



TRANSPARENCY INTERNATIONAL NEPAL **STRATEGIC PLAN 2018-2022**

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**TRANSPARENCY
INTERNATIONAL
NEPAL**

coalition against corruption

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FOREWORD

'Working Together against Corruption' is the motto of the Strategic Plan of Transparency International Nepal (TIN) for the period 2018-2022. The Strategic Plan is the result of a wide and inclusive consultation process across TIN and key stakeholders using surveys, meetings, interviews and written inputs.

The Strategic Plan focuses, in the context of corruption, on our understanding of how change occurs and our experience in controlling corruption. The plan builds on the experiences, successes and challenges of the last two decades and recognizes the immediate contextual challenges. It focuses on key areas of action and lists priorities but is not meant to cover every aspect of TIN operations. Addressing the corruption environment of today and what might unfold in the coming years, the strategy takes our mission further with greater clarity and focus.

The Strategic Plan recognizes the need to be clearer and bolder in ways to engage with the state and the people to build accountability.

We are thankful to the founder and Past President of TIN, Dr Devendra Raj Panday, for providing valuable guidance to frame the Strategic Plan 2018-2022 and its narrative. We are also thankful to the Strategic Planning Sub-Committee and its Coordinator Dr Bishwa Keshar Maskay for suggesting a basic framework of the Plan. Past Presidents, executive committee members, general members, staff and stakeholders deserve appreciation for sharing their experiences in the consultations. A background paper prepared by Er Anil Chitracar, in consultation with TIN membership and staff, was helpful to chart the future course. In this Strategic Plan, ideas and references have also been drawn from the Transparency International Strategy 2020 and TIN's Strategy Plan 2013-17.

The Plan lays the foundation for engagements at the political, administrative, legal, social, technological and institutional levels. It addresses the home grown and contextual demands of a changing society and looks forward to a new beginning. TIN Executive Committee will promote the Strategic Plan 2018-2022 as the framework of its action till 2022.

Shree Hari Aryal (*Senior Advocate*)

President

Transparency International Nepal

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EXECUTIVE SUMMARY

Transparency International Nepal (TIN) is entering into a new phase with a track record and history of building foundations to promote integrity in society. TIN Strategic Plan 2018-2022 has been prepared with TIN insights gained thus far and is clearly focused on the future. The lessons from the past provide guidance, but the strategy is futuristic and guided by opportunities and challenges that TIN has identified.

The Plan looks at the opportunities in the next five years to help create a society that is intolerant of corruption. Recently, Nepal held elections for the national, federal and local levels. There is general optimism about the possibility of high economic growth and at the same time, the fear of spiraling corruption keeping the country poor.

Many people feel that past efforts to fight corruption have not produced the desired results and that a new way of designing and launching anti-corruption movements must be put in place. There is a general sentiment that TIN needs to examine policy level corruption more closely. There is also general agreement that when citizens take the initiative at the local level, results are achievable. However, Nepali society has competing demands and social needs; resources for anti-corruption activities may not be available readily.

The Strategic Plan recognizes that public opinion is critical and perception of corruption and anti corruption needs to change to generate a more positive attitude in society. In fighting corruption, TIN keeps its sights on issues of good governance, lawlessness and impunity. As per the Plan, political parties, the administration, the bureaucracy, the judiciary, the police, development sector and businesses will all be looked into as key sectors in the anti-corruption campaign. Any positive changes and processes in these spheres promising a measureable impact will be documented.

The Strategic Plan identifies four main directions and priorities: (1) Advocacy and Intervention, (2) Prevention, Enforcement and Fairness,

EXECUTIVE SUMMARY

(3) Citizens and Grassroots Engagements (4) Community, Institutions and Partners.

The first strategic direction discusses the ways and means to strengthen legislative, executive and judicial accountability. Also considered is accountability in political parties, business system and civil society. Transparency and tracking of foreign aid is also anticipated. Other priorities include inculcating anti-corruption values in the school curriculum and encouraging code of conduct to redress conflicts of interest for public officials.

The second strategic direction deals with monitoring of major incidences of corruption. It also suggests enforcement of anti-corruption standards, policies and legislative reforms and tools for correction. The dispensation of justice by the courts is also considered important. It deals with engagement with all levels of the government, and constitutional and parliamentary bodies.

The third strategic direction emphasizes empowering people and deals with engagement at the grassroots. It priorities the performance and processes in education, health, public works, earthquake reconstruction, climate finance and public service delivery.

The fourth strategic direction focuses on communities, institutions and partnerships. It deals with the media, affiliated organizations, bilateral and multilateral agencies engaged in Nepal's development. It envisions networking with TI chapters in South Asia through exchanges of information and knowledge, visits and joint programs.

The operational arrangement of the Strategic Plan deals with improving governance, capacity building of the secretariat and resource mobilization.

CONTEXT

Corruption in Nepal is endemic. It is the key obstacle to socio-economic development. Corrupt practices have gained a foothold in areas of public and private life in the absence of effective deterrents. Despite proclaiming anti-corruption drive, the political establishment has been unwilling and unable to provide adequate response to this menace. The efforts of civil society are indeed encouraging but they too need to be more effective.

Transparency International defines corruption as 'the abuse of entrusted power for private gain'. Corruption appears in many guises at policy and procedural levels. It consists of bribe taking, influence peddling, red-tape, extortion, tax evasion, contract rigging, abuse of authority, collusion, cronyism, nepotism, embezzlement, facilitation payments, fraud, graft, kickbacks, money laundering, patronage and trading in influence. Corruption hampers society as a whole, limits development, creates a popular mistrust of public officials and discourages private investment.

Current indicators of corruption are pitifully negative for Nepal. With a score of 31 out of 100, the Corruption Perception Index (CPI) 2017 ranked Nepal 122th out of 180 countries. Countries scoring less than 50 are regarded as ones with serious corruption problem. The index highlighted political corruption as a major problem in Nepal. The World Bank Governance Indicators for 2016 has also rated Nepal poorly in its report for transparency, accountability and corruption in the public sector. Global Integrity concluded in 2016 that corruption – from petty to grand – is endemic in Nepal.

