



STRATEGIC PLAN

2023-2027

TRANSPARENCY INTERNATIONAL NEPAL

coalition against corruption



FOREWORD

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EXECUTIVE SUMMARY

Covid-19 affected all spheres of life and one of the most visible changes in everyday life is the way and the scale technology is used in formal and informal sectors. The ubiquitous use of technology has, on one hand, facilitated the financial activities to take place in an unprecedentedly fast speed, and on the other, has also created newer possibilities for malpractices in financial transactions. Anti-corruption drives need to be reshaped to respond this changing context. Transparency International Nepal (TIN) has left visible footprints in the country by building foundations for and promoting integrity in the Nepali society. In order to maintain the legacy it has created and the trust it has gained, TIN operates its annual activities in line with the periodic strategic plans it develops, and this Strategic Plan 2023-2027 has been prepared as a guiding document for the next five years. Apart from other pragmatic strategies based on past experiences, this document draws some key insights from the recent experience of the unprecedented Covid-19 pandemic and the surge in the use of technology in all spheres of life.

Following the federalizing of the country under the republican constitution and the periodic election at the three tiers of the government, the economic and administrative activities and social and political practices have been taking place in higher and more complex scales than ever before. Accordingly, the chances are that corruption may also escalate, and to end it, a zero-tolerance practice against corruption at the legal and people's level, a systematic mass-scale awareness raising as well as interventions are the need of the time.

In order to campaign against corruption sweepingly and to tackle the issues of good governance, lawlessness, and impunity, interventions at the policy level to the micro-activities have to be strongly made. To reach the spirit of anti-corruption to the grassroots as well as the upper strata of society, consciousness-raising through a wider membership needs to be strongly built. Keeping these ideas in mind, the Strategic Plan 2023-2027 identifies six main strategic directions: (1) People and Partners, (2) Prevention, enforcement and justice, (3) Strong movement, (4) Organizational structure and expansion, (5) technological and financial consolidation, and (6) Impact and visibility

The first strategic direction discusses the ways to enhance the strength of TIN by building strong relationships and partnerships with other organizations and developing a strong people base by making including youths in the organization. The second direction highlights the key

actions that will be taken to prevent corruption, enforce the law and ensure justice. The third direction outlines the movement activities TIN will undertake. Expanding the structure and the reach of the TIN as an organization will be the next direction TIN will be guided by. The fifth direction provides a road map on how TIN will consolidate its own strength and its services in terms of the use of technology as well as its financial resources. The sixth direction outlines the plan to assess the impact of TIN and the strategies that will be devised and followed to make TIN more visible to society.

THE CONTEXT

That corruption in Nepal is prevalent and it has become a key hindrance to socio-economic development is a given in Nepal. Despite legal/legislative provisions and initiatives to prevent and combat corruption, this evil continues unabated, tainting the image of the country in the international arena. Though the efforts made so far have brought about appreciable changes, there need to be made much more impactful and effective initiatives and actions to make this country free from corruption.

Transparency International defines corruption as “dishonest and usually unlawful conduct by those in power and intended to secure a benefit for oneself or another”. 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. Corruption appears in many guises at policy and procedural levels.

Current indicators of corruption are pitifully negative for Nepal. Nepal has failed to improve its global position in the corruption index as it has retained its 117th position in the global Corruption Perceptions Index 2021, with 33 points on a scale of 0 to 100 points, according to the annual report published by Transparency International. Countries scoring less than 50 are regarded as ones with serious corruption problems. The index highlighted political corruption as a major problem in Nepal. As per the World Bank Governance Indicators for 2021, Nepal’s corruption control is ranked at 29.81, a poorly in the public sector.

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. Nepal has already implemented the new constitution making it a republic. Newly elected governments have been in place at the national, provincial and local levels raising the prospects of stability in government and politics but in practice they have failed.

