

# STRATEGY 2015

PEOPLE | INSTITUTIONS | LAWS | VALUES | NETWORK | IMPACT

**Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 90 chapters worldwide and an international secretariat in Berlin, TI raises awareness of the damaging effects of corruption and works with partners in government, business and civil society to develop and implement effective measures to tackle it.**

**We welcome your support in achieving Strategy 2015.**

Please send your suggestions and questions to **[strategy2015@transparency.org](mailto:strategy2015@transparency.org)**

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ISBN- 978-3-935711-67-8

Printed on 100% recycled paper.

Design: [www.onehemisphere.se](http://www.onehemisphere.se)

Cover image: © Peeter Viisimaa/Istock

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## FOREWORD



Huguette Labelle  
Chair, Transparency  
International  
MARCH 2011

**“This holistic approach to fighting corruption will require commitment and collaboration, innovation and ingenuity. We will draw on the best we have and bring others along. Together, we will strive to do better”**

As we complete our second decade, Transparency International (TI), now working in nearly 100 countries, must build upon the depth, breadth and expertise we have established as a civil society organisation that was formed to stop corruption around the world. We must harness the strength in our diversity as a global coalition against corruption, and apply it with determination and passion to achieve common goals that can create an impact around the world.

Looking ahead, we know that corruption and its pernicious effects are resilient. We are nonetheless committed to working with a sense of urgency and purpose to ensure that concrete, tangible and irreversible gains are made by 2015.

**“We will engage with people more widely than ever before – for ultimately, only people can stop corruption”**

Why continue this quest? The reasons to end corruption are many. TI and others groups have shown through research the destructive capacity of corruption – how it discredits government and distorts human development, economic growth, and free and fair trade around the world. TI’s work has taken us out of theory and into practice – where real livelihoods are ruined, ‘free’ education costs more than poor people can afford, the most vulnerable are sold counterfeit medicine, and women are trafficked by criminal networks that pay bribes for protection. TI has witnessed how corruption leads to the mismanagement of many of our planet’s most precious resources, undermines progress towards the Millennium Development Goals, fuels wars and prevents state-building, erodes sustainability and denies future generations a fair chance, if any chance at all.

Moreover, people around the world still identify corruption as a major problem in their societies. Stopping corruption, we have learned, means upsetting long-standing power networks that control the rules of the game. Our work casts light on vested interests. It tests all the best instruments of democracy – checks and balances, and the voice of citizens – requiring all to be vigilant, robust and courageous.

This is why our TI Strategy 2015 focuses on people. We will engage with people more widely than ever before – for ultimately, only people can stop corruption. We will work to end impunity. Building on our successes in establishing the legal frameworks to stop corruption, we will focus on the enforcement of the law as a crucial function of government. We will inspire the leading public and private organisations in our societies to adopt a robust anti-corruption stance, and to commit fully to the basic tenets of transparency and integrity as a way to be more accountable to all whose lives they touch. Finally, we will promote the values that support our aims – to create a sustainable approach to anti-corruption that creates a better tomorrow. This holistic approach to fighting corruption will require commitment and collaboration, innovation and ingenuity. We will draw on the best we have and bring others along. Together, we will strive to do better.

Reaching this milestone in our Movement’s life – a Strategy for 2015 – has generated a huge number of exciting and important conversations and insights within TI and beyond. We have gained a renewed sense of purpose and commitment. We have reinforced our belief that the work we do matters. We have seen what makes a difference. But we also know that we need to do more to move toward our vision: a world free of corruption.

Toward that end, we commit to work tirelessly to do our part, to engage with others, and to make our quest for transparency one that serves the cause of social justice and human dignity around the world.



As part of a TI initiative to improve public services, community members in Uganda are asked about their experiences.

© ALFRED BRIDI



## ABOUT THIS STRATEGY



© HUGH MACLEOD/IRIN

**“We carried out online surveys of nearly 800 people (from our own Chapters, Individual Members, Senior Advisers and external stakeholders) about our progress, our successes, and challenges”**

### WHO WE ARE

The TI Movement is comprised of nearly 100 National Chapters (Chapters), approximately 30 Individual Members (IMs) and an International Secretariat (Secretariat) with both staff and volunteer Senior Advisers.

The Chapters are all independent civil society organisations registered in their own countries and internationally affiliated with TI. Chapters have their own Boards and membership structures that set their own agendas in accordance with local contexts.

Our international governance structure includes an International Board and an Advisory Council that serves the Movement overall.

Together, these diverse parts of our Movement are bound together in a commitment to a common vision, mission, values and guiding principles.

**“The TI Strategy 2015 will guide the action of the entire TI movement for the period 2011 to 2015, identifying and promoting our areas of common focus while recognising and indeed strengthening the diversity of our movement”**

## **SCOPE AND PURPOSE**

The TI Strategy 2015 (the Strategy) will guide the action of the entire TI Movement for the period 2011 to 2015, identifying and promoting our areas of common focus while recognising and indeed strengthening the diversity of our Movement.

This Strategy will inform, influence and support TI Chapters’ engagement in national-level work – driven by the specificity of their local contexts – as well as in the international priorities of the TI Movement. Chapters will take this Strategy into account during their planning and evaluation processes for the coming five years, and will contribute to one or more of our Strategic Priorities in accordance with their capacities.

The Strategy will also be used by Individual Members (IMs) as a framework to channel their actions – be they local, regional or global – in support of the Movement. Each IM will also actively contribute to at least one of our Strategic Priorities.

For the International Board and Secretariat, this Strategy will be an essential guide to direct the design and prioritisation of the Secretariat’s work, and to determine how international resources will be allocated to the various Strategic Priorities.

Outside the TI Movement, we believe the Strategy will help stakeholders understand what we are seeking to achieve and why. It will help identify areas of collaboration, for it is our aim to work together with others around common aspirations, goals and interests.

## **DEVELOPMENT OF THE STRATEGY**

Developing this Strategy involved widespread and extensive consultation within the TI Movement, as well as with TI’s external stakeholders all over the world. The strategic planning process began in October 2009, taking stock of what we had achieved as a Movement and exploring the context for our work in the years ahead. In early 2010 we carried out online surveys of nearly 800 people (from our own Chapters, Individual Members, Senior Advisers and external stakeholders) about our progress, our successes and our challenges. We interviewed approximately 50 key external stakeholders, going into greater depth about priorities for the years ahead – to understand what would make for a better, stronger TI that can play a more effective role in stopping corruption.

We then collectively reflected, debated, drafted and re-drafted for a number of months to identify the key changes we want to see in the world and the most effective contribution we believe we can make. The results of the stocktaking, the debates and consultative workshops informed all the strategic choices we have made for the next five years.

The Strategy was endorsed unanimously at our Annual Membership Meeting in Bangkok, Thailand in November 2010.



A TI headed civil society coalition makes their opinion heard at the 2009 UN Conference of States Parties. © ANDREA FIGARI



## THE ANTI-CORRUPTION CONTEXT



© PARTICIPACIÓN CIUDADANA

“Corruption is the abuse of entrusted power for private gain”

### DEFINING AND UNDERSTANDING CORRUPTION

Corruption, which TI defines as the abuse of entrusted power for private gain, is a complex phenomenon that affects all societies. Growing public awareness and a better understanding of corruption, supported by TI's research and advocacy, have led to a deeper appreciation of the true scale and scope of the problem. Today many people recognise that corruption encompasses a wide variety of practices from the local to the global level, with its precise nature varying from country to country, sector to sector and context to context. Whether large- or small-scale, local or global, the myriad forms of corruption are often closely interlinked and frequently serve to reinforce and perpetuate one another.