More than half the people surveyed in the Global Corruption Barometer in 2013 responded that corruption had increased over the past two years. Respondents perceived political parties to be the most corrupt institution followed by public officials. The National Integrity Surveys undertaken by TIN have revealed widening of the

CONTEXT

‘implementation gap’ between anti-corruption rules and actual practice. The agenda of controlling corruption has failed to materialize changes for the benefit of the people as vested interests have influenced political will to fight corruption.

Corruption needs to be addressed for creating a just society and sustainable long-term human development. Nepal is in need of a severe, effective and credible anti-corruption movement to bring about meaningful and lasting socio-political change. This imperative is magnified in the present context. The country is in the process of implementing the new constitution. Newly elected governments are in place at the national, provincial and local levels raising the prospects of stability in government and politics.

The multi-dimensional quest for good governance has broadened the role of civil society in fighting corruption and promoting good governance. With this background, TIN's Strategic Plan 2018-2022 is expected to provide future direction for civil society activism against corruption in Nepal.

TRANSPARENCY INTERNATIONAL NEPAL

Transparency International Nepal (TIN) is a civil society organization dedicated to increasing public accountability and curbing corruption in all walks of life. It is registered at the Kathmandu District Administration Office and affiliated with the Social Welfare Council. TIN is one of the national chapters of Transparency International, a NGO that leads a global movement against corruption in more than 100 countries.

TIN defines Corruption as the abuse of position, power or trust for personal or private benefit. TIN believes in and works for establishing a corruption-free Nepal. Corruption traps people in poverty and retards social and economic development. It undermines the rule of law, and breeds social, economic and political crisis. To curb corruption, TIN's vision, mission and objectives are:

Vision

Build a transparent and accountable society towards a corruption-free Nepal

Mission

Initiate, pursue, and promote integrity and corruption-control

Goals

- Enhance integrity and ethical standards
- Build coalitions against corruption
- Build a credible and sustainable TIN

Values

- | | | |
|----------------------|---------------------|--------------|
| ■ Transparency | ■ Accountability | ■ Integrity |
| ■ Justice and Equity | ■ Courage | ■ Solidarity |
| ■ Democracy | ■ Honor and Dignity | |

Guiding Principles

TIN is anchored to the guiding principles of Transparency International which are as follows:

- As coalition builders, we will work cooperatively with all individuals and groups, with for-profit and not-for-profit corporations and organizations, and with governments and international bodies committed to the fight against corruption, subject to the policies and priorities set by our governing bodies.
- We undertake to be open, honest and accountable in our relationships with everyone we work with and with each other.
- We will be democratic, politically non-partisan and non-sectarian in our work.
- We will condemn bribery and corruption vigorously and courageously wherever it has been reliably identified.
- The positions we take will be based on sound, objective and professional analysis and high standards of research.
- We will only accept funding that does not compromise our ability to address issues freely, thoroughly and objectively.
- We will provide accurate and timely reports of our activities to our stakeholders.
- We will encourage the respect for fundamental human rights and freedoms.
- We are committed to building, working with and working through national chapters worldwide.
- We will strive for balanced and diverse representation on our governing bodies.
- As one global movement, we stand in solidarity with each other and we will not act in ways that may adversely affect other Chapters or the TI movement as a whole.

Modus operandi

TIN operates with an Executive Committee (EC) and a Secretariat working closely to execute organizational policies and programs. The EC is elected by the General Assembly which meets annually. Elections of the President and EC members are held once every two years. EC produces organizational policies, and annual progress and financial

reports. EC approved programs are executed by the Secretariat.

TIN has its Secretariat in Kathmandu and contact offices in 11 districts. Affiliated Organizations from across Nepal act as TIN outreaches in all of the 7 provinces. Since its inception in 1996, TIN as a Nepali organization with global linkages has promoted awareness and understanding at the grassroots as well as in the upper echelons of political life to instill reform and change towards a better Nepal.

IMPLEMENTATION OF THE TIN STRATEGIC PLAN 2013-2017

As part of its institutional road map, TIN had identified five major themes for its Strategic Plan 2013–2017. The Strategic Plan was finalized by the Executive Committee through broad-based consultations with members, partners, stakeholders, staff and concerned agencies. The Strategic Plan sought to respond to the needs of society and built upon the past experience of TIN. The directions of the Strategic Plan 2013–2017 included: Advocacy and Interventions, Coalitions, Sectoral Focus, Organizational Development and Promoting Values.

Direction 1: Advocacy and Interventions

- Transparency in political party funding
- Legislative policy and legal reforms
- Aid transparency- Budget tracking
- Executive Accountability
- Judicial accountability
- Legislative accountability
- Public litigation – policy issues

Direction 2: Coalitions

- Constitutional and governmental anti-corruption agencies
- Civil society organizations and media
- International organizations

Direction 3: Sectoral focus

- Public procurement
- Public service delivery
- Security, education, health, revenue, tax, land revenue and natural resources
- Research, information dissemination and publication
- Social audit

Direction 4: Organizational Development

- Review, revisit and update TIN constitution and policies
- Reform organizational structures and work procedures
- Diversification of membership/inclusion of youth
- Thematic sub committees of members
- Strengthening TIN Secretariat-defining roles and responsibilities

Direction 5: Promoting Values

- Concept and strategy for promotion of values
- Integrating anti corruption values in formal education system
- Promoting enforcement of Code of Conduct

A targeted and clearly elucidated strategy of 'Advocacy and Interventions' helped TIN to use its lobbying capacity to ensure voice for enhanced transparency and accountability in government services. Policy advocacy through conventional means and research was pursued. 'Coalitions' reflected TIN's collaborative mode of coordinated efforts and energies with all relevant organisations and initiatives. Outreach programs with coalition partners and watchdog agencies were initiated to engage with the people at the grassroots. 'Sectoral Focus' concentrated on the integrity of Nepal's public sector towards improving integrity, service delivery, earthquake reconstruction, climate finance etc. 'Promoting Values' reflected strong ethical and moral values for the

establishment of a transparent and accountable society. Media and IEC helped to disseminate integrity values. 'Organizational Focus' ensured that Executive Committee, Membership and Secretariat were best positioned to meet the challenges and pursue it actively. Institutional governance and capacity were strengthened through constant engagements.

