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1. Executive summary

Transparency Mauritius (TM) was set up in 1994 and incorporated in 1998 as an independent, non political and non partisan corporate body to promote integrity in business ethics through public awareness and general education. It has so far sensitised around 50 % of the Mauritian constituencies’ accountability.

TM in line with TI strategy 2015 has embarked in the business reengineering of the organisation as it needs to position itself as a reference organisation to assist and win the fight against growing corruption aiming at ‘Making Mauritius Corruption Free’. This strategy 2015 sets out the strategic operating and financial milestones that TM has to cross to enable it attain its envisioned future.

A SWOT analysis has revealed the current precarious situation prevailing internally and a pre-established Capacity Assessment Tool (CAT) was also used to identify the priorities that would reverse the negative trends and maximize on the identified strengths to enable tap on the many attractive opportunities identified during the exercise. New mission, vision and core ideology have been drafted and information gathered have helped to pave a three years action plan.

Cash flow will turn positive only if the rigorous actions set are realised and no doubt, a reliable funding back up is badly needed at this hour. To overcome the weaknesses through ‘Retrenchment’ strategy is the best option and to maximize strengths the adoption of ‘Product Service Development’ Strategy which will push the potential return on investment to a significant surplus.

To successfully implement the plan of set strategic actions, an envelope to the tune of MUR 2.5 million would be required.

And to better respond to modern challenges and the endlessly changing innovations of the perpetrators of corruption as well as to overturn the slow incoming of funds, major changes have been set out:

- The constitution of Transparency Mauritius has been amended to toe the Companies Act of 2001;
- The new Constitution opens the membership to two levels of corporate members, which would allow the organisation to go around the limitations of CSR funding;
• Transparency Mauritius has its own vision and mission which are aligned on that of Transparency International;

• Transparency Mauritius will develop a broad network both nationally and internationally to ensure efficiency in the fight against corruption;

• The organisation is now project-based and has a pro-active approach in its strategy;

• Transparency Mauritius would provide the private sector with paid services and would be registered as an MQA approved training institution as well.

• Transparency Mauritius will work closely with the authorities as well as with the private sector to bring systemic change in the Mauritian society

• The ultimate aim of the organisation is to make Mauritius a corruption free country.

2. The 5-10 yrs. Corporate Vision of TM:

“Making Mauritius a country where people strongly believe in integrity, stand up and fight against all forms of corruption”

“Faire de Maurice un pays où les gens croient fermement en l'intégrité et lutter contre toutes les formes de corruption”

“Fair Maurice vinn enn pei kot tou dimoune vreman krwar dans l’intégrité, zot tou dibouter ek lager contre tou tips corruption”
3. Corporate MISSION

In order to realise and maintain the consistency of purpose that enables the attainment of the corporate vision, the following shall be ensured in terms of product/service, customer, geographical and technological aspects:

**Product/Service**

- To provide the state-of-the art sharing of transparency tools and techniques, facilitating access, building capacity, raising awareness, enhancing reach and impact, and linking people and organisations through the use of anti-corruption concepts, principles and practices.

**Customer/Market**

- To serve individuals, students, private and public organisations, para-statal bodies, SMEs, NGOs, Community Service providers, and anybody in need for enlightenment on transparency disciplines and practices and help achieve set objectives.

**Geography**

- The scope and playfield of the TM shall be mainly Mauritius, but not limited to the region. Partnering opportunities, however, with any such organisation across the world with mutually beneficial relationships shall remain open.

**Technology**

- To make full use of equipment, means, methods available and applicable technologies to ensure reliable and performance-based advocacy services for the promotion of transparency.

**Human Capital**

- To ensure that people within the TM receive adequate training and Education including Continuing Personal and Professional Development (CPPD) to enable them release their full potential in the field of transparency.

**Ethics**

- To develop and deliver advocacy services with the highest standards of professionalism, integrity, trust and evidence-based fairness.
4. Strategic “Fit” of TM

“To contribute in revealing the various facets of corruption and actively promote a culture of transparency, accountability and integrity in government, politics, business and civil society through inclusive participation.”

The above means how the sum (total) of TM’s reinforcing activities will produce greater value, as a whole, than the sum of its individual activities.

