

TRANSPARENCY INTERNATIONAL PAPUA NEW GUINEA INC. (TIPNG)



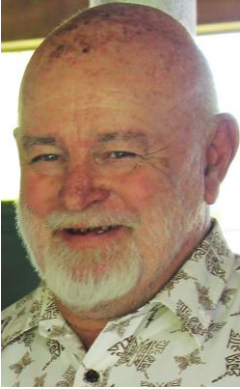
STRATEGIC PLAN

2019 - 2023

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Foreword



Lawrence Stephens

Chairman

Transparency International Papua New Guinea

I am delighted to present to you, Transparency International PNG Inc. (TIPNG)'s Strategic Plan 2019 - 2023, which outlines our direction over the next five years as we assist to empower people in Papua New Guinea to take action against corruption. This document is both a testament of the present capacity of TIPNG and a commitment to take bold steps for the future of the anti-corruption movement in Papua New Guinea.

The formulation of our Strategic Plan was data-driven and entailed a collated input from all levels of the TI movement in PNG. Through direct surveys of our Members, Partners and Stakeholders, TIPNG reviewed respondents' assessments of and aspirations for our movement. This process provided an objective basis to reflect on the three years of implementing the prior Strategy; taking stock of the organisation and identifying challenges and opportunities.

While reading you will note that there is clear decision to build on TIPNG's brand of excellence in this Strategic Plan. Fundamental to this approach are our two guiding principles of *Operating with Integrity* and *Demonstrating Transparency* which are embedded in this Strategy.

The success of this Plan, i.e. achieving the ambitious objectives set under each of the four (4) Strategic Priority Goals, will require TIPNG to foster a movement that welcomes change and promotes the ability to adapt and adjust where necessary. We will also need to invest in our human, financial and physical resources whilst simultaneously ensuring their efficient utilisation.

I take this opportunity to thank the Directors and Staff of TIPNG who committed so much time and energy to the process of consultation, I would like to thank in particular, the Strategic Planning Drafting Committee who gave three months to ensuring that everyone's thoughts and opinions were expressed in this document and of course, the lead Facilitator, Eddie Aila of AILA Consulting - whose expertise at facilitating the numerous discussions produced this 5-year plan.

I am certain, that with the collaboration of our team and our partners, we can confidently achieve this ambitious plan.

About this Strategy

This Strategic Plan had been prepared over three months to ensure that it is:

- Comprehensive;
- Data driven by stakeholder feedback;
- Relevant to the Papua New Guinea context; and,
- Has a high level of ownership from Board and Staff members.

The approach to preparing this Plan was implemented in three stages:

- **Stage-1:** Data collection – to understand all stakeholder needs;
- **Stage-2:** Strategy Workshop – for our Board and Staff to determine the Vision, Mission and Major focus areas for the organisation over the next five years; and
- **Stage-3:** Plan documentation – which involved intensive discussions from a nominated Strategic Planning Committee about the relevant Strategic Plan areas such as Objectives, Strategies, Tactics and Key Performance Indicators.

Initially, data was collected through surveys, from internal and external stakeholders including Board, Staff, Partners, Donors, Suppliers, Members, Clients and other interested parties. The surveys were customised for each stakeholder group to understand their views, needs and recommendations for Transparency International (TIPNG). Qualitative feedback was also obtained from staff to understand existing challenges and needs within the existing TIPNG operational framework.

The second initiative, the Strategy Workshop, was conducted over two days and involved detailed consideration and discussion of the data obtained from stage one. Board and Staff members also deliberated over the past experience of TIPNG and where they would like the organisation to be after five years, being the agreed term of the Strategic Plan. As part of this discussion a detailed 'SWOT' analysis was conducted based on the data and subsequent to that discussion a detailed 'TOWS' analysis was conducted to identify 'themes' that made sense for TIPNG to pay attention to. Also, significant detail was given to understanding TIPNG's 'Comparative Advantage' and the existing 'Brand/Identity' in order to reconnect to the purpose of 'Why' TIPNG exists and who we are in 2019.

Stage three was implemented from January until March 2019 whereby a nominated group, the Strategic Planning Committee, met regularly to complete the preparation of the plan. Time constraints limited meetings which have delayed this process however the discussions have been robust and detailed which has resulted in a comprehensive Strategic Plan that is relevant to Transparency International's operations in Papua New Guinea.

The level of detail in this Strategic Plan is a culmination of the process we have followed in order to develop this document.