The Strategy Plan 2013-2017 was implemented during a period of political flux in Nepal. The period was marked by instability in government formation, promulgation of the constitution and holding of rounds of elections. The period also witnessed a lack of political interest on the corruption control agenda. Within TIN, leadership transition took place periodically. In pursuant to the strategic plan, projects were developed and funds mobilized. The Strategic Plan 2013-17 had a mixed impact with successes and challenges.

PEST AND SWOT ANALYSIS

To assist the planning process, two major tools of strategic management, PEST (Political, Economic, Social, and Technological) and SWOT (Strengths, Weaknesses, Opportunities, and Threats) were used. SWOT enabled mapping of TIN's strengths, weaknesses, opportunities and threats, while PEST provided a holistic view of the broad contextual assessment.

PEST ANALYSIS

Political context <ul style="list-style-type: none">■ Political transition to Federalism■ Lack of political will and determination to fight corruption■ Impunity■ Political sector perceived as most corrupt■ New beginning - elected representatives, federalism	Social context <ul style="list-style-type: none">■ Changes in social norms and values■ Materialistic culture■ Increased awareness■ Acceptance of the anti-Corruption agenda■ Mutual interest to build common ground
Economic context <ul style="list-style-type: none">■ Rising inflation and low income■ Fiscal indiscipline and irregularities■ Depleting donor support on governance agenda■ Budget Dependency	Legal context <ul style="list-style-type: none">■ Weak rule of law/enforcement■ Lengthy justice system■ Basic legal framework in existence■ New laws being framed

Technological context

- Prominence of social media
- Technology (Mobile, Internet)
- Information data exchange including open data/big data

SWOT ANALYSIS

Strengths

- Leadership role
- Neutrality / Independence
- Credibility/operational mechanism
- International Brand
- Movement/voluntarism approach
- Research
- Institutional network
- Media receptivity
- Expertise/Knowledge
- Acknowledgement by the state
- Ability to influence policy reforms
- Public Trust

Weaknesses

- Less influence on policy reforms
- Inadequate advocacy in political sector
- No collaboration with anti-corruption agencies
- Donor dependency/ Resource constraints
- Pressure to maintain international name
- Less activeness in voluntarism
- Non-diversity in membership
- Less social media campaign
- Result /impact measurement difficulty

Opportunities

- New beginnings - elections, federalism
- New laws/policies/structures being framed
- Anti-Corruption still a top global priority
- Positive perception of TIN
- Increasing awareness of the people on corruption issues
- Professional bodies, Civil Society Organizations and media keen to work with TIN

Threats

- Prolonged political transition to federalism
- Lack of implementation of laws
- Weak institutional framework
- High public expectations
- Lack of resource on governance agenda

FRAMEWORK OF THE TIN STRATEGIC PLAN 2018-2022

Strategic Directions

The second Strategic Plan 2013-2017 has come to a conclusion. The new Strategic Plan 2018-2022 provides continuity to the practice of charting future directions through a wide and inclusive consultation process across TIN and key stakeholders using surveys, meetings, interviews and written inputs.

The TIN Strategic Plan 2018-2022 embodies collective commitment of the organization to the advancement of indicated priorities in the fight against corruption; TIN aims to pursue the Plan with passion, professionalism and innovative outlook. The Strategic Plan, Working Together against Corruption, has identified four major directions as part of the road map for the 2018-2022 period. The directions are:

- (1) Advocacy and Intervention,
- (2) Prevention, Enforcement and Fairness,
- (3) Citizens and Grassroots Engagement
- (4) Communities, Institutions and Partners

Strategic Direction 1: Advocacy and Intervention

Priorities

- Devise and suggest additional measures for legislative initiatives for ensuring accountability of state institutions
- Intervene to highlight executive responsibility as the nodal point for ensuring public integrity, especially with regard to the perceived or prevailing state of widespread impunity

- Bring judicial transparency and accountability at par with other organs of the state
- Intervene with specific measures to ensure accountability of political parties and transparency of their finances and operations
- Advocate and intervene for transparency in the delivery and use of foreign aid, the same way as it is done for public revenue
- Intervene to inculcate anti-corruption teaching and values in school curriculum
- Pursue and monitor the Code of Conduct and Conflicts of Interest for building integrity among public officials
- Advocate and intervene for transparency and accountability in the private sector

Strategic Direction 2: Prevention, Enforcement and Fairness

Priorities

- Prioritize, suggest and monitor enforcement of specific anti-corruption standards
- Suggest policies and legislative reforms, monitoring tools, and measurement standards for the government
- Monitor judicial cases and ensure fair dispensation of justice by the courts
- Engage with relevant institutions at all levels of governments-central, provincial and local
- Establish working relationships with like-minded anti-corruption state agencies and Parliamentary Committees
- Suggest fairness in state actions with collective action of national coalition stakeholders

Strategic Direction 3: Citizens and Grassroots Engagements

Priorities

- Develop anti-corruption public campaign with citizens as the centerpiece of the movement
- Execute programs and activities that the general public can actively engage in education, health, public works, public service delivery and revenue services etc.
- Enhance communication and information flows to the public on core values
- Produce TIN Annual Reports, researches and other publications that creates awareness in the people
- Focus on selected critical sectors and processes and the excesses, and abuses therein and suggest measures for improvements
- Monitor and suggest measures for improvements on earthquake reconstruction, climate change, social development, right to information and open government
- Honor and recognize exemplary show of integrity

