



**Partnerships for Integrity**

**Leading Anti-Corruption**

**Committed to Papua New Guinea**

**Empowering Citizens**

# Strategic Plan 2024 - 2028

## Contents

<b>FOREWORD</b> .....	<b>2</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>3</b>
<b>ABOUT US</b> .....	<b>4</b>
<b>Our Vision</b> .....	<b>5</b>
<b>Our Mission</b> .....	<b>5</b>
<b>WHO WE ARE /BRAND IDENTITY</b> .....	<b>6</b>
<b>COMPARATIVE ADVANTAGE &amp; PRINCIPLES</b> .....	<b>7</b>
<b>VALUES</b> .....	<b>8</b>
<b>STRATEGIC PRIORITIES OVERVIEW (2024–2028)</b> .....	<b>9</b>
Strategic Priority Area 1 – Enhancing our Brand campaign .....	9
Strategic Priority Area 2 – Organisational Capacity (Operations) .....	9
Strategic Priority Area 3 – Impactful & Engaged Partnerships .....	9
Strategic Priority Area 4 – Financial Growth & Resilience .....	9
<b>IMPLEMENTATION, MONITORING &amp; EVALUATION</b> .....	<b>15</b>
Implementation Approach .....	15
Monitoring & Reporting .....	16

# FOREWORD



This Strategic Plan has been prepared to guide Transparency International Papua New Guinea (TIPNG) over the period 2024–2028. It reflects our shared commitment to strengthening integrity, promoting accountability, and empowering citizens to act against corruption.

The plan is the result of extensive consultation, internal reflection, and organisational learning.

It builds on the legacy of the previous Strategic Plan and responds to the ever-changing governance landscape in Papua New Guinea. TIPNG’s work over the years has earned us strong recognition as a trusted civil society leader in the anti-corruption space. However, the fight against corruption is becoming increasingly complex, and our organisation must evolve to remain effective and impactful.

This new Plan positions TIPNG to:

- Strengthen our organisational resilience
- Deepen civic engagement and youth participation
- Expand strategic partnerships and coalitions
- Secure long-term financial sustainability

I commend this Strategic & Development Plan to all our partners, supporters, staff, and members. Its success depends on collective effort, shared responsibility, and staying true to our core principles of **Integrity** and **Transparency**.

Together, we will continue to speak truth to power and champion a PNG where corruption is no longer accepted as normal.

***Peter Aitsi, MBE***

Chairman

Transparency International Papua New Guinea

# EXECUTIVE SUMMARY

This Strategic & Development Plan 2024–2028 has been developed to strengthen the effectiveness, sustainability, and impact of Transparency International Papua New Guinea (TIPNG) over the next five years. The plan was shaped through a four-month process involving TIPNG’s Board, staff, and key partners. It builds on the achievements of the previous strategic cycle and responds to the political, economic, and social realities currently influencing governance and accountability in Papua New Guinea.

## How the Plan Was Developed

The planning process included three core stages:

1. Strategy Workshop
  - Board and staff reviewed TIPNG’s past performance
  - Identified future direction, priorities, and desired end state
2. Strategic Planning Committee Work
  - Detailed refinement of objectives, strategies, and key performance indicators
  - Alignment of internal systems with long-term goals
3. Development of the Operational Framework
  - Full five-year Development Plan drafted
  - Clear responsibilities, tactics, and indicators defined under each Strategic Priority Area

## Core Focus of the 2024–2028 Plan

The plan is anchored on **four Strategic Priority Areas (SPAs)**:

1. **Enhancing our Brand campaign** – Expand civic awareness and youth engagement
2. **Organisational Capacity (Operations)** – Strengthen internal systems, people, and governance
3. **Impactful and Engaging Partnerships** – Drive change through shared advocacy and collaboration
4. **Financial Growth & Resilience** – Build long-term, self-sustaining revenue streams

The Strategic Plan provides the *vision, purpose, and direction*, while the Development Plan provides the *operational pathway* to achieve it.