5. Principles and Values of TM

The principles and values of TM is intrinsically in line with 10 guiding principles of TI (See next page)

<table>
<thead>
<tr>
<th>Values (Perceptions)</th>
<th>Principles (Behaviors)</th>
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<tbody>
<tr>
<td><strong>Integrity</strong></td>
<td>Operate with honesty and trust that makes up our professionalism</td>
</tr>
<tr>
<td><strong>Customer-oriented</strong></td>
<td>Always digging for customer requirements and ensure rapid response to needs and expectations</td>
</tr>
<tr>
<td><strong>Ethical Responsibility</strong></td>
<td>Strive to go extra mile to complete what are required while respecting human values and established legislations</td>
</tr>
<tr>
<td><strong>Total Independency</strong></td>
<td>Deliver advocacy services with impartiality that can be verified and proven</td>
</tr>
<tr>
<td><strong>Commitment, Involvement, Engaged and empathy with passion</strong></td>
<td>No matter working like a burnt-out so long the results are great for the customers</td>
</tr>
<tr>
<td><strong>Evidence-based Fairness</strong></td>
<td>Undertake projects and provide assistance to customers with utmost fairness backed-up by adequate evidence.</td>
</tr>
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6 Analysis of Internal and External Environment

6.1: Strengths

The SWOT analysis has revealed that strength rated (102) is high as compared to opportunities rated (48) and threats rated (27) in the external environment. Therefore, taking into consideration, the internal environment it demonstrates that Transparency Mauritius is in a slightly advantageous position,

6.2: Weaknesses

Weaknesses (rated total 140) exceed Opportunities (rated total 43) by 97 points this difference between the elements indicates that Transparency Mauritius is in a disadvantageous position, actions must be initiated by taking into consideration the opportunities so as to reverse the weak situation by addressing pertinent internal issues.

6.3: Opportunities

Transparency Mauritius must take into consideration, the opportunities and must make full utilisation of the strengths available to capture the opportunities available in the short term.

6.4: Threats

Threats are potential hazard for the survival of an organisation. It can affect negatively the turnover of the organisation, if it is not taken into consideration. The SWOT analysis has demonstrated that threats rated (27) is low as compared to opportunities, but however action must be taken immediately to reverse the situation.
7. Choice and options of strategies.

According to the Grand Strategy Selection Matrix (GSSM) TM falls in quadrant II and III and it has to choose the appropriate and/or applicable strategies presented in these quadrants.

From the GSSM, it is recommended that TM opts for retrenchment strategy to reverse the internal adverse weaknesses and implement strategies found in quadrant III namely, Product/Service and Market development using result-oriented strategic objectives and action plans to take full advantage of opportunities which will definitely impact positively on the threats for the near future.

8. Strategies and objectives in Action

a) Product and Service development strategy

To maximize strengths and take full advantage of the opportunities available, TM must opt for product/service development under Quadrant III of the GSSM. Therefore, under the strategy product/service development, the following strategies have been set which have major emphasis on sensitisation program held by TM across the island

1. Continue in the relentless and indefatigable fight against corruption
2. Ensure full TM service availability, presence and coverage in rural as well as urban areas including the outer islands
3. Increase joint projects by 10% year-on-year using TI brand and support
4. Develop and implement a marketing plan based on findings from the market survey
5. Conduct training, workshops, seminars and conferences on TM services and related activities to targeted populations (Politicians, Government servants, Students, other NGOs, Media, Business Sector, Clubs, Women and Youth Associations)
6. Develop partnership with local organisations (private, Public or para-statal) to set-up a whistle blowing structure
7. Roll out yearly and/or one-off events such as award, reward and recognition schemes to raise and lay emphasis on TM services.
8. Participate in extra-curricular activities of the Education sector
9. Set up a training centre within TM registered with MQA
10. Conduct Survey of the market to establish public satisfaction index of TM services
11. Increase visibility through meaningful small projects avoiding high costs and preferably sponsored by active and willing organisations and the full use of available technologies.
12. Partnering with willing and Sector oriented organisations. Ensure reports are dished out to donors on projects achievements and forthcoming plans

b) Retrenchment strategy

To reverse the internal adverse weaknesses, TM must opt for retrenchment which is found in quadrant II in the GSSM. The strategies defined below have major emphasis on the reduction and elimination of unnecessary cost in the operation of the TM.

1. Prepare and conduct communication campaign to reverse adverse perceptions on TM values, ideology and fields of operation (use sponsors).
2. Review existing human capital and downsize to fit the current operational requirements.
3. Reduce cost of operation to a strict minimum and/or acceptable level
4. (Re)Organise for resilience
5. Generate finance through training, consultancy and perhaps sales of booklet/pamphlets/posters on corruption topics.
6. Increase number of sponsors by 10 major and at least 20 small every year to enable TM operates in a financial comfort zone.
7. Establish strategy to manage funds separating admin costs and project costs.
8. Recruit young hands under YEP scheme
9. Establish effective HRM functions covering all aspects of competency evaluation, training including rewards/recognition.
10. Conduct awareness/capacity building programme for board members to raise their focus and level of understanding

9. Conclusion

SWOT analysis has tremendously assisted in detecting deficiencies in the internal and external environment. Moreover, the analysis has further help in identifying opportunities that TM can capitalize upon to redress the actual situation. Now, if the required finance has been secured, TM will no doubt head towards the envisioned future.