Strategic Direction 4: Communities, Institutions and Partners

Priorities

- Ensure transparency and accountability in the policies and operations of coalition partners
- Develop working relations with knowledge-creating institutions (universities, research institutions)
- Strengthen and build partnerships with communities that are committed to fighting corruption across society to work together
- Elicit effective cooperation with the media as an indispensable partner in the anti-corruption campaign
- Develop cooperative relations with international organizations, bilateral and multilateral agencies working on governance and on sustainable development in Nepal
- Develop networking with TI Chapters in South Asia through exchange of information, knowledge, visits and joint programs

Operational Arrangement

Priorities

- Improving Governance
 - *Membership expansion and engagements*
 - *Youths and Women in TIN endeavors*
 - *Structural changes in Internal Governance*
 - *Innovation and Flexibility*
- Building the capacity of the Secretariat
 - *Monitoring and Evaluation*
 - *Human Resource Development*
 - *TIN Building and Infrastructural facilities*
 - *Annual Plans*
- Resource Mobilization

Direction 1

Advocacy and Intervention

Under the first strategic direction, appropriate measures and other means that are sufficient conditions to institute accountability will be devised and suggested to the executive, legislature, judiciary and political parties. Towards this end, TIN advocacy and interventions will be formulated with due care through research and discussions.

Priorities:

Devise and suggest legislative initiatives for ensuring accountability of state institutions

Accountable state institutions are the necessary conditions for good governance. To facilitate government performance, appropriate legislative initiatives/measures help to create government accountability on issues of public concerns, including the fair delivery of its services. Constant engagement will be pursued for appropriate legislative watch, directives and reform measures to ensure accountability of state institutions. As additional measures for legislative initiatives, TIN recommendations, involving monitoring and discussions, will be devised and suggested.

Intervene to highlight executive responsibility to the prevailing state of impunity

Widespread impunity in Nepal is a manifestation of social and cultural factors, a feudal past and non-compliance with the existing laws and basic human rights. Added to this, a majority of victims still equate injustice with fate. The judiciary is bogged down with litigation, which take years to resolve. There exist practical implementation problems as well. Rather than supporting rule of law, political parties and the

Direction 1: Advocacy and Intervention

government, at times, create laxity or ignore application of law. This breeds a situation of high impunity. Accordingly, ensuring executive responsibility will be the nodal point of the efforts to promote public integrity.

Bring judicial transparency and accountability at par with other organs of the state

Transparency and accountability are two important ingredients of modern democracy. Without it democracy cannot facilitate good governance and suffers from crisis of legitimacy. Lack of transparency and accountability in the judiciary not only elevates suspicions on fairness but also puts honest and capable justices under scrutiny and hampers delivery of justice to victims. Preserving integrity of the judiciary and delivering timely and just decisions are crucial for an independent judiciary. Nepalese judiciary will be encouraged and supported to install systems that enhance transparency in its decisions and accountability in decision-making.

Intervene to ensure accountability and financial transparency of political parties

Political parties regardless of the size claim membership fees and levy as their principal sources of income. In reality, money collected from these sources are significantly lower than the funds donated by businesses and individuals during elections. The problem is not that the parties require funds and accept donations, but rather that the collections are not transparent in terms of naming the big donors. Neither those receiving money nor the donors themselves want their names to be disclosed. Corruption and black money thus continue to influence politics and elections. The nexus between political leaders and corporate groups affect policies and plans and serve the interests of elite groups funding political parties rather than of the people they are meant to represent. This lack of transparency in funding is also related to a lack of internal democracy in political parties. Both the situations challenge public and political accountability. TIN will intervene with specific programs and measures to be adopted to ensure improvement in transparency of political party operations and finances.

Advocate and intervene for transparency in uses and delivery of foreign aid

Although considerable progress has been made in socio-economic development, Nepal is often assumed to be becoming more and more aid dependent. The country is struggling to maintain economic growth, yet there has always been a resource gap that is filled by foreign aid. It is, however, realized that foreign aid does not always work effectively as an instrument of development. The existing challenges call for reform measures toward effective aid utilization keeping in view the need for reforms that go beyond aid management to broader aspects of governance. Transparency in delivery and use of foreign aid is an absolute necessity to ensure that the aid is used effectively and without leakages. In cooperation with the Government of Nepal and the donors TIN will take special care to study and suggest measures that can facilitate greater transparency and accountability of aid utilization.

Intervene to inculcate anti-corruption values in school education

Moral, ethical and civic education is an essential component of the development of a 'whole-person' education system, which aims at fostering positive values and attitudes in students. School education can promote values and attitudes that need to be inculcated in society. They are: perseverance, respect for others, responsibility, national identity, commitment, integrity and care for others. Educational authorities will therefore be approached with ideas and suggestions to inculcate anti-corruption values in the school curriculum and in informal education, and, through them, in society.

Pursue Code of Conduct and monitor Conflicts of Interest in public officials

Codes of Conduct comprise a key element in establishing an ethical regime. The Codes of Conduct vary between institutions and professions, but they are all characterized by a general principle. They all specify acceptable and unacceptable behavior (misconduct) and contain provisions for contravention. Regulatory framework for the pursuance of codes of conducts exists in all governmental and professional sectors, however monitoring on their compliance is weak. Conflicts of interest in policymaking, legislations, government decisions, court verdicts, utilization of state sponsored facilities, granting of medical allowances

Direction 1: Advocacy and Intervention

provided to political leadership have become regular. Procedures for regular compliance of the code of conduct and addressing conflicts of interest situations to build integrity in public officials at all levels and spheres will be devised and disseminated.

Advocate and intervene for transparency and accountability in private business

Besides the public sector, increased transparency and accountability in the private sector is also equally vital. Lack of transparency and accountability in the private sector not only erodes trust but also jeopardizes honest business work. It is a known fact that the private sector, as a supply agent, can play a big role in reducing bribery, irregularities, misuse of state funds and eventually corruption. Ethical business practices, social responsibility and fair business principles are some areas that the private sector has to be engaged in to make it transparent and accountable as required by the United Nations Convention against Corruption (UNCAC). Efforts will be made to work with the private sector to help the sector live up to expectations with respect to social responsibility and general accountability.