## Key Shifts in This Cycle

- Move from **awareness to deeper engagement and mobilisation**
- Build a **high-performance, values-driven organisational culture**
- Increase **youth participation in anti-corruption efforts**
- Grow **financial independence and core, unrestricted revenue**
- Strengthen **coalitions that can operate and advocate beyond TIPNG**

# ABOUT US

Transparency International Papua New Guinea (TIPNG) is a non-profit, non-partisan organisation established in 1997. We are the accredited national chapter of **Transparency International**, the global civil society movement working in over 100 countries to stop corruption and promote transparency, accountability, and integrity.

TIPNG exists to **empower individuals, communities, businesses and institutions in Papua New Guinea to take action against corruption**. We do this by:

- Raising public awareness
- Providing civic education and advocacy
- Engaging with key state and non-state actors
- Supporting policy and legislative reforms
- Mobilising citizens, especially young people, to speak out
- Holding duty-bearers to account through evidence-based action

TIPNG is governed by a voluntary **Board of Directors** and is supported by a professional Secretariat. The organisation is **membership-based**, and its credibility is built on its independence, integrity, and strong values.

## What Corruption Means to Us

TIPNG defines corruption as **“the abuse of entrusted power for private gain.”**

This type of corruption undermines Public trust, Service delivery, Rule of law, Social and economic development and People's right to dignity and fairness

## Our Legacy

For over 27 years, TIPNG has been recognised as:

- A **trusted voice** in the fight against corruption
- A **convenor of civil society, youth, and reform champions**
- A **policy influencer** in areas such as elections, FOI, anti-money laundering, and integrity laws
- The organiser of iconic public campaigns such as the **Sir Anthony Siaguru Walk Against Corruption (SASWAC)**

TIPNG will continue building a society where **corruption is rejected and integrity is the norm**, not the exception.

# VISION & MISSION

## Our Vision

*TIPNG Leads PNG to combat corruption*

## Our Mission

*TIPNG empowers individuals and organizations to act against corruption*

### What This Means

Vision (Where we are going)

A future where corruption is actively rejected and accountability is expected at all levels of society

Mission (What we do to get there)

We equip and inspire people and institutions with the knowledge, tools, and confidence to challenge corruption and demand integrity

### Strategic Direction to 2028

By 2028, TIPNG will be:

- A **bold, influential leader** in the fight against corruption in PNG
- A **mobilising force** that empowers others to take action
- A **trusted actor** able to shape national policy, guide reform, and convene coalitions
- A **sustainable organisation** with strong systems, people, and revenue streams



# WHO WE ARE /BRAND IDENTITY

TIPNG has built a strong and trusted identity in Papua New Guinea as a **leader in the fight against corruption**. Our brand is not just our logo — it is the *values, credibility, and impact* that people associate with us.

## What Shapes Our Identity

Our brand has been formed through:

- Our **history and legacy** of over 27 years of advocacy
- The **integrity** of our Board, staff, and members
- Our **membership-based governance model**
- Our **affiliation with the global Transparency International movement**
- Our **principled and consistent public voice**
- Our **programs, events, and coalitions**
- Our willingness to **speak truth to power**
- Our **courage to act on evidence**, not politics

When people encounter the TIPNG brand, they feel:

- ✓ Confidence in the reliability of information
- ✓ Inspiration to act against corruption
- ✓ Respect for our non-partisan, values-based approach
- ✓ Trust in our independence and credibility



# COMPARATIVE ADVANTAGE & PRINCIPLES

## What Makes TIPNG Unique

TIPNG is the only **internationally accredited civil society organisation in Papua New Guinea dedicated solely to combating corruption.**

Our comparative advantage comes from:

- **Independence** – We are not aligned with any political party or commercial interest
- **Credibility** – Our work is rooted in evidence, values, and public interest
- **Global Affiliation** – We are part of the Transparency International movement in 100+ countries
- **National Legitimacy** – We are fully PNG-owned, governed, and membership-based
- **Coalition Leadership** – We convene and amplify voices across civil society, state, youth, and private sector
- **Technical Expertise** – We are recognised as governance and integrity specialists
- **Civic Mandate** – Our work is driven by the rights and needs of citizens

## Our Guiding Principles

All TIPNG work is anchored on two core principles:

1. Transparency - Providing timely, accurate, and accessible information to the public
2. Integrity - Acting honestly, consistently, and in accordance with agreed standards and laws

These principles guide our:

- Research and advocacy
- Partnerships and engagement
- Public messaging
- Internal systems and culture
- Financial accountability
- Relationship with citizens, youth, and institutions



# VALUES

TIPNG's work is driven by six core values.