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 2023-2027 is expected to provide future directions for civil society activism against corruption in 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, an 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

- Our vision is to build a transparent and accountable society where citizens, organizations and governments act with integrity

Mission

- Our mission is to promote integrity and accountability through corruption-control

Goals

- To enhance integrity and ethical standards
- To build coalitions against corruption
- To build a credible and sustainable Transparency International-Nepal

Values

- Transparency
- Accountability
- Integrity
- Justice and Equity
- Courage
- Solidarity
- Democracy
- Honour 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 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 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 instil reform and change toward a better Nepal.

IMPLEMENTATION OF THE TIN STRATEGIC PLAN 2018-2022

As part of its institutional road map, TIN had identified four major strategic directions for its Strategic Plan 2018–2022. 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 Intervention, Prevention, Enforcement and Fairness, Citizens and Grassroots Engagement; and 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
- 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 3: Citizens and Grassroots Engagements Priorities

- Develop an 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, research and other publications that create awareness in the people
- Focus on selected critical sectors and processes and the excesses, and abuses therein and suggest measures for improvements

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 the exchange of information, knowledge, visits and joint programs

The Strategy Plan 2018-2022 was implemented after Nepal entered a new era with the new governments at three tiers in place and public anticipation that stability would prevail in the country. Though other systems remained largely stable, the instability and tension in the federal level government negatively affected all spheres of the government mechanism leading to lack of good governance and integrity. The period also witnessed a lack of political interest on the corruption control agenda. Within TIN, changes took place as per organizational provisions. With an aim to implement the strategic plan, activities were organized, and resources mobilized. The Strategic Plan 2018-2022 bore mixed results.

In the last five years, TIN made some significant achievements such as advocacies and initiatives in post-earthquake construction, climate governance, public procurement, and thrift policy of government spending. To monitor the reconstruction TIN staff were deployed to 14 districts. During this period, TIN reached out to the grassroots level, school children, youth and women with awareness-raising activities. Some competition activities were organized in 3-4 schools. TIN reports also got credibility as it updated the status of the politics and governance and raised voices in case of anomalies. Province governments were alerted about the anomalies. However, the TIN's strategic planning could not be well implemented due to resource limits. The following table summarises the achievements made in the Strategic Plan 2018-2022 implementation period.

Progress Mapping

Strategic Directions	Activities implemented to achieve Strategic Direction/Impact
Advocacy & Intervention	<ul style="list-style-type: none"> • Frequent press releases on key issues • Letters submitted to government offices with specific cases • Interactions/meetings/workshops on public policy were held • Interactions/meetings with stakeholders related to reconstruction

	<p>progress, climate, health and social accountability.</p> <ul style="list-style-type: none"> • Research report release/dissemination • Interactions with metropolitan city, sub-metro, municipality, rural municipality, wards • Social accountability tools related interaction with government offices. Follow-up the uses of sat tools and suggest the findings to govt. Offices • Interaction with bank, business • AOs movement in local level
<p>Prevention, Enforcement and Fairness</p>	<ul style="list-style-type: none"> • Visits to reconstructed schools for observations/interactions • Joint school interactions to share reconstruction experiences, expenses, processes, transparency • Integrity pledge by municipalities and rural municipalities on recon. And disaster management • Reconstruction observation, monitoring and evaluation • Financial report collection/interaction • Interaction with marginalized community and women • Interaction/engage with local level governments through various activities
<p>Citizen and Grassroots Engagements</p>	<ul style="list-style-type: none"> • Research and study, tin annual reports, newsletter, research report and dissemination. • debate/essay writing between students coordination with schools. • grievance collection and redressal, public hearing • orientation to students on transparency, integrity, reconstruction, safety • international and national day awareness • IEC material- notebook, pen, flyer, calendar, newsletter, hoarding board etc. Produced, install and distribution to the concerned stakeholders