Transparency International Papua New Guinea

Transparency International Papua New Guinea (TIPNG) is a chapter of Transparency International, a global non-profit, non-government organization dedicated to empowering people in Papua New Guinea to take action against corruption. TIPNG was formed in 1997 with the aim of combatting corruption in Papua New Guinea and promoting openness, honesty and accountability in public and private dealings.

TIPNG is a membership based association, guided by a voluntary Board of Directors who are leaders in the respective sectors in which they work.

TIPNG believes that corruption is the abuse of entrusted power for private gain, and it hurts everyone whose life, livelihood or happiness depends on the integrity of people in a position of authority.

Vision

Where are we going?

- ❖ **TIPNG envisages being PNG's leading, reputable and well-established organisation working with like-minded individuals and organisations to combat corruption.**

We see our ourselves as being the leading institution to combat corruption in Papua New Guinea, however we understand that developing relationships and working closely with individuals and organisations who share similar values across PNG will be essential to ensure that corruption is reduced in our country.

Mission

What work do we do?

- ❖ **TIPNG empowers people in PNG to act against corruption.**

In order to achieve our Vision, we believe that our primary role is to 'empower' others (individuals and organisations) to act against corruption. This includes educating, informing, advocating, partnering, referring and sharing information with others so that we all can take action against corruption.

The specific Strategic Priority Areas, Objectives, Strategies and Tactics within this Plan are all designed to achieve this one overall mission.

Who are we?

What is our Brand?

TIPNG has created a clear identity within Papua New Guinea as leaders and experts who raise awareness and combat corruption. Our Brand has been the result of various factors including our:

- history and legacy;
- people (Board, Staff and Membership), values and culture;
- unique service to PNG;
- work, through our Mission Statement;
- affiliation to an international organisation and network;
- comprehensive workplace systems;
- corporate governance structures;
- programs and events;
- partnerships;
- vision, philosophy, attitude and courage to stand up against corruption; and,
- our aspirations for PNG to be free from corruption at all levels of society.

We are proud of our identity and find courage and resilience in clearly understanding who we are.

Comparative advantage

What is unique about us?

Transparency International Papua New Guinea (TIPNG) is the only Civil Society Organisation in PNG that:

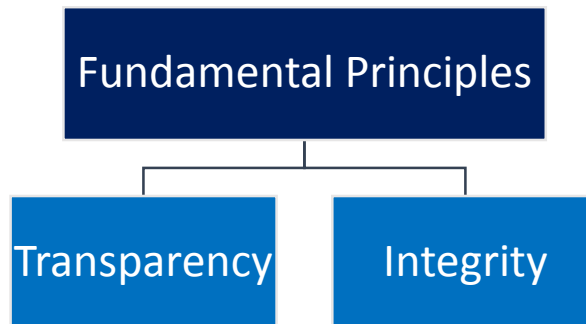
- focuses entirely on combatting corruption; and,
- is internationally accredited.

TIPNG is accredited to Transparency International (TI). This means that we have credibility and reputation and are able to influence key stakeholders in the fight against corruption. We utilise this comparative advantage as much as possible and are nationally recognised as leaders and experts in our field.

Principles

What's important to us?

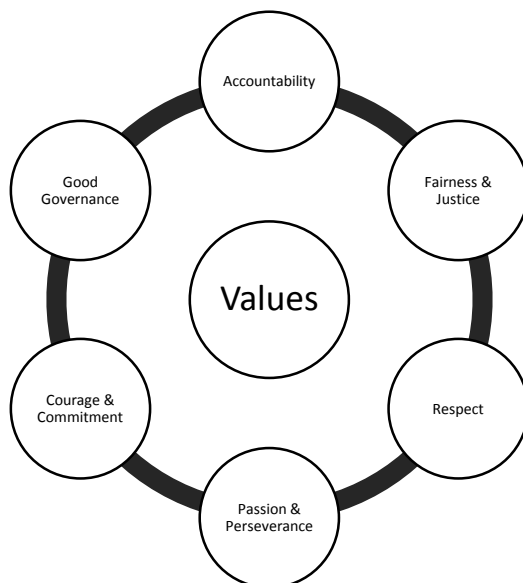
- ❖ TIPNG's values and standards are built upon the fundamental principles of 'Transparency' and 'Integrity'.



Values

Within the fundamental principles of *Transparency* and *Integrity*:

- ❖ TIPNG seeks to demonstrate and advocate the following values:



These values underpin the work we do and are incorporated into our workplace culture. All branding of materials and messaging initiatives will incorporate these values. Further, they also influence the relationships we choose to develop and how we partner with individuals and organisations.