Direction 2

Prevention, Enforcement and Fairness

Under the second strategic direction, the focus will be on monitoring compliance, legal and regulatory reforms and dispensation of justice. TIN will engage with governments, constitutional bodies and concerned stakeholders to this end. The thrust is to see TIN emerge as an effective civil society watchdog.

Priorities:

Prioritize, suggest and monitor enforcement of specific anti-corruption standards

The Government of Nepal has been instituting anti-corruption laws, policies and strategies as appropriate. Their enforcement or effectiveness is a different matter. The corpus of such legislations, and relevant records and documents will be reviewed for identifying issues and prioritizing specific anti-corruption standards deemed necessary in corruption prone sectors. Mapping of integrity-based measures and approaches, the Government of Nepal will be approached to enforce such standards. Monitoring of the progress will be carried out accordingly.

Suggest policy and legislative reforms, and monitoring tools for the government

The Government of Nepal has ratified the United Nations Convention against Corruption (UNCAC). To comply with UNCAC, several laws need to be revised and new laws need to be enacted. Similarly, to assess global and national commitments, monitoring tools along with measurement needs to be devised and implemented. TIN will work with the Government of Nepal and the members of Parliament to proceed along these lines and seek amendments of existing laws or enactment of new ones as necessary.

Monitor judicial cases and ensure fair dispensation of justice by the courts

The judiciary is the most important organ of the state that dispenses justice to the people. At times, Nepal's judicial system is accused of coming under the influence of regimes and litigating parties. Due to such influences and its own limitations, the judicial system is struggling to establish fairness and demonstrate credibility for timely delivery of justice. To help improve the situation critical court verdicts will be studied and assessed for useful lessons. Measures for improvement in the delivery of justice will be advocated accordingly.

Engage with relevant institutions at all levels of the Governments- central, provincial and local

Controlling corruption is an accepted responsibility of government institutions and related agencies at all levels. Naturally, it is the task of the government agencies to play the leading role in this endeavor. However, efforts of the government alone are not sufficient. The government also needs engagements of anticorruption agents and advocates from the outside. TIN will establish closer ties and working relationship with provincial and local governments by mobilizing its affiliates and district offices, to generate and support integrity-friendly measures. In addition, working relationships will also be established with anti-corruption agencies at all levels of governments.

Establish working relationships with state anti-corruption agencies

There are several state institutions in the country mandated to work against corruption. Some are constitutional bodies (Commission for the Investigation of Abuse of Authority, Office of the Auditor General and Election Commission), some are the executive (Office of the Prime Minister and Council of Ministers, National Vigilance Center, Revenue Investigation Department, Anti-Money Laundering Department and Public Procurement Monitoring Office), and some parliamentary committees (Public Accounts Committee, Good Governance Committee). They function as mandated by law. To support these bodies and promote its own agenda in the anti-corruption drive, TIN will establish mutually supportive working linkages with them to focus on issues related to abuse of authority, corruption grievances, campaign

finance and laws, and fiscal irregularities among others. TIN will also develop relations with the Office of the Prime Minister and Council of Ministers so as to identify common areas of interest and engagement with National Vigilance Center, Revenue Investigation Department and Anti-Money Laundering Department.

Suggest fairness in state action with collective action through national coalition stakeholders

TIN works with local Non-Governmental Organizations affiliated with it in many districts. It has built networks with them and also with the media in earthquake-related reconstruction and climate change issues. It is necessary that working relationships with them are enhanced, thus developing a national coalition of civil society organizations for collective and result-based action. TIN will take the lead to develop joint anti-corruption actions and execute them effectively targeting fairness in the functioning of the state.

Direction 3

Citizens and Grassroots Engagements

TIN's main focus under the third strategic direction will be to promote its core values and enhance awareness in the communities concerned. It will do so through public deliberations, publication of reports and studies, effective communication and dissemination, and by recognizing the relevant contributions of exemplary individuals and institutions. The activities will create greater public awareness about TIN's work and its relation to the wellbeing of people at the grassroots.

Priorities:

Develop public campaigns with citizens at the centerpiece of the movement

Public campaign will comprise a series of activities planned in advance and related to specific targets. Such campaigns will have three characteristics: a clear objective, unambiguous messaging, and concise set of actions. Ideally the interaction will not just inform the audience of a particular fact or viewpoint but will spur them into collective action. Activities that stress political and social reforms will form the basis of such campaigns and will be taken up on a national scale jointly with partners and stakeholders.

Execute programs and activities that actively engages general public

Peoples' participation is vital in the fight against corruption. It is necessary to adopt a proactive approach that support measures for mobilization and citizen engagements at all steps and stages. Efforts will be made to ensure peoples' participation at all levels of TIN governance and activities, including planning anti-corruption programs and

watchdog activities. Opinions of the citizens will be listened to, respected and acted upon.

Enhance communication and dissemination of information flows from TIN to the public

Public relations and communications are important tools to establish, maintain and promote trust-based knowledge and mutual understanding. TIN will further strengthen its activities on dissemination of information through journals and newsletters, IEC materials, print and electronic media and use of information technologies using websites and social media, as necessary.

Produce and disseminate TIN Annual Reports, research and other publications

TIN regularly produces and publishes reports, studies and other publications on corruption and anti-corruption measures in place or under deliberation. The reports play a vital role to inform the people about the status of governance, including the weaknesses and strengths of the state mechanism. They also help to underscore public perception about government performance and outcomes. Efforts will be made to improve TIN's communication with the outside world putting out messages and new publications and messages on a regular basis.

Focus on critical sectors and suggest measures for improvements

Although corruption is rampant in all sectors, there are some specific sectors which are more challenged and prone to corruption and irregularities. Critical laxities in education, health, foreign employment, public service delivery, revenue, and budget and procurement services will be identified and corrective measures suggested. The performance will be assessed periodically.