These values shape our behaviour, our partnerships, our advocacy, and our internal culture.

## **ACCOUNTABILITY**

We are a responsible team.

We do what we say and make no excuses for our actions (or "and say what we do").

## **COURAGE & COMMITMENT**

We are committed to our vision.

We challenge ourselves to stay on track (or "we fearlessly stay on track").

## **GOOD GOVERNANCE**

We set our direction and stay flexible in our approach.

We do what is right, not what is easy.

## **PASSION & PERSEVERANCE**

We are determined and driven.

We keep our eyes on the stars and our feet on the ground (or "We do positive attitudes and stay true to our optimistic brand").

## **RESPECT**

We are a team.

We respect, trust and care for each other.

## **LEADERSHIP**

We lead by example.

We inspire and empower others to join us in the fight against corruption

These values are reflected in:

- The way we work internally
- How we communicate with the public
- The partnerships we enter into
- The advocacy we stand behind
- The standards we expect from ourselves and others

# STRATEGIC PRIORITIES OVERVIEW (2024–2028)

Over the next five years, TIPNG will focus its work through **four Strategic Priority Areas (SPAs)**. These SPAs reflect the balance between **external impact** (citizen engagement, coalitions, advocacy) and **internal strength** (systems, people, sustainability).

## Strategic Priority Area 1 – Enhancing our Brand campaign

*Expand civic awareness and engagement for integrity and transparency, boost brand recognition, and increase youth involvement.*

## Strategic Priority Area 2 – Organisational Capacity (Operations)

*Strengthen HR, governance, internal systems, and organisational culture to support high performance and compliance.*

## Strategic Priority Area 3 – Impactful & Engaged Partnerships

*Establish quality partnerships, activate coalitions, and lead advocacy and campaign interventions promoting transparency and integrity.*

## Strategic Priority Area 4 – Financial Growth & Resilience

*Develop diversified, long-term income streams that ensure the financial independence and sustainability of TIPNG.*

### How the Strategic and Development Plans Fit Together

Strategic Plan	Development Plan
Defines what we want to achieve and why	Defines how we will achieve it
Vision, mission, priorities, values	Objectives, strategies, tactics, KPIs
High-level direction	Detailed operational roadmap
2024–2029	2024–2029

## TIPNG Development Plan | 2024 – 2028

Strategic Priority Area 1: Enhancing our Brand Campaign			
Objective	Strategy	Tactics	Key Performance Indicators
Expand civic awareness and engagement for Integrity and Transparency.	Develop and disseminate compelling content on integrity and transparency.	<ul style="list-style-type: none"> <li>- Produce and release podcasts, videos, and articles</li> <li>- Host webinars and public discussions</li> <li>- Partner with media outlets for broader reach</li> </ul>	<ul style="list-style-type: none"> <li>- Digital Engagement metrics (views, shares, comments) on interventions (campaign and advocacy products).</li> </ul>
Boost brand recognition by distributing content, enhancing engagement, and shaping audience perception.	Implement a comprehensive brand enhancement campaign.	<ul style="list-style-type: none"> <li>- Develop a consistent and recognisable brand message</li> <li>- Utilise social media platforms for outreach</li> <li>- Launch targeted advertising and promotional campaigns.</li> <li>- Engage in public speaking and media appearances.</li> <li>- Regularly evaluate and enhance membership benefits and services.</li> </ul>	<ul style="list-style-type: none"> <li>- Growth in social media followers and engagement</li> <li>- Increase in media mentions, speaking invitations &amp; engagements and earned media.</li> <li>- Positive changes in audience perception, assessed through feedback and surveys.</li> <li>- Member engagement and satisfaction scores.</li> </ul>
Increase youth engagement	Strengthen Youth Integrity Programs and involve young people in anti-corruption initiatives.	<ul style="list-style-type: none"> <li>- Organise youth-focused events, workshops, and training</li> <li>- Provide mentorship and support for youth leaders</li> <li>- Collaborate with schools, tertiary institutions and communities for outreach programs.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of youth participating in TIPNG events &amp; programs.</li> <li>- Growth in youth membership and active involvement</li> <li>- Success stories and visible impact of youth-led initiatives.</li> </ul>