PASSION & PERSERVERANCE

NO RETREAT! NO SURRENDER!

We are always determined and driven.

At TIPNG we never give up! We work until the work is done. Getting an F on our report card is always seen as an opportunity to learn and grow, to get that A+.

Working with people and partners is what we are all about. Our passion for change is contagious and those who work with us will always catch the TIPNG fever, symptoms include the determination and drive to act against corruption.

No situation is ever too tough or complicated, our will to succeed will always see us through, it our fuel that keeps us moving. If there is a wall we will break it, if there is no bridge we will build it and where there is darkness our light will shine the brightest.

Our passion ignites the creative creature within. There are a million ways to reach our endgame! What is our endgame? A PNG free from corruption.

FAIRNESS & JUSTICE

KEEP IT REAL!

We do to others what we want them to do to us. We play fair

We have our opinions but we listen to others, we speak when it's our turn.

We celebrate each other's victories, but strive harder when we lose.

We run the straight race; we don't take short cuts because we believe that the game is higher than ourselves.

ACCOUNTABILITY

IT DEPENDS ON ME!

We don't like excuses, thus we don't make them here at TIPNG, because we are responsible people.

We make sure we step in at the right time, doing the right thing – you can count on us.

We know where we're going and we're going to get there. We are able to rise above any situation with our constructive solutions.

We may not please everyone but, but we will work hard to remain relevant.

We expect nothing in return.

RESPECT

At TIPNG respect is one of our core values within our organization because it's also one of our work culture.

Despite the fact that we are unique individuals that come from diverse backgrounds & cultures here in PNG, we value each other & give that respect to our colleagues in the various programs & projects we do.

By giving & showing respect we also celebrate each other's achievements.

COURAGE & COMMITMENT

GO-GETTERS: BRING YOU'RE A-GAME

At TIPNG we don't back down from a challenge. We are fearless. We are trail blazers and boldly see things through. We bring our "A-game" into the field and we do bold but not reckless stunts! If you're looking for go-getters – that's us!

Our business allows us to think outside the box but we always ensure that the work we do continues to be relevant. Our cause empowers to be unconventional in the solutions we offer.

We can make mistakes, but being the open-minded organization we are, we stay committed to seeing things through.

