

**IMPLEMENTATION REPORT 2014  
TRANSPARENCY INTERNATIONAL  
SECRETARIAT**

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.

**[www.transparency.org](http://www.transparency.org)**

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# INTRODUCTION

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Transparency International is a global movement of more than 100 national chapters sharing one vision: a world in which government, business, civil society and the daily lives of people are free of corruption. Its guiding document is the Transparency International [Strategy 2015](#), which was adopted at the Annual Membership Meeting in November 2010 in Bangkok. Operationalising the 2015 Strategy, the Transparency International secretariat has developed a five year [Implementation Plan](#) which provides a clear direction for the secretariat's priorities, resource allocation and management decisions, as well as a solid framework against which the secretariat can be held accountable by the movement and external stakeholders.

The five year plan also guides the development of the secretariat's annual implementation plans and annual implementation reports, such as the present 2014 Implementation Report. The five year implementation plan and the subsequent annual implementation plans clearly spell out the key roles which the secretariat plays within the movement, namely:

## The secretariat leads the movement's efforts in global and regional advocacy

Here, the focus is on shaping the international anti-corruption agenda, promoting the development and enforcement of international norms and standards, and demanding the transparency and accountability of international and regional institutions. This role requires building global coalitions and partnerships, coordinating movement-wide collective action around international issues, developing internationally relevant evidence-based advocacy products and actions, and ensuring high international visibility for the anti-corruption issue and the movement. In short, at the global and regional level, the secretariat's role is to ensure that the movement's actions and impact are more than the sum of their parts.

## The secretariat promotes common anti-corruption approaches across the movement

To do so, the secretariat identifies what is working in order to stop corruption and actively promotes successful approaches throughout the movement and beyond. This leads to learning, synergies and greater impact of anti-corruption work throughout the world. The secretariat fulfils this role primarily through the implementation of international programmes, the coordination of campaigns being implemented in multiple countries, and the identification, development and promotion of effective anti-corruption approaches. Undertaking diagnostics of corruption and the promotion of both continuous learning across the movement and innovation at the national level (with the aim to replicate success internationally) are important aspects of this work.

## The secretariat supports effective functioning of the movement

Support to, and servicing of, the global Transparency International movement is an essential part of the secretariat's mandate. Work in this area is complex and multi-faceted, but is central to the ability of the movement to act effectively against corruption. The secretariat's work includes capacity support to chapters (including: planning, monitoring, evaluation and learning, fundraising, research, and communications and advocacy), facilitating intra-movement learning and coordination,

supporting governance structures at all levels (from the international board to chapters), and protecting the brand and reputation of the movement and the safety of its members. An increasingly important area of work is the promotion and facilitation of chapter-led international networks and initiatives around thematic issues, which is a central plank in ensuring the sustainable and effective expansion of the movement's impact. The implementation plan organises the secretariat's work around Key Programmes, Key Support Services and Essential Functions.

The Key Programmes capture the main programmatic thrust of the organisation's activities, with a focus on working with chapters. The Key Programmes provide a central focus for our work, covering key thematic areas as well as addressing prominent internal capabilities of the movement. The Key Programmes are 1) People's Engagement, 2) Business Integrity, 3) Public Sector Integrity, 4) Institutional Network Strengthening, 5) Anti-Corruption and Knowledge and 6) Climate Finance Integrity.

Key Support Services contain the main on-going areas of support provided by the secretariat to the programmes and the movement. The Key Support Services are: 1) Policy and Advocacy, 2) Research (Measurement and Diagnosis), 3) Enforcement Monitoring, 4) International Anti-Corruption Conference, 5) Governance, and 6) Monitoring, Evaluation and Learning.

The Essential Functions cover core areas of intra-organisational services at the Transparency International secretariat. The Essential Functions are: 1) Finance, 2) Resource Development, 3) Human Resources, 4) Legal Affairs, 5) External Relations.

Our annual planning processes are aligned with the five year implementation plan. Annual implementation plans and annual implementation reports follow the same structure as the five year implementation plan. This Implementation Report 2014 provides a comprehensive overview of progress made by the secretariat against its 2014 annual plan. It first offers a high level summary of the main achievements in 2014 and then goes on to describe the progress against the objectives for the secretariat's Key Programmes, Key Support Services and Essential Functions. Although the annual plan for 2014 also featured specific information on each region, achievements at regional and national level have been integrated throughout this report to keep a thematic structure and ensure clarity.