## Strategic Priority Area 2: Organisational Capacity (Operations)

Objective	Strategy	Tactics	Key Performance Indicators
Human Resources are professionally managed by skilled professionals who provide expert guidance, service and standards around attracting quality Staff/Board, development of Staff/Board members, reward and recognition and off-boarding.	Enhance HR practices to attract, develop, and retain top talent.	<ul style="list-style-type: none"> <li>- Implement robust recruitment and onboarding processes</li> <li>- Develop comprehensive training and professional development programs</li> <li>- Establish a structured reward and recognition system</li> <li>- Optimise off-boarding procedures.</li> </ul>	<ul style="list-style-type: none"> <li>- Employee retention rates</li> <li>- Number of professional development opportunities provided</li> <li>- Feedback on HR services and processes.</li> </ul>
A Board Management System exists that attracts and develops board members that actively contribute to TIPNG's success.	Strengthen the board management and development system.	<ul style="list-style-type: none"> <li>- Create and implement a board member recruitment strategy</li> <li>- Provide ongoing training and development for board members</li> <li>- Establish clear performance evaluation criteria for board contributions.</li> </ul>	<ul style="list-style-type: none"> <li>- Board member engagement and contribution levels</li> <li>- Effectiveness of board development programs, measured through feedback and performance reviews.</li> </ul>
Internal systems and processes are continuously managed and improved, taking into account changing risks, laws, compliance, environment, social and governance considerations.	Continuously review and enhance internal systems and processes.	<ul style="list-style-type: none"> <li>- Conduct regular audits and reviews of internal systems</li> <li>- Update procedures to address emerging risks and Environmental, Social &amp; Governance (ESG) concerns</li> <li>- Implement a continuous improvement framework.</li> </ul>	<ul style="list-style-type: none"> <li>- Frequency and effectiveness of system reviews</li> <li>- Risk management and ESG compliance metrics</li> <li>- Effectiveness of operational efficiency</li> </ul>
Operating and program expenses are managed efficiently every year.	Optimise financial management and budgeting practices.	<ul style="list-style-type: none"> <li>- Develop and monitor detailed annual budgets</li> <li>- Implement cost-control measures and financial oversight</li> </ul>	<ul style="list-style-type: none"> <li>- Adherence to budgetary constraints</li> <li>- Variance between budgeted and actual expenses</li> </ul>

		<ul style="list-style-type: none"> <li>- Review and adjust budgets based on performance and needs.</li> </ul>	
Effective accounting practice and financial reporting procedures are followed and continuously improved.	Enhance accounting practices and reporting standards.	<ul style="list-style-type: none"> <li>- Adopt best practices in accounting and financial reporting</li> <li>- Regularly review and update reporting procedures</li> <li>- Conduct periodic internal and external audits.</li> </ul>	<ul style="list-style-type: none"> <li>- Accuracy and timeliness of financial reports</li> <li>- Audit results and compliance with accounting standards</li> <li>- Improvements in reporting procedures based on audit findings</li> </ul>
Effective Asset Protection measures exist to protect TIPNG Asset's.	Implement and maintain robust asset protection strategies.	<ul style="list-style-type: none"> <li>- Develop asset protection policies and procedures</li> <li>- Conduct regular asset audits and security assessments</li> <li>- Ensure proper documentation and control of assets.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of asset-related incidents or losses</li> <li>- Compliance with asset protection policies</li> <li>- Results of asset security assessments.</li> </ul>
The work culture within TIPNG deliberately promotes high-performance, a 'team' ethos, good governance and compliance, staff development and recognition.	Foster a high-performance and team-oriented work culture	<ul style="list-style-type: none"> <li>- Promote team-building activities and collaboration</li> <li>- Implement programs for professional growth and development</li> <li>- Reinforce governance and compliance standards</li> <li>- Recognise and celebrate staff achievements.</li> </ul>	<ul style="list-style-type: none"> <li>- Employee satisfaction and engagement scores</li> <li>- Evidence of improved team collaboration</li> <li>- Frequency and impact of staff recognition programs</li> <li>- Compliance with governance and regulatory standards.</li> </ul>