GOOD GOVERNANCE

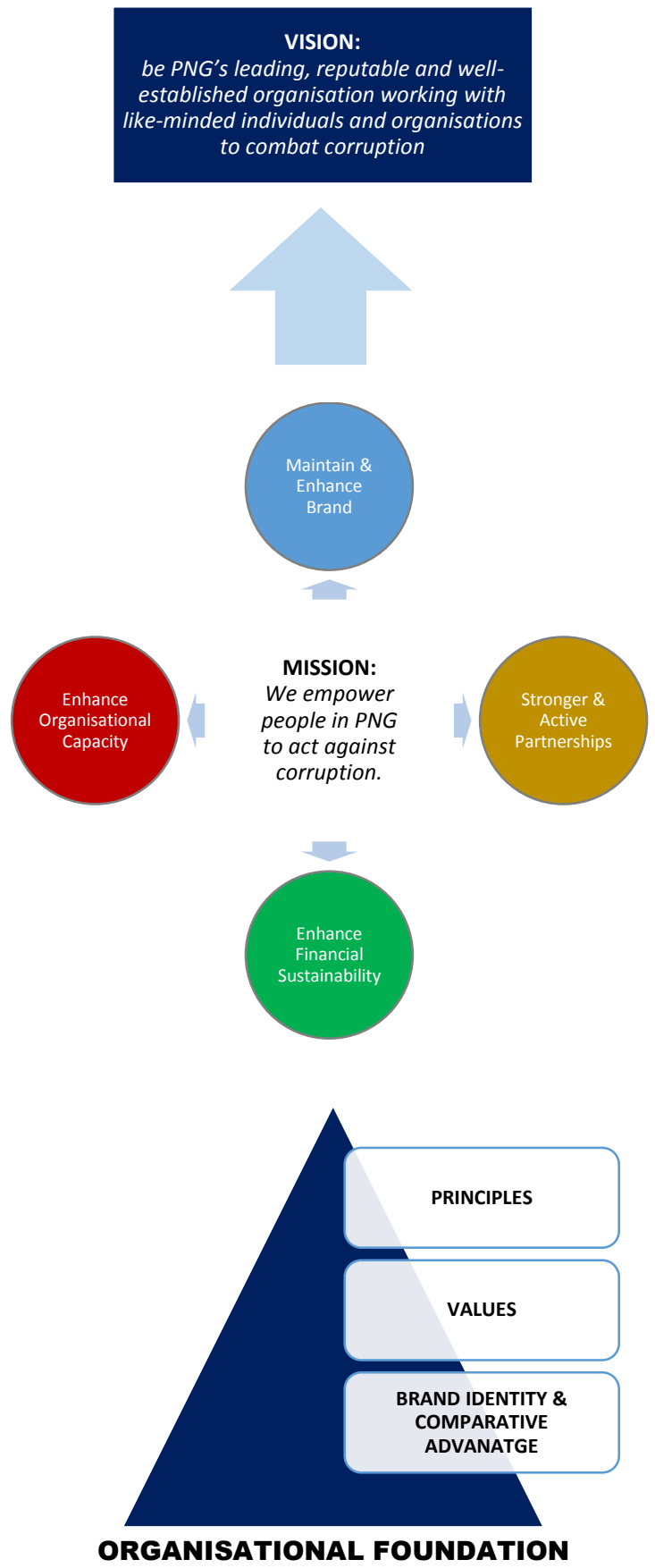
WE'RE ALL IN THIS TOGETHER

We're all in this together. We pitch in because we believe TIPNG is bigger than each of us individually. This means that we follow the rules of the game while setting our eyes on the on the goal.

Everything is out in the open with us, reach out if you need us. We'll get to you as quick as possible!

We're always trying to be better for your sake and ours.

Strategic Priorities - Chart



Strategic Priority Areas - Recognition, Capacity, Partnership, Sustainability

Strategic Priority Area 1 – Maintain & Enhance ‘Brand’

We will maintain TIPNG’s reputable Brand and enhance it even more so that people want to join us and be champions against corruption.

Currently TIPNG has a reputable and well established brand within Papua New Guinea. The unique service offering that the organisation provides, combined with all the components that have created the existing brand, have positioned TIPNG to be an expert and leader in its field. However, it is crucial for the organisation’s continual success, to reinforce the positive public perception of TIPNG whilst developing new brands that are accessible in regional areas of Papua New Guinea. Building and reinforcing the TIPNG brand will also contribute to enhancing financial sustainability which is another Strategic Priority Area.

AIM

Our aim is to increase brand recognition through more marketing initiatives and through partnering with local organisations throughout the country to deliver more programs. Throughout this process we will be placing more significance on Quality Assurance processes around Programs, Events and Partner selection to ensure our brand reputation is enhanced.

APPROACH

We will achieve our aim through identifying local organisations to partner with, developing local partner capacity, assessing existing brands (programs), developing new brands that engage local communities, developing detailed systems in the above areas and celebrating partner success to encourage continued relationships. TIPNG believes this approach will maintain and enhance TIPNG’s positive reputation both within country and abroad.

MEASURING SUCCESS

We have identified specific *Key Performance Indicators* to measure achievement of our goals. They include reviewing the number of brands developed per annum, documentation of all systems, development of curriculum for new brands, qualitative and quantitative data being obtained through surveys and other feedback instruments, growth in membership numbers and the number of partners that are celebrated as being high performers.

The section titled ‘Strategic Priority Areas – Detailed Plan (2019 – 2023)’ provides more information regarding this Strategic Priority and how we will achieve it and measure our success.



Strategic Priority Area 2 – Enhance ‘Organisational Capacity’

TIPNG will enhance Organisational Capacity so that we are positioned effectively to empower others to combat corruption in an impactful manner.

In order to be a truly successful organisation TIPNG has realised that it must increase its internal focus by enhancing organisational capacity. Developing internal systems, processes and culture will enable TIPNG to deliver our programs at an optimal level, increase membership and stakeholder engagement, enhance our financial sustainability and ultimately increase the number of people and organisations acting against corruption in Papua New Guinea.

AIM

We aim to develop our Human resource capacity by implementing Board and Staff development and retention programs, systemising the entire organization, improving the internal organisation culture and promoting good governance at all times. We believe that when Board and Staff are optimally engaged, are clear on their roles and responsibilities and how to execute their duties, have the necessary skills to perform their duties, receive regular learning opportunities and believe in the importance of good governance, then TIPNG will be in an optimal position to achieve its Mission.

APPROACH

Specific strategies that we will be pursuing include providing learning opportunities for Board and Staff members, developing a fully documented Operations Manual (Standards of Procedures), hosting team building and other events to enhance workplace culture, and continual assessment, development and training of Governance procedures. In addition to developing positive work culture, we will encourage a culture of Compliance, Transparency and Integrity.

