

Support to Transparency International for 2018

Key results:

- Targeted governments (national and/or sub-national) adopt recommendations to reduce corruption in land, education, public security, health, public finances and/or development and climate financing.

- Targeted international governance and development platforms related to accountability (SDGs and High Level Political Forum, WB/IMF spring meetings and OGP summit) adopt TI recommendations.

- Multinational companies are reporting on lobbying and responsible corporate political engagement through global reporting frameworks

Justification for support:

- Anti-corruption is a key priority of The World 2030 – Denmark’s strategy for development cooperation and humanitarian action. Reducing corruption is part of SDG 16.5. Furthermore, corruption impedes efforts to deliver results on all SDG’s.

- Reducing corruption contributes to reducing poverty, promoting economic growth and improving service delivery making anti-corruption a crucial element in Danish development cooperation.

Major risks and challenges:

- Risk of shrinking civil society space in countries where national TI chapters operate.

- Risk of lack of political will to implement reform in countries that are targets of TI campaigning.

Strategic objectives:

To reduce corruption at international level.

Justification for choice of partner:

Transparency International (TI) is a leading NGO working with anti-corruption with whom the Ministry of Foreign Affairs (MFA) have been cooperation for many years. TI and MFA have engaged in a strategic partnership in relation to the 18th International Anti-Corruption Conference to be held in Copenhagen on 22-24 October 2018.

Summary:


















TI works with over 100 national chapters worldwide, making TI a central actor in the global fight against corruption. TI works with strengthening the capacity of actors at both grass root level and national level. This is done by increasing knowledge and expertise of actions and strategies to fight corruption directed at citizens and organisations that are part of the global movement against corruption. Furthermore, TI supports global advocacy campaigns and partnerships relevant stakeholders in both the public and private sector. The grant provides core support for TI with priority given to ensuring a successful International Anti-Corruption Conference in Copenhagen in October 2018.

Budget:

Support to Transparency International for 2018	DKK 5,000,000
Total	DKK 5,000,000

File No.	2018-25581						
Country	Global						
Responsible Unit	TQS/KFU						
Sector	15113						
Partner	Transparency International						
	<i>DKK mill.</i>	2018	20xx	20xx	20xx	20xx	Tot.
Commitment		5					5
Projected ann. disb.		5					5
Duration	2018 (one year)						
Previous grants	DKK 5 million in 2017						
Finance Act code	§06.32.08.70						
Head of unit	Nicolaj Hejberg Petersen						
Desk officer	Adwan Mohamad						
Financial officer	Ulrik Jørgensen						

Relevant SDGs [*Maximum 1 – highlight with grey*]

 1 NO POVERTY No Poverty	 2 NO HUNGER No Hunger	 3 GOOD HEALTH Wellbeing	 4 QUALITY EDUCATION Quality Education	 5 GENDER EQUALITY Gender Equality	 6 CLEAN WATER AND SANITATION Clean Water, Sanitation
 7 AFFORDABLE CLEAN ENERGY Affordable Clean Energy	 8 DECENT JOBS AND ECONOMIC GROWTH Decent Jobs, Econ. Growth	 9 INDUSTRY AND INFRASTRUCTURE Industry, Innovation, Infrastructure	 10 REDUCED INEQUALITIES Reduced Inequalities	 11 SUSTAINABLE CITIES AND COMMUNITIES Sustainable Cities, Communities	 12 RESPONSIBLE CONSUMPTION & PRODUCTION Responsible Consumption & Production
 13 CLIMATE ACTION Climate Action	 14 LIFE BELOW WATER Life below Water	 15 LIFE ON LAND Life on Land	 16 PEACE AND JUSTICE, STRONG INST. Peace & Justice, strong Inst.	 17 PARTNERSHIPS FOR THE GOALS Partnerships for Goals	

Denmark's contribution to Transparency International for 2018

Development engagement document

1. Introduction

The present development engagement document details the objectives and management arrangements for the development cooperation concerning support to Transparency International for 2018 as agreed between the parties specified below. The development engagement document together with the documentation specified below constitutes the agreement between the parties.

In relation to the 18th International Anti-Corruption Conference (IACC) to be held in Copenhagen 22-24 October 2018, MFA and TI have engaged in a strategic partnership that will also be given priority with this current grant in order to ensure a successful conference.

1.1 Parties

The Danish Ministry of Foreign Affairs (MFA) and Transparency International (TI).

1.2 Documentation

"The Documentation" refers to the 2018 proposal to MFA, Financial projections 2018-2021, Together Against Corruption – TI's Strategy 2020 and its integrated Implementation Plan and Road Map. Furthermore, the documentation also refers to the documentation supporting MFA's grant to the 18th IACC, i.e. the Memorandum of Understanding between MFA and TI and its annexes, e.g. the budget for IACC.

2. Background and project description

Fighting corruption and promoting the global anti-corruption agenda are key priorities in *The World 2030 – Denmark's strategy for development cooperation and humanitarian action* (January 2017). Reducing the level of corruption in developing countries is a crucial element in promoting the Sustainable Development Goals.

The grant provides support to Transparency International's strategy for 2020 - Together Against Corruption. This strategy for the period 2016-2020 has focus on three overall priorities:

- *People and Partners*; mobilizing activists to take action in demanding transparency, accountability and integrity
- *Prevention, Enforcement and Justice*; advocacy directed at public and private institutions to have them implementing high anti-corruption standards in their practices and applying pressure on law enforcement to punish crimes of corruption
- *Strong Movement*; strengthening the capacity and leadership of the TI movement

In 2018 MFA are engaging with TI in a strategic partnership in relation to the 18th IACC to be held in Copenhagen on 22-24 October. IACC will focus on anti-corruption in development cooperation and in relation to the Sustainable Development Goals and consist of a series of workshops, plenary debates, side and special events responding to the aim and objective of the Conference. Furthermore, the first day of the conference will feature a high-level segment bringing together ministers from both OECD and non-OECD-countries along with leaders of international and regional organisations. The aim of the high-level meeting is to strengthen the mutual efforts on the anti-corruption agenda with concrete action points and measures. Business leaders from the private sector will also be invited for the high-level segment.

The parties agree that the IACC is a special priority in 2018 and that any funding gaps in relation to the TI budget for IACC, as previously agreed by the parties, will be covered by this present grant in order to ensure a successful IACC.

3. Development Engagement Objective

A list of main activities within each of the three strategic focus areas is outlined in the Implementation Plan. Of special interest to Denmark are the change markers reflecting the priorities set forth in *The World 2030 – Denmark's strategy for development cooperation and humanitarian action*. Special attention will be given to the indicators regarding promotion of the international policy agenda of anti-corruption and holding governments to account as well as the those regarding business integrity.

4. Risk Management

TI will continuously assess potential risks related to the project activities and notify MFA as appropriate.

5. Budget

Denmark's contribution to TI for 2018 is DKK 5,000,000 (five million Danish Kroner).

6. Management arrangement

The parties will have a dialogue, as appropriate, about the implementation of the activities.

TI will be fully responsible for managing the activities and its related funds in accordance with the management set-up for TI as directed and approved by the TI Management and oversight bodies. In so doing, TI will consult MFA party regularly on major issues as appropriate.

7. Financial Management

Both parties will strive for full alignment of the Danish support to the implementing partner rules and procedures. The MFA will expect that these are in line with Danida's general guidelines for accounting and auditing of grants through Governmental, Parastatal and International Organisations.

7.1 Procurement of goods and services

In relation to procurement TI's procurement rules will apply.

7.2. Transfer of funds

The grant will be disbursed in one instalment upon the signing of this engagement document.

The grant will be transferred through the below stated bank account.

Account holder: Transparency International e.V

Account holder's address: Alt-Moabit 96, 10559 Berlin, Germany

Bank: Commerzbank AG

Account No.: 0933214500

Account name: Transparency International e.V

Swift: COBADEFFXXX

IBAN: DE64 1008 0000 0933 2145 00

TI must return a letter or e-mail with acknowledgement of receipt of funds within 14 (fourteen) days after the funds have been received.

Any loss due to the variation of exchange rates between the grant in DKK and the implementing partner's national currency must be covered within the grant.

7.3 Accounting requirements

Accounts shall be kept in accordance with internationally accepted accounting principles and the organisation must follow the basic four-eye principles for all payments.

The total budget cannot be exceeded and shall be used for the agreed purpose only.

The accounts shall at all time be kept updated according to international standards.

The accounts shall be drawn up to the same level of detail as is done in the budget.

7.4 Audit requirements

Denmark's contribution to TI in 2018 must be clearly stated in the organisational financial statements as income and expenditure. This can be in the form of a note together with other donors' contributions.

TI must arrange for an annual audit of their accounts to be performed by a certified audit company. The annual audit shall include, but not be limited to inspection of accounting records including examination of supporting documentation of the transactions, confirmation of cash and bank holdings, checking of bank reconciliations, direct confirmation of accounts receivable, and a verification of fixed assets (if applicable).

The cost of the annual and final audit must be covered by TI's annual budget. The MFA has the right to request original, separate and itemised accounts for individual activities including bank statements.

7.5 Financial reporting requirements

TI will by 30 June 2019 submit to MFA audited accounts covering the financial year of 2018 in accordance with TI's financial management guidelines as approved by the TI board.

7.6 Unspent funds

Any unspent balance or any savings of project funds shall be returned to the MFA together with any interest accrued from deposit of Danish funds. In case of jointly financed projects and baskets arrangement where a single bank account is used by multiple development partners interests accrued need not be returned.

7.7 Obligation to report on changes and irregularities

TI is obliged to inform MFA immediately if any changes, including overspending of budget lines or irregularities in the management of funds are foreseen or have occurred.

8. Monitoring and Evaluation

A project completion report shall be submitted to MFA no later than 30 June 2019.

MFA shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. To facilitate the work of the person or persons instructed to carry out such monitoring missions, TI shall provide these persons with all relevant assistance, information, and documentation.

After the termination of the programme support MFA reserves the right to carry out evaluation in accordance with this article.

Representatives of the Auditor General of Denmark shall have the right to:

- i) Carry out any audit or inspection considering necessary as regards the use of the Danish funds in question, on the basis of all relevant documentation,
- ii) Inspect accounts and records of suppliers and contractors relating to the performance of the contract, and to perform a complete audit

9. Anti-corruption clause

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted - neither directly nor indirectly - as an inducement or reward in relation to activities funded under this agreement, incl. tendering, award, or execution of contracts. Any such practise will be grounds for the immediate cancellation of this agreement and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the Danish MFA, a further consequence of any such practise can be the definite exclusion from any projects funded by the Danish MFA.

10. Child labour clause

The authority, organisation and/or consultant shall abide by the local laws and by applicable international instruments, including the UN Convention on the Rights of the Child and International Labour Organisation conventions.

11. Transfer of ownership

Transfer of ownership will not be relevant in relation to this engagement.

12. Suspension

In case of non-compliance with the provisions of this engagement and /or violation of the essential elements mentioned in this engagement the MFA reserves the right to suspend with immediate effect further disbursements to the implementing partners under this engagement.

13. Entry into force, duration and termination

This engagement shall enter into force on the date of signing.

The cooperation between the Parties under this engagement will be for 2018, thereby contributing to the 2018 budget for TI and the budget for IACC. The duration of the cooperation may be extended by mutual written agreement and within the agreed budget.

Notwithstanding the previous clause each Party may terminate the engagement upon 6 (six) months written notice.

Signatures

On behalf of

Transparency International

On behalf of

The Ministry of Foreign Affairs of Denmark

Place & date:

Signature:

Patricia Moreira

Managing Director

Nicolaj A. Hejberg Petersen

Head of Department

TRANSPARENCY INTERNATIONAL

2018 PROPOSAL TO THE MINISTRY OF FOREIGN AFFAIRS OF
DENMARK

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BACKGROUND AND RATIONALE

Corruption is pervasive. Corruption kills. It affects almost all dimensions of people's daily lives, from roads built poorly, to unequal access to healthcare and medicine, crime and violence on our streets and across our borders, to political choices distorted by money and greed. Corruption erodes people's sense of equity and their belief in justice. It undermines trust in government, business and society, and sustains both poverty and inequality. Virtually everyone around the world is affected by corruption, yet it is the poor in our societies who suffer most from it.

Transparency International (TI) is a global movement with one vision: a world in which government, business, civil society and the daily lives of people are free of corruption. With a global presence, individual members, and an International Secretariat (TI-S) in Berlin, we are leading the fight against corruption to turn this vision into reality. Since 1993 we have campaigned for greater transparency and accountability in government and business. Independent and politically non-partisan, we work with partners in government, business and civil society to stop corruption.

The TI movement is active in 112 countries around the world through national chapters that form a decentralized network of independent, locally rooted organizations, supported by TI-S and the expertise of individual members. While chapters bring extensive knowledge of national contexts, an indispensable resource for effective anti-corruption advocacy, the secretariat gives a global voice to the TI movement, heard and acknowledged in the largest international fora and media.

The movement is clear regarding the challenges ahead. After the last G7 meeting, the realization that a global consensus of 44 years can be put into question hit home. Of these 44 years, TI has spent the last 25 influencing agendas at the global level, ensuring that corruption does not fall into oblivion and is seen as part and parcel of any good governance approach. The latest social and political developments give a greater and renewed urgency to this work.

At the 2018 IMF Fiscal Forum¹ the linkages between corruption and public sector governance were discussed. It was emphasized that corruption can weaken states' capacity to tax; undermine spending programs through cost inflation and distorted budget allocations; corrupt procurement processes. The OECD "Planet Integrity" Forum in March 2018 recognized the role that integrity plays in cultivating a level playing field for business, in reducing socio-economic inequity, in making public policies more effective, and in enhancing the benefits of globalization for all.

And yet, despite these high-level discussions and statements of recognition, according to the 2017 TI Corruption Perception Index² the majority of countries are making little or no progress in ending corruption. New Zealand and Denmark ranked highest with scores of 89 and 88 respectively, with the best performing region being Western Europe with an average score of 66 and the worst performing regions being Sub-Saharan Africa (average score 32) and Eastern Europe and Central Asia (average score 34). Further analysis of the results indicated that countries with the least protection for press and non-governmental organisations (NGOs) also tend to have the worst rates of corruption. The analysis, which incorporates data from the

¹ <https://www.imf.org/en/News/Seminars/Conferences/2018/03/06/2018-fiscal-forum-corruption-and-public-sector-governance>

² https://www.transparency.org/news/feature/corruption_perceptions_index_2017

Committee to Protect Journalists, showed that of all journalists who were killed in the last six years, more than 9 out of 10 were killed in countries that score 45 or less on the index. The CPI results correlate not only with the attacks on press freedom and the reduction of space for civil society organisations. For TI, what is at stake is the very essence of democracy and freedom.

Hence, there is yet a road to be travelled from intentions to impact. TI, with its worldwide presence, has played an important role in putting forward approaches and solutions that can be used to fight and reduce corruption.

TI actively brings critical and constructive voices to the table wherever anti-corruption expertise, advocacy and action are needed, and has played a key role in efforts to fight corruption around the world. Our global and national voice is heard and recognized in processes such as the implementation and monitoring of the Sustainable Development Goals (SDGs); the G20 Anti-Corruption Working Group; the follow-up on the implementation of the commitments of the 2016 UK Anti-Corruption summit; and the Open Government Partnership (OGP).

In the follow up to the adoption of the SDGs, we support our national chapters in engaging with their governments on supporting the implementation of the SDGs and in particular Goal 16; and in building strong national level multi-stakeholders platforms to keep up the constant bottom-up pressure on national and regional agendas.

We advocate for greater access to information to minimize corruption risks in areas such as legal reform, transparency in political party financing, disclosure of information on incomes and expenses in the delivery of education or health services, monitoring of electoral processes, to name a few. TI national chapters take the lead on promoting integrity and on challenging corruption in their contexts, while the TI-S supports chapters in a variety of ways – from building capacity on their financial and funding infrastructure, to providing security and safety guidance, to raising chapter voices to the global level.

Chapters in particular then go on to engage on a variety of fronts – from offering policy advice to legislators and businesses, to monitoring clean contracting processes, to supporting victims and witnesses of corruption. TI chapters and partners in many countries have been monitoring a selection of government anti-corruption promises, using on publicly accessible information and tools such as online pledge trackers that enable civil society and other actors to hold them to account. The approach is multi-pronged and the pressure is relentless.

Our portfolio is wide, our approaches are focused. Our large network of committed stakeholders places us in the privileged position of being able to continue fighting against corruption even within a global socio-political contexts that feels ever more challenging.