**“Over time, our approach to fighting corruption has evolved in response to a deeper understanding of corrupt systems and of the many and insidious ways that entrusted power is abused in our societies. Because corruption is so complex and creative, our solutions to it must be equally so, to match the challenge that confronts us”**

Petty bribery continues to play a devastating role in many countries, in the form of many small payments that households are asked to make in their day-to-day interactions with local officials and service providers – often at the greatest cost to the poor. Not only does corruption threaten progress towards sustained poverty reduction and the Millennium Development Goals and perpetuate inequity in many forms; at its most extreme, it can even lead to the capture of the state itself, whereby powerful individuals, institutions, companies or groups use corruption to shape a whole nation’s policies, legal environment and economy to serve their own private interests. The interplay between national and international corruption also manifests itself in numerous ways, ranging from transfers of stolen assets to opaque international business practices.

TI’s experience fighting corruption has taught us that actual money changing hands is only one of the many ways that corrupt transactions are carried out. Corruption can range from the demand for sexual favours to obtain a passing grade on an exam, to the offer of a tenured job to a family member, to the promise of political support from powerful interest groups. Greater public awareness must be built around such insidious practices, as they are notoriously difficult to detect and sanction.

Corruption is also closely linked to, and often a driver of, major threats of our time, from organised crime, to human trafficking and illegal trade, to name but a few. Governance gaps combined with the commitment of huge amounts of resources also make corruption a risk in several key social, economic and environmental policy areas, from climate change, to humanitarian assistance, to poverty reduction and the achievement of the Millennium Development Goals. On the positive side, the close relationship between corruption and other issues provides enormous opportunities for collaboration and forming coalitions. For instance, one cannot protect democratic freedoms and human rights without addressing corruption. And one cannot end corruption without working towards democratic accountability and respect for human rights.

At TI, we believe our definition continues to capture the breadth of the corruption challenge today. Over time, our approach to fighting corruption has evolved in response to a deeper understanding of corrupt systems and of the many and insidious ways that entrusted power is abused in our societies. Because corruption is so complex and creative, our solutions to it must be equally so, to match the challenge that confronts us.

## LOOKING BACK, LOOKING AHEAD

During our extensive consultations both internally and externally, we sought to reflect on our past successes and failures to identify our strengths and weaknesses, and to point to the opportunities and threats we face in our endeavours to stop corruption.

This stock take showed us, among other things, that we have created a space on the worldwide public agenda for the issue of corruption, while giving voice to those who have suffered its ills. We have led as technical experts and advocates. But at the same time, we have grown inconsistently as a movement, and thus far have not established a sufficiently broad public base of support for our work around the world.

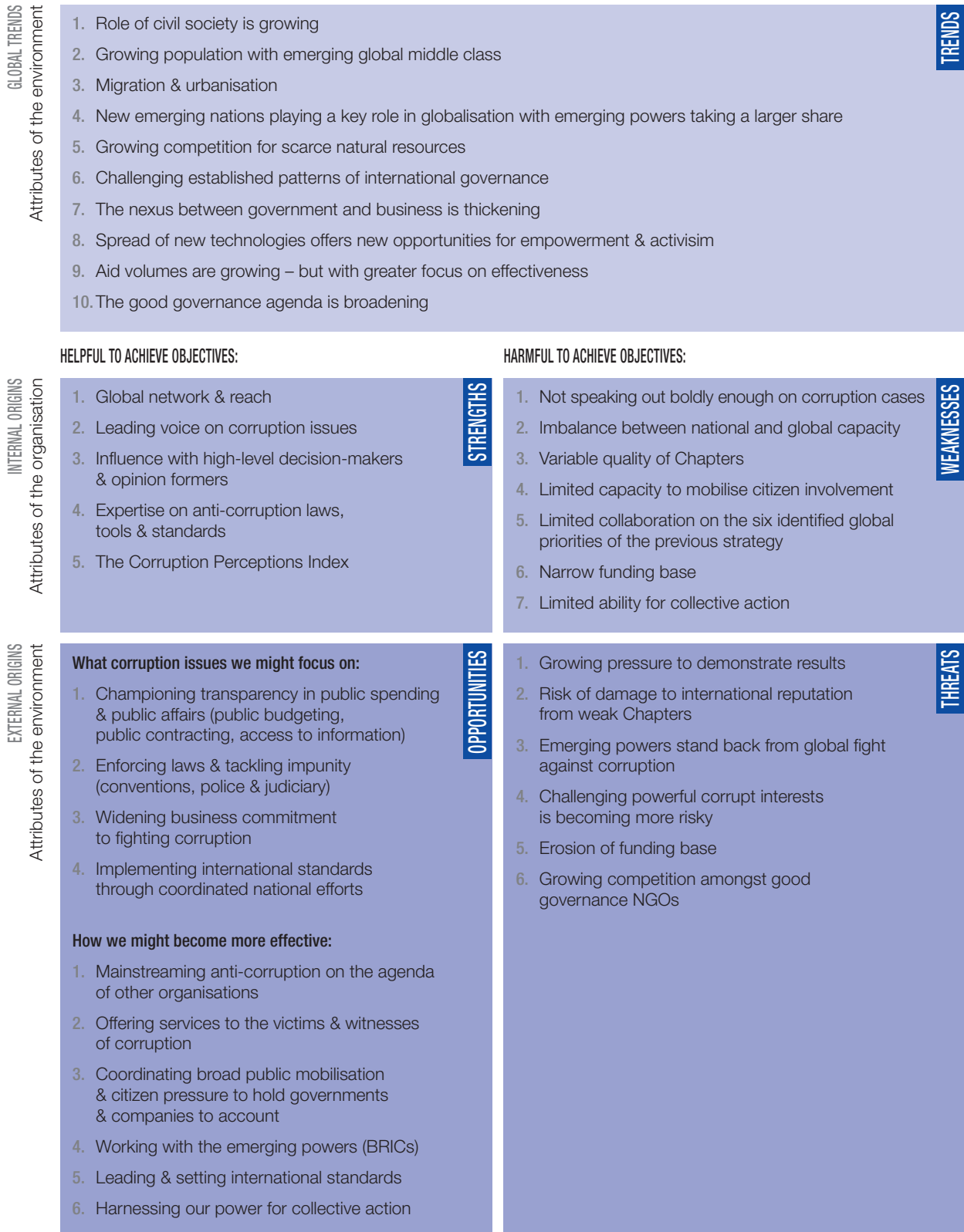
Looking forward, in order to achieve our goals we would need to work more actively with the business community to promote better enforcement of laws, and to extend our collaborative efforts with other organisations. While pursuing these opportunities, our consultations showed that we would be operating in an environment that is more demanding of demonstrable results and more competitive for funding than ever before. At the same time, the space for anti-corruption work is more threatened, creating new risks for our Movement and others committed to promoting transparency around the world.