MEASURING SUCCESS

Measuring success in this area will involve feedback instruments (such as surveys and interviews) being regularly completed by Board and Staff to gauge workplace satisfaction, Staff advancing their careers via a formal succession plan, systems manuals being fully developed and maintained, governance systems manuals being developed and maintained, and feedback about TIPNG being regularly being sought from members and stakeholders.

The section titled ‘Strategic Priority Areas – Detailed Plan (2019 – 2023)’ provides more information regarding this Strategic Priority and how we will achieve it and measure our success.



Strategic Priority Area 3 – Stronger (and more active) ‘Partnerships’

TIPNG will develop stronger and more active Partnerships with targeted stakeholders who can help us in our mission.

TIPNG currently has positive relationships with various stakeholders that enable it to achieve a reasonable level of success in all its programs. However, there is significant opportunity to increase the number and quality of partnerships with individuals and organisations throughout Papua New Guinea. Developing stronger and more active partnerships will assist other Strategic Priority Areas such as Enhancing Brand and Increasing Financial Sustainability so developing relationships and partnerships must continue to be a key focus moving forward.

AIM

We aim to increase the number and quality of individual and corporate memberships whilst developing active partnerships with selected organisations. This may also entail initiatives to empower (better connect and resource) partner organisations particularly in the provinces. We will undertake a systemised approach to ensure appropriate quality control and measurement instruments are in place. It is important that TIPNG is able to continually gauge the quality of our partnerships as well as the quantity so that we can continue to enhance our services and brand.

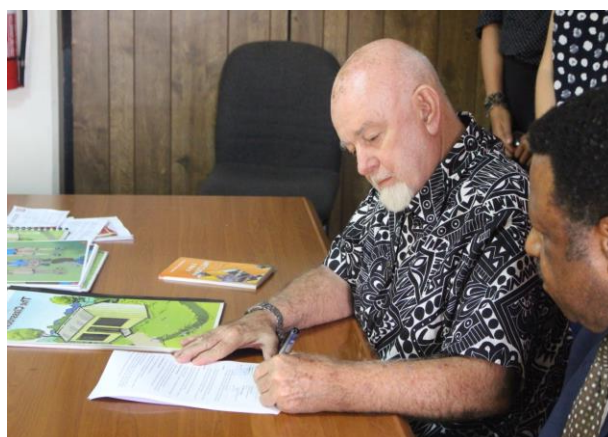
APPROACH

To achieve our aim TIPNG will formalise systems around partner and member engagement, engage more actively with partners and members by informing them more regularly than previous years, and connecting with them more often on digital and other platforms where these groups are meeting.

MEASURING SUCCESS

The success of this Strategic Priority will be measured through member and partner feedback instruments, reviewing the number of memberships and partners, reviewing documented member and partnership systems and activities, and looking at data trends and outputs from digital and social media interaction.

The section titled ‘Strategic Priority Areas – Detailed Plan (2019 – 2023)’ provides more information regarding this Strategic Priority and how we will achieve it and measure our success.



Strategic Priority Area 4 – enhance 'Financial Sustainability'

TIPNG will enhance its Financial Sustainability so that we can undertake our work with even more certainty and assurance.

TIPNG currently has positive relationships with various donors and corporate and individual members that contribute to the organisation's financial viability. However, there is a genuine need to diversify the revenue streams that the organisation accesses to ensure its existence and effectiveness in the medium and long term. In particular, there is significant opportunity to increase memberships, diversify donor funding sources and create income opportunities from newly established brands.

AIM

We are focused on increasing annual revenue by 20% per annum, reducing operating costs in selected areas, and implementing proper accounting practices. This includes developing effective financial reporting systems and, utilising and protecting TIPNG assets in a more proactive manner.

APPROACH

Specifically, we will achieve our goals within this Strategic Priority Area by diversifying revenue sources and reducing dependency on external donors, regularly monitoring operating costs, enhancing accounting practice standards and fully documenting these systems, auditing financial reports in a timely manner and establishing a Trust to protect organisation assets. It is TIPNG's intention that over the next five years we become really good at refining and reinforcing our capacity.

MEASURING SUCCESS

Achievement of success in this area will be demonstrated by an increase in the number of donors, an increase in the number of corporate and individual memberships, a 'Cost of Business' report being reviewed annually, a Statement of Procedures Manual being developed for all financial systems, annual Audit Reports being undertaken in a timely manner and a Trust being established to protect TIPNG assets.

