forging of new relationships, (3) capacity building is concentrated on a network of organizations with a common vision and mandate, and (4) support is given long-term and not for one or two years only. The added value of FK's strategy lies in these.

6 Challenges of project implementation and management

In the four years of its implementation, the exchange project has had to overcome certain challenges, some of which had been overcome, some still recurring and some still not fully addressed.

- a) **Definition of project outcomes at the organizational level.** In the first year of project implementation, project objectives/outcomes focused more on what the project would do rather than what the project will bring about (results). Thus, project objectives had to be revised to reflect desired changes/improvements that the project would bring about. Sometimes, the objective still was vague or was too ambitious and so was difficult to achieve, as in one or two objectives reviewed in this study.
- b) **Setting of outcome indicators, baselines and targets.** The shift of project focus from activities to results/changes brought about the need for measurement of these changes. There had been difficulty in setting the appropriate indicators to reflect manifestation of desired changes. Though target values of indicators were set, baselines were not. So, how much change has taken place could only be based on approximations.
- c) **Choice of participants.** There had been shortcomings in the choice of exchange participants in the past because criteria and qualifications were not yet fully determined. There were complaints regarding weakness in language and basic skills, attitude, lack of motivation and direction. These problems have been more or less mutually addressed by partners. Connected to this is the difficulty of small chapters to send an adequate number of participants because they could not afford to have one of their staff absent for months. This has been the case, for instance, of TII. When no existing staff could be sent, for one reason or another, recruitment from outside has been done. This presented another challenge because the recruited staff may join the sending organization for a time but would have to leave eventually if there is no available position in the organization.
- d) **Retention of participants in the organization.** There had been cases of returned fellows who have left their TI chapter (i.e. TISL as a case in point) for want of a better position or better pay. Although this is not under the control of the exchange project, participating chapters have to anticipate that this could happen and prepare for such eventuality.
- e) **Work planning.** In the early years of the project, concrete work plans for fellows were rare. Although project reports were full of what participants had learned and had done, whether those were the intended/desired knowledge and skills to be learned was not known. Only later were work plans introduced to ensure that both hosting and sending organizations are in agreement as to what a fellow is expected to learn and what output he/she is expected to produce and in what timeframe.
- f) **Focus of exchange work and alignment of fellows' activities and outputs with organizational outcomes.** There have been cases of lack of focus in a fellow's exchange work and ending up with a variety of activities being done but with no concrete output that could contribute to the achievement of the home organization's outcomes.

- g) **Tracking/Monitoring of fellows' performance and the process of change.** Without a work plan and a performance monitoring framework, the incremental changes that lead to improved performance and development of new values, attitudes and behaviors could not be tracked. Only the final change is observed but no understanding of how that change came about. Important lessons are, thus, missed.
- h) **Reporting.** Partners' reports are consolidated into one project report that just puts together what are in individual partners' reports. Linkage between fellows' activities, their expected outputs and to what organizational objective they would be contributing cannot be seen. Annual reports cover only what current fellows did/accomplished during the current year but not the incremental change through the years. Thus, one couldn't see how near or how far the organization is from accomplishing its objectives.
- i) **Lopsidedness in the mutual benefit.** In any two-sided relationship, there is always one side that share/give more than the other. This sometimes leads to discontent and resentment.
- j) **Co-opting of a fellow to perform the work of a host organization's regular staff.** This is not necessarily a bad thing if it does not deprive the fellow of his/her time to do the exchange work he/she is supposed to do.
- k) **Unwillingness of a host organization to accept inputs from hosted fellows.** This could be frustrating on the part of the fellow who has been tasked to share his/her home organization's strategies, tools, programs, management system, etc.
- l) **Inattentiveness to the cultural part of the exchange and "changes in the mind".** Because of the long period of the exchange, participants experience loneliness and miss non-work activities and events and being a part of a community. Because there are no specific objectives that target "changes in the mind", it had been easy to forget that this is part of the exchange project and as important as enhanced knowledge and skills. These changes do not occur overnight. Unlike indicators of improvement in knowledge and skills which could be set in advance and tracked in accordance with desired benchmarks, indicators for "changes" in the mind cannot be set, precisely because we cannot define what changes to expect. These changes would vary from individual to individual and, thus, have to be tracked in another way so that, not only is the final result or change is observed and noted but also how that change came about. This would be a valuable piece of information in understanding the development and dynamics of change if we are to develop societies with integrity.
- m) **Visa problems.** This was a recurring issue because it was difficult and time-consuming for some.
- n) **Quality of living conditions.** The choice of living quarters and its location could be challenging for some because each person is used to living in a particular kind of quarters with certain amenities. When these are not met, the participant experiences frustration and lack of motivation to work. The safety of the neighborhood (especially for women participants) and its distance from the place of work were also factors that had to be considered.