A summary of our findings, which have had a significant and direct impact on the choices we have made in this Strategy, is captured in Figure 1.



Protestors at a TI Indonesia organised demonstration in support of the national anti-corruption commission (2009)  
© XAVIER ARNAU

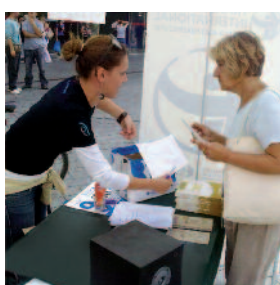
**FIGURE 1. SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS AND TRENDS**







## OUR GLOBAL MOVEMENT



TI Bosnia-Herzegovina makes sure citizens know their rights. © TI BOSNIA-HERZEGOVINA / BOJAN STANČEVIĆ

**“Our Mission is to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society”**

### APPROACH

Transparency International’s approach to fighting corruption is systemic, holistic and inclusive.

Key to our work is analysing and diagnosing corruption – measuring its scope, frequency and manifestations through surveys, indices, and other assessment tools – as well as analysing economic, social and political factors that influence anti-corruption leadership and reforms.

**“By holistically pursuing our work with people, institutions, laws and values, we now seek to take our issue to scale – anchoring it prominently and firmly on the global agenda”**

Our understanding of corruption – ranging from petty corruption to state capture – enables us to raise awareness and critically but constructively engage with all stakeholders from civil society, government, the private sector, professional bodies and academia. We encourage popular demand for good governance. We shape and join coalitions, as well as create new anti-corruption incentives and solutions. The way we work has built our strong reputation among stakeholders around the world, enabling us to create political pressure for anti-corruption action and promote collective action for transparency, accountability and integrity systems at the local, national and international levels.

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## VISION, MISSION, VALUES AND PRINCIPLES

TI's **Vision** is a world in which government, politics, business, civil society and the daily lives of people are free of corruption.

Our **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.

Our **10 Guiding Principles** are:

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, although we ourselves do not seek to expose individual cases of corruption.
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.

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ADOPTED BY THE TI AMM IN PRAGUE, 06 OCTOBER, 2001 AND UPDATED BY THE TI AMM IN BALI, 28 OCTOBER 2007.

## ASPIRATIONS

Since our establishment, the TI Movement has nurtured the collective effort of civil society activists – lending our expertise on corruption issues – around the world. We have raised awareness of the devastating effects of corruption, we have developed tools and approaches to prevent and spotlight corruption, and we have convinced partners from many walks of life to join us. But time and again, promises go unfulfilled, reform is not consistent and critical resources are not made available. As we embark on a new Strategy, our prevailing challenge – and that of all who share our vision – is to ensure that commitments to stop corruption are translated into actions, enforcement and results.

Our quest for social justice is our inspiration. We firmly believe that progress towards our vision is possible and that as a global Movement we are uniquely positioned to bring change for the social good on a worldwide scale. By holistically pursuing our work with **people, institutions, laws** and **values**, we now seek to take our issue to scale – anchoring it prominently and firmly on the global agenda.

In this Strategy, we set out how we, as a Movement, will work together and with others to secure real progress over the next five years towards achieving these aspirations.

## PEOPLE

### People standing up to corruption

We recognise that for change to be sustainable, it is essential that it be underpinned by widespread public support. It is people who must demand accountability from those who are in positions of entrusted power. To this end, we aspire to stimulate and support the emergence of a broad-based social movement of millions of people standing up to corruption, especially where it violates human rights and threatens the most vulnerable.

## INSTITUTIONS

### Institutions becoming responsible accountable and transparent

The political, social and economic actors that influence corruption are vast and complex, spanning a range of businesses, governments at all levels, regulatory bodies and financial institutions. These actors have made some progress to curb corruption, but we know that we must continue to engage with them – constructively, but critically – in order to bring about real change, as they are the ones with the capacity to perpetuate or reduce corruption. Our aspiration is that all public and private institutions become responsible, accountable and transparent in all matters affecting the public interest.

## LAWS

### Robust enforcement of comprehensive, effective and fair legal frameworks – no impunity for corruption

While there has been wide adoption of international and regional anti-corruption conventions and national laws, there remains a crucial lack of enforcement of anti-corruption provisions. This result is all the more disheartening given the promises laid down in law. If impunity, not justice, prevails, there are implications for both public trust and belief in the efficacy of those committed to stopping corruption. Thus, as a Movement, we aspire to the robust enforcement of comprehensive, effective and fair legal frameworks, rules and standards that govern integrity – ensuring there is no impunity for corruption.

## VALUES

### Integrity, transparency and accountability – are practised with solidarity and courage in all aspects of public and business life

While robust law enforcement and institutional strengthening are critical to stopping corruption, we have learned that progress in stopping corruption must include promoting values. Therefore, we aspire to see that the Core Values we embrace as a Movement – particularly integrity, transparency and accountability – are practised with solidarity and courage in all aspects of public and business life.





One of TI's Integrity Award winners Grégory Ngbwa Mintsas speaks at the 14th International Anti-Corruption Conference in Bangkok. The award ceremony honoured Mintsas's courageous efforts to challenge impunity in his country. © KRIENGSACK PALASU

Participants at a TI conference discuss the root causes of the global financial crisis and ways to inject transparency and accountability into the system. © SEBASTIAN SCHOBBER



## OUR 2015 STRATEGIC PRIORITIES



© XAVIER ARNAU

**“Grounded in our aspirations, the six strategic priorities provide an anchor for our movement for the next five years”**