THE TI SECRETARIAT

As the International Secretariat to the TI movement, TI-S fulfils particular roles. Our primary roles on behalf of the TI movement are as follows:

- **Leading global and regional advocacy, including policy, communications and campaigning.** TI-S focuses on achieving transformational change on selected issues of global and regional relevance. Building on the work of TI chapters on the ground, and working through a range of alliances and partnerships, we drive targeted anti-corruption advocacy priorities, providing both thought leadership and bottom-up, evidence-based voice to the TI movement's demands for change around the world. TI-S ensures that the TI movement is a key point of reference in the global debate on anti-corruption.
- **Advancing the development, dissemination and use of innovative anti-corruption knowledge, tools and approaches.** TI-S identifies the specific knowledge, tools and approaches that are of value to our internal and external stakeholders, and ensures that these are contextualised and effectively shared. Our focus is on learning from what has worked to stop corruption. We also identify knowledge gaps, facilitating innovation in new tools and approaches to assist the TI movement in achieving its collective ambition via action-orientated research. At the same time, we support enhanced and targeted learning across the field of anti-corruption researchers and practitioners.
- **Promoting national advocacy and establishing strategic presence.** TI-S support chapters and, where relevant and appropriate, chapter networks, in creating advocacy opportunities to achieve influence and impact on the issues they identify as critical. As the International Secretariat of a global movement, we help translate the global imperatives of our anti-corruption work into local relevance and vice versa. We also lead in establishing TI presence in strategic locations.
- **Supporting a TI movement that is professional, accountable and sustainable in its impact.** TI-S supports a movement that itself upholds the governance standards that it advocates for and that continuously strives for organisational excellence. The Secretariat invests in human resources, training and learning to raise professional standards and foster resilience across the Transparency International movement. We also help members of the movement focus on achieving the changes and impact identified in our common strategy, Together against Corruption.

Additionally, and importantly, TI-S works to ensure the sustainability of the TI movement in a range of ways, including:

- Developing knowledge, frameworks/ tools and approaches that can be used and modified by other stakeholders, providing a common base for engagement.
- Transferring capacity to key stakeholders, including participating and other interested TI chapters, their local NGO partners and local communities/ community-based organisations, but also government and private sector representatives.
- Establishing viable, enduring coalitions with key stakeholders and like-minded partners, allowing TI and others to join up advocacy at both a tactical and strategic level.
- Creating momentum and pressure that is self-sustaining by strengthening other relevant international initiatives, and as target audiences and are turned into champions who will be able to continue work.
- Creating policy and behavioural change by key stakeholders that will have an impact in the countries of implementation even after implementation of TI programmes and projects has ended.

THE TI MOVEMENT

THE 2020 STRATEGY

Together against Corruption provides the strategic framework for Transparency International's collective ambition and actions for the years 2016-2020. Our movement's fourth strategy, it builds on the rich diversity of our movement, with its unique governance structure that includes independent national chapters, individual members and an international secretariat. Recognising the local realities in which our movement operates, this strategy does not intend to cover everything we do. Rather, it focuses on the key areas in which we, as a movement, will move forward collectively.

The rapid theory of change that informs our 2020 strategy is based on the assumption that corruption can only be tackled through a multi-pronged approach. This means to:

- Work on prevention through our tools, many are useful to assess risks and identify loopholes.
- Work on bottom-up demand through awareness raising, communication, and community-based advocacy that generates demand for social accountability.
- Work on consequence/ punishment through the work on the cases, and the monitoring of the implementation of anti-corruption commitments, policies and laws.

More specifically, in the strategy we commit to work in the following areas:

- **People and partners.** Entails supporting individuals and groups to build and sustain a culture of anti-corruption action.
- **Prevention, enforcement and justice.** Focuses on pushing for improvements in laws and standards that are too weak, and highlight strong institutions that can serve as examples.
- **Strong movement:** Channels greater investment into increasing our understanding of what works to stop corruption, but also into ramping up capacity in our chapters and establishing strategic presences in key countries.

As a strategy for and by Transparency International, *Together against Corruption* establishes priorities for the entire TI movement. National chapters incorporate elements of the global strategy into their own national strategies as appropriate, and prioritize the interventions and contributions that are most relevant in their local context. The strategy provides a foundation for collective action and common cause, but also creates a basis for chapters to develop activities that meet specific demands and increase impact at the national level.

ACHIEMENTS THUS FAR

The 2020 Strategy signifies our Movement's togetherness in acting with a bolder global voice than ever before and ensure that we are heard in the places where it matters most. Additionally:

- It emphasizes working together with citizens – women, men and young people alike – to make their world a cleaner one, where trust in society and its institutions is enhanced and corrupt practices are rooted out.
- It focuses our collective ambitions while strengthening of our diversity, by adapting to local, national and regional contexts.
- It invests in our capacity to confront corruption and share knowledge, tools and tactics on what works, to learn from our combined experiences.
- It reinforces our critical engagement approach, working with allies and reformers in the public and private sectors to enhance anti-corruption systems.
- It enables our engagement in civil society's efforts to protect the space for civil society and the freedom of anti-corruption activists.

Two years on, and TI has achieved considerably. From global processes such as the implementation and monitoring of the SDGs to the G20, the follow-up on the implementation of the commitments of the 2016 UK Anti-Corruption summit, to national work on the OGP Action plans, TI played a key role in efforts to fight corruption around the world. Following its mission of substantially moving the needle on the global transparency, accountability and anti-corruption agenda, TI has achieved many milestones in 2017. Here are just a few:

- For our advocacy on the United Nations Convention Against Corruption (UNCAC), TI has been working with the UNCAC coalition, a network of over 350 organizations for which TI acts as the secretariat. Our work with the Organization for Economic Co-operation and Development (OECD) has also shed light on how well its convention against foreign bribery is enforced. TI continues to be part of global coalitions in implementing and monitoring the anti-corruption and governance targets of SDGs. These coalitions are important channels in order to promote SDG implementation and progress monitoring. For example, the Annual Report of the SDG 16 Data Initiative was launched during the 2017 High Level Political Forum in New York to which we contributed with alternative indicators for SDG target 16.5.
- We teamed up with the Organized Crime and Corruption Reporting Project (OCCRP), a network of investigative journalists to tackle grand corruption. This partnership has led to in-depth investigation and publication of the 'Azerbaijan Laundromat' case, exposing how corruption can affect human rights and democracy. The investigations revealed that Azerbaijani's elite was buying political influence abroad in order to "launder" their image and avoid being prosecuted for human rights violations. We will continue our commitment to protect our activists and focus on achieving recognition for the need for special criminal procedures and redress and compensation for victims in the years ahead.
- We increased our prominence in regional and international policy agendas of open government and anti-corruption, with special focus on social justice concerns. In 2017, we pushed for governments and civil society organizations to actively engage at the regional and international level on advancing anti-corruption in the OGP. An increased number of governments committed to adopting mechanisms, policies, and institutional changes proposed by TI relating to public demand for accountability.
- We successfully published reports on Transparency in Corporate Reporting (TRAC) in the Ukraine, Vietnam, Lithuania, Russia, and Brazil and carried out Business Integrity Corporate Assessments (BICA) in Italy, Cambodia, Brazil and Mongolia. Through our engagement with companies in the course of compiling the Transparency in Corporate Reporting studies, several companies have improved the quality and extent of their anti-corruption measures as well as how they publicly report on them.

- We developed and launched the Anti-Corruption Knowledge Hub, an online space where we present our research output. As the home of the Anti-Corruption Helpdesk, TI's expert network, it hosts many of the studies, tools and knowledge which lie behind what we do at TI, sharing a series of topic guides and country-specific research globally.

FOCUS MOVING FORWARD

Moving forward, and to ensure we fulfil the commitments in our 2020 Strategy, we will:

- Continue our cooperation with investigative journalists who are working to investigate Grand Corruption cases and the legislative and policy weaknesses that make them possible. To take advantage of campaigning opportunities resulting from these media stories, we will continue to advocate to close national and international legal, policy and practice loopholes, including the recognition of Grand Corruption as an international crime.
- Build on progress made in 2017 to advocate for specific, achievable policy changes at international and national levels in fora including the G20 Summit in Argentina, The Commonwealth Summit, UNCAC, and OECD with regard to the recognition of Grand Corruption as an international crime and an obstacle to human rights that needs to be mitigated through international human rights mechanisms.
- Scale up our work in areas such as Golden Visas and Human Rights and corruption and bring the issue of Grand Corruption and its victims to the focus of mainstream media.
- Increase our efforts in influencing the international, regional and national agendas on SDGs' monitoring and effective implementation through working more closely with other partners in the civil society.
- Revamp our approach to the ALACs, through supporting a global team that focuses on supporting the ALACs' work on cases, on setting up international and regional pro-bono networks, on supporting chapters in having a stronger client-oriented service, and on the overall sustainability of the approach.
- Focus on promoting TI's new state-owned enterprise Principles for Countering Corruption, specifically with a view to the G20 and B20 summits this year and push to have these Principles featured in official publications of these events.
- Continue our collaboration with the World Economic Forum and UNGC ensuring that the new United Nations Global Compact Anti-Corruption Action Platform is launched next year.
- Strengthen the Secretariat as an important node in the movement network, and particularly in its efforts to support a revised organisational and governance system, stakeholders' accreditation, and global presence in key regions and countries.

MONITORING AND EVALUATION AND LEARNING

Transparency International has been carefully and consistently monitoring the impact of Together against Corruption. By focusing on our impact, we have been increase knowledge about what works in stopping corruption and what does not. This is not only valuable to us, but also to all those interested in supporting or joining us, from donors and governments, to business, civil society and the public.

The nature of our work makes it challenging to assess its impact. Advocacy, particularly when the approaches involve multiple actions, takes time, and the evaluation of the results of changes has a high degree of complexity. Not only is the data collection challenging, but it also difficult to attribute impact. Hence we have

developed a holistic approach that captures incremental changes and our contribution to those changes, as well as wider impact. That is:

- We collect ongoing information on the scope of our work using a movement-wide impact monitoring and evaluation framework.
- We conduct small-scale learning reviews to better understand the challenges to our work and its achievements in relation to our strategic priorities.
- We review and assess whether our strategic priorities are still current and whether we are on track to achieve impact.
- We evaluate our main assumptions about how change happens in stopping corruption, to achieve greater clarity regarding what works and what does not.

Additionally, this year we are conducting two important reviews that will allow us to (a) improve our work in the next 2 years; and (b) re-define our advocacy for the future. These are:

- **Mid-Term Review (MTR).** A review of our 2020 Strategy in order to understand our strengths and weaknesses so far as well as the way forward.
- **Global advocacy framework (GAF).** A look at the advocacy impact we will be capable to have in the next strategic cycle.

The main purpose of the MTR is to assess progress on the 2020 Strategy, relevance of 2020 strategic priorities and actions, and the contribution of TI-S to the overall strategic commitments. The main objectives are:

- To review the relevance of the 2020 Strategy in view of what has been achieved thus far and of the external environment.
- To identify the external factors that enable and enhance certain approaches and are likely to accelerate impact in the next 2 years.
- To identify the strategic work areas that are better positioned to contribute to the 2020 strategic commitments and enable real change in the next 2 years.
- To gain a better understanding of how the Secretariat's can more effectively contribute to the Movement's 2020 Strategy.

The main purpose of the GAF initiative is to take a step back from evaluating specific advocacy efforts to examine the effectiveness of TI's global advocacy approaches since 2011 in order to develop a stronger framework for future advocacy work. In particular, the review will test hypotheses that currently underpin TI's advocacy work. Specific objectives of this project include:

- Understand and summarize current research and thinking on effective and impactful advocacy.
- Assess the effectiveness of TI's advocacy since 2011, testing the validity of underlying hypotheses and generating insights arising from TI's influencing practice.
- Develop recommendations for effective advocacy and an advocacy framework to guide future TI influencing work.

The MTR findings will be used to achieve greater impact in this strategic cycle, and the GAF findings will support our advocacy approaches moving forward.

TRANSPARENCY INTERNATIONAL AND DENMARK

TI's work closely aligns with the Denmark's strategy for development cooperation and humanitarian action, *The World 2030*. TI's work contributes significantly to 2 areas: the SDG global and national work contributes to the priority on inclusive, sustainable growth and development, and TI strategy, and especially on public demand for accountability and grand corruption, contributes to the priority area of freedom and development – democracy, human rights and gender equality.

Additionally TI has a presence in 8 of the 14 priority countries for Danish development cooperation (Bangladesh, Ethiopia, Ghana, Kenya, Mali, Niger, Palestine and Uganda), as well as ongoing programme work in Afghanistan.³

Specifically on the work on SDGs we too recognize the uniqueness of the approach – that of affecting all countries over a long period. Our approach, particularly moving forward, will capitalize even more on this through facilitating multi-stakeholders' platforms at national level to have commitments implemented and targets achieved.

On the other hand, inclusive and sustainable growth and development cannot happen without tackling issues of good governance. TI has worked tirelessly to raise the profile of the anti-corruption theme within the OGP. We have garnered support at key events such as the Anti-corruption Summit in London, the International Anti-Corruption Conference in Panama, and the OGP Summit in Paris.

2018 is the African Union year of Anti-Corruption. While empirical evidence shows that Africa has made some encouraging steps in the last five years, huge challenges remain and the fight against corruption assumes even greater importance and urgency. With these profiled in country anti-corruption commitments, we are working to equip CSOs with information and analysis around the commitments and supporting them to carve out space to advocate nationally, regionally, and globally for deeper engagement and implementation of these.

On a global level, we have developed a series of reference materials to encourage and facilitate the adoption of anti-corruption commitments such as the policy briefs on beneficial ownership and public procurement. TI chapters and partners in many countries have been monitoring a selection of government anti-corruption promises, based on publicly accessible information.

TI also advocates for greater access to information to minimize corruption risks in different areas of governance, transparency in political party financing, disclosure of information on incomes and expenses in the delivery of education or health services, monitoring of electoral processes, to name a few. This work directly contributes to Denmark's priorities to guard democratic values, the rule of law and central civil rights.

Further TI has national chapters, chapters in formation and national contacts in a range of countries characterized by weak state capacity and/or weak state legitimacy, including Burundi, Niger, Pakistan, Sierra

³ See, for instance, our 2016 report on Afghanistan's anti-corruption landscape, 'From Promises to Action' http://www.transparency.org/whatwedo/publication/from_promises_to_action_navigating_afghanistans_anti_corruption_commitments

Leone, Palestine, Yemen and Zimbabwe. By tackling corruption, our work in these countries contributes to addressing the root causes of instability and poverty. Working with state bodies where possible, we strengthen governmental institutions, local governments, and businesses to develop, adopt, amend and improve anti-corruption standards, laws and policies (e.g. Access to Information Law, Asset Declaration Law, Conflict of Interest policies, and Participatory Budget standards).

Finally, and for the entirety of our 25 years of existence, TI's approach has been a 'whole-of-society approach'. TI came into the field of good governance and anti-corruption bringing everyone to table. It is our strong belief that no matter the degree of difficulty, we must enable and broker dialogue. We must break through civil society's silence and create demand for social accountability. We must connect the public and the private, and make them partners in the fight against corruption. We must bring life to coalitions that propose solutions to corruption challenges that are systemic and affect societies as a whole.

THE 18TH INTERNATIONAL ANTI-CORRUPTION CONFERENCE (IACC)

TI is working closely with Danida for the success of the 18th IACC in Copenhagen. The IACC 2018 with its high-level segment is one of a number of major anti-corruption events taking place in 2018. The high-level segment will provide an opportunity for the invited participants to take stock of the anti-corruption efforts both in their own countries and organisations and at the international level, identify the most pressing remaining challenges, and publicly announce the steps they will take to address these as part of their commitment to meet the SDGs. These announcements will provide TI the opportunity to design and implement a tracking mechanism and along with the broader anti-corruption network possibilities and opportunities for advocacy for these commitments to be implemented globally and nationally.

TI will continue close engagement with Denmark in the different policy areas globally and nationally in 2018 and beyond; and through sustained and strengthened close working partnership with Danida to ensure that countries hold up their anti-corruption commitments.

REQUEST FOR SUPPORT IN 2018

In line with our recent communications, TI is proposing a one-year cooperation with Denmark during 2018. We are requesting 5,000,000 DKK in institutional support that, while unrestricted, will continue to enable our implementation of *Together against Corruption*. Denmark's support will also allow TI to target its research, advocacy and communications work to drive the global anti-corruption agenda, while enabling us to bring advice and support to our chapters that broaden their impact at the national level.

CONTACT FOR THIS APPLICATION

Florah Ikawa-Witte
Fundraising Manager
Transparency International Secretariat
Alt-Moabit 96
10559 Berlin, Germany
T. + 49 30 3438 20677 (direct) + 49 30 3438200 (reception)
F. + 49 30 3470 3912
E. fikawa-witte@transparency.org

ANNEXES

- [*Together against Corruption*](#). TI Strategy 2020 (accessible on our website)
- [TI-Secretariat Implementation Plan](#) 2016-2020 (accessible on our website)
- TI-S Multi-Year Budget 2018-2020 (attached)



TOGETHER AGAINST CORRUPTION

Transparency International Strategy 2020

Transparency International is a global movement with one **vision**: a world in which government, business, civil society and the daily lives of people are free of corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, we are leading the fight against corruption to turn this vision into reality.

Transparency International's **mission** is to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society.

Our **core values** are transparency, accountability, integrity, solidarity, courage, justice and democracy.

For further information, comments or suggestions on *Together against Corruption*, please contact Strategy2020@transparency.org

www.transparency.org

Every effort has been made to verify the accuracy of the information in this report. All information was believed to be correct as of December 2015. Nevertheless, Transparency International cannot accept responsibility for the consequences of its use for other purposes or in other contexts.