## CONTEXT IN 2014

The UN Sustainable Development Goals that are currently under development will shape the future of civil society work, and TI has already been involved in designing them. TI's strong belief that corruption must be ended in order to end poverty was amplified by a [joint statement](#) signed by 70 organisations and companies, and is reflected in call made by more than [seven million people](#) from 194 countries who have said that "an honest and responsive government" is among their top four concerns.

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"Don't let anyone get away with leaving corruption out of how we tackle poverty."

– David Cameron, UK Prime Minister, at the Ending Poverty event organised by TI in New York, 24 September 2014

In 2014 global news were increasingly marked by corruption scandals, often made public by whistleblowers. In Ukraine and Brazil, there were massive citizen protests against corruption both at local and national levels. Large-scale tax evasion, money laundering and corruption schemes are being unveiled (e.g. LuxLeaks, HSBC), pointing to the need for integrity in the business sector as well in public institutions.

Growing economic inequalities in many countries, including the United States, are being more and more associated with these scandals, fuelling people's protests. In Africa for example, the fact that economic growth has not yet translated into development is seen by many as a source of a deeper malaise: the widening gap between the rich and the poor due to the failure to instigate social inclusion and cohesion. Despite some improvements, the weak institutionalisation of democratic culture results in the persistence of corruption in most African countries, as well as in political crises (e.g. in Mali, Central African Republic, South Sudan). Major crises (Syria, Iraq, Palestine) have affected our work in the Middle East. Spill-over effects raised the political tension in neighbouring countries, such as Jordan and especially Lebanon, where the conflict further destabilised a country struggling to find political unity.

At the regional level, some topics – security in the Americas, land governance in Africa, political corruption in Europe – have been more and more at the centre of the stage, and these have become priorities for TI. Corruption and corruption-related violence continue to be in daily news in Latin America, with high-level, high-visibility corruption cases such as the channelling of state oil company's funds to political parties in Brazil, the murder of the state attorney in Argentina, presidential advisors linked to organised crime in Peru and most heartbreakingly, the disappearance, apparently ordered by a Mexican mayor and his wife, of over 40 students in Mexico. In the EU, where 6 out of 10 citizens consider their government to be seriously influenced or entirely co-opted by vested interests,<sup>1</sup> TI has been particularly active in promoting transparent lobbying practices.

There were increased attacks on civil society last year, notably on anti-corruption activists and whistleblowers. We have seen the space for civil society action shrink in many places, such as Sri Lanka, Montenegro, Ukraine, Hungary, Turkey, the Maldives, Russia or North Africa. It has become essential to speak up in support of anti-corruption activists and whistleblowers around the world.

Other global NGOs have been vocal on issues that TI has been working on for quite some time, such as the need to make company registers public. 2014 has been a key year for partnerships with other global NGOs, notably with Global Witness and ONE.

Regarding the TI movement, the election of a new Chair and Vice-Chair of TI's international Board of Directors has accelerated the pace of strategic changes, in particular the increased focus on campaigning and fighting impunity and grand corruption. To be even more impactful, TI at a global level would need to multiply campaigns, while maintaining its evidence-based approach and capitalise on its expertise and strengths (evidence-based advocacy, constructive engagement with governments, businesses and civil society alike).

More internally, the mid-term review of TI's Strategy 2015<sup>2</sup> provided a useful overview of where the organisation stands and where it could be heading in order to realise its ambitions. The

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<sup>1</sup> Global Corruption Barometer, 2013.

<sup>2</sup> Annabel Brown (independent evaluator) and May Miller Dawkins (head of research, Corelab) prepared a mid-term review of the Transparency International Secretariat's Implementation Plan for the movement-wide Strategy 2015. The final report is available [here](#) (July 2014), along with [appendices 1-7](#), and our management response can be found [here](#) (September 2014).

recommendations outlined in the report will very much influence our work in 2015, in line with the commitments made in the management response.

## SUMMARY OF PROGRESS

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“Three forces are driving change. First, governments are demanding greater corporate accountability in the wake of the global financial crisis. No longer is ending corporate secrecy—the sharp end of which is money-laundering shell companies—an agenda pushed merely by Norway and a few others; it has become a priority for the G20. Second, investigative journalists have piled in. A recent example is the exposure by the International Consortium of Investigative Journalists of sweetheart tax deals for multinationals in Luxembourg. The third factor is the growing sophistication of NGOs in this sphere, such as Transparency International (TI) and Global Witness.”