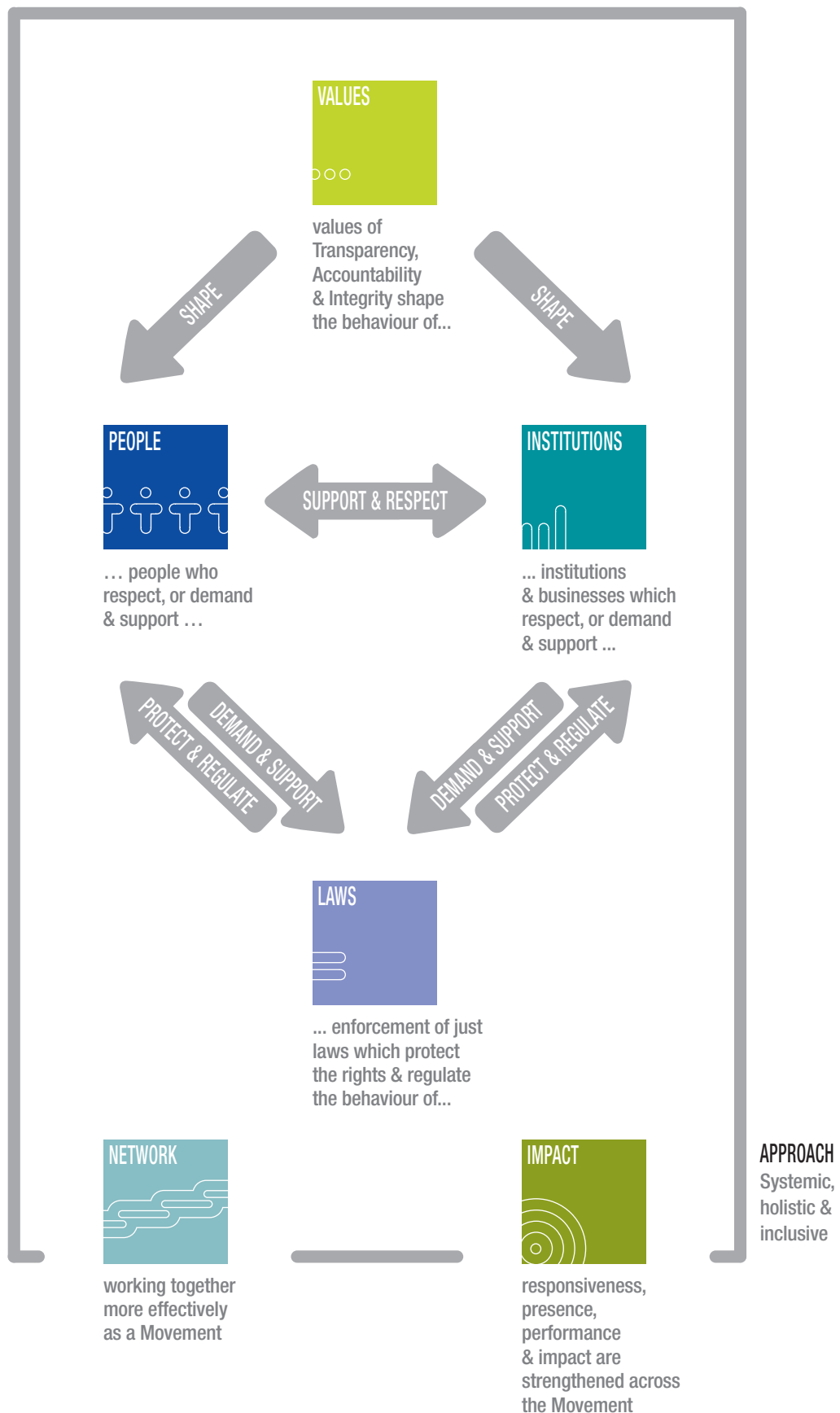
The Strategy aims to promote our common focus – prioritising those issues around which different parts of the Movement will work together. It also aims to empower our diversity – strengthening and supporting the different parts of the Movement to adapt our priorities to the specificity of their local contexts. We have identified six Strategic Priorities for the TI Movement over the next five years (see Figure 2), each of them with several Key Areas of Focus for us to pursue.



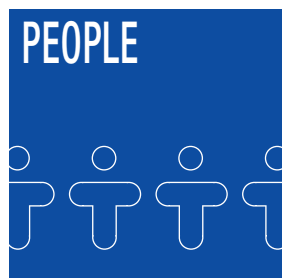
**FIGURE 2. INTERACTION AND RELATIONSHIPS AMONGST OUR STRATEGIC PRIORITIES**

**MISSION**

TI's mission to stop corruption & promote transparency, accountability & integrity at all levels & across all sectors of society







## STRATEGIC PRIORITY 1: INCREASED EMPOWERMENT OF PEOPLE AND PARTNERS AROUND THE WORLD TO TAKE ACTION AGAINST CORRUPTION

Over the past decade it has become increasingly clear that greater and sustained progress in stopping corruption will depend on widespread public engagement and pressure. Such engagement will reinforce the demand for solid institutions and provide a strong mandate for political leadership to succeed in their commitments.

Therefore, a common focus of our Movement over the next five years will be to increase significantly the number of people and organisations involved in stopping corruption and promoting transparency, accountability and integrity around the world, as well as supporting them in their work against corruption.

### 1.A PARTICIPATION – LARGE NUMBERS OF PEOPLE WILL PARTICIPATE IN THE FIGHT AGAINST CORRUPTION.

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**AIM** Our aim is to inspire and work with greater numbers of people, to enable societies to reject corruption as a major social, economic and political ill that infringes upon people's basic human rights.

**APPROACH** We will explore the development of a people's anti-corruption charter that affirms TI's people-centred approach to stopping corruption. We will undertake local, national and worldwide campaigns that engage people around specific anti-corruption related issues.

Particular emphasis will also be placed on providing people with the structures and tools for engagement. Depending on the context, these might be based on social and economic empowerment initiatives, public actions, traditional and social media, and new information technologies that enable people to assess and monitor corruption and to demand good governance.

We will also establish a volunteer-management system following examples of best practice in our Movement and other non-governmental organisations, with the aim of mobilising people as volunteers in our work all over the world.

## KEY AREAS OF FOCUS:

### PARTICIPATION, PROTECTION AND COLLABORATION

#### 1.B PROTECTION – PEOPLE WILL HAVE GREATER SUPPORT, SPACE AND SECURITY TO SPEAK OUT AGAINST CORRUPTION.

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**AIM** We aim to provide greater support and assistance to the victims and witnesses of corruption so that their voices and demands to seek redress are heard, leading to systemic change in their societies.

**APPROACH** Depending upon the local context, Chapters themselves will provide support and assistance or refer victims and witnesses of corruption to other organisations. This will not only demonstrate that people can resist corruption, but also help to ground much of our advocacy in the concerns of people. We will also advocate for the strengthening of legislative and institutional frameworks for victims and witnesses of corruption, from whistleblower protection provisions to government complaint mechanisms.

**AIM** We also aim to improve the protection of anti-corruption activists, journalists and whistleblowers, who are increasingly under threat for their work against corruption.

**APPROACH** We will promote international norms and standards for the protection of the civil and political liberties of all those who dare to challenge corruption. We will work with and learn from the human rights community, building on the mechanisms they already have in place.

#### 1.C COLLABORATION – ANTI-CORRUPTION WILL BE INTEGRATED INTO THE WORK OF OTHER GLOBAL NGOS AND MEMBERSHIP ORGANISATIONS, PROVIDING US WITH NEW OPPORTUNITIES FOR COLLABORATION. IT WILL ALSO BE MAINSTREAMED INTO EDUCATIONAL AND RESEARCH BODIES.

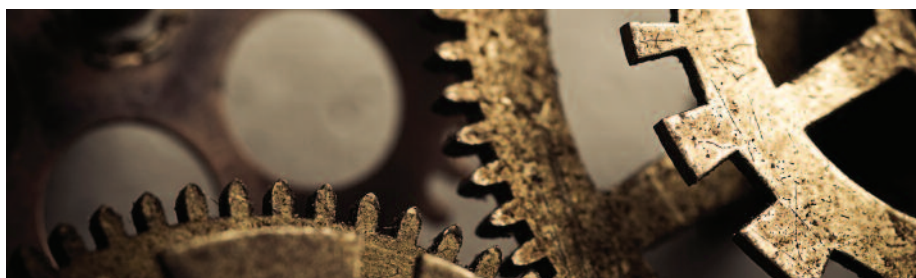
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**AIM** Our first aim is to promote cooperation and build bridges with other organisations, movements and institutions working in areas such as governance, human rights, social justice, development and environment, and to strengthen the integration of our cross-cutting anti-corruption agenda in the work of others.

**APPROACH** We will demonstrate clear links between corruption and the agendas of other organisations, and then partner with them to promote mutually beneficial anti-corruption research, learning, teaching and advocacy.

**AIM** Our second aim is to reach out to educational bodies, from schools to universities, which can support our work through a broader public.