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I FOREWORD

Corruption is pervasive. Corruption kills. It affects almost all dimensions of people's daily lives, from roads built poorly, to unequal access to healthcare and medicine, crime and violence on our streets and across our borders, to political choices distorted by money and greed. Corruption erodes people's sense of equity and their belief in justice. It undermines trust in government, business and society, and sustains both poverty and inequality. Virtually everyone around the world is affected by corruption, yet it is the poor in our societies who suffer most from it.

Transparency International is the global movement against corruption, working on the ground in more than 100 countries. We have come a long way since we were established in 1993. Drawing on the vision of our founders, we have driven recognition of corruption as a major global challenge. We have raised awareness of its devastating effects on human rights, economic development, social justice and political freedom. We have helped thousands of corruption victims address their grievances, and influenced national and global agendas with our demands for systemic change. We have carried out innovative research and created a raft of anti-corruption benchmarks and standards, working with a wide range of partners along the way.

Yet corruption retains its grip in too many places and with too many faces. Prevention is a vital pillar of our anti-corruption work, but over time, we have realised that, on its own, it is simply not enough. There also need to be serious consequences to corruption: punishment is an essential deterrent. In the next five years, we will work alongside concerned citizens, activists and leaders towards a world where there is no space for corrupt behaviour, where perpetrators are caught and punished. In this world we seek, the corrupt will no longer be able to get away with their crimes.

Today, grand corruption – the gross abuse of high-level power for private gain, inflicting serious and widespread harm on individuals or society – presents a growing challenge to our cause. It undermines national and global security and that of individual citizens. It generates huge economic damage and violates human rights. In response, we need to better adapt to the changing ways in which corrupt networks operate in globalised systems. Those involved in grand corruption need to know that Transparency International and our partners will unmask and name them, wherever they are.


As civil society, our role is also to support people worldwide in channelling their legitimate demand for better governance. Citizen movements for accountability, young transparency activists and bribery victims alike will know we are on their side. We will find more solutions to corruption-related problems for ordinary people in their daily lives, rooting our work in the societies we live in. And we will help people to see that their efforts to stop corruption have real impact.

This is a huge task, but we do not fear it.

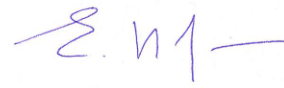
Our strategy is called *Together against Corruption*, because together, we will speak with a bolder global voice than ever before and ensure that we are heard in the places where it matters most. We will work together with citizens – women, men and young people alike – to make their world a cleaner one, where trust in society and its institutions is enhanced and corrupt practices are rooted out.

We will focus our collective ambitions while continuing to harness the strength of our diversity, by adapting to local, national and regional contexts. We will invest in our capacity to confront corruption and share knowledge, tools and tactics on what works, to learn from our combined experiences. Where possible, we will continue our critical engagement approach, working with allies and reformers in the public and private sectors to enhance anti-corruption systems. At the same time, we will involve ever more people in our efforts.

To enable this, it is vital that we protect the space for civil society and the freedom of anti-corruption activists. We will stand in solidarity with each other and our partners. We want to give the next generation the hope and belief that they can speak up and expect a better future. Transparency International's successes will be the result of collective action. Only together do we have the chance to move closer to our vision: a world free of corruption.



José Ugaz
Chair, Transparency International



Elena Panfilova
Vice-Chair, Transparency International

II ABOUT THIS STRATEGY

Together against Corruption provides the strategic framework for Transparency International's collective ambition and actions for the years 2016-2020. Our movement's fourth strategy, it builds on the rich diversity of our movement, with its unique governance structure that includes independent national chapters, individual members and an international secretariat. Recognising the local realities in which our movement operates, this strategy does not intend to cover everything we do. Rather, it focuses on the key areas in which we, as a movement, will move forward collectively.

The development of *Together against Corruption* began at our Annual Membership Meeting in October 2014. The Transparency International movement agreed that the previous strategy had set us in the right direction and that the next one should build on it. Addressing both the corruption environment of today and the one we anticipate in the coming years, *Together against Corruption* takes our ambitions further and provides greater clarity and precision. It introduces a new movement-wide monitoring framework that focuses on impact, to reflect on and learn from progress and challenges.

Together against Corruption evolves from our success in raising awareness of corruption and advocating for systemic change. Review of our previous strategy showed us that we need to be clearer about the ways in which we will engage people to demand accountability and take action. Equally, our movement needs to be bolder in our efforts to close the space available for the corrupt. While our previous strategy helped in defining our joint aspirations, we now need greater focus.

Together against Corruption draws on a wide and inclusive consultation process across Transparency International and key stakeholders in 2014 and 2015. Using surveys, meetings, interviews and written inputs, we evaluated our context, our organisation and our achievements. All told, we had more than 1000 contributions from within Transparency International and 500 from outside our movement, drawing on the worlds of government, international organisations, business and civil society. *Together against Corruption* was endorsed by the Transparency International movement and Board of Directors at our Annual Membership Meeting in Malaysia in September 2015.

III CONTEXT OF OUR WORK

Tackling corruption is one of the highest priorities on the world's agenda and is expected to remain so for years to come. Failing to address corruption inhibits sustainable, long-term growth, infringes on human rights and undermines human development. Transparency International's surveys consistently show that the poor suffer the most from corruption. Unequal power and gender dynamics make women and girls more vulnerable to corruption's impact. In countries that are more open, accountable and respectful of the rule of law, people enjoy better education, health and access to clean water and sanitation. The Sustainable Development Goals, setting out the global framework for development until 2030, reflect this reality and include a stand-alone governance goal and a specific target to reduce bribery and corruption.

Meanwhile, people's activism for social and political change in many parts of the world – from the Middle East and Turkey to Brazil and Guatemala – has in recent years highlighted corruption as a rallying ground for citizen action. In pro-democracy movements, demands for accountability and an end to the deepening and opaque links between money and politics recur time and again. Those in power can no longer ignore the voices that speak through social media, or the power of mass mobilisation against corruption. Young people in particular have stood up to be heard against corruption.

In addition, the global financial crisis, which destroyed jobs and hurt economic growth in many parts of the world, focused renewed attention on the need for greater transparency in both the public and private sectors. This call for transparency, together with the ever-wider reach of the internet, data digitalisation and the use of technology by social and political change movements, yielded the 'open agenda'. While this trend has the potential to open up government and companies, the return to business-as-usual for the financial sector after the crisis is a challenge. Powerful vested interests can still hide their corrupt proceeds, and the need to transform transparency into accountability remains.

Despite widespread recognition of the global, cross-border nature of corruption – particularly due to grand corruption and illicit financial flows – there has been only limited success in clamping down on international corruption. With the world's geopolitical power shifting from West and North to East and South, new rules of engagement are needed to stop corruption in new forms and new places. Corruption contributes to security threats in many countries, including in post-conflict contexts. It is increasingly linked to organised crime, drugs and human trafficking networks and will perpetuate global insecurity for the foreseeable future.

The shadow of corruption is long. Over time, the 'implementation gap' between anti-corruption rules and actual practice has widened. Many years of anti-corruption efforts have come to nought in places where political will is lacking or where the state is captured by vested interests. Awareness of corruption has not been transformed into real and lasting change, disappointing the expectations of many.

There is a growing sense of impunity for corruption. Companies are considered too big to fail, and business and political leaders too big to jail. The wealthy and powerful routinely get away with their crimes and evade punishment. In many of the world's grand corruption cases, leaders who have looted society continue to go unpunished by the courts, or – worst of all – to stay in office and perpetuate their crimes.

In an increasing number of countries, space for civil society is under threat from repressive governments or organised criminal networks. The consequences for anti-corruption activists include restrictions on funding, limits on freedom of speech and association, and even physical attacks. In too many countries, it has become dangerous to speak out against corruption. Meanwhile, the emergence of new types of social movements and means of communication technology influence the role organised civil society plays and the circumstances it needs to respond to.

IV DELIVERING CHANGE

Transparency International defines corruption as the abuse of entrusted power for private gain. To root out corruption, we need to hold those entrusted with power to account using both prevention and punishment mechanisms. The key to making prevention and punishment more effective is to work with people, as individuals and as part of collective action, to take part in anti-corruption efforts.

As we start to implement *Together against Corruption*, there is widespread public awareness of corruption. People everywhere indicate they are willing to act against it. What is missing is the translation of awareness into a rejection of corruption – a refusal to bribe, vote for the corrupt or turn a blind eye to corruption. But this rejection is essential if we are to create sustained public pressure for change.

In order to take action against corruption, people need a better understanding of what they can do about it. Depending on their circumstances, people can share experiences about corruption's harmful effects and educate others to prevent it. People can detect and report corruption. They can denounce it and demand reform, and they can demonstrate against injustice where corruption remains unchecked and unpunished. But they need the right tools to demand accountability and make themselves felt as a force.

To become and remain engaged, people need hope and evidence that getting involved in anti-corruption work can improve their own lives and those of others. The results of work against corruption must be visible and tangible. Accountability must be demonstrated and rewarded.

Strong civil society is essential to tackling corruption. It provides independent analysis and drives action that can hold the powerful to account. But those speaking up about corruption – whether from organised civil society or as individuals – must have the space to do so without harm.

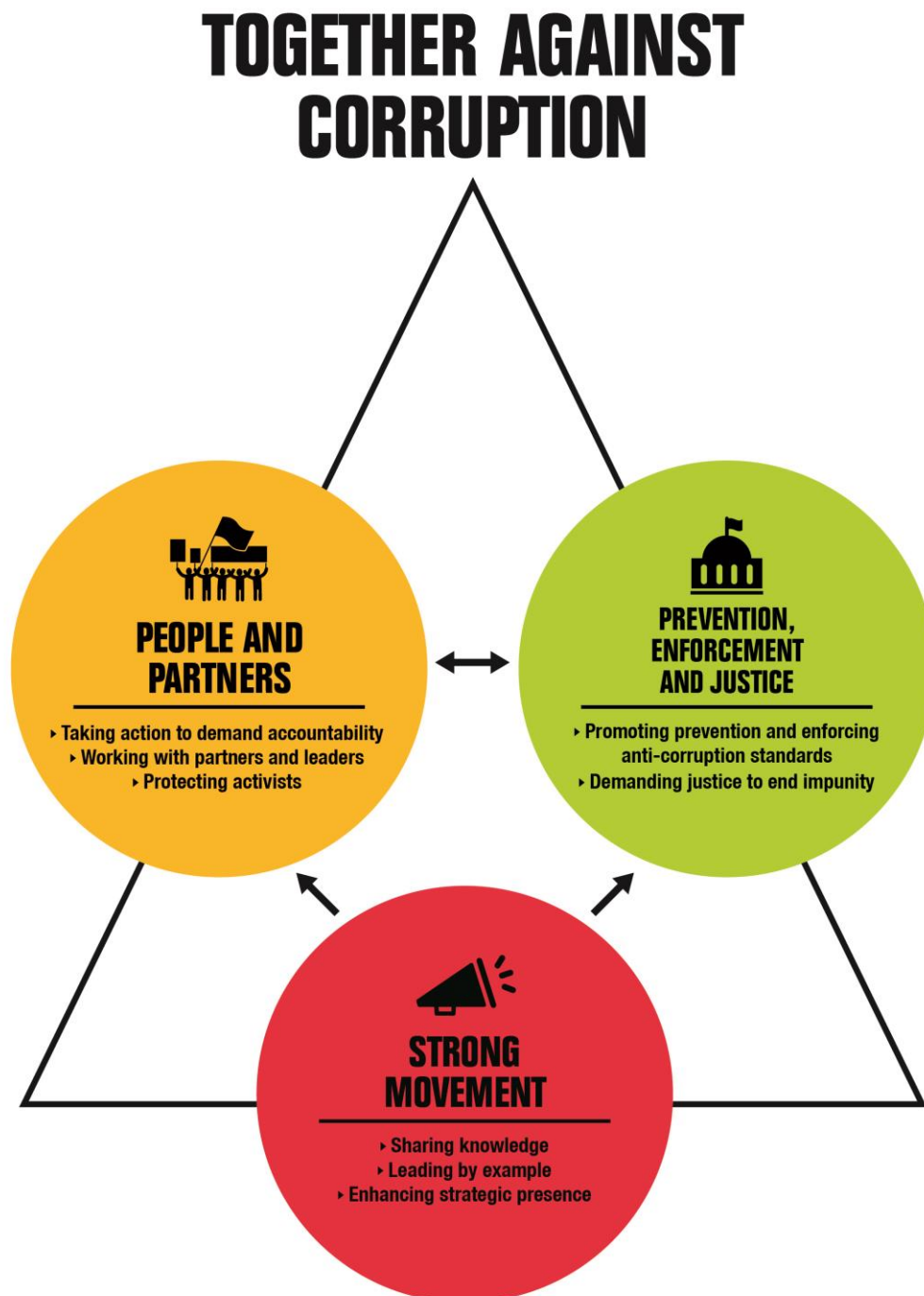
Partnerships across civil society and with reform-minded public and private sector actors strengthen the capacity of people working to stop corruption. Partnerships build consensus and momentum for change and make the link to a wide range of people more achievable. It is essential that key leaders from all walks of life speak up and challenge the status quo of corruption. Leadership must inspire the will for change, and provide the necessary direction.

For action against corruption to yield sustained results, anti-corruption rules and the institutions that implement them must embody best practice. Both public and private bodies must fully embrace anti-corruption systems, backed by the necessary resources, checks and balances. Above all, they must be prepared to act when corruption does take place. Laws must be enforced, loopholes closed, whistleblowers protected and justice delivered swiftly. Impunity for corruption will be limited in a system that practises both prevention and punishment effectively.

In order to establish what works in law and in practice, evidence regarding anti-corruption must be shared and adapted to the local context. A better understanding of what works to motivate people to take action against corruption and what works to stop corruption will improve the chances of success.

V PRIORITIES

Together against Corruption provides focus for our movement in the coming years. Based on the context of corruption, our understanding of how change happens and our experience of how to stop corruption, Transparency International will prioritise three areas: 1) People and partners 2) Prevention, enforcement and justice and 3) Strong movement.





PEOPLE AND PARTNERS

Over the past two decades, Transparency International has played a crucial role in raising collective awareness of the damage caused by corruption. We will continue reaching out with our clear anti-corruption message, but our emphasis will be on enabling and facilitating a culture of anti-corruption action. We will support individuals and groups of people to act to demand accountability in a sustained and systematic way. We will focus on those who are strategically positioned to lead anti-corruption work; those who want to be a part of our anti-corruption movement, and those who are directly affected by corrupt practices and behaviour.

Importantly, we will do more to make sure those who strive to stop corruption around the world are safe to pursue their efforts.

PEOPLE AND PARTNERS

a. Creating demand for accountability, and empowering action

THE CHANGE *People around the world denounce corruption and take increased action to confront it, by demanding transparency, accountability and integrity.*

OUR ACTION *We will work with a wide range of people to act to confront corruption, demand accountability and contribute to anti-corruption approaches that are systemic and sustainable.*

Millions of citizens around the world are demanding more open and accountable government and business. We will build on this collective energy, reaching out to specific groups of people, defined largely at country level by our chapters. We will target activists, young people, women and those engaged in social movements, all of whom are instrumental to change.

We will work with these groups to identify how and why corruption affects their daily lives – including in delivery of basic services – and we will support them in preventing and confronting it by demanding accountability.

We will step up our support to those who experience corruption first hand, by enabling them to denounce or blow the whistle on corruption and to find redress. We will cooperate with those who investigate and expose corruption, especially journalists.

We will ensure that individual experiences and cases of corruption are used to drive changes in policy and behaviour that are systemic and sustainable. Through informed and targeted actions, and by acting in large numbers, people can transform impunity for corruption into a new paradigm – one where it is difficult and risky to be corrupt.

b. Engaging partners and inspiring leaders

THE CHANGE *A growing number of key partners and leaders drive anti-corruption progress.*

OUR ACTION *We will work with and promote anti-corruption leaders and leadership, and foster strong partnerships in anti-corruption related fields most relevant to our priorities.*

Transparency International has a long tradition of working in partnerships, both with individuals and organisations. Around the world, we take part in coalitions and multi-stakeholder initiatives, and we recognise the value of raising many voices and collaborating to achieve our goals. As a civil society leader, we seek to influence broad social justice agendas and to advance the anti-corruption cause by demanding more accountability.

We also realise that achieving the support of leaders in many walks of life is key to gaining ground in new and critical areas of our work. Leaders from government, business or civil society can become anti-corruption champions who help grow people's trust in society. Leadership acts as a beacon of hope, confirming that stopping corruption can start at the top.

To achieve our ambitions by 2020, we will establish partnerships with social movements, NGOs and NGO networks, especially those involving young people, and work with leaders in civil society and the public and private sectors. We will seek out those who share our ambitions in our priority areas of work, such as stemming corrupt money flows, tackling the undue influence of money in politics, promoting corporate transparency and strengthening judicial institutions. When possible, we will work with others to address corruption through the human rights system. We will share our anti-corruption expertise with all our partners and the leaders we work with, encouraging them to become anti-corruption game-changers in their areas of influence.

c. Protecting anti-corruption activists

THE CHANGE *Greater freedom of action and voice for anti-corruption activists.*

OUR ACTION *We will defend and support Transparency International activists under threat, stand in solidarity with those whose work to expose corruption puts them at risk, and push back against the limits put on civil society space.*

Threats against civil society organisations and others working in the anti-corruption field have grown dramatically in many countries in recent years. Anti-corruption activists are often at the forefront, subject to harassment, intimidation and even loss of life. We have shown solidarity as a movement through many such crises, but we want to take to a higher level our preparedness and capacity to respond over the period to 2020, especially as we seek to become bolder in our voice and actions. We will substantially upgrade the preventive and responsive measures we employ to protect our staff, members and volunteers around the world. We will expand our risk assessment, as well as security and safety efforts. We will not allow the heightened risk of activism to undermine our spirit or our work.