The section titled 'Strategic Priority Areas – Detailed Plan (2019 – 2023)' provides more information regarding this Strategic Priority and how we will achieve it and measure our success.



Development Plan (2019 – 2023)



Strategic Priority Areas - Development Plan (2019 – 2023)

<i>Strategic Priority Area 1: Maintain & Enhance Brand</i>			
<i>Objectives:</i>	<i>Strategies:</i>	<i>Tactics:</i>	<i>Key Performance Indicators:</i>
<ul style="list-style-type: none"> Identify and develop six (6) new brands by 2023. 	<ul style="list-style-type: none"> Analyse past and present programs to identify opportunities for new events, programs and approaches Identify specific branding objectives Position ourselves to be the leading trainers in PNG on Leadership, Ethics and Corruption 	<ul style="list-style-type: none"> Conduct internal and external assessment of existing programs Identify market needs Liaise and learn from other international chapters Identify opportunities with various sectors to promote TIPNG's work Develop curriculum and courses on Leadership, Ethics and Anti-corruption training Start an 'Ethics' themed debating competition in schools Conduct an Anti-corruption obstacle challenge (fundraising) Regularly brainstorm new ideas 	<ul style="list-style-type: none"> Fully developed curriculum by 2023 Fully accredited curriculum Commissioning of curriculum Continuous use of curriculum Number of users of curriculum Two (2) new brands per annum Annual learning engagements with international chapters Number of brainstorming sessions per annum.
<ul style="list-style-type: none"> Establish reliable contacts in all four regions (Momase, Highlands, Islands, Southern). 	<ul style="list-style-type: none"> Grow memberships within each region Partner with local NGO's/groups that have a similar interest Develop capacity of all partners Increase TIPNG visibility Celebrate partner success 	<ul style="list-style-type: none"> Develop criteria, systems and processes for partner selection Draft TOR for partnership Develop partnership pack Actively engage with Port Moresby-based partners who have regional branches Create pilot projects in provinces for TIPNG outreach SASWAC held simultaneously across the country Develop a formal structure for memberships and provincial points of contact Recognise consistent and reliable partners 	<ul style="list-style-type: none"> Two (2) established contacts within each region each year. Partner selection and engagement is fully systemised and documented (SOP). Each engaged partner is capable of running an anti-corruption activity in their province. Individual membership grows by 20% each year. High performing partners are celebrated through recognition

		<ul style="list-style-type: none"> • Canvass members for reliable contacts or request recommendation • Business breakfasts with chambers to identify contacts • Profile Partners in each newsletter • Redesign membership form/application process • Develop respectful and active relationships with government and local NGOs in the regions • Develop a partnership training program 	
<ul style="list-style-type: none"> • Increase brand recognition by 100% over the next five years. (baseline to be established) 	<ul style="list-style-type: none"> • Understand existing brand through market research (baseline assessment) • Promote TIPNG work and values through various means across PNG • Create a regional presence • Increase accessibility to TIPNG information • Develop activities to increase the brand • Raise awareness of citizens' rights and responsibilities • Contribute to legislative reviews • Campaign for stronger legislation mechanisms for preventing and prohibiting and punishing corruption and reinforcing of implementation capacity (including integrity/independence/ and adequate resourcing of anti-corruption offices) 	<ul style="list-style-type: none"> • Develop a marketing plan • Develop advertising material for the marketing plan in addition to: <ul style="list-style-type: none"> i) Develop TV inputs ii) Create an Integrity cookbook iii) Develop radio inputs iv) Siaguru Integrity Awards v) Put up billboards in targeted centres around PNG vi) Mobile phone text bursts on anticorruption • Develop legislative review process 	<ul style="list-style-type: none"> • Brand Awareness assessment instruments (surveys) indicate growth in brand awareness by 20% per annum. • Documented Marketing Plan. • Marketing plan KPI's are being met regularly. • Increased community support for anti-corruption campaigns. • Number of legislative initiatives reviewed.
<ul style="list-style-type: none"> • Increased engagement from a broader community and stakeholder base. (baseline to be established) 	<ul style="list-style-type: none"> • Identify and partner with stakeholders who can create the change we want to see. • Increase publicity of TIPNG's work. • Recognise stakeholder efforts. 	<ul style="list-style-type: none"> • Establish a stakeholder engagement plan • Develop a respectful and active relationship with Government 	<ul style="list-style-type: none"> • Documented stakeholder 'Engagement Plan' • Achieving 'Engagement Plan' milestones