**APPROACH** We will encourage educational bodies to undertake research that demonstrates the links between corruption and other social issues, as well as encouraging them to include corruption in educational materials, courses and syllabi.



## STRATEGIC PRIORITY 2: IMPROVED IMPLEMENTATION OF ANTI-CORRUPTION PROGRAMMES IN LEADING INSTITUTIONS, BUSINESSES AND THE INTERNATIONAL FINANCIAL SYSTEM

Leading public and private institutions play an absolutely central role in shaping the way a society responds to both traditional and new and emerging forms of corruption. It will be all but impossible to make substantive progress without engaging effectively with them in our work. Furthermore, the continued spread of globalisation and rise of new centres of power make the nexus between public and private institutions more complex, increasing the risk of policy and state capture. This also holds true for the institutions key to shaping the international financial system.

While leading governmental and business institutions have the potential to influence the way corruption occurs within societies, they are also susceptible to change. Public pressure (Strategic Priority 1) can be used to help ensure greater responsiveness. Laws and their effective enforcement (Strategic Priority 3) can provide the framework for operations, and value-based leadership can help shape their behaviour (Strategic Priority 4).

2.A FINANCIAL SYSTEMS – ANTI-CORRUPTION AND OUR PRINCIPLES OF TRANSPARENCY, ACCOUNTABILITY AND INTEGRITY WILL BE INTEGRATED INTO THE EMERGING REGULATIONS THAT CONTROL THE GLOBAL FINANCIAL SYSTEM.

**AIM** At the international level our aim is to gain greater commitment and develop concrete measures to be put in place by leading international institutions involved in the global financial system – public and private – to pursue a strong anti-corruption agenda, grounded in greater transparency, accountability and integrity principles.

**APPROACH** Given the vast range of institutions, regulators and actors involved in the financial system, and its inherent complexity, we will first focus on research to better understand the key leverage points for civil society and where we can make a genuine difference (e.g. issues of climate finance, money laundering, asset recovery). By addressing the technical requirements of this work, we will develop expertise, as appropriate, and then develop global advocacy approaches in specific areas where TI can have an impact.



## KEY AREAS OF FOCUS:

### FINANCIAL SYSTEMS, ANTI-CORRUPTION STANDARDS AND VERIFICATION

#### 2.B ANTI-CORRUPTION STANDARDS – CLEAR ANTI-CORRUPTION AND TRANSPARENCY STANDARDS WILL BE INCREASINGLY ADOPTED BY MAJOR INSTITUTIONS.

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**AIM** Our aim is to develop and actively promote the wide implementation of anti-corruption standards and commonly agreed practices for leading businesses and government institutions.

**APPROACH** In the private sector – building on our successful work on anti-bribery tools – we will continue to strengthen our anti-corruption programmes, seeking to adapt them to various sectoral requirements. Our work will address supply chain-related corruption risks of major multinationals and seek to shape and promote concrete business incentives for good anti-corruption practices.

In the public sector, we will promote the development and adoption of anti-corruption standards in leading governmental institutions, identifying and communicating best practice.

Mindful that there are a growing number of reporting standards, we will work with partners and pioneering institutions and businesses to develop, as appropriate, and actively promote specific standards (e.g. ISO-type standards) in relation to anti-corruption and transparency.

We will continue to work in partnership with government, including intergovernmental bodies (e.g. OECD, UN), and the private sector on standard-setting, building on established relationships and cultivating new ones, such as in multi-stakeholder and/or sectoral fora.

#### 2.C VERIFICATION – MAJOR BUSINESSES AND INSTITUTIONS WILL BE HELD PUBLICLY ACCOUNTABLE FOR THE ENFORCEMENT OF THEIR ANTI-CORRUPTION PROGRAMMES.

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**AIM** We aim to promote systematic evaluation of anti-corruption programmes through the implementation of methodologies and tools recognised and used worldwide as benchmarks.

**APPROACH** Our approach will be to identify a number of leading businesses and institutions with comprehensive anti-corruption programmes and work with them and other partners to adapt our existing tools and methodologies and/or develop new ones suitable for rigorous evaluation of these programmes.

Once developed, tested and recognised as valuable global benchmarks, we will promote these tools and methodologies widely, taking advantage of a growing private sector competence and interest in evaluation of anti-corruption programmes (such as by auditing companies). This approach will create sustainability in this work and contribute to its global reach.

At the national and local governmental levels, we will pursue methods for tracking and reporting on revenues, and on the allocation, budgeting and spending of public funds. Commitment in practice to transparent public financial management is key to improving institutional integrity.

Finally, seeking positive incentives, we will also recognise and promote best practice in this area by businesses and institutions, encouraging a 'race to the top' among peers.

## LAWS



## STRATEGIC PRIORITY 3: MORE EFFECTIVE ENFORCEMENT OF LAWS AND STANDARDS AROUND THE WORLD AND REDUCED IMPUNITY FOR CORRUPT ACTS

**The fight against corruption and impunity depends upon fair and impartial judicial systems for enforcement. Judicial corruption violates human rights, undermines peoples' morale, harms job prospects and diminishes the quality of governance.**

**An enormous amount of work is still needed to further strengthen legislative frameworks at the national and international levels. A key challenge for the future is to ensure not only that the 'rules of the game' are clear, but also that they are enforced effectively, efficiently and equally in all jurisdictions. Having this as a strategic priority will allow us to move substantially beyond a technocratic approach to stopping corruption in the judicial sector – to ensuring that justice fulfils its key function to prevent and punish corruption. Under no circumstance should the law be subsumed to the demands of political or business elites, organised crime or illicit networks.**

### 3.A JUDICIAL SYSTEMS – ROBUST JUDICIAL SYSTEMS, CAPABLE OF CREATING A FRAMEWORK FOR THE PREVENTION AND PUNISHMENT OF CORRUPTION IN ALL OF ITS FORMS, WILL REDUCE IMPUNITY.

**AIM** Our aim is to advocate for the inclusion of accountability mechanisms that increase the chances that judicial corruption will be detected and penalised. We will also promote safeguards against interference in the law and legal bodies from the spheres of politics, business and organised crime.

**APPROACH** We will use locally adapted research and scrutinise judicial systems to develop the evidence we need for our advocacy. In broad terms our work will promote standards of ethical conduct in the judicial sector, and we will lobby through Chapters and civil society organisations for laws to block the most blatant avenues for manipulating the judiciary. We will push for processes of transparency that allow the media, civil society and the public to scrutinise their own judicial systems, and for decent conditions of employment that provide incentives for judicial professionals to avoid corrupt practices.

## KEY AREAS OF FOCUS:

### JUDICIAL SYSTEMS, CONVENTIONS AND MONITORING OF ENFORCEMENT

#### **3.B CONVENTIONS – ENFORCEMENT OF THE INTERNATIONAL DIMENSIONS OF INTERNATIONAL ANTI-CORRUPTION CONVENTIONS WILL HAVE SIGNIFICANTLY IMPROVED.**

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**AIM** Our aim is to contribute to a stronger enforcement of selected international provisions of international anti-corruption conventions. The effectiveness of these provisions is clearly linked to the work on international financial systems, described under Strategic Priority 2.