Monitor and suggest measures for improvements on earthquake reconstruction, climate change, social development and open government

After the April 2016 earthquake, the government led massive reconstruction and rehabilitation works are underway, slowly but steadily. Similarly, programs to mitigate the effects of climate change are also ongoing. Sustainable Development Goals (SDG) and Open

Government Partnership (OGP) are other priorities that Nepal has aligned itself with the world. These agendas involve a large number of activities that directly affect the people and the need of underpinning the governance agenda. The desired social impact and optimal utilization of resources depend upon effective utilization of available resources and a system that oversees the activities on behalf of the affected populations. TIN is already engaged in this area and will further consolidate and expand its work, identifying deficiencies and implementing corrective measures.

Honor and recognize exemplary show of integrity

To create a positive state of mind in a challenging situation and to disseminate 'can be done' messages where possible, TIN will honor individuals or institutions with an Integrity Award to highlight their work and commitment for possible replication in society. The exemplary life and work of the Awardees with integrity can help inculcate much-needed optimism and general dedication in the anticorruption movement facing challenging conditions.

Direction 4

Communities, Institutions and Partners

In this forth strategic direction, TIN will build coalition with various partners against corruption and cooperate in anti-corruption activities with relevant agencies for promoting reform in governance and integrity. It will engage with academic institutions in research activities, with the media for information dissemination, and the TI chapters in South Asia for knowledge and experience sharing.

Priorities:

Ensure transparency and accountability in the policies and operations of coalition partners

There are several civil society organizations and coalition partners each working in the field of anti-corruption with their respective policies and operational procedures. To gain credibility in the work on governance agenda, it is important that these organizations establish policies and protocol that exhibit their commitment to transparency and accountability to garner public support. Their policies as well as those of TIN need to be harmonized to ensure common minimum standards of operations, including disclosure and possible conflicts of interest situations. Civil society organizations and coalition partners will therefore be approached for collective commitment to prioritizing integrity friendly policies within and among all partners, stakeholders, and anticorruption agents.

Develop working relations with knowledge-creating institutions (universities and research institutions)

Knowledge-creating institutions provide a variety of learning environment and educational spaces. Despite high awareness of the importance of anti-corruption education, the subject is yet to be made formal and widely accepted in universities. Course development, research, internships, voluntarism as a value and student mobilization are areas where knowledge creating institutions can play a vital role to strengthen and support the anti-corruption drive. To facilitate such working relations, TIN will engage with universities and research institutions.

Strengthen and build partnerships with communities committed to fighting corruption

Whatever is ventured - personal, professional, philanthropic, political, or private – it is essential to involve like-minded people to unify and strengthen the voice. Public interest in anti-corruption activities is increasing day by day. Efforts will be made to foster interested groups of individuals, clubs, networks, ventures, partnerships and agencies involved in the anti-corruption drive. Such interconnections will bring individuals and groups together to fight for a common cause.

Elicit an effective media cooperation as an indispensable partner in the anti corruption campaign

The media, as the fourth state, is a vital partner in building a conducive environment for combating corruption. Media has been keeping the legislature, the executive, the judiciary, and the private sector on their toes by monitoring and exposing all forms of corrupt practices. Because of its wide reach it can reflect local situations and reliable public opinion than civil society organizations with a narrower focus. Productive cooperation with the media will be initiated for sharing important anti corruption information and getting feedback from the general public.

Develop relations with international organizations, bilateral and multilateral agencies working on the governance agenda in Nepal

The developmental and reform agenda of the Government of Nepal are also the prime areas of support of bilateral and multilaterals

agencies working in Nepal. International development partners have also an interest in building governance systems and integrity mechanisms as an important plank of development cooperation. TIN will work with international development partners to facilitate just and transparent aid assisted development that adequately focuses on minimizing corruption risks.

Develop networking with TI Chapters in South Asia through exchange of knowledge

TIN will continue its engagements with the chapters of Transparency International in South Asia to exchange ideas and experiences and better understand anti-corruption activism under different social and political contexts. Exchanges and visits of activists will be fostered for building possible multi country programs based on mutual experiences.

Operational Arrangement

TIN's Executive Committee (EC) will promote the Strategic Plan 2018-2022 as the framework of action with overall responsibility for implementation. Activities and programs will be selected and designed according to the Strategic Plan. The EC will ensure that the strategy remains relevant by monitoring its progress and overseeing deviations from it, if any. TIN members will contribute their knowledge, expertise and networks to achieve strategic goals. The secretariat will focus on priorities identified and work to implement the strategic plan and its activities.

The main areas of the operational arrangement are: improving governance, building the capacity of the Secretariat and resource mobilization.

Priorities:

Improving Governance

Membership expansion and engagements

Active membership can be a key organizational resource. Inducting members on the basis of personal integrity, capabilities and energy and demanding the same from diverse professions and vocations is critical to TIN governance and performance. In this respect, TIN will also endeavor to be socially and culturally inclusive to the fullest extent possible. TIN membership is required to provide competence, expertise and substantive contributions voluntarily to promote TIN. A balance between new and existing members will be made to ensure institutional dynamism.

Youths and Women in TIN endeavors

TIN will work with and enable young people to lead, manage and sustain anti-corruption campaigns and movement. Programs will be

designed to develop youth cadres to become the future leaders in the anti corruption movement.

Structural changes in Internal Governance

Structural changes will be undertaken in the functioning and role of the Executive Committee, Management Sub-Committee, various sub-committees and the Secretariat to elicit effective pursuit of objectives and the mission and vision of TIN. To respond to the contextual needs of a living institution, review of statutory provisions, membership codes, membership policy, operational manual and directives will be carried out periodically.

Innovation and Flexibility

Innovation on its directions and priorities based on changing needs, emerging agenda, public concerns and understanding with partners will be part of internal governance where TIN will show utmost flexibility for better results.