With our partners, we will work to reverse the tide of civil society repression. We will stand up for whistleblowers and journalists under threat, and advocate for the legal and practical provisions to make our work against corruption possible. This starts with the protection of basic civil rights, including freedom of expression. We will also call for non-governmental organisations to be recognised legally, allowed to raise funds and operate freely. We will demand the participation of civil society – including anti-corruption activists – in the decisions that affect the lives of so many people.



PREVENTION, ENFORCEMENT AND JUSTICE

In the past two decades Transparency International has been successful in advocating for anti-corruption laws and prevention systems to be adopted in many countries, institutions and organisations around the world. But there is much for us still to do. Where prevention systems, laws or standards remain weak, they need to be strengthened. Too often, even the best laws and prevention systems are not effectively implemented or enforced, allowing the corrupt to get away with their crimes.

Given the persistence of impunity for corruption, we need institutions that adhere to the highest possible anti-corruption standards. These must be backed by law enforcement and justice systems capable of prosecuting and punishing corruption – especially grand corruption – to the full extent of the law.

PREVENTION, ENFORCEMENT AND JUSTICE

a. Promoting prevention and enforcing anti-corruption standards

THE CHANGE *Public and private institutions implement the highest transparency, accountability and integrity standards to prevent and confront corruption.*

OUR ACTION *We will develop, monitor and advocate for key anti-corruption standards and practices.*

A robust anti-corruption infrastructure in all public and private institutions and in political organisations is vital for preventing corruption. Prevention of corruption needs to be embedded in practice and adequately resourced. Even the highest possible standards, laws and systems promoting transparency, accountability and integrity are of little use if they are not implemented or enforced.

Political corruption and lack of electoral integrity have adverse effects on democracy and people's trust in government. Public institutions, political parties and individual politicians need to work for the public good and be accountable to their citizens. To prevent political corruption and the undue influence of money in politics, we will push for the implementation of the highest possible standards in political finance, procurement, conflict of interest and lobbying. We will advocate for access to information and usable open data and we will work with citizens and civil society to demand accountability from those in power. In countries where public institutions are weak, we will actively propose measures to strengthen their anti-corruption capacities. In places where entire systems are corrupt, we will push for more systemic changes.

In the private sector, we will work with business leaders, regulators and consumers to ensure there is a clean business environment. We will demand the private sector's accountability to the societies in which it operates, identifying and promoting best practice. We will focus on strengthening corporate anti-corruption systems and prevention mechanisms, on a country level and internationally, including in key emerging markets.

Self-regulation of the private sector is not enough. Given the legacy of the financial crisis and the scale of illicit financial flows, we will focus on strengthening the anti-corruption efforts of the institutions that shape the global financial system, from regulators to banks to investors. We will advocate for leading financial centres to stop the flow of corrupt capital and to end money laundering. We will partner with expert organisations in this field to set a financial sector reform agenda around which we will campaign. We will push specifically to close existing loopholes in laws and regulations relating to beneficial ownership, country-by-country reporting, recovery of stolen assets, the luxury goods sector and secrecy jurisdictions.

In working towards reform, we will leverage international norms and institutions. This includes drawing on global and regional conventions, such as the United Nations Convention against Corruption and the Organisation of Economic Cooperation and Development Anti-Bribery Convention. Our focus will be on their implementation at country level.

b. Achieving justice: ending impunity for corruption

THE CHANGE *The corrupt are increasingly being held to account and punished.*

OUR ACTION *We will apply increased pressure on law enforcement and justice systems to punish crimes of corruption – especially grand corruption – and we will encourage people to take action when justice is not served.*

When standards and laws to prevent corruption fail, justice must not. Corrupt individuals must learn that corruption does not pay, as the risks of being caught and penalised are significant. The corrupt must no longer be able to enjoy lavish lifestyles built on stolen money.

For this to happen at a national level, law enforcement and justice systems must have adequate capacity to prosecute and adjudicate corruption cases. An independent justice system free from undue political influence is equally important to guard against state and policy capture and the infiltration of organised crime. Transparency International will monitor countries' abilities to deliver justice to the perpetrators of corruption – and for its victims. Where capacities are weak, we will propose measures to strengthen them. Where law enforcement and justice systems fail due to lack of will, we will provide people with innovative tools, such as social sanctions, to demand that justice is served.

Internationally, the corrupt have become increasingly adept at exploiting the globalised economy to hide stolen assets and create cross-border networks of organised crime. Corrupt financial flows are especially prevalent in cases of grand corruption, involving the theft of public goods on a massive scale, human rights violations and huge damage to entire societies. Improved international cooperation is needed to stop grand corruption. We will encourage action by relevant international bodies and multilateral organisations to prosecute cross-border criminal activity and to bring the corrupt to justice.

When justice systems prove ineffective, we will denounce corrupt global networks and publicly unmask and name corrupt individuals, coordinating actions in a number of countries across our movement and with our partners. We will collaborate with investigative journalists, whistleblowers and other allies in their efforts to bring corruption to light. We will also support strategic litigation and lead global campaigns against grand corruption cases, involving a wide range of people in our efforts.



STRONG MOVEMENT

Since its establishment in 1993, Transparency International has grown significantly as a movement, with more than 100 national chapters operating independently around the world.

We can count many successes as a result of our unique organisational model, which enables us to combine global and local advocacy and use locally-rooted, country-based experiences to inform our work.

To become even better at what we do, we must draw even more on our global reach, grow our influence and innovate in our work. Above all, by 2020, we need to understand better what works to stop corruption. We also need to lead by example in our work and to be present as a force for anti-corruption where it matters the most.

STRONG MOVEMENT

a. Sharing what works to stop corruption

THE CHANGE *An increased body of knowledge of the interventions to stop corruption is readily available, focusing on what has worked and enabling the sharing of expertise.*

OUR ACTION *We will facilitate needs-based knowledge sharing within and outside the Transparency International movement.*

Transparency International is known for its research into corruption and its evidence-based advocacy approach. Our efforts to explore the root-causes of corruption and the state of transparency, accountability and integrity systems over the past two decades have resulted in numerous tools and policy recommendations that have been taken up around the world. In recent years, our own work has been complemented by a huge increase in academic research on corruption, expanding the boundaries of our field to a new generation of researchers and practitioners.

We will continue our strong tradition of research and translate the growing body of knowledge on corruption into ideas we can use to promote change. We will pursue research for action – and research that is better targeted at our priorities, for instance, understanding how, when and why people get involved in stopping corruption. This is crucial to our priority of making our work as inclusive as possible and engaging people in our collective ambition.

As a global movement, we will harness technology to share knowledge more effectively and to benefit from our combined experiences. Both within and outside Transparency International, we will make knowledge more readily available about what has been tried and what works. This will allow us to make clearer links between taking action and achieving results.

b. Building a sustainable movement

THE CHANGE *The Transparency International movement is professional, sustainable and leads by example.*

OUR ACTION *We will invest in our organisational capacity in a targeted way, to achieve best practice in both management and governance, with a special focus on promoting leaders within the Transparency International movement.*

Advocating for transparency, accountability and integrity requires us to demonstrate excellence in all these areas across our own movement. While significant managerial and organisational governance expertise exists within Transparency International, we will better share this knowledge across the movement, by facilitating exchanges and training and creating opportunities for capacity-building activities. We will also learn from peers outside our movement. Our ambition must be continuous

improvement of the policies and practices that make us a leader in governance among global NGOs.

We will strive for financial stability, supporting our movement's efforts to develop effective, context-specific mobilisation of financial resources. We will seek to increase the amount and diversity of resources available for our work. At the same time, we will invest in risk management systems, not only to protect our activists, but also to strengthen chapter resilience as we grow in voice and influence.

We will invest in our leadership. We will tap into the knowledge and experience of Transparency International leaders around the world, to promote their growth within the movement, extend their voices, and foster a next generation to guide Transparency International. These leaders may help other chapters, drive national coalitions and partnerships, or contribute to anti-corruption advocacy at regional or global levels, for example, through global initiatives led by chapters.

c. Ensuring the relevance of our movement

THE CHANGE *Transparency International serves as the point of reference on corruption issues in key countries, notably G20 countries, BRICS and MINTs.**

OUR ACTION *We will develop and implement new organisational models to ensure our presence and relevance in strategic locations around the world.*

Transparency International's network of independent national chapters and our movement's reach into all corners of the globe distinguish us from many other international NGOs, both in form and in culture. The diversity of our movement and our ability to work from global to local levels will continue to be strengths. However, we now need to establish our presence strategically to ensure that we remain relevant in key anti-corruption efforts.

In the coming years we will strengthen Transparency International's presence in countries where corruption harms great numbers of people or whose economic power, investment abroad, political leadership and regional influence make them instrumental to the success of our work. In G20, BRICS and MINT countries, we will ensure that Transparency International is the leading reference point on corruption.

In addition, we will address the governance issues necessary to establish Transparency International representation in places where freedom of action for NGOs is difficult or where opportunities for regional or global advocacy complement our national presence. We will use organisational models that move beyond our current 'one country, one chapter' model, as we have already done in a number of places, such as Brazil, Egypt and our European Union liaison office in Brussels.

This approach will allow us the opportunity to establish an enhanced regional advocacy presence, with regional hubs as focal points for themes and campaigns most relevant to chapters in a particular area. We will continue to expand our chapter-led global initiatives. These increase our capacity to draw on global and national expertise and enhance our knowledge-sharing and learning.

* The Group of Twenty includes Argentina, Australia, Brazil, Canada, China, EU, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, the UK and the US. The BRICS are Brazil, Russia, India, China and South Africa. The MINTs include Mexico, Indonesia, Nigeria and Turkey.

VI MONITORING IMPACT

Transparency International will carefully and consistently monitor and evaluate the impact of *Together against Corruption*. This will be a shared endeavour across our movement, rooted in our deep commitment to accountability and learning.

By focusing on our impact, we will increase knowledge about what works in stopping corruption and what does not. This is not only valuable to us, but also to all those interested in supporting or joining us, from donors and governments, to business, civil society and the public.

The nature of our work makes it challenging to assess its impact. Advocacy takes time and is complex. Not only does this make data collection challenging, but it also makes it difficult to attribute impact. This means we need a holistic approach, one that captures incremental changes and our contribution to those changes, as well as wider impact. To achieve this, we will:

1. Collect ongoing information on the scope of our work using a movement-wide impact monitoring and evaluation framework. This will involve input from all parts of the Transparency International movement.
2. Conduct small-scale learning reviews to better understand the challenges to our work and its achievements in relation to our strategic priorities. We will act on these findings in order to improve our effectiveness.
3. Commission a mid-term review of *Together against Corruption* to assess whether our strategic priorities are still current and whether we are on track to achieve impact.
4. Evaluate our main assumptions about how change happens in stopping corruption, to achieve greater clarity regarding what works and what does not.

Transparency International has long recognised the essential need for better evidence in the drive to eradicate corruption. Therefore we will fully disclose all our monitoring and evaluation results to the public, making them available on our website and disseminating them as widely as possible.

VII MAKING IT HAPPEN

Together against Corruption is a strategy by and for the Transparency International movement. Collectively we commit to the priorities of *Together against Corruption*, and we will pursue them with the passion, professionalism and innovation that characterises Transparency International. All parts of the Transparency International movement will contribute to make *Together against Corruption* happen – and will be evaluated on their contribution. Together, our collective contribution to the changes outlined in this strategy will be bigger than the sum of its parts.

The International Board of Directors, whose members are elected by the Transparency International movement, has overall responsibility for overseeing the implementation of the strategy and for ensuring that the different parts of our movement live up to their strategic commitments. The board will ensure that the strategy remains relevant by monitoring its progress and overseeing any changes made to it – for example, after its mid-term review. The board will also promote *Together against Corruption* as a framework for action across the movement, acting as its champions within and beyond Transparency International.

National chapters will incorporate the priorities elaborated in *Together against Corruption* into their own strategies and plans as appropriate, and will outline how they will contribute to the implementation of *Together against Corruption*. Taking into consideration their local needs and realities, chapters will ensure that Transparency International speaks with a common voice around the world. They will participate in the development of campaigns, policies, research, tools, and the mobilisation of people that arise from the priorities of *Together against Corruption*. Chapters will commit to sharing their expertise and experiences across the movement and to providing the evidence necessary to monitor the global impact of *Together against Corruption*. Some chapters will lead, and others will participate in, global initiatives.

As respected leaders in the anti-corruption field, Transparency International's individual members will contribute their knowledge, expertise and networks to the movement to achieve its strategic goals, particularly in the international arena. They will add their leadership to campaigns and thematic initiatives, and contribute to chapter development, as well as other means of strengthening our strategic presence.

The international secretariat will focus its work around the priorities identified in *Together against Corruption*. Its implementation plan for the strategy will capture how it will contribute through key roles identified for its work. These include leading the movement's efforts in global and regional advocacy, promoting national advocacy and strategic presence, developing and sharing of anti-corruption knowledge and approaches across the movement and beyond, and supporting the effective functioning of the entire movement.

Adequate resourcing for the actions outlined in *Together against Corruption* is crucial. In line with Transparency International's Charter, entities within the movement are responsible for securing resources for their own work. This includes resources for the implementation of their roles under *Together against Corruption*. At the same time, we are committed to working together to increase and diversify our resources for the implementation of this strategy and beyond, ensuring a sustainable income base moving forward. While we will continue to target our traditional donor base – namely governmental and intergovernmental donors – the movement will increasingly fundraise from other sources, including foundations, the private sector, major donors and the public.

Transparency International **guiding principles:**

1. As coalition-builders, we will work cooperatively with all individuals and groups, with for-profit and not-for-profit corporations and organisations, and with governments and international bodies committed to the fight against corruption, subject only to the policies and priorities set by our governing bodies.
2. We undertake to be open, honest and accountable in our relationships with everyone we work with, and with each other.
3. We will be democratic, politically non-partisan and non-sectarian in our work.
4. We will condemn bribery and corruption vigorously wherever it has been reliably identified.
5. The positions we take will be based on sound, objective and professional analysis and high standards of research.
6. We will only accept funding that does not compromise our ability to address issues freely, thoroughly and objectively.
7. We will provide accurate and timely reports of our activities to our stakeholders.
8. We will respect and encourage respect for fundamental human rights and freedom.
9. We are committed to building, working with and working through chapters worldwide.
10. We will strive for balanced and diverse representation on our governing bodies.
11. 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 Transparency International movement as a whole.

Adopted by the Transparency International Annual Membership Meeting (AMM) in Prague, 6 October 2001. Updated by the AMM in Bali, 28 October 2007 and by the AMM in Berlin, 16 October 2011.

Transparency International
International Secretariat
Alt-Moabit 96
10559 Berlin
Germany

Phone: +49 - 30 - 34 38 200
Fax: +49 - 30 - 34 70 39 12

ti@transparency.org
www.transparency.org

blog.transparency.org
[facebook.com/transparencyinternational](https://www.facebook.com/transparencyinternational)
twitter.com/anticorruption



TRANSPARENCY INTERNATIONAL SECRETARIAT IMPLEMENTATION PLAN

for Together against Corruption:
Transparency International Strategy 2020

Transparency International is a global movement with one **vision**: a world in which government, business, civil society and the daily lives of people are free of corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, we are leading the fight against corruption to turn this vision into reality.

Transparency International's **mission** is to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society.

Our **core values** are transparency, accountability, integrity, solidarity, courage, justice and democracy.

www.transparency.org

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FOREWORD

It is my great pleasure to present the Transparency International Secretariat's (TI-S) Implementation Plan for *Together against Corruption: Transparency International Strategy 2020*. This Implementation Plan is the road map the Secretariat will use to contribute to the ambitious goals that our movement has collectively set out in our strategy.

Together against Corruption offers bold answers to some persistent questions: How can we stop corruption more effectively in the years to come? How can we respond to the frustration of billions of people around the world about the toll that corruption takes on their lives? How do we help them demand accountability? How do we stop the flow of corrupt money and end impunity for corruption?

Our answers to the above questions depend on the ability of our movement to remain resilient. If civil society space is diminished, our very capacity to tackle corruption will be tested.

As we embark on this Implementation Plan and the strategy behind it, the UN Sustainable Development Goals have just been adopted, obliging all countries, north and south, wealthy and poor, to stop corruption as a priority. With this as a backdrop, our movement's efforts are more relevant than ever around the world. Through *Together against Corruption*, we hope to rise to the fundamental challenges that corruption poses to human rights, equality, security and justice.

At TI-S, we have the privilege to serve and lead the Transparency International movement. In this Implementation Plan, we identify the ways we believe TI-S can most make a difference in changing the world, together with our movement, and *Together against Corruption*.

I look forward to your support and welcome you to take part in our call for change!