**APPROACH** We will work internationally to assess the opportunities available to us, whether through specific coordinated actions, advocacy campaigns and/or programmes aimed at the appropriate international and national bodies and processes. To ensure it is relevant and concrete, our global advocacy action in this area will be rooted in country-level work, but will extend to international judicial systems where appropriate.

#### **3.C MONITORING OF ENFORCEMENT – MONITORING MECHANISMS OF ANTI-CORRUPTION CONVENTIONS WILL BE ENHANCED, WITH AN EMPHASIS ON INCLUDING MEANINGFUL CIVIL SOCIETY ENGAGEMENT.**

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**AIM** Our aim is to seek better implementation and enforcement of the laws and provisions of the lead anti-corruption conventions as well as greater accountability and transparency from governments in this area of work.

**APPROACH** At the national level we will promote implementation and enforcement of specific UNCAC or other convention provisions in accordance with national priorities, focusing on monitoring the commitments stemming from relevant anti-corruption treaties. Improved monitoring of the UNCAC and other conventions, which can bring about more effective enforcement of the law, is also an important means to end impunity for crimes of corruption. Where needed we will lead civil society assessments to complement the official review mechanism and hold governments to account.

At the international level we will work as part of coalitions of civil society organisations and relevant international and regional institutions to promote UNCAC implementation and enforcement. By linking up country-level implementation and enforcement, UNCAC monitoring assessments will be used as the basis for sustained and focused international advocacy.





## STRATEGIC PRIORITY 4: HIGHER LEVELS OF INTEGRITY DEMONSTRATED BY ORGANISATIONS AND PEOPLE, ESPECIALLY YOUTH AND THOSE IN LEADERSHIP POSITIONS AROUND THE WORLD

**Our work with people, laws and institutions must be underpinned by behavioural change – by a greater commitment to integrity by both current and future generations. A priority will be to develop and implement programmes to promote integrity in youth, future leaders and people in current leadership positions.**

### 4.A LEADERSHIP AND YOUTH INTEGRITY – ETHICS AND CORE VALUES CENTRED ON INTEGRITY WILL BE PROMOTED AMONG YOUTH AND FUTURE LEADERS.

**AIM** Our aim is to develop greater resistance against corruption among youth and strong commitments by current and future leaders to stop corruption.

**APPROACH** Complementing our work in Strategic Priority 1, and based on a thorough understanding of drivers of change and incentives for practising integrity, we will approach the promotion of youth and young leader integrity from several angles.

We will reach out to immediate stakeholders that affect youth (e.g. academia, media, parent associations, the entertainment industry and civil society organisations) to seek their engagement in developing and rolling out young leaders and youth integrity programmes, both in the formal and informal education sectors.

We will also work with youth, young leaders and other relevant stakeholders to identify social and economic incentives enabling youth and young leaders to act with integrity and sustain their commitment. This will include promoting role models who inspire these groups to act with integrity and make integrity a competitive advantage in society, notably in tertiary education and the job market.

Finally, and relating to Strategic Priority 1, we will facilitate greater participation of youth and young leaders in the anti-corruption movement.

## KEY AREAS OF FOCUS:

### LEADERSHIP AND YOUTH INTEGRITY, ETHICS IN POLITICS AND BUSINESS

#### 4.B ETHICS IN POLITICS AND BUSINESS – ENHANCED CODES OF LEADERSHIP AND ETHICS FOR POLITICAL AND BUSINESS LEADERS, HELD ACCOUNTABLE FOR THEIR WORK.

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**AIM** Our first aim is to refocus the boundaries of appropriate behaviour by politicians, lobbyists and business leaders around the values of integrity, transparency and accountability.

**APPROACH** We will first look at the scope and content of current codes and review them in a number of countries, with a view to understanding how they support our core values as a Movement. We will then determine the best type of campaign to strengthen anti-corruption values in these codes, including giving attention to how they are implemented.

**AIM** Our second aim is to seek greater and longer-term accountability in the work of politicians and business leaders.

**APPROACH** We will assess the attitudes and behaviour of political and business leaders, and identify potential additional entry points for promoting more robust accountability and monitoring mechanisms.



## STRATEGIC PRIORITY 5: STRENGTHENED ABILITY TO WORK TOGETHER

**Our Chapters' diverse national-level programmatic work – focused on the specificity of their context – is the main feature of our Movement and one of its key assets. Ensuring that our diversity becomes a stronger foundation for unity and collective action is a critical factor in successfully implementing this Strategy and ensuring that our overall anti-corruption impact increases. Following the wisdom that the whole is greater than the sum of its parts, we will work and learn more effectively together.**

### 5.A KNOWLEDGE – CUTTING-EDGE ANTI-CORRUPTION KNOWLEDGE.

**AIM** In order to remain relevant and cutting-edge, our aim is to strengthen the creation, adaptation and dissemination of leading anti-corruption knowledge, experience and expertise.

**APPROACH** Placing high priority on a dynamic response to the diverse anti-corruption expertise needs of our Chapters, we will focus on the development, access to and management of knowledge, including corruption and integrity measurement tools. This work will lead us to (i) researching, developing and bringing to the Movement cutting-edge knowledge and latest practices from reputable sources around the world – including from Chapters and Individual Members, (ii) encouraging the sharing of such knowledge, and (iii) ensuring that the knowledge is relevant and used as a basis for advocacy.

This knowledge-management approach will further strengthen our ability to identify trends in corruption and solutions to stop corruption that are most relevant for the changing policy environment. The emphasis will be on learning for advocacy – what we and others have tried, what works, and what can be adapted or replicated and how. Our approach will also include providing expertise on anti-corruption to support Chapters in a number of thematic areas and a robust channel of knowledge dissemination to leading anti-corruption activists, policy-makers and academic researchers around the world, as a way of promoting, gathering and stimulating knowledge.

## KEY AREAS OF FOCUS: KNOWLEDGE AND LEARNING

### 5.B LEARNING – LEARNING AND WORKING TOGETHER EFFECTIVELY.

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**AIM** We aim at enabling horizontal and sustainable cooperation between Chapters.

**APPROACH** We will facilitate more structured cooperation across the Movement based on both regional-focus and thematic-focus networks. Based on previous successes of cooperation between Chapters, the coordination and focal point of these networks will be ensured either by the Secretariat or a lead Chapter. Where a critical mass of Chapters is working on the same significant corruption issue or same sector, these networks will receive seed funding through the Secretariat to help the initial network operate effectively. Over time, some of these networks may evolve into structured programmes, and even possibly into more established and independent initiatives with their own funding, coordination, governance and reporting mechanisms.

When such programmes or initiatives begin to represent the Movement internationally, their leadership will become accountable to the Movement via appropriate governance and reporting mechanisms. To encourage the widest possible engagement of Chapters in these networks, programmes and initiatives, we will recognise, assess the capacity of and/or provide incentives to those Chapters and Individual Members that play an active role in leading or contributing to effective transnational work.





## STRATEGIC PRIORITY 6: ENHANCED RESPONSIVENESS, PRESENCE, PERFORMANCE AND IMPACT AT ALL LEVELS

The nearly 100 independent Chapters of the TI Movement are committed to tackling corruption at the national level in a wide variety of sectors, themes and issues – in line with our vision and mission. To drive our issue forward and enhance our anti-corruption impact, both nationally and beyond, we must strengthen our relevance, effectiveness and impact.