– The Economist, 13<sup>th</sup> December 2014<sup>3</sup>

2014 has been an important year for TI, as the Unmask the Corrupt campaign brought about major changes. The G20 adopted principles on beneficial ownership transparency, one of the main focus areas of the campaign. This is part of the G20’s stronger emphasis on transparency, evidenced by the adoption of a 2015-16 anti-corruption action plan with clear deliverables. The EU Anti-Money Laundering Directive was also updated and now requires public beneficial ownership registers that are open to those “with legitimate interest”. These issues are getting traction at the national level, e.g. in Indonesia, where beneficial ownership was mainstreamed into the 2015 national plan to eradicate corruption.

Our work on cases of corruption has expanded, with TI chapters increasingly mainstreaming the support to victims and witnesses of corruption into their work. A case in point is Niger, where the national chapter now has contact groups in more than 260 municipalities in the country. These groups have been trained to collect data from citizens that have grievances related to corruption. Niger is a striking example of how this citizen-centred approach, when properly resourced, can be an invaluable way of detecting and addressing corruption at its source. In order to further this expansion and increase the quality of the support, the secretariat produced consolidated guidance for chapters on how to manage cases and how to set up an online reporting platform. The impact from our work on cases will be captured in a new publication to be released in 2015.

Prominent examples of impact resulting from TI chapters’ work at the national level include the following:

- A new Act to protect whistleblowers was adopted in Ireland.
- In Honduras, following allegations of embezzlement, an independent trust was created to oversee the purchase and distribution of pharmaceuticals by state-run hospitals, with independent oversight mechanisms.
- Still in Honduras, a new anti-corruption plan was signed by the president, which includes clear deliverables and a monitoring process.

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<sup>3</sup> [http://www.economist.com/news/business/21636070-multinationals-are-forced-reveal-more-about-themselves-where-should-limits?fsrc=scn/tw\\_ec/the\\_openness\\_revolution](http://www.economist.com/news/business/21636070-multinationals-are-forced-reveal-more-about-themselves-where-should-limits?fsrc=scn/tw_ec/the_openness_revolution)

- The governance of the Climate Change Trust Fund in Bangladesh was substantially improved as a result of advocacy by our chapter: monthly public hearings are now compulsory in each project area; adaptation projects have to be audited; and an oversight body for the fund will be established.
- With TI Papua New Guinea's support, the national government Department of Land launched an official complaints desk - the first of its kind in a ministry - that is open to the public and provides a channel through which citizens can lodge land-related grievances.
- The Ministry of Forestry and Wildlife asked TI Kenya to become an observer on the national implementation entity committee as well as a member of the newly formed Task Force on Anti-Corruption for Reducing Emissions from Deforestation and Degradation (REDD), to continue giving training on anti-corruption, and to develop a code of conduct for the National Environmental Management Authority committee.

In order to ensure that it is relevant to all citizens and that it generates long-term change, TI has also striven to improve its engagement strategies. Engagement with women firstly, for instance by creating networks of women leaders. But also engagement with the youth, with a view to get them to take action against corruption and to remain involved over the long term. Another more and more important target has been businesses, which were particularly responsive to TI's Transparency in Corporate Reporting publication – 80 of the reviewed companies contacted us to discuss the results, and some of them actually changed their internal processes as a direct result of the publication.

The strong engagement with citizens, businesses and governments was supported by increased visibility. A case in point is the interactive map that visualises the results of the Corruption Perceptions Index, which was seen by 3 million people. Our social media fan base has also increased by 50 to 100%, depending on the platform.

The TI secretariat has continued providing tools to fight corruption. Some of them will be mostly used by chapters (open governance standards and scorecard, methodology to assess transparency in lobbying), while others were designed to guide the work of any interested organisation (public procurement guide, local governance principles and standards). The development of an assessment framework to examine the extent of integrity in a country's business sector is a particularly interesting development, which will boost our efforts to engage with the private sector.

Internally, efforts have been made to increase our efficiency and improve our financial sustainability. This includes the development of an Impact Monitoring Approach, which will be crucial to better monitor what results from our work. On the financial side, significant progress has been made to diversify our funding, especially by further engaging foundations.