Cobus de Swardt
Managing Director
Transparency International Secretariat

ABOUT THIS PLAN

This Implementation Plan sets out how the Transparency International Secretariat will contribute to the TI movement's strategy, *Together against Corruption*, in the years leading up to 2020.

While the Implementation Plan provides a road map for the Secretariat's work over the next five years, it does not describe everything the Secretariat does. Rather, the Implementation Plan specifies how the TI Secretariat will focus its efforts to help the TI movement achieve its collective ambition in the three areas identified as priorities by the TI 2020 strategy: 1) People and Partners; 2) Prevention, Enforcement and Justice and 3) Strong Movement.

We commit to prioritising TI-S work on these strategic priorities. At the same time, we will allow ourselves the flexibility to react to opportunities and events as they may emerge, and to adapt our focus based on regular reviews of our progress and the context of our work.

As the International Secretariat to the TI movement, TI-S fulfills particular roles that determine the contributions we will make to our strategy, *Together against Corruption*. Our primary roles on behalf of the TI movement are as follows:

- **Leading global and regional advocacy, including policy, communications and campaigning.**

TI-S focuses on achieving transformational change on selected issues of global and regional relevance. Building on the work of TI chapters on the ground, and working through a range of alliances and partnerships, we drive targeted anti-corruption advocacy priorities, providing both thought leadership and bottom-up, evidence-based voice to the TI movement's demands for change around the world. TI-S ensures that the TI movement is a key point of reference in the global debate on anti-corruption.

- **Advancing the development, dissemination and use of innovative anti-corruption knowledge, tools and approaches.**

TI-S identifies the specific knowledge, tools and approaches that are of value to our internal and external stakeholders, and ensures that these are contextualised and effectively shared. Our focus is on learning from what has worked to stop corruption. We also identify knowledge gaps, facilitating innovation in new tools and approaches to assist the TI movement in achieving its collective ambition via action-orientated research. At the same time, we support enhanced and targeted learning across the field of anti-corruption researchers and practitioners.

- **Promoting national advocacy and establishing strategic presence.**

TI-S support chapters and, where relevant and appropriate, chapter networks, in creating advocacy opportunities to achieve influence and impact on the issues they identify as critical. As the International Secretariat of a global movement, we help translate the global imperatives of our anti-corruption work into local relevance and vice versa. We also lead in establishing TI presence in strategic locations, as identified in *Together against Corruption*.

- **Supporting a TI movement that is professional, accountable and sustainable in its impact.**

TI-S supports a movement that itself upholds the governance standards that it advocates for and that continuously strives for organisational excellence. The Secretariat invests in human resources, training and learning to raise professional standards and foster resilience across the Transparency International movement. We also help members of the movement focus on achieving the changes and impact identified in our common strategy, *Together against Corruption*.

Many of the Secretariat's contributions to *Together against Corruption*, identified in the pages that follow, involve more than one of the above roles. These roles distinguish TI-S and its contributions from those of other parts of the movement, yet the roles are supportive of each other and of a movement that is much more than the sum of its parts.

The TI-S Implementation Plan concludes with key elements of our approach to monitor our impact and how we will make this plan happen, as well as a financial forecast to 2020. Overall, the Implementation Plan remains high-level, thereby fulfilling its remit of a five-year, forward-looking document. It will be complemented by annual plans and budgets that are more operational in focus, but that derive from the contributions set out in this document.

NEW WAYS OF WORKING

The implementation of a new strategy offers a range of opportunities for change at TI-S. As the International Secretariat to the TI movement, TI-S recognises the need to improve and enhance our ways of working together – across TI-S and our movement. We will draw on a range of evaluations of TI-S and TI-S programmes carried out in recent years to help us improve our ways of working, many of them interconnected, so they enable us to implement our contribution to the Strategy 2020.

For example, we will put new focus on building our capacity to publicly campaign. As our drive is to reach people and stimulate demand for anti-corruption, we need to innovate in our methods to communicate and connect via state-of-the-art campaign techniques. We must use campaigns to widen our appeal and establish a broad movement of those who are like-minded and constitute a global supporters' base.

TI-S will intensify its partnerships, as a way of increasing our impact. While we are already actively cooperating with dozens of international organisations, governments, business, research and civil society groups, we will actively pursue a range of strategic partners to support our priority work. This will provide us with additional expertise, leadership and reach, and will open up opportunities for the transformational, sustainable change we seek in *Together against Corruption*.

We will integrate our Information, Communication and Technology (ICT) systems, embracing new digital technologies. This will not only enable an improved work environment, but will provide us the means to engage on social media platforms, to develop web-based and mobile anti-corruption tools and to reach new audiences and social movements in digital spaces as they evolve. We want our ICT to lead us to deepened public engagement, yet we also want it to reflect who we are: a global reference point and a space for dialogue, debate and learning on corruption.

We will enhance our internal communications, both for TI-S and for the entire TI movement, with the aim of increasing the frequency and quality of connectivity and exchange. Our movement is keen to share its experiences and expertise with purpose; TI-S will dedicate itself to a step change in how we create, post and share information and ideas in Transparency International.

TI-S will revise our approach to fundraising, putting greater efforts than ever before into movement fundraising. We seek to transform the ability of TI chapters to raise money, including via new methods for our movement, such as public campaigns and crowd-funding, as part of enhanced sustainability for our movement. In five years' time, we aim for much less of the movement's income to flow through TI-S and more to be raised in our network. On the basis of this Implementation Plan, we will initiate a major push toward new sources of income for TI-S, with a particular focus on fundraising from the private sector, foundations and high net-worth individuals.

Finally, with this Implementation Plan, we need to ensure that our organisational choices create the best possible information flows, opportunities for innovation in thinking and action and value-added to our movement's aims. Not only does our Secretariat's structure need to strengthen our ability to deliver on our strategy, but we need to adjust the processes that can most help us to navigate our roles efficiently and effectively, on behalf of our movement. Overall, we want our ways of working at TI-S to help us focus and create impact for *Together against Corruption*.

TI-S CONTRIBUTIONS TO TOGETHER AGAINST CORRUPTION: TI STRATEGY 2020

1. PEOPLE AND PARTNERS

In the coming five years, Transparency International will foster a culture of anti-corruption action. We will increasingly support individuals and groups of people to act and demand accountability – and we will work to protect them when they are at risk. We will extend the boundaries of our anti-corruption movement to include a wide range of people and partners, including citizens and leaders.

As the TI movement, *Together against Corruption*, we have committed in our strategy to:

- **Create demand for accountability and empower action** by working with a wide range of people to act to confront corruption, demand accountability and contribute to anti-corruption approaches that are systemic and sustainable; the change we seek is that **people around the world denounce corruption and take increased action to confront it.**
- **Engage partners and inspire leaders** by working with and promoting anti-corruption leaders and leadership, and fostering strong partnerships in anti-corruption related fields most relevant to our priorities; the change we seek is that **a growing number of key partners and leaders drive anti-corruption progress.**
- **Protect anti-corruption activists** by defending and supporting TI activists under threat, standing in solidarity with those whose work to expose corruption puts them at risk, and pushing back against the limits put on civil society space; the change we seek is **greater freedom of action and voice for anti-corruption activists.**

The TI Secretariat will add value to these ambitions, seeking the changes identified in our movement's strategy, with the following contributions:

1. TI-S will support the creation of safe mechanisms for victims and witnesses of corruption to denounce corruption and seek redress.

TI-S will facilitate the sharing of experience in how to run Advocacy and Legal Advice Centres (ALACs) efficiently and safely, for staff and for corruption victims, so that ALACs can be taken to scale across the movement. We will make greater use of ALACs case information for understanding corruption, for communications, and for advocacy that can lead to systemic change. TI-S will support the use of ALAC-created knowledge in other priority areas, especially those focused on working with and protecting people. We will explore and support the piloting of new models of engagement of witnesses and victims of corruption, so that more people can be reached, including women and marginalised groups.

In addition, TI-S will lead in the advocacy for whistleblower protection standards in both the public and private sector, to ensure that those who speak up are given full protection under the law and are not wrongfully punished for their courage to confront corruption.

2. TI-S will support chapters' efforts to create public demand for accountability

TI-S will facilitate knowledge exchange, resources, tools and best practices to assist chapters in enabling the ability of people, especially young people, women and social activists, to actively reject corruption and take concerted action against it. We will support chapters' work in areas that affect people's daily lives most, such as the delivery of basic services, encouraging innovation in both the tools developed and their use. The areas most vulnerable where our chapters want to engage people include land rights, education, human security and safety, and health. We will also support efforts to demand accountability around public budgeting and budget allocation, which are both vulnerable to corruption and, when administered well, central to the quality of people's lives everywhere.

Using this bottom-up demand for accountability, TI-S will lead the TI movement's ongoing global advocacy on the critical role of anti-corruption in sustainable development. We will assist chapters in making the UN Sustainable Development Goals – which will affect the lives of billions of people around the world – a relevant advocacy tool in their country, by drawing on local accountability experiences from around the world relating to the Goals. In addition, TI-S will ensure that anti-corruption remains a core aspect of the 2030 development agenda and that leaders are held accountable for achieving Goal 16, with its focus on just, peaceful and inclusive societies.

3. TI-S will lead in the promotion of civil society space for our anti-corruption activists

Given the growing political threats and legal actions, TI-S will lead advocacy to protect activists and defend the integrity of civil society space, linking our individual members and chapters into these efforts. We will strengthen our relationships with the broader human rights community, and make greater use of the legal frameworks available to human rights in defending the rights and safety of those engaged in anti-corruption.

TI-S will work to prevent and respond rapidly to threats on our activists who are at the frontline of our movement. We will further develop our early detection mechanisms, the integrated risk management reflected in our SAFE (Safeguarding Anti-corruption Fighters' Efforts) programme, our media team's rapid response unit, and the resourcing of a chapter emergency fund. We will also share guidance with chapters on how to work safely in difficult environments or on sensitive cases. When needed, we will also provide legal advice to chapters and provide in-country safety and security support.

2. PREVENTION, ENFORCEMENT AND JUSTICE

In the coming years, TI will contribute to strengthening the prevention of corruption by promoting the development and implementation of the best available laws, regulations, standards and training. At the same time, we will increase our engagement when both law enforcement and justice systems fail to pursue cases of corruption, resulting in impunity.

As a movement, Transparency International has committed in our strategy to:

- **Develop, monitor and advocate for key anti-corruption standards and practices, including the cross-cutting mechanisms that support them such as open data and access to information;** the change we seek is that **public and private institutions implement the highest transparency, accountability and integrity standards** to prevent and confront corruption.
- **Apply increased pressure on law enforcement and justice systems** to punish crimes of corruption and **encouraging people to take action when justice is not served;** the change we seek is that **the corrupt are increasingly being held to account and punished.**

The TI Secretariat will add value to these ambitions, seeking the changes identified in our movement's strategy, with the following contributions:

1. TI-S will lead a TI movement-wide initiative in the area of Money in Politics

TI-S will lead a joined-up effort to leverage and expand the TI movement's work on Money in Politics. This includes innovation in research, policy and advocacy on clean elections, political finance, regulatory and policy capture, conflict of interest, asset declarations, revolving doors and lobbying. We will support chapters and individual members in working on these issues, facilitating the exchange of tools, knowledge, know-how and good practice that is available within our movement and beyond. We will lead in developing and promoting global standards where these are found to be lacking, and will ensure TI's grows its influence on Money in Politics advocacy at relevant international fora.

2. TI-S will set global standards for business integrity, with special focus on the banking sector.

TI-S will drive international advocacy efforts to strengthen the development, promotion and enforcement of global standards in business integrity, leading on anti-corruption efforts in the banking sector. TI-S will also support opportunities for our movement to make an impact on sectors at high risk of corruption, such as the extractive, pharmaceutical, defence and construction sectors.

In the banking sector, TI-S will focus on both the supply and demand of corrupt money flows, including redress. We will promote the enforcement of anti-money laundering regulation, including greater due diligence and stronger commitments to integrity by financial institutions. We will assess and advocate for global standards on transparency in beneficial ownership and the extension of country-by-country reporting to all sectors. Finally, we will support demands for the recovery of stolen assets.

TI-S will facilitate a network of chapters actively working on business integrity issues, working to transform the nature and quality of the movement's engagement with the business sector. To achieve this we will support chapters in building effective approaches to work on private sector corruption, both in advanced and emerging markets. This will include identifying the key obstacles to business integrity in countries and promoting necessary regulatory reform, as well as anti-corruption standards and prevention systems.

3. TI-S will lead the TI movement in a global effort to end impunity for Grand Corruption.

TI-S will raise the profile of cases of Grand Corruption, advocating for their resolution. We will work across the TI movement and beyond to demonstrate the impact of Grand Corruption. We will collaborate with legal and academic experts to create a legal definition of Grand Corruption and to establish international legal accountability for this crime. At the same time, we will intensify our efforts on behalf of our chapters to leverage existing human rights bodies and frameworks to address corruption, including Grand Corruption, to protect victims and witnesses via these established pathways to redress.

Where law enforcement and justice systems continue to be ineffective, TI-S will lead public campaigns that will focus on internationally relevant cases of impunity for corruption. We will use latest technology, media and mobilisation methods to bring public pressure for change, including social sanctions, drawing on and sharing TI chapter experiences in mobilising people for change.

3. STRONG MOVEMENT

In the coming years, Transparency International will draw on its global reach and grow its influence further, securing TI presence where it matters most. We will innovate in our work, to find new tools and new ways to understand what works to stop corruption. Above all, we will better equip the TI movement for the challenges ahead, focusing on strong accountability, performance, and human resources.

As a movement, we have committed in our global strategy to:

- **Share expertise and knowledge on what works to stop corruption** by facilitating needs-based knowledge exchange within and outside the TI movement; the change we seek is that **an increased body of knowledge of the interventions to stop corruption is readily available.**
- **Build a sustainable movement** by investing in our organisational capacity in a targeted way to achieve best practice in both management and governance, with a special focus on promoting leaders within the TI movement; the change we seek is that the **TI movement is professional and leads by example.**
- **Ensure the relevance of our movement** by developing and implementing new organisational models to ensure our presence and relevance in strategic locations around the world; the change we seek is that **TI serves as the point of reference on corruption issues in key countries** – notably G20, BRICS and MINT countries.

The TI Secretariat will add value to these ambitions, seeking the changes identified in our movement's strategy, with the following contributions:

1. TI-S will advance our collective understanding about what works to stop corruption and support our TI global priorities with action-oriented research.

Drawing on academia, innovative research methods and our own monitoring and evaluation system, our knowledge production and brokering will advance understanding of what engages people in anti-corruption and what works to stop corruption. TI-S will strengthen our research in support of the priorities in our global strategy, such as Money in Politics, Grand Corruption and corruption in international financial flows, building in an awareness of the gender dimension of corruption. Global research such as the CPI and Global Corruption Barometer will also be increasingly focused on supporting our strategic advocacy efforts. While continuing to offer demand-driven knowledge products to our stakeholders, we will diversify our range of contributions and innovate in our methods of creating knowledge and in designing research for action, such as by matchmaking experts from across the anti-corruption community with the knowledge needs of the TI movement.

2. TI-S will support the development and sharing of best governance and organisational standards and practices across the TI movement.

TI-S will ensure the exchange of best practice in governance policies and their implementation across the TI movement. Together with the international Board of Directors, we will review and further strengthen TI's accreditation system, linking it over time to our impact monitoring. TI-S will also support the uptake of best organisational and management practices. We will develop, promote and implement financial management performance benchmarks and related risk assessment tools, in preparation for the challenges we expect in delivering our strategic goals as a movement. Finally, we will invest in and nurture anti-corruption leadership in the TI Secretariat and across the global movement, including by providing support to chapter-led global initiatives.

3. TI-S will lead on strengthening TI's presence in Brazil, China, India, and the United States, in global and regional advocacy hubs, and in locations where crisis demands immediate action.

Working closely with TI chapters and contacts in these four countries, all of which are key countries where our relevance is deemed crucial in *Together against Corruption*, and guided by the TI international Board of Directors, TI-S will design and implement country-specific strategies for growth and impact by 2020. Responding to the need for us to extend our presence, voice and impact, TI-S will also lead in establishing a wider range of modalities for global and regional transparency hubs in the coming years. Finally, TI-S will strengthen our movement's presence in places where corruption crises demand bold action, ensuring we are responsive when needed.

MONITORING IMPACT

TI-S will pursue an active programme of monitoring, evaluation and learning to accompany its Implementation Plan of *Together against Corruption*, including monitoring the impact of our work. In our global strategy, the Transparency International movement made a bold commitment to focusing on impact, as well as to providing accountability to all stakeholders and to learning from what works and does not work in stopping corruption. To achieve this ambition, the TI Secretariat will contribute to the movement's effort to monitoring, evaluation and learning with the following:

- **Baseline:** coordinating and participating in the *Together against Corruption* baseline for the TI movement.
- **Impact Monitoring:** monitoring the impact of externally-focused TI-S initiatives, programmes and projects using our impact monitoring approach, notably an impact monitoring matrix.
- **KPIs and Value for Money:** evaluating the performance of our core services and functions, such as Human Resources, Finance and Accounting, Project Management, in terms of their effectiveness, efficiency and economy, via Key Performance Indicators and establishing a Value for Money framework.
- **Review:** coordinating and participating in a mid-term review of the TI-S and TI movement's progress toward *Together against Corruption*.
- **Reflection and recommendations for change:** in all of the above, formulating recommendations for 'course correction' in TI-S contributions, to better enable the changes we seek as part of *Together against Corruption*.