### Strategic Priority Area 3: Impactful and Engaged Partnerships

Objective	Strategy	Tactics	Key Performance Indicators
Establish quality, partnerships and manage engagement annually on shared activities.	Formalise and manage partnerships through clear memorandum of understanding (MOU) and engagement plans	<ul style="list-style-type: none"> <li>- Draft and sign MOUs with key partners</li> <li>- Develop and implement an annual partnership stakeholder engagement plan</li> <li>- Schedule regular review meetings with partners</li> <li>- Monitor and evaluate the progress of partnership activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Achievement of shared objectives as outlined in MOUs annually</li> </ul>
Engage coalitions to amplify the call for transparency and accountability.	Form and support coalitions that work independently and effectively.	<ul style="list-style-type: none"> <li>- Identify and engage with relevant coalitions such as CCAC</li> <li>- Provide support and resources to ensure coalition success</li> <li>- Facilitate collaboration and knowledge sharing among coalition members</li> <li>- Promote the coalition's work through TIPNG's channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Success and impact of coalition initiatives</li> <li>- Level of independence and operational success of coalitions increases annually</li> </ul>
Lead effective interventions that promote transparency and integrity.	Implement and support initiatives that drive transparency and integrity.	<ul style="list-style-type: none"> <li>- Update and roll out the Advocacy Plan</li> <li>- Support toward the launch of the SBCE (School-Based Civic Education) program in schools</li> <li>- Coordinate with other organisations to enhance effectiveness of interventions</li> <li>- Organise and participate in events and activities promoting transparency.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of engagements to roll out SBCE schools</li> <li>- Successful impact of transparency and integrity interventions</li> </ul>

### Strategic Priority Area 4: Financial Growth and Resilience

Objective	Strategy	Tactics	Key Performance Indicators
<p>“To develop and implement a financial strategy, supported by a finance development policy, that generates K1.5M annually in core revenue. This strategy will prioritise financial sustainability, income diversification, and strategic use of TIPNG’s expertise, brand, and resources.”</p>	<p>Develop and execute a strategic revenue growth plan to achieve the annual K1.5M target, ensuring financial reserves, unrestricted funding, and diversified income streams.</p>	<ul style="list-style-type: none"> <li>- Develop a comprehensive revenue growth plan, including strategies for income diversification and charging service fees where appropriate.</li> <li>- Establish an operating reserves policy to ensure financial stability and sustainability.</li> <li>- Recruit a team to implement and drive the strategy.</li> <li>- Leverage TIPNG’s expertise, staff, and board skills to design and execute high-impact revenue generation programs.</li> <li>- Monitor and adapt strategies based on market conditions and program performance.</li> </ul>	<ul style="list-style-type: none"> <li>- Achievement of the annual K1.5M revenue target.</li> <li>- Implementation and adherence to an operating reserves policy.</li> <li>- Percentage of unrestricted funds within the total revenue.</li> <li>- Diversification of income streams, measured by the proportion of revenue from new sources.</li> <li>- Number and success rate of programs launched and executed.</li> </ul>
<p>The TIPNG Property is developed in a manner that allows the organisation to generate additional revenue from property leasing.</p>	<p>Optimise the use and development of TIPNG’s property for revenue generation.</p>	<ul style="list-style-type: none"> <li>- Assess and plan property development opportunities</li> <li>- Implement leasing strategies to attract tenants</li> <li>- Explore additional revenue streams related to property use</li> <li>- Monitor property performance and adjust strategies as needed.</li> </ul>	<ul style="list-style-type: none"> <li>- Annual revenue generated from property leasing</li> <li>- Occupancy rates and lease agreements</li> <li>- Success of additional revenue-generating strategies</li> <li>- Overall financial performance of the property investments.</li> </ul>

# IMPLEMENTATION, MONITORING & EVALUATION

This section ensures that the Strategic & Development Plan is not just a document, but a **living operational framework** that guides TIPNG’s direction, performance, and accountability.