7 Lessons learned

If we examine the factors that contributed to the accomplishments of the South Asian TI chapters after four years of exchange, we could cite the following:

- a) **A common vision.** Having a common vision for a corruption-free world enabled the partnership to have a single focus, so that all efforts are geared towards that focus, including the development of the partnership's and its members' capabilities to do its work and provide better services to the people they serve. The sharing, learning and adapting of things learned were easier to do because they complement and add to existing knowledge and skills that would be used to achieve the common vision.

- b) **Being a part of a global movement.** As part of a global movement, the chapters contribute inputs to, and receive guidance in, a strategic planning process that define the direction of the movement's work in the next five years. Having a Strategy 2015 for the entire TI membership ensured that the exchange project was consistent and in line with it and would contribute to the aims of the Strategy.
- c) **Commitment of the leadership, focal person and supervisor.** The exchange project was welcomed as a worthwhile means of achieving staff and organizational improvement. The strong commitment of the leadership in each chapter ensured that the project had approval, endorsement and support from the highest authority. The focal person's commitment ensured that one person in the organization is responsible for the project and would devote part of his time to it. Having a committed focal person ensured that an exchange participant has somebody to run to for advice and assistance. The commitment of the participant's assigned supervisor was critical in guiding and monitoring the participant's exchange work since he had to divide his time to both the participant's work and his own.
- d) **The role of the preparatory course in preparing a participant's exposure to a new culture and working environment.** All past fellows cited the preparatory course as an important and enjoyable event in the exchange. Meeting, working and interacting with people of various nationalities gave them that first glimpse of what to expect when they eventually land in a foreign country. Some mentioned that the preparatory course somewhat cushioned them from the culture shock that they would have experienced.
- e) **Sharing similar cultures.** Because the chapters are all located in South Asia, they more or less share some cultural commonalities, like way of dressing, ethnic features, mannerisms, food and even festivals. This, therefore, facilitated the blending in of exchange participants with the locals and prevented drastic "culture shock."
- f) **Right choice of participants.** When the right participant was chosen by mutual agreement of two exchanging partners, the probability of success was higher because work was better focused to the needs of both. The right participant would also have the right motivation and commitment.

8 Conclusions

All in all, the exchange project has more or less accomplished what it was set to do.

At the individual level, knowledge and skills have been shared and learned by exchange fellows in the host organization and introduced in the home organization after return. Participants changed as a result of the exchange experience, developing a new outlook, values, attitudes and behavior.

At the organizational level, participants have shared what they had learned and have applied new skills acquired in the production of particular outputs that were useful to strategic planning, proposal writing, planning of new projects and programs, awareness raising, organizational promotion, social mobilization, fund raising, etc. These in turn contributed to the achievement of specific organizational outcomes/objectives.

After four rounds of exchange, the impact at societal level is not yet evident. Although one could say that there has been heightened awareness of corruption in society, this could not be attributed to the exchange project by itself, nor could we say how much the contribution of the exchange project has been to this heightened awareness. Impact takes time to be seen and is the effect of many interventions from different quarters, including those of TI's local partners. TI chapters' partners in their respective countries include anti-corruption government entities, NGOs, CSOs, volunteer groups (for example, youth, professionals), businesses, and academics, a few members/staff of which had participated in the exchange project.

Past participants assert that the relationships among them, forged during the preparatory course and the posting itself, are continuing. Many are in regular communication through e-mail, by phone or through their Facebook pages. They refer to each other and to past colleagues in the organization they were posted, if they have concerns or problems in their work or personal life.

Whether project results would be sustainable or not would require attention to retention of acquired knowledge/skills and new and better practices in the individual chapters and the entire partnership, not necessarily the retention of exchange fellows themselves, although this would be a necessary first step. It would also require a commitment to continuous learning and improvement.