A critical aspect of the success of our monitoring, evaluation and learning will be the swift and effective implementation of our impact monitoring approach, which has been developed by TI-S in close collaboration with Transparency International chapters and external experts. The core of this approach is our impact matrix, through which we can map our advocacy impact along two trajectories, one for policy and legislative change and the other for behavioural change.

Transparency International recognises the essential need for better evidence in the drive to eradicate corruption, including the evidence and learning we can draw from our own evaluations. Therefore, TI-S will fully disclose all our monitoring and evaluation results to the public, making them available on our website and disseminating them as widely as possible.

MAKING IT HAPPEN

As the International Secretariat of a diverse global network including chapters and members, TI-S will build on our roles in leading global and regional advocacy, facilitating knowledge and expert exchange, supporting national advocacy and presence, and coordinating a professional, well-governed, and impactful movement to ensure that we ourselves are managed with excellence. Our aim is for TI-S to operate in a way that is not only accountable, but also helps the entire TI movement to be effective and achieve the changes sought in *Together against Corruption*.

Leadership and Management

The Secretariat's management team will be responsible for leading TI-S and overseeing delivery of this Implementation Plan. This team will ensure that the Secretariat maintains the flexibility required to adapt and evolve in response to changing contexts and newly emerging opportunities. TI-S leadership is committed to having strong accountability at all levels, internal and external.

The management team at TI-S is driven by a strong commitment to service the TI movement and its needs, and by a quest to take our anti-corruption efforts to scale via the strengthening of the TI movement. The team seeks to foster innovative anti-corruption approaches and to continue to lead an International Secretariat that adheres to highest professional standards. It aspires to work with humility, as a responsible and integrated team that embodies the core values of TI and its people, and to act in the best interests of the organisation and movement it serves.

Our people

TI Secretariat staff members are integral to the movement as a whole. As part of our approach to working *Together against Corruption*, we will intensify our efforts to attract, retain and develop the right people whose ethics and ambitions are in line with our core values. We will create an environment that enables TI-S staff to work collaboratively and effectively within and across teams and organisational boundaries. As a part of our commitment to a Strong Movement, we will implement the training and learning opportunities that help our staff develop the skills they need to contribute effectively to our efforts. We will also seek to offer greater horizontal mobility and opportunities for personal and professional growth and the nurturing of leadership and management skills among TI-S staff.

Our organisation

This Implementation Plan is focused on describing the specific contributions of the TI Secretariat to the TI movement's global strategy, *Together against Corruption*. The work that is described in the previous sections is what will be visible to our movement, stakeholders and supporters. A range of core services at TI-S is essential to making these contributions possible. Only with strong and professional support from across our organisation, including from finance and accounting, human resources, office administration, IT, monitoring, evaluation and learning and legal affairs are we able to focus our broader efforts on the Strategy 2020. To create a sustainable and resilient Secretariat, we will continue to resource and strengthen these core services that enable our success as an organisation and our ability to carry out our roles for the TI movement.

Prioritising and Sequencing

Given the number and complexity of contributions highlighted in this Implementation Plan, it is critical that we are ambitious but realistic in terms of moving ahead with them in the coming years. For that reason, we are developing a prioritisation and sequencing for our work on *Together against Corruption*, based on political imperative, opportunity, urgency, preparedness, and the likelihood of resources and impact. We will use this prioritisation and sequencing to make strategic investments in certain contributions and to build annual work plans and budgets.

Resources

Our ability to contribute to the TI movement's global strategy will depend on the resources available to do our work. First and foremost, we need to make choices about how we allocate resources in support of our contributions, especially those we have identified as immediate priorities. We also need to make sure we secure sufficient additional resources, including from new funders, to match our ambition over the five years. Only with a fundamental diversification of our resource base will we create the sustainability that is crucial to the success of *Together against Corruption*.

As TI-S, we will increase efficiency and effectiveness in the use of existing resources by allocating staff and budget to support the contributions identified in this Implementation Plan. Where necessary to achieve our goals, we will reallocate existing resources, allocate additional core income, and fundraise for these contributions.

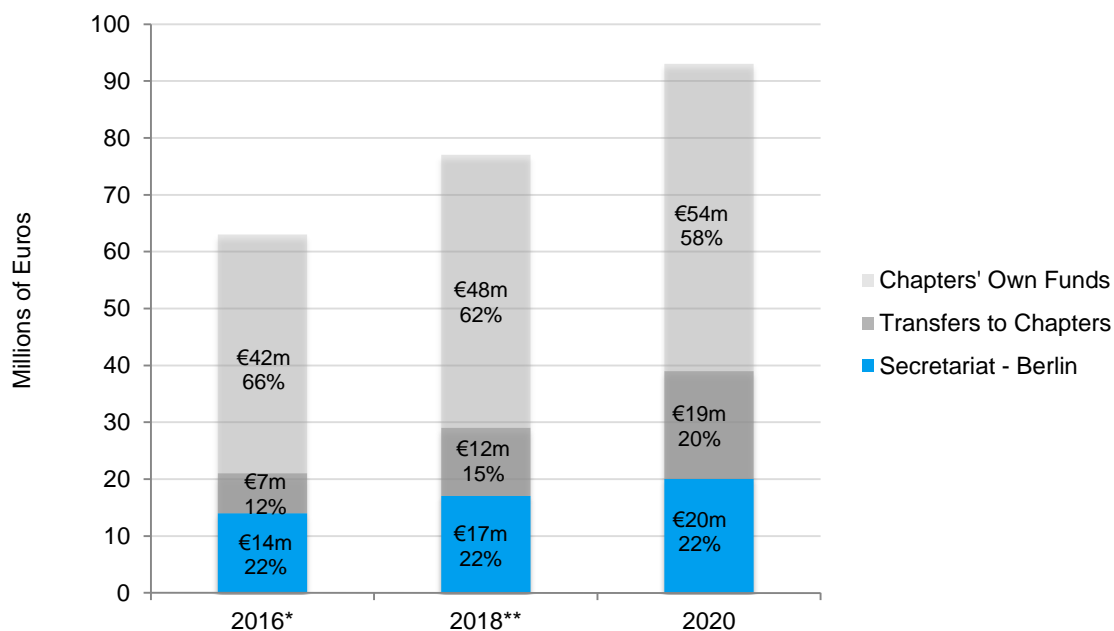
Over the five-year period to 2020, TI-S will aim to support budget growth across the movement in such a way that the TI-S budget (minus the amount allocated to national chapters) does not exceed 25% of the movement income overall.

Below we present a forecast of TI-S income to 2020, presented by funding type. We also show TI-S predicted income relative to TI movement income.

A. Income Projections 2016-2020 (in thousands of Euros)

	2016*	%	2018**	%	2020	%	AVG. ANNUAL INCREASE
Bilaterals - Current	€18,301	84.7%	€20,700	71.7%	€23,400	60.5%	5%
Bilaterals - New		0.0%	€2,070	7.2%	€3,600	9.3%	25%
Foundations	€1,808	8.4%	€3,200	11.1%	€5,600	14.5%	25%
Corporate	€1,304	6.0%	€2,100	7.3%	€3,300	8.5%	20%
Other Development Organisations	€203	0.9%	€600	2.1%	€1,700	4.4%	50%
General Public + HNWI	-	0.0%	€200	0.7%	€1,100	2.8%	100%
	€21,615	100.0%	€28,870	100.0%	€38,700	100.0%	12.4%

B. Income Projections 2016-2020, Relative to the Movement



Note: *Beginning and **middle of the financial year.

Transparency International
International Secretariat
Alt-Moabit 96
10559 Berlin
Germany

Phone: +49 - 30 - 34 38 200
Fax: +49 - 30 - 34 70 39 12

ti@transparency.org
www.transparency.org

blog.transparency.org
[facebook.com/transparencyinternational](https://www.facebook.com/transparencyinternational)
twitter.com/anticorruption

Work Areas	2016*	2017**	2018	2019	2020
Inspiring & empowering action	<p>10 instances of Chapter work with cases of corruption influencing policy and/or behaviour documented and systematically promoted</p> <p>People engagement around the resolution of specific corruption cases occurring in 8 countries</p> <p>Increased mobilisation of supporters and public engagement due to use and marketing of human interests stories, data and impact</p> <p>Minimum standards for ALAC safety and security (information and physical)</p>	<p>TI-S provides support to 10 cross-border cases or around those involving international institutions</p> <p>In at least 20 countries, advocacy actions based on corruption-related cases' data are on-going</p> <p>20% of Chapters providing support services to victims and witnesses of corruption are piloting a new business model for sustainability and expansion</p> <p>Chapter compliance with safety and security standards to victims and witnesses is an integral part of the accreditation process</p>	<p>Changes in policy/ behaviour related to 55% of all cases submitted to the ALACs</p> <p>In at least 20 countries, people are actively engaged around the resolution of specific corruption cases</p> <p>Services to victims and witnesses of corruption are being effectively leveraged both nationally and internationally to mobilise supporters, public engagement and individual giving</p>	<p>Changes in policy/ behaviour related to 75% of all cases submitted to the ALACs</p> <p>70% of Chapters with ALACs are providing relevant, effective and innovative services to victims and witnesses</p> <p>50% of Chapters with ALACs are reporting a significant increase in locally generated resources available for services to victims and witnesses of corruption</p>	<p>Chapters have provided support to 1 million clients with a satisfaction rate of 80%</p> <p>All Chapters with services to victims and witnesses of corruption demonstrate clear influence over policy and behaviour change resulting from pursuing corruption cases</p> <p>In at least 40 countries, advocacy actions based on corruption-related cases' data are on-going, with at least 15% of the actions demonstrating a successful outcome</p> <p>TI-S has provided support to 100 cases with an international dimension as a result of complaints from victims, witnesses or whistle-blowers</p> <p>TI is known throughout the world for supporting victims and witnesses of corruption to pursue their complaints</p>
Whistleblowing	<p>Effective whistleblowing legislation has been adopted in 2 additional countries</p> <p>Whistleblowing effectively promoted in selected countries, and in targeted international/regional audiences, including at European level</p> <p>Selected businesses, sectors and business organisations engage with TI around the issue of whistleblowing good practice in the private sector</p>	<p>TI recommendations for good practice whistleblowing mechanisms in public and private organisations are available</p> <p>Effective whistleblowing legislation is enforced in 2 additional countries</p>	<p>Key advocacy targets public endorse TI recommendations for good practice whistleblowing mechanisms, including selected business sectors</p> <p>Effective whistleblowing legislation has been adopted and/or is enforced in 6 additional countries</p> <p>Key target audiences' positive perception of whistle-blowers visibly increases</p>	<p>Key public and/or private organisations in 4 countries adopt TI recommendations for good practice whistleblowing mechanisms, including selected business sectors</p>	<p>Key public and/or private organisations in 10 countries adopt TI recommendations for good practice whistleblowing mechanisms</p> <p>Effective whistleblowing legislation has been adopted and/or is enforced in 12 additional countries</p> <p>Key target audiences' positive perception of whistle-blowers visibly increases</p>

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Work Areas	2016*	2017**	2018	2019	2020
National & regional levels support	<p>At least 3/4 of chapters per region are working with government public accountability initiatives (such as OGP) aimed at fighting corruption</p> <p>Regional partnership approaches to working with women and youth on public accountability initiatives</p> <p>Defined set of effective policy and advocacy actions to channel citizen demands for public accountability on corruption (in land, education, public security, health, public finances and/or development and climate financing)</p>	<p>At least 3 sub-regional/regional joint policy/advocacy actions on public accountability for corruption (in land, education, public security, health, public finances, and/or climate and development financing)</p> <p>Diversified partnerships formalised with youth and women groups in all 5 regions to work on accountability actions for anti-corruption</p> <p>Partnerships formalised in each of the regions with local governments through their national associations or their regional bodies on (localising the implementation of the SDGs)</p> <p>At least one chapter in each region is working on sub-national policy and/or advocacy actions to generate public accountability for corruption</p>	<p>Targeted governments (national and/or sub-national) adopt recommendations to reduce corruption (in land, education, public security, health, public finances and/or development and climate financing)</p> <p>At least 1 joint policy/advocacy action is done in each region with youth and women groups / networks on public accountability for corruption</p> <p>At least 1 joint policy/advocacy action is done in each region with national/regional associations of local governments on public accountability for corruption</p>	<p>Targeted governments (national and/or sub-national) implement recommendations to reduce corruption (in land, education, public security, health, public finances and/or development and climate financing)</p> <p>At least three joint policy/advocacy actions are done in each region with youth and women groups / networks on public accountability for corruption</p> <p>At least three joint policy/advocacy actions are done in each region with national/regional associations of local governments on public accountability for corruption</p>	<p>Targeted governments (national and/or sub-national) implement recommendations to reduce corruption (in land, education, public security, health, public finances and/or development and climate financing)</p> <p>At least three joint policy/advocacy actions are done in each region with youth and women groups / networks on public accountability for corruption</p> <p>At least three joint policy/advocacy actions are done in each region with national/regional associations of local governments on public accountability for corruption</p>
International & global levels support	<p>Targeted international governance and development platforms related to sustainable development place corruption on their agenda in line with TI's positions (SDGs and High Level Political Forum, WB/IMF spring meetings, OGP summit, and the IACC)</p> <p>Recommended policy interventions for how to best address corruption in the SDGs</p> <p>At least 10% of countries where TI has a Chapter use SDG monitoring of Goal 16 to hold governments to account on corruption</p>	<p>Targeted international governance and development platforms related to accountability (SDGs and High Level Political Forum, WB/IMF spring meetings, OGP summit, and the IACC) adopt TI recommendations</p> <p>At least 25% of countries where TI has a chapter use SDG monitoring of Goal 16 to hold governments to account on corruption</p> <p>At least 25% of targeted countries adopted TI recommendations for anti-corruption indicators</p>	<p>At least 35% of countries where TI has a chapter use SDG monitoring of Goal 16 to hold governments to account on corruption</p> <p>At least 35% of targeted governments adopted TI recommendations for anti-corruption indicators</p> <p>Targeted international governance and development platforms related to accountability (SDGs and High Level Political Forum, WB/IMF spring meetings, OGP summit, and the IACC) adopt TI recommendations</p>	<p>At least 50% of countries where TI has a Chapter demonstrate progress towards targets set by Goal 16</p> <p>At least 65% of countries where TI has a Chapter use SDG monitoring with social accountability channels to fight corruption</p>	<p>At least 85% of countries where TI national chapters are working on the SDGs demonstrate progress on target 16, 5 and all the goals.</p> <p>Concrete changes at policy and institutional levels regarding SDG-related anti-corruption actions undertaken by targeted international governance and development platforms related to accountability (SDGs and High Level Political Forum, WB/IMF spring meetings, EU, regional development banks, OGP summit)</p>

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Work Areas	2016*	2017**	2018	2019	2020
Defending Civil Society Space for AC CSOs	<p>International advocacy focused on most restrictive CSO countries where TI NCs exist</p> <p>Increase awareness among targeted fora/ multi-stakeholders initiatives of civil society space related issues</p>	<p>2 NCs supported with international/regional advocacy in pilot project to reverse CSO restrictive laws</p> <p>Partnership for international initiatives on restrictive CSO laws expanded to non-traditional supporters (business, unions etc.)</p> <p>10 NCs in priority countries fully trained on 1 reputational issue threatening CSO space (i.e. impartiality, improved local relevance, strategic planning, defamation, accountability, fundraising measures)</p> <p>NC CSO space group established and provides national guide books, experience and training to other chapters</p> <p>UN SR appointed on corruption and human rights</p>	<p>2 additional chapters supported to undertake reversal of restrictive CSO laws; at least 2 test cases on public support from non-traditional partners (business, trade unions, celebrities, etc.)</p> <p>3 Regional bodies targeted for advocacy on regional mechanism to ensure civil society space</p> <p>10 additional NCs in priority countries fully trained on 1 reputational issue</p> <p>5 additional chapters engage in advocating for CSO space through OGP</p>	<p>3 additional chapters supported to undertake reversal of restrictive CSO laws</p> <p>10 additional NCs in priority countries fully trained on 1 reputational issue</p> <p>NC CSO space group linked with Urgent Appeals mechanism to establish joint TI movement response that chapters can request when international/regional backup is needed</p> <p>Key countries (e.g. US and the UK) actively promote retraction of restrictive legislation/ policies through their foreign policy (ideally using anti-corruption angle)</p> <p>Statement by the international coordinating committee of National Human Rights Institutes endorsing TI recommendations</p>	<p>4 countries repeal or halt restrictive laws or on AC civil society</p> <p>Top 30 priority NCs have improved local relevance, strategic planning, accountability, fundraising measures in place</p> <p>Shared strategy in place for work on corruption and human rights in UN system</p> <p>Non-traditional partners issue high level statements, provide resources, and engage in supportive actions / advocacy</p> <p>5 countries include additional commitments in OGP actions plans on enabling environment for Civil society</p>
Protect our Anti-corruption Activists	<p>International/regional Human Rights mechanisms used to raise protection issues in at least two countries</p> <p>Strong advocacy for safeguarding a-c activists and/ or against emerging & new restrictive CSO laws</p>	<p>TI-S fully compliant with security policy</p> <p>Risk management (esp. safety and security) factored into the accreditation process</p> <p>SFP training is finalised and piloted in X of National Chapters</p> <p>Toolkit/guidance developed for supporting Centres of Excellence (CoE)</p> <p>At least one existing UN special rapporteur addresses risks to anti-corruption activists</p> <p>Legal support unit established capable of serving TI-S, IMs and NCs.</p>	<p>Urgent appeal mechanism used in 50% of relevant incidents reporting on what works/what doesn't.</p> <p>Key influencers (embassies, layers HR INGO etc.) partnered with to establish TI Security network to provide on-the-ground security support as needed</p> <p>UNCAC review mechanism (Article 13) used to raise concerns about at least 5 countries</p> <p>TI-S has secure digital systems and procedures in place for engaging in sensitive case work</p>	<p>20 targeted chapters have Risk Management Health Check and have safety and security measures in place</p> <p>At least two-thirds of the movement has a trained SFP</p> <p>80% of the movement has access to online safety and security archive</p>	<p>Urgent appeal mechanisms used in 100% of relevant incidents; early detection mechanism in place</p> <p>Decrease in number of security incident in TI movement</p> <p>TI risk management network established in each region, includes formal external legal assistance</p> <p>Anti-corruption activists are recognised as human rights defenders; consistent engagement of the movement in HR mechanisms</p> <p>All National Chapters have trained SFPs and there is an established SFP community of practice.</p>