Building the capacity of the Secretariat

Monitoring and Evaluation

A robust but simple monitoring and evaluation system will be developed and operationalized. The monitoring system will provide feedback on the performance of various programs and projects, and facilitate networking for cooperation and collaboration, advocacy and intervention. This will facilitate course correction as may be required by emerging conditions and opportunities.

Human Resource Development

Human resource management requires dynamism and flexibility for organizational effectiveness and success. The performance of TIN, among others, depends on the knowledge, expertise and motivation of its leadership, committees, members and staff bring to the organization. Need based recruitment, capacity building, mid-level management, and exposures will be emphasized to ensure successful implementation of the strategic plan.

TIN Building and Infrastructural facilities

Having its own office premises can make TIN a more independent and sustainable organization in the long run opening the possibility of

reallocation of costs for activities and programs. TIN EC will utilize organizational goodwill and credibility to seek support for constructing a TIN National Head Quarters with the support and assistance from the Government of Nepal and other donors.

Annual Plans

Annual plans and projects ensuing from the Strategic Plan will be developed by the secretariat in consultation with the office bearers. Annual plans will map out detailed programs and expected results with time frames and budgetary estimates. Selected programs and projects of priority will be initiated for early implementation.

Resource Mobilization

The office bearers and the secretariat will work in increasing the resource base of TIN. It will seek financial resources for annual plans and associated programs and projects. Necessary human resources will be mobilized to realize the desired results from the selected activities and projects. The plans and proposals will also identify various funding sources, including international organizations, bi-lateral and multi-lateral agencies, the federal, provincial and local governments as well as the private sector. All activities and projects may not be donor funded, TIN will use its own funds where necessary, useful and desirable.

MONITORING IMPACT

TIN will monitor the implementation of the Strategic Plan 2018-2022 by focusing on impacts. A baseline assessment, regular reviews to better understand challenges and evaluating what worked and what has not will be a part of the Impact monitoring process. A holistic method of impact monitoring, one that captures incremental changes and TIN's contribution to those changes will be assessed.

At the impact level, the broad baseline, targets and assumptions set are as follows:

Strategic Directions	Baseline 2018 (Overall scenario)	Target 2022 (Overall scenario)	Assumptions
Advocacy & Intervention	Few civil society policy advocacy adopted by the government	Anti-corruption policy reforms advocated and included in the government system and the state institutions at the central, provincial and local level	The political context continues to allow freedom of expression on key policy issues
Prevention, Enforcement and Fairness	Less acceptance of civil society led legal and enforcement action	Better visible transparency and accountability oriented measures in state level institutions	Nepal will remain politically, socially and economically stable to accommodate space for civil society

MONITORING IMPACT

Strategic Directions	Baseline 2018 (Overall scenario)	Target 2022 (Overall scenario)	Assumptions
Citizen and Grassroots Engagements	Ad hoc collaborations and engagements based on projects	Improved accountability and responsiveness at the grass roots in public service delivery	People and institutions can be found in sufficient numbers and persuaded to take part in the planned actions
Communities, Institutions and Partners	Loose Networks, Partisan interests	Increased collaboration and engagement with national and international partners and institutions towards anti-corruption initiatives and reforms, National Alliance and active working partnerships	Various stakeholders willing to work together and address concerns of transparency and integrity
Operational Arrangements	Voluntarism, Lean institution, management and resource base	Strengthened internal governance, capacity and resource base of TIN	Adequate human and financial resources, Leadership by Members

Based on the Strategic Plan, Annual plans will be developed by the TIN Executive Committee and progress against set target mapped. Narrative and financial reports along with visits will assist the monitoring process. An annual progress report and the audited financial report will present the progress in the implementation process. Internal reviews and external evaluations will be made to identify required changes in programmatic interventions.

RISKS MAPPING AND CONTINGENCY PLAN

General Risks	Type	Likelihood of impact	Mitigating Measures
External			
Evolving Political environment to support TIN policy recommendations	Political	Medium	Build upon existing contacts with central, provincial and local governments
Difficulty to align activities in the new structures of the State and local government	Political	Medium	Build rapport Review and readjust interventions
Natural Hazards prevent access to provinces	Environmental	High	Monitor situation and execution plan regularly
Internal			
Coordination between TIN Board, Secretariat	Managerial	Medium	Separation of power and functions of board and management

RISKS MAPPING AND CONTINGENCY PLAN

General Risks	Type	Likelihood of impact	Mitigating Measures
Resource constraints	Financial	High	Identify core activities/donor meetings/proposals
Specific to Strategic Direction			
Advocacy and Intervention	Political	High	Organize and coordinate effective lobbying efforts Approach governmental bodies as well as public to create more pressure
Prevention, Enforcement and Fairness	Political	High	Activities to create more pressure on the GON
Citizens and Grassroots Engagements	Networking	Medium	Find common ground, mutually beneficial associations and/or partners
Communities, Institutions and Partners	Networking and Managerial	Medium	Utilize relations and goodwill with a wide range of organizations and CSOs
Others			
Operational Arrangements	Administrative and Managerial	Medium	Annual plan, capacity strengthening, Project Proposals

Background paper

Prior to the framing of the TIN Strategic Plan 2018-2022, a background paper was prepared based on rounds of consultations with TIN executive committee, past presidents, members, staff and stakeholders. The paper contributed ideas to the Strategic Plan 2018-22. The following is an abstract of the paper.

Background

Corruption and the fight against corruption will be a continuous process. No country has ever claimed that it has freed society of corruption. No one will ever stand and say that they support corruption either. In this context, TIN needs to envision Nepali society that values integrity and works diligently to fight corruption at all levels, in all forms and in all manifestations.

While measuring the state of corruption in the Corruption Perception Index (CPI), Nepal gets only 27 to 31 percentage points. In this context the mission of TIN in the next five years is to better Nepal's score by 5 points by working tirelessly across Nepali society, with key players and institutions who can help us reach the target, and by leveraging TI's reputation in Nepal and globally.