	<ul style="list-style-type: none"> • Ongoing and proactive engagement with stakeholders • Identify opportunities within various sectors to promote TIPNG's work • Raise awareness of the impact of corruption and educate youth in the principles of democracy and good governance • Lobbying Government and Parliament to have the impact of corruption considered in all legislative initiatives 	<ul style="list-style-type: none"> • Establish 'complaints desks' within government • Seek Trade Union and chamber support. • Assist public and corporate institutions to: <ul style="list-style-type: none"> i) adopt anti-corruption policies and; ii) promote Transparency and Integrity in workplace standards. 	<ul style="list-style-type: none"> • Complaints desks within government • Regular engagement with government • Formal relationship with Trade Union and various Chambers • Number of institutions embracing Transparency and Integrity standards.
<ul style="list-style-type: none"> • Quality frameworks, minimum standards and review processes are established for each brand. 	<ul style="list-style-type: none"> • Develop SOP's and operational manuals for each brand. • Regularly review each brand. • Develop procedures for review of brands. 	<ul style="list-style-type: none"> • Develop an internal brand review committee to conduct annual review. <ul style="list-style-type: none"> i) Annually review each brand through a Monitoring & Evaluation process • Engage third-party to conduct biennial brand review. • Develop external review manual to be used by partners and stakeholders. • Review existing systems and processes and using this to develop the SOP's. • Conduct brand surveys. • Introduce new brand elements every two years. • Formulate and collect feedback suggestions from public. • Develop brand visibility guidelines. 	<ul style="list-style-type: none"> • Brand quality and performance maintained. • 'Brand development' SOP's and minimum standards are fully documented and maintained. • 'Brand review' SOP's and minimum standards are fully documented and maintained.

Strategic Priority Area 2: Enhance Organisational Capacity			
Objectives	Strategies	Tactics	Key Performance Indicators
<ul style="list-style-type: none"> Develop Human Resource capacity to enable and effectively support the development of staff and improve staff retention. 	<ul style="list-style-type: none"> Encourage professional development opportunities. Recognise staff achievements and performance. 	<ul style="list-style-type: none"> Develop Staff Succession Plan. Develop comprehensive Staff Reward & Recognition scheme. Seek Education Opportunities for staff. 	<ul style="list-style-type: none"> Optimal staff retention Staff progress their careers in accordance with a succession plan Staff engagement surveys indicate high job satisfaction. Management performance reviews of teams indicate a positive working culture
<ul style="list-style-type: none"> Establish and improve minimum standards for internal processes and systems 	<ul style="list-style-type: none"> Assess current systems and policies Determine minimum standards for systems and policies 	<ul style="list-style-type: none"> Assign responsibilities for policy and SOP development. Conduct comprehensive systems audit. Prepare comprehensive manual of Statements of Procedures (SOP's). Apply appropriate information management systems. Conduct an independent organizational systems review every 3 years. 	<ul style="list-style-type: none"> Fully documented manual of Statements of Procedure (SOP). Biennial review of SOP's.
<ul style="list-style-type: none"> Ensure effective governance systems are in place. 	<ul style="list-style-type: none"> Review current governance systems. Review ROA for improvement opportunities. Strengthen Board dynamics. 	<ul style="list-style-type: none"> Conduct Governance systems audit. Develop 'eligibility criteria' for governance positions. Incorporate ideal governance systems into SOP's Manual. Train board and staff on governance system and processes on an annual basis. 	<ul style="list-style-type: none"> Board are actively engaged. Board are highly effective. Board complies with governance systems.
<ul style="list-style-type: none"> Promote a culture of good governance and compliance. 	<ul style="list-style-type: none"> Ensure effective corporate governance. Celebrate champions internally and externally to TIPNG. Promote TIPNG values within the organisation. 	<ul style="list-style-type: none"> Create systems that regularly encourage and promote Corporate Values of TIPNG. Hold fortnightly team meetings. Hold monthly 'Values' activity for TIPNG team. 	<ul style="list-style-type: none"> Staff regularly celebrate each other's achievements. Work Culture is focused on Transparency, Integrity and Compliance.