Finally, one of the main roles of the secretariat in TI's decentralised movement is to support national chapters. We made headway in strengthening our presence around the world, either by establishing new networks or by reinforcing existing ones, particularly in Brazil, the Caribbean, Africa and Asia. Our capacity development efforts chiefly focused on leadership, risk management and financial sustainability. There are also some good examples of chapter-to-chapter exchanges, and there seems to be more and more interest within the movement in learning from what has been done in other countries.



# KEY PROGRAMMES

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## PEOPLE ENGAGEMENT<sup>4</sup>

The mid-term review<sup>5</sup> of TI's Strategy 2015 recognises the headway made by the organisation in this area: "TI-S has enacted a significant pivot in rhetoric and orientation towards the engagement of people through complaints, cases, youth programming and communications". It particularly mentions the progress in our work with victims and witnesses of corruption and "in facilitating learning and collaboration, fostering and sharing innovative ideas, use of technology, newer media and spreading of toolkits".

Below are highlights in each of our three focus areas.

### Increased public understanding of, support for and engagement in the fight against corruption

#### ***Garnering support***

The pressure of **social and political sanctions** – non-violent activities carried out by citizens that are intended to cause inconvenience or embarrass the corrupt and expose their behaviour – can make a real difference in the fight against corruption. Transparency International supports and promotes peaceful social and political sanctioning to hold the corrupt to account, especially in countries where the political or judicial system does not work effectively. In 2014, six chapters initiated projects in this area of work:

- TI Hungary: "Dedicate a Note" to transparency;
- TI Latvia Delna: Bringing accountability to the National Parliament of Latvia;
- MANS in Montenegro: Accountability in privatisation of tourist capacities;
- TI Slovakia: Pressuring newly elected mayors to shed business conflicts of interest
- IWatch in Tunisia: Wazara (Minister) Watch;
- TI Turkey: Calling for an end to impunity and for freedom of press, speech and association.

The **Declaration Against Corruption**<sup>6</sup> was launched on 9<sup>th</sup> December 2014 with a feature published on the [TI website](#) and activities in numerous countries, including Brazil (where it was strongly supported by the Controller General), Turkey, Egypt and Yemen. This concise declaration will be used as a charter that any citizen can sign to show that they support the fight against corruption, and that they are willing to take a first step to engage in it.

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<sup>4</sup> Further example of our growing global reach, e.g. through social media, can be found in the section on External Relations, under Essential Functions.

<sup>5</sup> <http://www.transparency.org/whoweare/accountability/evaluations/0/>

<sup>6</sup> [http://www.transparency.org/news/feature/act\\_together\\_to\\_end\\_corruption](http://www.transparency.org/news/feature/act_together_to_end_corruption)

## Engaging women in the fight against corruption

In the Middle East and North Africa region, an initiative was launched to **create opportunities for women to play a role** in the fight against corruption. Across six countries, chapters and partners began targeting women in their outreach work for the first time in the region. National networks of women leaders from the private, public and academic sectors have now been established in all six project countries and plans are in place to continue working with them on advocacy activities in 2015. As of October 2014, over 450 women leaders had participated in the initiative. Unfortunately, no larger-scale, global action could be carried out to engage women due to a lack of funds.

The initiative has already succeeded in **changing behaviours** in Tunisia. Our national contact there, I WATCH, initially struggled to convince women to participate and open up about their personal experiences. However after the first introductory workshop five women came forward to share their stories in front of the camera, giving their permission for their experiences to be disseminated to encourage other women to come forward and take action.

Our chapter in Guatemala carried out a study to assess if women have as much **access to public information** as men and if and how their level of access influences their economic development. The chapter is now planning to work with the government to develop and implement public policies for improved economic welfare of women.

The newly designed **land governance** project, which is the main priority for African chapters, is a good example of the increased mainstreaming of gender into TI's projects. The activities, planned for 2015, focus on increasing the understanding of governance-related dynamics that hinder access to, use of, and control over land for women and men of different age groups and different economic, social and cultural backgrounds. We should thus be able to identify specific challenges that women are facing and that we can integrate in our advocacy strategies.

The secretariat has also looked **into tools to tackle gender inequality** and encourage women to report corruption. A good example is the Gender and Corruption in Niger and Zimbabwe report which was prepared in cooperation with Columbia University students.