Directions for 2018-2022

- To take a systems approach to fighting corruption in organizations across society and to identify the key pressure points. TIN will then design and launch anti corruption campaigns with these pressure points at the center. Organizations range from political parties, administration, judiciary, police, private and profit making companies and donors/INGOs.

- Everything TIN does has to be citizen and public based, and the citizen has to be at the center of any campaign or movement TIN launches. Engaging the citizen is an objective of TIN.
- TIN needs to build linkages and partnerships with individuals, organizations and campaigns across communities which have also committed to fight corruption. The objective is to build a larger coalition against corruption.
- There is a need for new energy and younger blood in the TIN movements and campaigns. This will be achieved with a balance between new members, and how TIN enables young people to lead, manage and sustain anti corruption campaigns and movements.
- The management at TIN secretariat needs to ensure that TIN has access to sufficient resources to deliver the above objectives, the mission and the vision of TIN. Resources are much more than just financial and a new and energetic membership is a key aspect of resource mobilization.

Implementation plan/guidelines (2018-22)

The management at TIN must reflect its ability to manage several public anti-corruption campaigns simultaneously and ensure that they do not spin out of control. At TIN, with the new strategy in place, implementation will require strong and capable management at mid level.

Furthermore, designing, launching and sustaining an anti-corruption movement requires creativity and energy. TIN needs to be able to bring in young people into the organization, to participate in and even lead these campaigns. Social media and IT should be leveraged for success. In designing any movement or campaigns, Nepali citizen need to be placed at the center.

Fighting corruption requires activism and not the old methods of meetings, reports and press releases. TIN needs to focus on doing more work on the preventive side rather than reacting to corruption. Having TIN presence in the new seven provincial capitals is an opportunity that should not be missed. This may be achieved with strategic partnerships.

TIN should look into partnership in the private sector as well as for resources. Due diligence and a simple checklist should be used to

select potential partners. TIN has a very good brand value across Nepal that needs to be better leveraged.

TIN must fully leverage the fact that it is a global organization and can bring the best tools and techniques from this network to bear on our work in Nepal. TIN has to be the facilitator to catalyze mass movements to create a corruption free Nepal. TIN needs to identify areas where it can work on global campaigns and also take the lead on some.

Resources

The effectiveness of TIN in the strategic plan will depend not only on the scale of the resources but also on financial independence. TIN must strive for autonomy to be able to be effective.

A strong system of monitoring and evaluating the impact of the programs, campaigns and activities must be in place. It is critical to also evaluate the organization and its work since 1996 (22 years). This will help determine which programs to continue and which to discontinue.

Confidence in TIN will also result from its ability to negotiate for unrestricted resources that can be used creatively when new opportunities arise. Efficient and effective use of resources can and will attract more resources to TIN. Campaigns and anti corruption movements can be designed to be ‘independent’ and each can have a separate fund raising component where accounts are maintained and reported separately.

Movements, campaigns, projects and TIN activities 2018-22

- Political financing and the way political parties "mobilize" resources are a critical area of work for TIN. This is a challenge globally and TIN can learn from work elsewhere. It is also possible to put the “wealth details” of all the winning candidates in the elections so that it is available and shared in the public domain.
- TIN can create a platform where experience sharing across Nepal and globally will take place regularly so that what works can be scaled up and things that do not work can be discontinued to redirect scarce resources.
- TIN can work to promote ethical practices in the government, police, judiciary, political parties and various trade associations. It should push for implementation of business code of conduct in the private sector and work in partnership with all other agencies that are committed to fight corruption in the private sector.

- It should continuously provide analysis and recommendations on various loopholes in existing laws and regulations that the corrupt have used to escape the net. This requires preparing case studies and developing insights of the entire system.
- Large infrastructure projects, public procurement policy and how transactions are undertaken including the determination of price variations should be better understood. TIN needs a set of clear guidelines on how it should engage the private sector to fight corruption and also mobilize the needed financial resources for TIN work.
- There is an opportunity to design a campaign to seek voluntary agreements from political parties and large business houses, industries and contractors to abide by a code of conduct where business are respected and can grow to their full potential.
- Strategic partnerships can be explored with media groups. The UNDP's SDG initiative has corruption, good governance and integrity as core values. TIN should work closely with the UN system to attain SDG targets in Nepal.
- In order to draw young people to organize anti -corruption campaigns, TIN could organize competitions for new ideas, technology applications and public awareness campaigns. There is also a need to internalize GESI principles in all anti-corruption campaigns. The minority, women and vulnerable groups pay a heavy price in a corrupt system.
- TIN can and should source the best technology available. Encryption technology, for example, could help make it safer for people to fight corruption cases by proving evidence.
- There are numerous cases of "conflict of interest" in political decisions and appointments. TIN can explore and bring these into the public domain and debate.
- There is an opportunity to prepare training modules and roll it out for the 753 local governments across Nepal as well as the 7 federal governments to prepare an integrity baseline in the 7 federal states so that our impact can be measured and reported to the public over time.
- Public hearings and the presentation of accounts to the general public is a good practice and should be extended across Nepal.

EXECUTIVE COMMITTEE (EC)

2016-2018

Mr. Shree Hari Aryal (Senior Advocate), President

Dr. Ram Dayal Rakesh (Writer), Vice President

Ms. Padmini Pradhananga (Social Activist), Secretary General

Mr. Ram Krishna Manandhar, (Management Expert), Treasurer

Mr. Aditya Man Shrestha (Senior Journalist), Member

Mr. Lila Prasad Sapkota (Senior Advocate), Member

Mr. Somraj Sigdel (Social Worker), Member

Ms. Sabita Bhandari Baral (Senior Advocate), Member

Mr. Surendra Bir Malakar (Representative of National Business Initiative), Member

Mr. Ashish Thapa, Executive Director (In Attendance at EC)



**TRANSPARENCY
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NEPAL**

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