Strategic Priority Area 3: Develop Stronger (and more active) Partnerships			
Objectives	Strategies	Tactics	Key Performance Indicators
<ul style="list-style-type: none"> Develop active partnerships with strategically important organisations by establishing formal arrangements. 	<ul style="list-style-type: none"> Partner with key stakeholders in various, targeted sectors. Promote opportunities for stakeholder engagement. Consistently engage with partners (both existing and potential). Developing and progressively implementing sector-specific anti-corruption initiatives. 	<ul style="list-style-type: none"> Identify potential partners (active/established) and organisations that have a similar interest. Segment partners. Develop engagement framework for identified partners. Document engagement framework for partners. 	<ul style="list-style-type: none"> Increase formal partnerships through existence of contractual agreements, MoAs and MoUs. Formal market research report that summarises potential opportunities in the market.
<ul style="list-style-type: none"> Strengthen and increase year-on-year membership by 45%. 	<ul style="list-style-type: none"> Review, revamp membership and create additional classes of membership. Identify potential members. Increase membership engagement through more member-based activities. Keep members informed (updated on relevant issues). Utilise digital media to engage with members. 	<ul style="list-style-type: none"> Conduct regular media releases. Utilise social and digital media more often. Conduct Lunch & Learns. Develop a Membership Public Outreach Program. Participate and actively engage in non-TIPNG events by setting up information booths. Conduct a member engagement survey. 	<ul style="list-style-type: none"> Corporate and Individual Membership has increased year-on-year by 45%. TIPNG has new and additional classes of membership available. Formal market research report that summarises membership opportunities in the market. TIPNG utilises digital and social media channels to inform recipients. TIPNG regularly improves member engagement.

Strategic Priority Area 4: Improve Financial Sustainability			
Objectives	Strategies	Tactics	Key Performance Indicators
<ul style="list-style-type: none"> Annual funds are increased by an average of 20% per annum (through membership, legacies, events, products, training). 	<ul style="list-style-type: none"> Diversify revenue sources. Reduce dependency on donors. Identify opportunities for more use of brands. 	<ul style="list-style-type: none"> Create multiple, focused revenue streams potentially including: <ul style="list-style-type: none"> - live programs or material - more use of brands - online programs - events (including walks, seminars) - membership Develop a plan for expanding the usage of our brand 	<ul style="list-style-type: none"> Annual funds increase by 20% per annum. At least one (1) additional source of income per annum.
<ul style="list-style-type: none"> Operating costs are reduced by 5% per annum in selected areas. 	<ul style="list-style-type: none"> Measure the current cost of doing business. 	<ul style="list-style-type: none"> Review/Assess operating costs. 	<ul style="list-style-type: none"> Cost of business report conducted and presented to the Board at the end of each financial year.
<ul style="list-style-type: none"> Effective accounting practice and financial reporting. 	<ul style="list-style-type: none"> Develop effective accounting practice and financial reporting. Establish benchmarks and accounting standards. Audit financial reports in a timely manner. 	<ul style="list-style-type: none"> Develop Finance Manual. Develop Standard Finance Reporting Templates. Develop system for review of monthly and yearly financial reports. Build capacity of staff in the area of Finance/Accounting. Develop Management and Staff audit capacity. 	<ul style="list-style-type: none"> Effective Accounting and Financial Reporting practices are fully systemised and documented in SOP Manual. Ensure Management and Staff are trained in Audit processes.
<ul style="list-style-type: none"> Effective Asset Protection measures 	<ul style="list-style-type: none"> Establish the TIPNG (Siaguru) Foundation, a perpetual trust to sponsor TIPNG good works and hold key assets by a Deed of Trust. Establish processes for protection of assets placed into Trust. Maintain a comprehensive register of assets with depreciated values. Take out insurance on assets and liabilities to protect TIPNG. 	<ul style="list-style-type: none"> Engage Lawyer and Wealth Adviser to establish a Trust. Maintain an Assets Register. Physical verification of assets on an annual basis. Annual review of insurance package. 	<ul style="list-style-type: none"> TIPNG Trust has been established. Progressive build-up of assets of Trust. Economic rents paid to Trust for use of tangible assets of Trust.

Implementation

How do we hold ourselves accountable?

The following initiatives will enable TIPNG to ensure that the Vision and Mission outlined in this document will be achieved:

1. Appoint a Strategic Plan leader.
2. Appoint a Strategic Plan committee that includes Board & Staff members.
3. Hold Monthly Strategy Review Meetings.
4. Post Strategic Plan in the TIPNG office as a continual reminder.
5. Ensure all workplace systems are aligned to achieving Strategic Plan Vision and Mission.
6. Align Human Resource structure and initiatives with Strategic Plan.
7. Host an Annual Planning retreat at the beginning or end of each year to assess annual achievement of goals and objectives outlined in the Strategic Plan.
8. Incorporate a mid-term review of the Strategic Plan itself

Glossary