	<ul style="list-style-type: none"> • interaction with civil society organization on sat • meeting/interaction on sat tools with NGOs, govt. Bodies • information board placements at offices, roads • citizen's charter board placements • social audit
<p>Communities, Institutions and Partners</p>	<ul style="list-style-type: none"> • Anti-corruption message dissemination through national radio, local FM radio, print media, event news clipping, media mapping, and tv. • interaction with journalists, engage journalists through fellowship writing and success story writing. • Jointly work/network build-up with FNJ and media

PEST AND SWOT ANALYSIS

In developing the planning, two major tools of strategic management, PEST (Political, Economic, Social, and Technological) and SWOT (Strengths, Weaknesses, Opportunities, and Challenges) were used. SWOT enabled the mapping of TIN's strengths, weaknesses, opportunities and challenges, while PEST provided an overall picture of the broader context of the nation.

PEST Analysis

<p>Political context</p> <ul style="list-style-type: none"> • Lack of political will to fight corruption • Impunity still a reality • Political sector perceived as most corrupt • Federal constitution fully implemented, and elections held • Relatively more stable politics but 	<p>Economic context</p> <ul style="list-style-type: none"> • Inflation ever rising and low income • Covid impact and bullish production • Dwindling foreign currency reserve • Financial indiscipline and irregularities • Depleting donor support on governance agenda • FDI not very encouraging • Rising imports particularly agro-products
<p>Social context</p> <ul style="list-style-type: none"> • Get-rich quick psychology leading to the materialistic culture • Increased political and social awareness • Anti-corruption agenda commonly heard • More youths in the politics • Campaigns by individuals to build a just society • Fast migration in the country <p>Legal context</p> <ul style="list-style-type: none"> • Rule of law still weakly realized • Slow justice system and corruption in the judiciary as well 	<p>Technological context</p> <ul style="list-style-type: none"> • Use of ICT Drastically high after the Covid-19 • Social media affecting the formal sector as well • Education and business activities conducted online • Information data exchange including open data/big data

<ul style="list-style-type: none"> • Basic legal framework in existence • New laws being framed 	
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SWOT ANALYSIS

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Public Trust, Research finding, • Neutrality and independence • International brand • Movement/voluntarism approach • Institutional network • Expertise/Knowledge of the members • Acknowledgement by the state sector 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Fund constrains, • Member inactiveness • Donor dependency • Few volunteers • Younger generation negligible • ICT not tapped • Weak institutional framework
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • High corruption • Media receptivity • Increasing awareness • Elected governments • Laws/policies/structures in place • Potential partners showing interest • Increasing ICT 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Government biasness on report • Political cover-up • Use of technology in corruption • High public expectations • Lack of resources

FRAMEWORK OF THE TIN STRATEGIC PLAN 2023-2027

Strategic Directions

The Strategic Plan 2023-2027 has been prepared to continue the good practices and chart new ways to future directions for impactful initiatives. In order to make the planning reality-based and comprehensive consultations process across TIN and its key stakeholders have been made and the inputs have been used as appropriate. This Plan embodies collective commitment of TIN to the advancement of its intent to fight against corruption. TIN is committed to implement the Plan with passion, professionalism and results perspective. The Plan has identified six major directions as part of the road map for the 2023-2027 period.

- (1) People and Partners,
- (2) Prevention, enforcement and justice,
- (3) Strong movement,
- (4) Organizational structure and expansion,
- (5) technological and financial consolidation, and
- (6) Impact and visibility

In the sections below, the directions are elaborated along with the goals and activities.