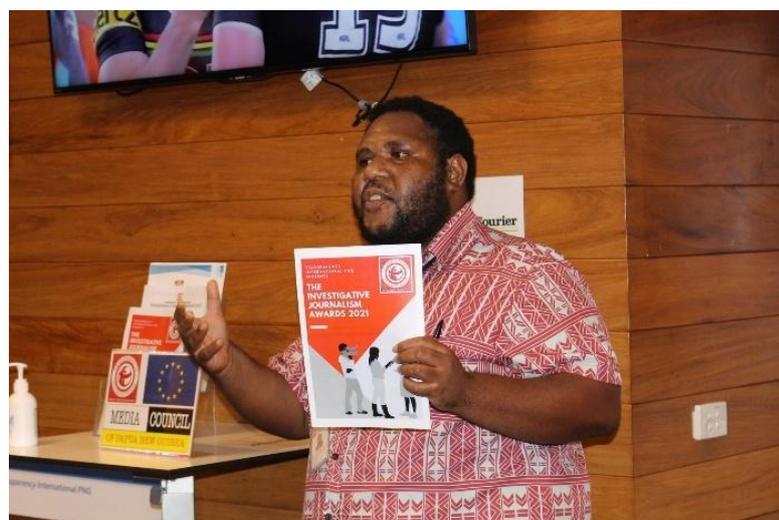
## Implementation Approach

Delivery of this Plan will be guided by:

1. **Annual Work Plans** aligned to each Strategic Priority Area (SPA)
2. **Assigned leads** for every objective in the Development Plan
3. **Quarterly internal progress reviews** led by the CEO and Projects & Programs Sub-Committee
4. **Annual reporting to the Board** against KPIs and milestone achievements
5. **External reporting** to members, partners, and donors as required

Each SPA will be operationalised through:

Level	Purpose
Strategic Plan	Defines direction, values, and long-term goals
Development Plan	Defines how goals will be achieved (objectives, strategies, tactics, KPIs)
Annual Work Plans	Break down actions, deadlines, responsible staff, and budget allocations
Quarterly Reviews	Check progress, unblock issues, refine tactics
Annual Review	Assess organisational performance, impact, and lessons learned



## Monitoring & Reporting

TIPNG will use both **quantitative and qualitative methods** to measure performance:

- KPI tracking (per SPA)
- Staff and Board dashboards
- Financial summaries and budget reviews
- Media and stakeholder feedback
- Program evaluations
- Youth and partner reflections
- Story-based impact monitoring ("What changed because of our work?")

Progress will be reported through:

- **Quarterly internal reports** (for management and Board sub-committees)
- **Annual organisational performance report** (shared with members and partners)
- **Donor-specific reports** (as per funding agreements)

### 1. Mid-Term Review

A **mid-term review in 2026** will:

- Assess organisational effectiveness
- Review strategic relevance of SPAs
- Update KPIs and risk assessments
- Adjust financial and program priorities if needed

### 2. Risk Management Alignment

Risk is monitored through:

**TIPNG Risk Register**

- Annual review of governance, security, finance and reputational risks
- Continuous alignment with governance, legal, and compliance standards

### 3. Success Indicators at 2028

By the end of this Strategic & Development Plan:

- TIPNG is recognised as a national leader in anti-corruption
- TIPNG’s youth movement is active and visible nationwide
- Coalitions are operating independently and influencing reforms
- TIPNG earns **K1.5M per year** in core revenue
- TIPNG is organisationally resilient with strong systems, culture, and credibility
- Citizens have greater access to information, voice, and accountability