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Work Areas	2016*	2017**	2018	2019	2020
Regional support	<p>Chapters' clusters around a set of key MiP sub-themes that work towards joint funding proposals, including a pilot project on policy/state capture</p> <p>Pool of MiP expertise available to the Movement that covers MiP strategic areas</p> <p>Access to consolidated TI and other relevant research on MiP, including innovative approaches to countering disproportionate influence</p>	<p>Direct policy/advocacy support available to at least 3 regional advocacy efforts relating to political corruption</p>	<p>At least 2 regional advocacy action leads to policy adoption and some degree of behaviour change</p>	<p>At least 1 regional advocacy action leads to effective policy implementation and to a high degree of behaviour change</p>	<p>In at least 40% of the countries in which Chapters work on MiP specific changes in policy and behaviour were enabled that are key to reducing the influence of Money in Politics in their countries</p>
International norms and standards	<p>'International standards on lobbying' used by more chapters, and at EU level to promote high standard of lobbying regulation</p> <p>Improved norms and standards in two other areas of MiP in targeted countries (e.g. responsible corporate political engagement, revolving doors, and asset/income/interest disclosure)</p>	<p>Elite and public support in place for increasing transparency and integrity in lobbying, political financing and parliamentary ethics</p> <p>International bodies place issue of lobbying standards and political financing on agenda</p> <p>Clean lobbying practices and responsible corporate political engagement on agenda of multi-national companies and global reporting frameworks</p> <p>Corporate Political Engagement Transparency Index ready for roll-out</p>	<p>International institutions support and promote transparency in domestic political financing and parliamentary ethics</p> <p>Global reporting initiatives include robust lobbying standards and responsible corporate political engagement</p> <p>Multinational companies are reporting on lobbying and responsible corporate political engagement through global reporting frameworks</p> <p>Multi-national companies adopt clean lobbying practices/sign up to lobbying charters</p>	<p>Intergovernmental/supranational bodies adopt high standards on ethical and transparent lobbying</p> <p>International institutions support and promote transparency in domestic political financing and parliamentary ethics</p> <p>Information on lobbying and influencing international institutions is widely available to the public in digestible format</p>	<p>Robust standards on key Money in Politics issues being implemented by international institutions and, through downward pressure, national institutions</p>
Global leadership	<p>Increased pressure in global centres of power - EU, USA and the G20 - on key MiP issues</p>	<p>High public awareness of advocacy goals of Clean Politics Campaign</p>	<p>Key stakeholders (business, citizens, CSOs, political parties) support Clean Politics Campaign advocacy goals</p> <p>Intergovernmental/supranational bodies adopt high standards on ethical and transparent lobbying</p>	<p>Demonstrable policy and behaviour changes in the targeted centres of power relating to the Clean Politics Campaign advocacy goals</p>	<p>Evidence of contagion effect - with other countries using achieved changes in policy and behaviour as good-practice examples to adapt</p>

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PREVENTION, ENFORCEMENT AND JUSTICE

TI-S will set global standards for business integrity, with special focus on the banking sector

Work Areas	2016*	2017**	2018	2019	2020
Capacity development & support	<p>Effective advocacy based on business related knowledge products is effective in at least 7 countries (TRAC, BICA)</p> <p>Comprehensive business integrity programme for Brazil</p>	<p>Advocacy based on business related knowledge products is effective in at least 10 countries (TRAC, BICA)</p> <p>Comprehensive business integrity programme being developed in India and China</p> <p>Business Integrity Programme implemented in Brazil</p> <p>Two business integrity knowledge hubs are active and adequately funded</p>	<p>Advocacy based on business related knowledge products is effective in at least 10 countries (TRAC, BICA)</p> <p>Comprehensive business integrity programme being developed in two new key emerging markets</p> <p>Business Integrity Programmes implemented in India, China and Brazil</p>	<p>Advocacy based on business related knowledge products is effective in at least 10 countries (TRAC, BICA)</p> <p>Comprehensive business integrity programme being developed in two new key markets</p> <p>Business Integrity Programmes implemented in five key emerging markets.</p>	<p>Chapter-driven policy and practice changes in business and the business environment in up to 50 countries</p> <p>TI has greater traction with new audiences, for example emerging market companies, selected industry sectors, /SOEs/SMEs</p> <p>Fully-functioning Chapter-led centres leading on business integrity knowledge and advocacy in each region</p>
Global policy standards	<p>10 SOEs engaged in the development of TI's BPCB SOE standards</p> <p>Tax and corruption position adopted by TI movement</p>	<p>EU adopted public country-by-country reporting</p> <p>The TI SOE standard is actively promoted among SOEs and other relevant audiences</p> <p>An established network of experts (TI and external) support scrutiny of country-by-country reporting at national level</p>	<p>5 SOEs have adopted TI's BPCB SOE standard</p> <p>TI's BPCP SOE standard has significantly influenced at least two relevant global initiatives</p>	<p>Widely reported use of our new CPI replacement tool increases pressure by private sector on governments to stop corruption in business</p>	<p>50% of top 100 companies and 50% of relevant global institutions in key diverse geographies (i.e. including BRICs) adopt and implement TI's standards on corporate reporting and anti-corruption</p> <p>The EU has committed to country-by-country reporting in 2 additional sectors.</p>
Banking sector	<p>FATF recognises TI as a credible partner at global and national levels</p> <p>An increasing number of chapters engage with regulators to improve a-c enforcement</p> <p>Five banks engage in a dialogue with TI</p> <p>Establishment of closer alliances with the media</p>	<p>TI provides input to FATF publications e.g. guidance and trend papers</p> <p>Quantity and quality of national and international data available on financial sector enforcement increases</p> <p>Increased bank participation in international private sector anti-corruption fora where TI is active (UNGC, B-Team, etc.)</p> <p>Media reports on financial sector increasingly cite TI commentary, analysis and policy recommendations (10 major media outlets)</p>	<p>TI and partner CSOs are regular participants in FATF Private Sector Consultative forum</p> <p>TI NCs regularly provide input to policy changes by regulators, both directly and via international evaluations (FATF)</p> <p>TI is regular participant at industry events on compliance and anti-money laundering</p> <p>10 global banks improve their incentive systems by enhancing the weight of compliance-focussed metrics</p>	<p>Increased monitoring of financial sector e.g. through onsite visits by regulators</p> <p># and severity of sanctions related to laundering of corrupt proceeds increases, including criminal prosecution of senior individuals</p> <p>10 global banks require identification of the beneficial owner in the case of a corporate structure as part of due diligence process</p>	<p>FATF reports show increased systemic enforcement of anti-money laundering regulations in key financial centres: UK, US, SZ, SG, HK, as well as in countries where there is regular NC engagement with regulators and banks.</p> <p>Leading global banks implement integrity standards in line with TI multi-stakeholder standards</p> <p>TI Financial Integrity initiative is featured at international events (e.g. Davos) as major driver of change in the sector</p>
Priority Sectors	<p>Set new standards for a-c and transparency practices in 2 priority sectors (mining and pharma)</p>	<p>New standard is effectively communicated to key corporate players and influencers in the sectors</p>	<p>Level of anti-corruption and transparency practice is improved in 5 leading companies in each sector</p>	<p>Five corporate champions emerge spearheading sector-wide improvements in corporate anti-corruption and transparency practices</p>	<p>Corporate corruption and opaque practices are reduced in the Mining and Pharma</p>

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Work Areas	2016*	2017**	2018	2019	2020
International legal accountability	<p>Increased recognition of nature & typology of grand corruption by relevant experts and international institutions</p> <p>Increased public awareness about victims of Grand Corruption</p> <p>Legal sanctioning of at least 1 GC perpetrator initiated</p> <p>Increased use of available approaches to redress victims by relevant experts and international institutions</p> <p>Increased support among UN member states for the creation of the mandate on HRs, corruption & GC</p> <p>Active engagement of a global community of TI supporters in collective actions in at least four symbolic cases of systemic weaknesses allowing GC</p>	<p>Key governments agree an OGP public statement on GC, key CSOs and business partners publicly support TI's GC international advocacy actions with statements</p> <p>Foreign bribery related money laundering issues, and ways to address them included in the OECD WG on Bribery's agenda</p> <p>The global community of TI supporters is visibly engaged and mobilised in collective actions on at least five symbolic cases of systemic weaknesses allowing GC</p> <p>At least one collective action demonstrate a successful policy outcome on symbolic cases of GC</p>	<p>UN bodies (e.g. General Assembly or UNCAC COSP) agrees public statement/position/motion on GC & remedies & agrees next steps</p> <p>Initial decision at a national level in favour of remedy for a GC case made (case for action)</p> <p>International human rights mechanisms are being used for individual complaints on corruption and GC as an obstacle to human rights</p> <p>The Grand Corruption definition and TI's role in supporting victims of Grand Corruption is acknowledged in mainstream media</p> <p>The global community of TI supporters is visibly engaged and mobilised in collective actions on at least five new symbolic cases of systemic weaknesses allowing GC</p> <p>Another collective action demonstrates a successful outcome on a symbolic case of GC</p>	<p>Consensus emerges among key experts and international legal bodies (IBA, ICJ, ABA et al) on the nature typology use GC concept in their public statements/decisions</p> <p>Legal case initiated at regional level to sanction GC perpetrator</p> <p>The global community of TI supporters is visibly engaged and mobilised in collective actions on at least five new symbolic cases of systemic weaknesses allowing GC</p>	<p>Countries start implementing UNCAC grand corruption resolution</p> <p>Special rapporteur for at least 1 international body reports on grand corruption</p> <p>Agreement in principle by selected governments to bring cases in national systems with extraterritorial jurisdiction</p> <p>Official recognition of corruption & particularly GC in HR mechanisms/conventions, with concrete plans to mainstream</p> <p>The global community of TI supporters is visibly engaged and mobilised in collective actions on at least five new symbolic cases of systemic weaknesses allowing GC</p> <p>3 or more collective actions demonstrate a successful policy outcome on symbolic cases of GC</p>
Measures against laundering of proceeds of grand corruption	<p>Gaps in A-C legislation and oversight of real estate in key countries are publicly exposed</p> <p>High level political support for BO Transparency in 5 countries (e.g. public statement/declaration)</p> <p>5 OGP Action Plans contain commitments on BO and procurement</p> <p>5 global companies commit to disclose BO transparency</p>	<p>G20 recognizes TI as contributor to Denial of Entry Network discussions</p> <p>Corruption is included as a theme in the annual Luxury Good Conference</p> <p>TI NCs doing advocacy on enablers of corruption-related money laundering in 5 G20 countries</p> <p>Laws are passed in 5 G20 countries on BOT in line with TI policy asks</p> <p>5 EU countries make their BO registries public</p> <p>Self-regulatory rules on corruption and anti-money laundering are adopted by a global real estate body, such as The International Consortium of Real Estate Associations (ICREA)</p>	<p>An increasing number of EU countries review golden visa (investor visa/residency/citizenship) programmes</p> <p>1-3 major luxury goods companies are in active dialogue about stricter due diligence standards with TI</p> <p>5 additional OGP Action Plans contain commitments on BO and procurement</p> <p>Civil society organisations are involved in at least 50% of the FATF Mutual Evaluation process reviews</p> <p>Inter-governmental agreement for development of common criteria and public process for the denial of entry to the GC</p>	<p>5 G20 adopt common criteria for denial of entry and make network contact points and processes public including publication of data around visas issued and denied</p> <p>50% G20 countries improve their score using the TI methodology on BO frameworks</p> <p>Concrete measures - laws/policies - are adopted at least in additional 4 countries in line with recommendations from the 2017 Just for Show follow-up report</p>	<p>A global standard on due diligence in golden visas is developed that require strong due diligence processes</p> <p>Changes in the EU & target countries (Australia, Canada, US, UK) to current due diligence in line with TI's recommendations</p> <p>3 major luxury goods/real estate companies have strong AML measures in place (either voluntarily or via regulation)</p> <p>Evidence of policy development and adoption targeting regulation of the real estate sector in Australia, Canada, UK, Australia and France, in line with TI's recommendations</p> <p>Central beneficial ownership registries are a norm, with at least half of progressive countries establishing public registries</p>

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Work Areas	2016*	2017**	2018	2019	2020
Action-oriented research on strategic priorities	<p>TI research products are increasingly contributing to impact at policy and behaviour levels, across the IP contributions</p> <p>TI is increasingly responsive to knowledge needs on anti-corruption</p> <p>An active research community contributes to addressing concrete knowledge and research needs</p> <p>Research products are widely disseminated and available</p>	<p>Resources to build capacity of TI Research community in place, including with researchers beyond the anti-corruption community</p> <p>A majority of relevant strategic priorities uses evidence for its major outputs</p> <p>Partnerships with researchers on strategic priorities in place</p> <p>Increased uptake of TI-S research on strategic priorities by global AC community</p> <p>All TI-S research data is made accessible and promoted according to best online practises</p>	<p>A majority of relevant strategic priorities use evidence for their major outputs</p> <p>TI research community capacity on key issues built</p> <p>Increased uptake of TI-S research on strategic priorities by global AC community</p>	<p>A majority of relevant strategic priorities use evidence for their major outputs</p> <p>Increased uptake of evidence on strategic priorities by global AC community</p> <p>The increased capacity of the TI research community is actively used to support the movement's programming, advocacy and campaigning</p>	<p>Robust evidence is a key driver towards the overall impact of TI-S work on strategic priorities</p> <p>Global AC stakeholders regard TI as one of the major thought leaders on strategic priority issues</p> <p>The increased capacity of the TI research community is actively used to support the movement's programming, advocacy and campaigning</p>
What works in stopping corruption	<p>Greater understanding of 'what works' in relation to at least 1 strategic assumption</p> <p>Active expert community on what works against corruption (that supports the Movement)</p> <p>Knowledge on what works is widely disseminated and available</p>	<p>A few Chapters are actively involved in the impact review of strategic assumptions and in/or in looking at what works</p> <p>Greater understanding of 'what works' in relation to at least 2 strategic assumption</p> <p>Demand-driven knowledge needs regarding what works in fighting corruption by TI and donors are addressed</p>	<p>TI-S and Chapters systematically engage and use in their work the evidence on what works and in which context</p> <p>Chapters work together at regional and sub-regional levels to collect evidence on what works and in which context</p> <p>Greater understanding of 'what works' in relation to at least 2 strategic assumption</p> <p>Demand-driven knowledge needs regarding what works in fighting corruption by TI and donors are addressed</p>	<p>Evidence collected thus far is used to inform the inception planning of the next TI strategic cycle</p> <p>TI's research & impact evidence influences NCs, external stakeholders' and partners' plans on AC interventions</p> <p>Demand-driven knowledge needs regarding what works in fighting corruption by TI and donors are addressed</p>	<p>TI's research and impact evidence influences external stakeholders' and partners' work, decisions and direction</p> <p>TI's 2025 strategy is clearly informed by the accumulated evidence of what works</p> <p>Demand-driven knowledge needs of TI and selected external stakeholders regarding what works in fighting corruption are addressed</p>