9 Recommendations

In order to improve the effectiveness of the exchange project, the following are recommended:

- a) **Focus on results.** Outputs of exchange participants and not only activities or what is to be learned must be defined at the outset. Indicators that could be monitored must be defined so that both supervisor and participant could track progress. Expected organizational outcomes, as much as possible, should be SMART and not vague. Appropriate indicators, including qualitative ones, must be set for each objective so that changes could be tracked. Targets and baselines, whenever possible, must be defined to be able to compare actual performance against targets and determine, when targets are not met, whether variance mattered or not.
- b) **Alignment of participants' outputs to specific organizational objectives.** To ensure that outputs of exchange participants would be instrumental in achieving particular organizational objectives, they have to be aligned.
- c) **Project accompaniment on the part of FK.** Although project management is in the hands of implementing chapters, FK as the capacity enabler should not limit itself to the financial part of the project. It could play an "accompanying role" in the project, one that could be discussed with partners as to how they want this to be done. That way, both capacity enabler and beneficiary "travel together".
- d) **Stagger follow-up.** Follow-up after one month of a fellow's return to home base is too short a time to see results of his/her contribution. Time must be given for changes/application to happen. Follow-up could be staggered to: after three months, after six months, after one year.
- e) **Adjust reporting.** Annual reports should not only consist of what current fellows have learned and done and what outputs they produced. These are essentially activity-to-output monitoring reports. As years elapse and more and more fellows return home, annual reports must also include output-to-outcome reviews, which would be inclusive and cumulative, showing progress towards organizational objectives year after year.
- f) **Invest in knowledge management and organizational memory.** To ensure sustainability of results achieved (i.e. new ideas and concepts, new ways of doing things, etc) even if knowledgeable and skilled staff resign, chapters should invest in knowledge management. This would necessitate designing strategies and processes to identify, capture, structure, value, leverage and share the organization's intellectual assets. Critical to these would be the capture and documentation of individual explicit and tacit knowledge and its dissemination within the organization. These documents, whether printed, electronic or in any other form would then constitute the organization's archives - organizational memory that could be accessed/retrieved any time.

- g) **Institutionalize organizational reform and change management.** Learning and development of skills is just one part of capacity development. In order for the results of the exchange project to be really useful in developing the capacity of chapters, the organization itself must be able to institute needed organizational reform and change management to support the application of the changes brought about by the exchange project.
- h) **Adjust work plans.** Although work plans of fellows are set according to expected outputs, there must still be flexibility. Timelines must be set and followed to track outputs to ensure they are the ones needed to achieve organizational outcomes.
- i) **Set basic requirements for recruitment.** Selection of participants must be compatible with the basic requirements for the exchange work. For instance, while a fresh young fellow would be fine for administrative work or civic engagement, for research work a fellow with sharper skills would be required.
- j) **Address lopsidedness in benefits.** Although there will be times when a fellow shares more than he/she learns, this should not happen all the time to fellows from the same organization, to avoid the feeling on the part of that organization to being short-changed. Also, to avoid the impression that the exchange project is merely an exposure project.
- k) **Shorten the duration of the exchange to six months.** A number of unit heads from where exchange participants are recruited have commented that their unit suffers when they send their regular staff for 11 months and hire temporary staff. Perhaps work could be streamlined so that it could be accomplished within six months. The shortened period of being away from home would also prevent dislocation and, especially for those married with children, prolonged negative effects of being absent from home.
- l) **Rotate field of interest of the fellows to be hosted by the same organization.** Since an exchange fellow's supervisor has his/her regular tasks to perform, rotating field of interest would ensure that not the same supervisor is involved year after year.
- m) **Track "changes in the mind" through journals.** Because "changes in the mind" cannot be predicted in advance, unlike "changes on the ground", they cannot be tracked using indicators. "Changes in the mind", like behavior change and social change are results of a dynamic process and how they come about varies from person to person. Tracking of these changes should be done by participants themselves using journal entries, narrating a significant specific experience they have had that day. Only then could the change process be understood.
- n) **Continue the "buddy system".** Since the system was introduced, participants have reported less disorientation and loneliness. Having a friend who has gone through a similar exchange project has been reassuring especially to a newly-arrived participant. The buddy is the person that enables the participant to experience the culture of the country where he/she is posted.