STRATEGIC DIRECTIONS



Figure 1: Focal domains of strategic directions over the next five years

DIRECTION 1: PEOPLE AND PARTNERS

GOAL: Strengthening partnerships, relationships, and cooperation with people and organizations

Priorities

- Network building and partnership with civil groups and consumer associations
- Increasing the membership size and diversity

TIN has been operating in the country since 1996 and has been able to establish that anti-corruption campaign is a must and organizations like TIN can make difference in the fight against corruption. Given the scope of the work and the challenges it faces in its operations, TIN's size of the organizations, its membership size, diversity of the members is not proportionate to the scale of the activities. In the field activities and events organization and management, youth can play a more efficient role than the senior generation, who can better plan, guide and influence at the intellectual and ideological levels. However, the participation of the youth in the membership and activities is not significant. Furthermore, activities undertaken in coordination with other organizations that work in the anti-corruption campaigns or are in a position to leverage the TIN's activities can be essentially effective. So, in the 2023-2027 period TIN will

- a. Sign MOUs with major anti-corruption organizations in the country to establish working relations
- b. Sign agreements for collaborative partnerships with law enforcement bodies particularly Nepal Police
- c. Sign agreements for collaborative partnerships with one youth club in each of the 77 districts
- d. Sign agreements and build networks with consumer associations for information sharing, campaigning and movements
- e. Organize collaborative activities with all major anti-corruption organizations, law enforcement bodies, and twenty youth clubs
- f. Formulate membership policy to attract youth and make sure 100 youth members with gender balance from each district are registered to TIN by 2027

DIRECTION 2: PREVENTION, ENFORCEMENT AND JUSTICE

GOAL: Take initiatives for prevention, enforcement and justice

Priorities:

- Campaigning for prevention of political, judicial and policy corruption
- Campaigning for law enforcement and ensuring justice
- Lobbying for legal reform and defining policy decisions
- Identifying and establishing conflict of interest, nexus between businesses and politicians and among public officials

Campaigning for the prevention of corruption and supporting the government in enforcing the polices and measures instituted is and has been the prime concern of TIN. Comply with the the United Nations Convention against Corruption (UNCAC) statute, 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. 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. To this, TIN will

- a. Develop campaigning mechanisms and plans for prevention and enforcement in the centra and in each of the provinces
- b. Partner with national and provincial law enforcement bodies to establish truth in corruption cases and anti-money laundering work
- c. Partner with the media houses for informing the public for building public opinion
- d. Develop a strong cell for dealing with legal consultation in matters and framed cases
- e. Study and assess critical court verdicts for identifying the cases of injustice and help ensure justice
- f. Study and publicize corporate social responsibility legal provisions and their practices
- g. Study conflict of interest, nexus between businesses and politicians and among public officials and publicise in the media

DIRECTION 3: STRONG MOVEMENT

GOAL: Carry out movement from central, provincial, and local levels

Priorities:

- Civil groups movements and youth movements
- Engaging with federal, provincial and local levels

Civil groups movements and youth movements are a powerful way to build pressure as well as bring the cases to the public. Such movements not only put pressure on those who are authorities to ensure the compliance to laws and regulations but also put moral accountability on those who attempt or commit corruption. This leads to the social accountability of the take office. These movements are effective if they are planned, managed and organized by the civil group and youth groups at the national level, provincial level and local level. This will give a coverage in the media thereby building pressure at the appropriate level. TIN does not need to form or set up such groups as such groups already exist. What it needs to do is to synergise the plans and resources so as to make the civil and youth movements efficient and effective.

Toward this, TIN will

- a. Develop a strong mechanism to inform and mobilize civil groups in major cities
- b. Help organize civil groups movements in major cities and selected districts
- c. Develop a strong mechanism to inform and mobilize civil groups in all districts
- d. Carry out movements in coordination with consumer associations
- e. Coordinate with the province and local level governments in carrying out activities
- f. Organize with interactions with federal ministries on joint anti-corruption

DIRECTION 4: ORGANIZATIONAL STRUCTURE AND EXPANSION

GOAL: Restructuring the TIN organizational setup and expansion

Priorities:

- Restructuring the TIN organizational set up
- TIN's expansion

Organizations need to be living systems that evolve as the time changes. The socioeconomic contexts, political systems, technology and legal provision and practices change, the organizations need to be responsive to such changes and adjust, adapt and adopt accordingly. In other words, the organizations need to revisit and readjust their objectives, structure and operations. These types of organization are termed learning organizations. TIN that was set up 27 years ago in the late nineties cannot perform as effectively as it did then if it keeps the same organizational set and structure. In the next, five years, TIN will review and revisit how the setup and structure are and work out what changes need to be and can be proposed and adopted and how it can expand its presence and operations. To this, TIN will:

- a. Revisit and review the organizational structure and organogram, propose changes ensuring younger members on the committees
- b. Make provisions for including youth wings so as to carry out activities with more synergy
- c. Make provisions for provincial contact points so as to be approachable for the local level
- d. Form youth wing bodies at the central level that will coordinate with the youth clubs and civil groups
- e. Make provisions for district contact points in coordination with the local civil groups and youth clubs
- f. Work out to be approachable for school for the orientation purpose in the school contexts

DIRECTION 5: TECHNOLOGICAL AND FINANCIAL CONSOLIDATION

GOAL: Consolidate the technological infrastructure and financing

Priorities

- Technological infrastructure
- Consolidate financing

On one hand, the human resource with strong leadership is the backbone of any organization and without it the organization itself cannot exist, on the other hand, the organization cannot efficiently and effectively run with the state-of-the-art technology and adequate financing. The technology helps in operations and strong finance helps in managing the human resources in place. About the technology, the 21st century organizations will simply not run with the ICT. Moreover, TIN that fights against corruption now more rampant due to the technology. TIN will be effective with the technology more than anything else. Toward this, TIN will

- a. Install technology at the central office for documents archival and distance conferencing
 - b. Install technology at the contact offices for documents archival and distance conferencing
 - c. Set up systems for running training and workshops and any other events and collect information about anti-money laundering activities
 - d. Set up a recording studio
 - e. Operate all TIN's constituent offices in technology-enhanced environments
- a. Lobbying and ensuring for government funding covers 30% of the total administrative budget annually
 - b. Devise a mechanism for setting up revolving funds for spending on specific activities
 - c. Devise mechanisms for saving 20% of the income from project savings
 - d. Devise mechanisms for raising the other 50% budget from perennial crowdfunding and donor grants

DIRECTION 6: IMPACT AND VISIBILITY

GOAL: Assess and ensure the impact and visibility of the activities

Priorities:

- Monitoring, impact assessment and adjustment
- Increasing visibility of TIN

Organizations work and their efforts may result in meaningful outcomes. The plans and objectives may be materialised to the fullest. However, the organization does not have a clear understanding of the impact of its own activities, the sustainability of its initiatives maybe at stake. In another vein, the organizations need to social capital that is possible only by making their efforts and achievements visible to the public and the state as well as international bodies. To build social capital, increasing the visibility in the public, in the media and other forums, carefully devised strategies and techniques are critical. In the 2023-2027 period will keep these facts in mind and plan and excide accordingly. To this, TIN will,

- a. Carry out studies to assess the impact of at least one activity in each province
- b. Carry out a general Google form based survey on the public opinion on the TIN activities
- c. Set up a general Google form based survey to conduct annually on the public opinion on the TIN activities
- d. Carry out a study on impact in the policy addressed by TIN activities
- a. Run a television program on integrity on a weekly basis
- b. Ensure each school textbook includes a one-pager on integrity in Social Studies
- c. Ensure the inclusion of moral education for young children/students in school and colleges through the regular curriculum pedagogical process
- d. Set up research funding for graduate research: Masters 3, M Phil 3 and 1 PhD
- e. Set up formal arrangements for research advocacy in collaboration with universities
- f. Publish a bi-monthly magazine on integrity

IMPLEMENTATION OF THE STRATEGIC PLANNING

TIN will set up a strategic planning implementation section that will develop implementation plan and update the members and the governing body on the progress periodically.