### 6.A RESPONSIVENESS AND PERFORMANCE – RESPONSIVE AND WELL-FUNCTIONING CHAPTERS.

**AIM** We aim to strengthen the responsiveness and capacity of our Chapters, using appropriate strategies according to their level of development.

**APPROACH** For those with a low level of activity or limited influence, we will work to identify their specific priority needs and develop the core structural, managerial and financial capacities they need to become responsive, well-functioning national entities able to engage in the most critical corruption issues in their country. The Chapters' understanding of the local context, combined with systematic evidence-gathering undertaken with TI's research tools, will allow these Chapters to define their national programme priorities in ways that address the key corruption issues in their country, as well as work on opportunities that arise where they can influence change. Enhanced responsiveness of these Chapters will bring about a stronger relevance and legitimacy of the Movement in countries where TI is present.

For Chapters that are already well-established and active, we will support them in attaining higher performance standards in their national work and stronger engagement in activities related to our Movement's six Strategic Priorities.

Finally, using our values and principles as a basis, we will assist all Chapters operating in complex political environments to deal with the sensitive situations that confront them with ethical, reputational and security challenges.

## KEY AREAS OF FOCUS:

### RESPONSIVENESS, PERFORMANCE, PRESENCE AND VOICE

#### 6.B PRESENCE – STRONG STRATEGIC PRESENCE.

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**AIM** Our first aim is to have strong Chapters that are able to influence the national and international priorities of their governments and societies in all established and emerging global and regional power centres.

**APPROACH** We will dedicate specific resources to strengthen and increase our presence in major world powers. Where we currently do not operate, establishing or developing a strong presence through our current Chapter model will be a priority. When such a model is not possible, alternative representation models will be pursued.

**AIM** Another aim is to strengthen our presence in countries where our standard Chapter model is proving inappropriate.

**APPROACH** We will develop alternative models of representation for three types of country contexts: (i) fragile/hostile countries where it is not permitted or safe to establish a nationally registered non-governmental organisation, (ii) very large federalist countries where a great deal of government power is devolved to state or provincial governments, and (iii) small island states where population size makes it impossible to establish the governance and core infrastructure of a full Chapter.

**AIM** We also aim to become an influential partner of international and regional institutions that are central to the achievement of our strategic priorities.

**APPROACH** We will build on the Movement's capacities and draw on the expertise of Chapters and Individual Members to identify international and regional institutions and processes that influence our issues and shape corruption-related policies, and develop the structures and advocacy to facilitate maximum access to these influential actors.

#### 6.C VOICE – STRONG ANTI-CORRUPTION VOICE.

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**AIM** We aim to speak out more boldly on high-profile cases of corruption already in the public domain, demanding timely and robust investigation and prosecution, while maintaining the Movement's reputation for independence and impartiality.

**APPROACH** We will produce comprehensive and clear guidance enabling the Movement to build our public profile on corruption issues around the world, while managing security, reputational and legal risks. The guidance we develop on how to do this will address the context of countries where there are significant restrictions on civil society or limitations on free speech, or both.



## 6 MAKING IT HAPPEN



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“We believe that by living up to the aspirations and commitments we are making for the next five years, we will be able to meet the challenges that lie ahead”

## MOVEMENT

### RESOURCE MOBILISATION

Securing considerably larger resources for the implementation of this Strategy will be absolutely central if we are to play an ever more effective role and maximise our contribution to stopping corruption. While attracting additional resources to TI and the anti-corruption movement overall will be a primary area of work for the Secretariat following the adoption of the Strategy, it is important to reaffirm a fundamental tenet of the Movement – namely, that each entity has the ultimate responsibility for raising its own resources for its own actions.

First, we will seek to improve the capacity of the Movement at all levels to focus on designing and fundraising for quality and strategic projects and programmes.

**“The TI Movement is largely characterised by its diversity, and each entity within the Movement has a different function in implementing this Strategy”**

Second, we will strengthen our ability to demonstrate and communicate results concerning the impact of our work, so that our work is better understood and more attractive to potential supporters.

Third, we will seek to widen and deepen our fundraising to include non-traditional sources of income, including an emphasis on seeking funds from the public, high net-worth individuals, businesses and income generation (e.g. provision of consultancy services where appropriate).

Fourth, we will explore new approaches to funding mechanisms and financial support that will build on mutual responsibility and unity across all parts of the Movement. These will be aimed at increasing our ability to support the achievement of all strategic priorities and provide the highest possible benefit for the whole of the Movement.

Fifth, we will also seek to develop strategic pro bono support where this can significantly contribute to the realisation of our objectives. Responsibility for significantly enhanced resource mobilisation will lie at all levels of the Movement.

Finally, we will pursue greater resource allocation by both the public and private sectors for anti-corruption work as a whole, above and beyond funding the work of Transparency International.

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## ADVISORY COUNCIL

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### GLOBAL REACH AND RESOURCES

**The Advisory Council, consisting of members with significant international reputations and relevant experience, will assist the Movement in the pursuit of our strategic priorities. Its members will provide us with high-level advice and access to international leaders, networks and new audiences. We will strive to attract prominent world figures to continue to support our mission in this way.**

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## INTERNATIONAL BOARD

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### OVERSIGHT OF STRATEGY

**The International Board will have the overall responsibility for the oversight of the implementation of the TI Strategy 2015.**

This will include ensuring that the Movement is focusing on its agreed upon priorities, that resources are allocated in this direction at the Secretariat, and that the Strategy remains relevant and up-to-date. To this end, the International Board will approve a five-year Implementation Plan developed for the Secretariat and oversee its progress on implementation. It may also decide to adjust priorities as set out in the Strategy if the levels of funding required and presented in the five-year Implementation Plan are not forthcoming.



## GUIDANCE ON GOVERNANCE AND PERFORMANCE MANAGEMENT SYSTEMS

**The Movement will have even more robust governance and management systems to support the effective and accountable implementation of this Strategy.**

Our Board will adopt even more stringent standards for our own governance, and improve the effectiveness of key management systems that will strengthen the accountability of our Movement. This will apply to all parts of the Movement (including the Secretariat) and notably will include the review of the role of Individual Members in the governance of our Movement, and a drive for greater gender balance in our governing bodies.

We will also set up appropriate mechanisms of mutual accountability between the different parts of the Movement. Our approach here will consist of clarifying the roles and expectations among the different actors, and establishing a simple framework for periodic reporting for all. The reporting will cover specific thematic issues, general performance and service delivery/support to different TI entities, as well as progress made in the implementation of this Strategy.

We will review our TI membership accreditation, adequately reflecting the requirements for strengthened governance and management standards.

## CHAPTERS

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### PARTICIPATION AND COLLECTIVE ACTION

**All Chapters will be expected to contribute substantively and according to their capacities to the collective effort around at least one of the Strategic Priorities.**

As has been emphasised throughout this Strategy, a key strength of the TI Movement is the diversity of its Chapters, which work primarily on national issues. While a key Strategic Priority of this Strategy is supporting their work and developing their capacity, the contribution of Chapters to the collective effort is also essential.