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Work Areas	*2016	**2017	2018	2019	2020
Governance policies and accreditation	<p>Good governance standards on code of ethics, declaration of interest, whistleblowing and a-c rules are disseminated to the Movement</p> <p>Systematically exchange and learn from good practice in other INGOs, including through interactions with International Civil Society Centre</p> <p>Revised accreditation process, covering compliance, governance, and impact</p>	<p>Governance best-practice and gaps in the TI Movement are systematically identified.</p> <p>Basic systems in place that support to the implementation of good-practice</p> <p>Core set of governance policies as defined in 2016 applied by 33% of members of the movement</p>	<p>One area of the TI-S GRI Report governance structure and key stakeholders is recognised by the INGO Charter Independent Review as good practice</p> <p>65% of the Movement (Chapters+IMs) fully apply and comply with good governance standards, namely on code of ethics, declaration of interest, whistleblowing and a-c rules</p>	<p>Two areas of the TI-S GRI Report governance - performance indicators and responsible management of impacts of society are recognised by the INGO Charter Independent Review as good practice</p> <p>90% of the Movement (Chapters+IMs) fully apply and comply with good governance standards, namely on code of ethics, declaration of interest, whistleblowing and a-c rules</p>	<p>TI-S GRI Report is recognised as a good example of governance reporting</p> <p>At least 95% of the Movement (Chapters+IMs) fully apply and comply with good governance standards on code of ethics, declaration of interest, whistleblowing and a-c rules</p> <p>Core set of governance policies applied across the TI movement</p> <p>Relevant accreditation data of all Chapters is displayed online and easily accessible</p>
Leadership	<p>A concept for movement-wide leadership development has been agreed and informs related fundraising proposals</p> <p>Increased effectiveness of TI-S support to current Global Thematic Network Initiatives (GTNI)</p>	<p>A global TI “leadership programme” is initiated with the participation of TI chapter representatives, TI Secretariat staff and Individual Members</p> <p>2+ Global Thematic Network Initiatives (or: GTNI host chapters?) demonstrate a contribution to policy/ system and/ or behaviour change within their sector</p>	<p>Leadership communities across the TI movement start providing strategic input into the implementation of TI’s global strategy</p> <p>Global Thematic Network Initiatives are recognised, internally and externally, as an established way of working across the global TI movement</p>	<p>The “TI leadership programme” is recognised (internally and externally) as effectively strengthening leadership capacity across the TI movement</p> <p>3+ Global Thematic Network Initiatives (or: GTNI host chapters?) demonstrate a contribution to policy/ system and/ or behaviour change within their sector</p>	<p>Leadership talent is systematically identified and fostered across the TI movement</p> <p>5+ Global Thematic Network Initiatives (or: GTNI host chapters?) demonstrate a strong contribution to policy/ system and/ or behaviour change and are globally recognised as centres of expertise/ thought leaders within their sector</p> <p>Leadership communities in key areas across the TI Movement are widely recognised as such internally and externally</p>
Organisational & financial management	<p>Agreement on areas in which TI wants to develop movement-wide organisational and financial management standards</p> <p>Regular exchange with other NGOs to learn about ‘good-practice’ in organisational and financial management</p> <p>A financial management benchmarking process is piloted by approx. 10 TI chapters, and ready for roll-out</p>	<p>Movement-wide standards are developed in 2+ areas of organisational management</p> <p>Financial risk is systematically assessed across the movement</p>	<p>High organisational and financial standards applied by one third of members of the Movement</p> <p>TI, as a Movement, has a robust financial control system in place</p> <p>The TI Movement makes financial information easily accessible to external stakeholders</p>	<p>High organisational and financial standards applied by two thirds of members of the TI Movement.</p>	<p>High organisational and financial management standards are applied across the TI Movement</p> <p>TI demonstrably bases its strategic decisions on a reliable, movement-wide financial dataset</p>

***See Annual Impact Report 2016.**

****See 2017 Annual Implementation Plan which is the authoritative, final plan for 2017.**

STRONG MOVEMENT

TI-S will lead on strengthening TI's presence

Work Areas	2016*	2017**	2018	2019	2020
Presence in UBIC	<p>Increase recognition of TI's work and presence in all 4 key countries (Brazil, China, India and the United States) by the media and relevant stakeholders</p> <p>Minimum operating structure set up in Brazil that is financially sustainable</p> <p>Greater visibility of grand corruption work in the USA and Brazil</p>	<p>TI Brazil is independently funded and operates a relevant project in one of its core institutional functions</p> <p>Implementation strategy for TI China</p> <p>TI national contact in India secures adequate funding and becomes a national chapter in formation</p> <p>TI national contact in India is recognised by peer civil society organisations in the country as a key partner.</p> <p>TI USA operates with a reinforced governance structure.</p> <p>Increased brand recognition in Brazil and the US is consolidated (with an additional 10%) and brand recognition in China and India increases by 25%</p>	<p>TI Brazil is an expert in a thematic programme priority area (e.g. climate, mining, etc.)</p> <p>Three specific focus areas in three fully functioning offices in China: research and youth engagement (Beijing), business integrity (Shanghai), social accountability and campaigning (Hong Kong)</p> <p>TI India, through key partnerships, has visible impact on the work on social accountability in government and in the private sector</p> <p>Strong and substantial advocacy by TI India during G20 hosting by India in 2018.</p> <p>TI USA works successfully in partnership with other local CSOs</p>	<p>TI Brazil is supported by High Net Worth Individuals/local foundations and the general public</p> <p>Our Shanghai office serves as 'the go to' organisation for business community of practice</p> <p>TI India is a fully accredited TI chapter, and the TI representative in the country</p> <p>TI USA is focusing 80% of its work on anti-corruption issues at the national level</p> <p>Greater integration between the work of TI USA and other TI-S or Movement operations in the US</p>	<p>TI Brazil leads a Movement-wide initiative on a particular topic (ex. natural resources). The public at large in Brazil donates to TI Brazil (20% of chapter's income is covered by these donations)</p> <p>Business practice in China significantly improved, with businesses who are on top of our TRAC active in B20, Bteam, UNGC etc. Increased citizens' participation in online and offline campaigns led by TI's Shanghai office</p> <p>TI India is a strong leading voice in the anti-corruption movement in India, leading work on social accountability in government and in the private sector</p> <p>TI USA is a strong local organisation, with strong focus on domestic anti-corruption issues and cross-border illicit flows (beneficial ownership and money laundering), working strongly in partnerships, with appropriate leadership</p>
Hubs	<p>Agreement on the purpose of the hubs, and the different organisational and governance modalities</p>	<p>Strong media and public profile of at least 2 hubs</p> <p>At least 2 hubs are independently funded from TI-S, with one third of activities being self-funded</p> <p>Staff in hubs engaged in speaking roles/key meetings/writing/publishing</p>	<p>2 additional Transparency Hubs start incubating (Addis and Geneva). The hub in Addis would aim at influencing policy development on various sectors with a strong anti-corruption input, ensuring transparency, accountability and participation are well featured in various policies developed at AU level, contributing to the development of impact monitoring indicators (particularly in the context of SDGs)</p>	<p>The 4 Transparency Hubs become key influencers and convenors of coalition advocacy, successfully fundraising for the TI Movement, and shaping TI's policy/advocacy messages at the respective regional, international and financial institutions</p>	<p>The 4 new Transparency Hubs serve as focal points for advocacy, campaigning and/or fundraising efforts for the TI Movement Indicative four locations are: NY or DC (SDGs and Goal 16/Grand Corruption/Fundraising), Hong Kong (campaigning/fundraising), Geneva (human rights/SDGs/Goal 16/Grand Corruption/fundraising), and Addis-Ababa (AU and regional advocacy)</p> <p>Aligned global asks on anti-corruption in key institutional settings that are already leading to some degree of policy and behaviour change</p>
Crises countries/ regions	<p>Permanent structure at TI in place to take action in crisis situations</p>	<p>TI's action on corruption crisis is bold and timely in 5 concrete cases</p> <p>TI crisis team has well-trained spokespersons who are able to speak to the media at critical junctures (roughly 8 examples of these)</p>	<p>TI has developed a reputation within the international development community worldwide as the "go-to" organisation when it comes to corruption-related crisis</p> <p>5 external stakeholders (main NGOs, governments, etc.) seek our advice on corruption crisis</p>	<p>TI regularly communicates with the TI Movement on crisis around the world, highlighting TI actions taken, achievements and contributions on that front</p> <p>Development of regional crisis teams based in chapters begins</p> <p>TI 'corruption alert' is a go-to resource for the TI Movement and beyond, addressing civil society space and other security issues</p>	<p>TI's response has been prescient in ongoing change processes, TI being the first to set up appropriate action to crisis, which prove crucial in longer term communication and action on them (at least 3 concrete such examples)</p>

***See Annual Impact Report 2016.**

****See 2017 Annual Implementation Plan which is the authoritative, final plan for 2017.**

FINANCIAL PROJECTIONS 2018-2021

Thematic Area		2018	2019	2020
<i>all amounts are stated in thousands of Euros</i>				
Thematic Leadership				
PP1	Victims/ ALACs/ Wistleblowing	828	869	913
PP2	Pulic demands for accountability / SDGs	7,600	7,980	8,379
PP3	A-C Civil Society Space / SAFE	335	352	369
PEJ 1	Money in Politics	50	53	55
PEJ2	Business Integrity	1,860	1,953	2,051
PEJ3	Grand Corruption	1,616	1,697	1,782
SM1	Knowledge & Research for Action / What Works	1,086	1,140	1,197
SM2	GOV/ Organizational standards	4,019	4,727	4,751
SM3	Strong presence	521	547	574
Specialist Advice, Project Implementation and Organizational Support				
ESE	External Stakeholder Engagement (Communications, Fundraising)	1,916	2,012	2,112
GAL	Governance, Accountability and Learning	605	635	667
RA	Regional, Safety & Security, Legal Advice	680	714	750
Other projects and areas of work		983	730	725
TI Movement Partnerships		2,264	2,532	2,336
Grand Total		24,362	25,940	26,661

Detailed budget by project:

Area	Project name	2018	2019	2020
<i>all amounts are stated in thousands of Euros</i>				
PP1	ALAC SEE Mar'17-Feb'19 (German AA)	231	39	0
	AFD REDD+ (French)	226	0	0
	Whistleblowing - EU Directive (FOSI)	121	0	0
	To be raised	250	830	913
PP1 Total		828	869	913
PP2	Climate Gov Integrity BMUB (Current)	755	14	12
	Land & Corruption in Africa (BMZ)	661	511	0
	Integrity Pacts	1,634	1,491	1,483
	Action Grant (EC)	2,673	997	967
	CRIMJUST (UNODC)	71	26	0
	Women, Land and Corruption III (FoTI)	66	0	0
	People & Partners 2 (General)	177	104	86
	Legend - Land in Africa (DFID)	298	0	0
	IAWJ Corruption's Impact on Women	50	2	2
	Corrupt Money Flows (Hewlett)	217	238	0
	Whistleblower Protection in Europe (Adessium)	208	198	82
	NIS Western Balkans - Bridge (EC)	242	16	13
	Vietnam OGP (Belgium)	100	75	0
	BICA's (EBRD)	238	0	0
	Thematic Leadership for the OGP	164	0	0
	To be raised	48	4,307	5,733
PP2 Total		7,600	7,980	8,379
PP3	IACC Conferences (Parent)	335	0	0
	To be raised	0	352	369
PP3 Total		335	352	369
PEJ1	To be raised	50	53	55
PEJ1 Total		50	53	55
PEJ2	Siemens Integrity Initiative - BIP	411	21	18
	Business Integrity (General)	102	60	50

	Maldives Local Governance (EC)	212	115	51
	BPSC	30	0	0
	Montenegro Judiciary (EC)	22	29	0
	Maintaining Global Anti-Corruption Standards (DfID)	83	73	40
	To be raised	1,000	1,655	1,892
PEJ2 Total		1,860	1,953	2,051
PEJ3	Grand Corruption (General)	406	240	199
	Global Consortium - OCCRP	513	26	22
	Leveraging the UK - Omidyar	37	20	0
	AML Capacities in West Africa (EC)	256	58	8
	Maintaining Global Anti-Corruption Standards (DfID)	223	194	107
	To be raised	182	1,158	1,447
PEJ3 Total		1,616	1,697	1,782
SM1	TI-Brazil Programme	73	0	0
	Research Advisors (General)	702	51	42
	Maintaining Global Anti-Corruption Standards (DfID)	160	140	77
	To be raised	150	949	1,078
SM1 Total		1,086	1,140	1,197
SM2	AP Regional Programme (DFAT)	989	1,700	0
	Endowment Interest	140	0	0
	IMPACT (Canada)	2,466	2,671	0
	ICT Web Development	229	192	93
	ISE - Internal Communications	45	27	22
	Technical Assistance - Congo (RENCONTRE)	0	7	0
	Maintaining Global Anti-Corruption Standards (DfID)	150	131	72
	To be raised			4,564
SM2 Total		4,019	4,727	4,751
SM3	Strategic Presence (USA & EU - New: China/India)	250	148	122
	Tackling Inequalities in West Africa (Ford)	71	0	0
	To be raised	200	399	452
SM3 Total		521	547	574
ESE	Communications	621	368	304
	Fundraising	477	282	234
	Maintaining Global Anti-Corruption Standards (DfID)	618	540	296
	To be raised	200	822	1,278
ESE Total		1,916	2,012	2,112
GAL	Monitoring, Evaluation & Learning	230	136	112
	Governance (including 25th Anniversary and C-FRA)	375	222	184
	to be raised	0	277	370
GAL Total		605	635	667
RA	Specialist Advisors (General)	680	403	333
	To be raised	0	312	417
RA Total		680	714	750
Other	Management and organizational development	983	30	25
	To be raised	0	700	700
Other Total		983	730	725
Mov. Ptn	DfID Accountable Grant	2,264	2,532	2,336
Other international partnerships total		2,264	2,532	2,336
Grand Total		24,362	25,940	26,661

Annex 9 - Quality Assurance checklist for appraisal of programmes and projects¹

File number/F2 reference: 2018-25581

Programme/Project name: Support to Transparency International for 2018

Programme/Project period: 2018

Budget: DKK 5 million

Presentation of quality assurance process:

The Ministry of Foreign Affairs (MFA) has been providing core support for Transparency International (TI) for a number of years and has since been in continuous dialogue with the organisation. In 2017 and 2018 MFA and TI have engaged in a strategic partnership regarding the 18th International Anti-Corruption Conference (IACC) to be held in Copenhagen on 22-24 October 2018. As part of this MFA is in daily contact with TI and the responsible Desk Officer has spend a week working at the TI Secretariat to get to now the organisation.

- The design of the programme/project has been appraised by someone independent who has not been involved in the development of the programme/project.

Comments: The grant concerns primarily core funding for an organisation with whom MFA has been working close for a long period of time.

- The recommendations of the appraisal has been reflected upon in the final design of the programme/project.

Comments: Not applicable.

- The programme/project complies with Danida policies and Aid Management Guidelines.

Comments: Yes.

- The programme/project addresses relevant challenges and provides adequate responses.

Comments: Yes. Anti-corruption is a priority for Danish Development Cooperation and TI is a leading organisation in the field.

- Issues related to HRBA/Gender, Green Growth and Environment have been addressed sufficiently.

Comments: Issues related to HRBA/Gender, Green Growth and Environment are mainstreamed into TI's work.

¹ This Quality Assurance Checklist should be used by the responsible MFA unit to document the quality assurance process of appropriations where TQS is not involved. The checklist does not replace an appraisal, but aims to help the responsible MFA unit ensure that key questions regarding the quality of the programme/project are asked and that the answers to these questions are properly documented and communicated to the approving authority.

Comments from the Danida Programme Committee have been addressed (if applicable).
Comments: Not applicable.

The programme/project outcome(s) are found to be sustainable and is in line with the partner's development policies and strategies. Implementation modalities are well described and justified.

Comments: The grant provides core funding of TI's overall strategy and implementation plan.

The results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

Comments: The grant is based on the original results framework, which is considered adequate. TI's strategy is currently undergoing a midterm review, which may entail a change in the targets set out in the results framework.

The programme/project is found sound budget-wise.

Comments: Yes.

The programme/project is found realistic in its time-schedule.

Comments: Yes.

Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.

Comments: MFA is liaising with other TI donors at annual meetings.

Key programme/project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.

Comments: TI is a leading actor in civil society anti-corruption work. As a strategic partner for MFA in relation to the IACC, TI is a natural choice of partner.

The executing partner(s) is/are found to have the capacity to properly manage, implement and report on the funds for the programme/project and lines of management responsibility are clear.

Comments: Yes.

Risks involved have been considered and risk management integrated in the programme/project document.

Comments: Yes.

In conclusion, the programme/project can be recommended for approval: yes

Date and signature of desk officer:

26/6 2018



Date and signature of management:

27/6/10





Bilag til bevillingsnotits for 2018-bevilling til Transparency International

Vedlagte notat giver en oversigt over, hvor relevant information til brug i forbindelse med behandlingen af 2018-bevillingen til Transparency International (TI).

Enhed:
KFU
Sagsbehandler:
Adwan Mohamad
Dato:
27-06-2018
Sagsnummer:
2018-25581
Bilag:

Annex	Where is the information included
1. Context Analysis	The grant provides core support for TI's overall strategy and implementation plan.
2. Partners	TI is a leading actor in civil society anti-corruption work with whom the Ministry of Foreign Affairs (MFA) have been cooperation for many years. In relation to the 18 th IACC to be held in Copenhagen in 2018, MFA and TI have engaged in a strategic partnership.
3. Results Framework	Attached
4. Budget Details	Attached
5. Risk Management Matrix	Risks are mentioned in the appropriation cover note.
6. List of Supplementary Materials	Supplementary materials are attached.
7. Plan for Communication of Results	Communication about anti-corruption is closely coordinated with KOM who is engaging a consultancy to develop an anti-corruption communication strategy.
8. Process Action Plan	The grant covers core support.
9. Quality Assurance Checklist	Attached