This will involve active participation by Chapters in Movement-wide work around specific issues and/or substantive engagement in networks of Chapters involved in horizontal cooperation around thematic issues. It is anticipated that in most cases Chapters will participate in more than one of the Strategic Priorities. The Secretariat will establish with Chapters the specific strategic areas of focus to which they will contribute to the Movement's collective work.

### COUNTRY-LEVEL PLANNING

**All Chapters will actively take into account this Movement-wide Strategy when developing their plans, be they strategic or annual.**

In some cases, this will involve the Chapter using a similar framework (e.g. the six Strategic Priorities) as the organising framework for their own Strategic Plans, although with nationally tailored priorities and activities according to their local situation. However, in other cases this will not prove desirable or possible, as Chapters need to retain the independence and flexibility to plan and conceptualise their work in a way that is most relevant and effective to their national context and constituencies. In such situations they will explicitly seek to refer to, incorporate or identify overlaps with the TI Movement plan, where appropriate. The Secretariat will provide appropriate tools and support to help Chapters develop and shape these plans.

### CAPACITY PRIORITIES

**All Chapters will identify their capacity development priorities over the life of this Strategy.**

In some cases this will be a 'snapshot' exercise; in others it will be an ongoing process. The priorities will be used as a basis for their own organisational development plans and for the support provided by the Secretariat. Standardised Organisational Assessment Tools will be made available to Chapters to assist them with this process.



An artist at an anti-corruption festival organised by the TI chapter in Peru, Proética. His t-shirt reads 'I didn't bribe today and I won't tomorrow'. The festival was part of the National project, which was supported by the Millennium Challenge Corporation, USAID and OSI. © PROÉTICA



## WORKING ON THEMATIC ISSUES

**Chapters' strategic plans will be critical to the research and knowledge-creation work of the Movement.**

Besides Strategic Priorities 1 to 4, which will guide the work of all actors in the Movement, this Strategy will also use the published outcomes of Chapters' strategic planning to identify common areas of thematic support required throughout the Movement. The number of thematic areas to be supported will be directly linked to the development of our Movement's financial resources and capacities over the next five years.

To encourage more Chapters with demonstrated capacities to work on these thematic priorities – in direct alignment with the needs of the Movement – the Secretariat will seek to assist with seed funding.

## MAPPING RESULTS AND LEARNING

**Chapters will participate in implementing a Movement-wide monitoring and evaluation system, with an emphasis on its potential for learning.**

This system will provide a simple approach to recording key anti-corruption changes and Chapters' contribution to them. This will enable the Movement to learn the type of interventions and projects that work, give us the means to demonstrate results, and plan more effectively our future work.

## INDIVIDUAL MEMBERS

### PARTICIPATION AND COLLECTIVE ACTION

**All Individual Members will be expected to contribute substantively to the collective effort of the Movement around at least one of the Strategic Priorities.**

Individual Members represent a key strength of the TI Movement, and many of them are highly engaged and instrumental in achieving the objective of our Movement. In accordance with our Charter, Individual Members are expected to engage in the international work of the Movement. Over the course of a few months following the adoption of the Strategy, each Member will be approached to discuss future engagement in at least one of the Strategic Priorities.

## INTERNATIONAL SECRETARIAT

### FIVE-YEAR IMPLEMENTATION PLANNING

**A five-year Implementation Plan developed by the Secretariat will supplement this Strategy.**

This five-year Implementation Plan will serve as an overall road-map for the Secretariat. It will outline in more detail what needs to be done and how, by whom, in what timeframe and within what budget. It will be approved by the International Board, monitored, updated annually and evaluated. It will map out detailed programme priorities, expected results and timeframes. It will include targets that are measurable, and also further define the attribution of roles and responsibilities, the allocation of resources, and the processes relating to all key interventions and programmes that contribute to implementing this Strategy. The plan will have its own monitoring and evaluation system.

The Secretariat Implementation Plan will be developed in consultation with Chapters and Individual Members around the areas where they have expressed interest and commitments in planning and working collectively.

### CAPACITY DEVELOPMENT

**In support of all Strategic Priorities, the Secretariat will work with Chapters to develop and implement capacity development programmes within the Movement.**

This does not mean that the Secretariat will ultimately be responsible for delivering the capacity development, as this might be driven by a Chapter itself, or support might be provided by other Chapters or external providers. Rather, it will be the responsibility of the Secretariat to take the lead in facilitating the development of the capacity development approach and providing support and, in some instances, funding for its implementation.

### COORDINATION OF COMMON FOCUS PROGRAMMES

**The Secretariat will develop, coordinate and, as appropriate, manage a small number of common focus programmes.**

The choice, design and implementation of these Common Focus Programmes will be informed by criteria such as i) direct contribution to the Strategic Priorities laid out in this Strategy, ii) expected impact, iii) potential for being replicable in a significant number of countries, and iv) risks.

## RESOURCES

**As indicated above, the Secretariat will work to increase the resource base of the Movement.**

Where possible, this will include direct resource mobilisation towards the development of Chapters' capacities. The search for new resources will seek to encourage and enable Chapters to play an important part in the successful execution of this Strategy, and for a small innovation fund for Chapters.

## SUPPORT TO NETWORKS

**The Secretariat will provide active support for establishing horizontal learning and cooperation among Chapters and Individual Members.**

In doing so, the Secretariat will actively seek to make such networks or initiatives as independent and self-sustaining as possible, without Secretariat involvement. The precise level of support to each network or initiative cannot be determined at this time, as this will depend upon the vision and direction of the Chapters involved. However, at various times support by the Secretariat might include activities such as lending convening power, providing seed funding and assisting in fund-raising. The Secretariat will also provide support to these networks and the International Board to develop effective governance arrangements.

The Secretariat will also support multi-country projects initiated and driven by Chapters themselves, through being a partner in the project, helping with design, providing technical advice, etc., as appropriate.

## PLANNING, MONITORING, EVALUATION AND LEARNING

**The Secretariat will lead the development of a Planning, Monitoring, Evaluation and Learning framework for the Movement. While this will involve widespread consultation and participation, the Secretariat will be responsible for driving this forward.**

## KNOWLEDGE PRODUCTION AND MANAGEMENT

Knowledge production and management are key components of this Strategy. The Secretariat will remain responsible for producing Movement-wide tools (e.g. Corruption Perceptions Index, Global Corruption Barometer, National Integrity System assessments), and providing assistance to the Movement on research, learning and tool development where required.

To this effect, the Secretariat will take a lead in developing effective knowledge management practices for the Movement that respond to the needs of Chapters and external stakeholders.

## GLOBAL COMMUNICATIONS, CAMPAIGNS AND ADVOCACY

**The Secretariat will be primarily responsible for coordinating work to promote the TI brand globally and lead the Movement on international advocacy activities.**

To ensure the highest possible relevance, the Secretariat will consult widely, systematically and continuously with the Movement on the design and roll-out of global campaigns.

Liaison with international institutions may include, as appropriate, opening additional offices in key locations as required (e.g. the current EU office in Brussels).

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**We believe that by living up to the aspirations and commitments we are making for the next five years, we will be able to meet the challenges that lie ahead. It is through our commitment to each other, our partners and those we seek to serve that we will strive towards our vision of a world free of corruption – promoting our core values of transparency, accountability, integrity, solidarity, courage, justice and democracy, in all our endeavours.**

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