### ***Working with the youth***

In 2014, special efforts were made to engage the **youth** in the fight against corruption. The **Youth Integrity Survey** helped to create a new body of knowledge on youth views on corruption in Asia and the Pacific. The findings of the survey point to a complex relationship between youth and anti-corruption in which young people are engaged and willing to stand up against corruption, but at the same time are also willing to give in on their values if this means a place at university, a job, or a benefit to their family. As a response, TI has encouraged young people to **take action** in their communities to address corruption challenges, with the support of TI. This has been an important beginning in a region in which young people make up a large and growing proportion of the population, but this same demographic trend means that much more is needed to make such change sustainable on a wider scale.

This area of work has also been prominent in the Middle East and North Africa:

- In August, TI organised a new **summer school** in Tunis. This school was created to accommodate the growing demand from young people across the Middle East and North Africa region for educational and practical experience in fighting corruption and promoting integrity. Over 1000 people applied and a large number of the 48 selected participants **remain involved in anti-corruption** work six months after the event.
- In Egypt the Youth in Municipalities project reached more than 500 beneficiaries across ten governorates, and other chapters have targeted large numbers of youth through integrity groups and environmental initiatives. 500 male and female students and teachers from 32 schools in the West Bank and Gaza Strip participated in a festival to develop anti-corruption projects, while more than 800 students got involved in anti-corruption initiatives in their communities in the Gaza Strip.
- **Transparency debates** were implemented in five countries in the region: 250 young people have been trained and have taken part in regular public debates on corruption issues in their communities. This project has proven to be a useful medium to engage young people in the work of the organisation, with chapters hosting public debates as part of wider campaigns or recruiting participants to become a volunteer.

As these examples show, TI has succeeded in developing initiatives that are attractive and engaging to young people. The challenge now is to ensure that these young participants are encouraged and supported to take on leadership roles and develop solutions for their own communities.

### ***Safety and security***

A regional citizen security initiative was developed with 8 TI chapters from the Americas and 9 of their local partners. This project aims to strengthen the safety conditions for those **communities most affected by violence** and homicide, which are poor young men, women (the region has some of the highest femicide rates in the world) and migrants and undocumented workers, whose access to justice is almost negligent.

More information on safety of anti-corruption activists can be found in the Policy and Advocacy section, under Essential Functions.

## Victims and witnesses of corruption articulate and find solutions to their grievances

This aspect of TI's people engagement work continued to grow in 2014: currently 61 chapters are running systems to **receive and solve complaints** from victims and witnesses of corruption. Plans for further expansion, e.g. in Brazil, have already been made. This was supported by the secretariat through knowledge sharing, fundraising support, the development of a manual to manage cases of corruption and the maintenance of a global database of cases. The overall number of people supported also grew substantially, with more than 21,300 initial contacts<sup>7</sup> (25% increase from 2013) and almost 4,500 cases<sup>8</sup> opened by our chapters (83% increase from 2013). However, the sustainability of these initiatives remains a challenge for many chapters, which has so far prevented a massive geographical expansion of these services in the movement.

Some major achievements followed our work with victims and witnesses of corruption:

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<sup>7</sup> An initial contact is a person, group or organisation that has contacted a national chapter requesting their support. Initial contacts may later be taken up by the chapter as a case.

<sup>8</sup> A case is an identified piece of work, actively supported by a chapter with a clear corruption angle, or where there is evidence that corruption might have occurred. The chapter usually provides significant, on-going support to one or multiple clients involved in the case. Cases could range from work carried out to resolve an individual issue to work carried out in order to achieve wider systemic change.

- The Department of Lands in Papua New Guinea launched an official complaints desk, with TI PNG's support. The chapter had been advocating for this due to the high volume of complaints related to land collected by the chapter. TI PNG will continue to monitor the effectiveness of the complaints service offered by the Department of Lands.
- A new Act to protect whistleblowers was adopted in Ireland (see box below).
- Two new systems were introduced in Pakistan to improve transparency, based on complaints and cases received by TI Pakistan. Firstly, the Police of Khyber Pakhtunkhwa launched an online 'First Information Report' registration tool; and secondly, the Punjab Government created a computerised registration tool for land records.
- In Honduras, an independent trust is now responsible for the buying and distribution of pharmaceuticals to state-run hospitals, with independent oversight mechanisms. This followed the publication by our chapter of a report on corruption in the health sector, which provided proof that millions of dollars' worth of medicine were being siphoned off from the state-controlled *Almacén Central de Medicamentos* (Central Medicines Warehouse)<sup>9</sup>.

## Thirty-one houses destroyed<sup>10</sup>

Since 1955, the planter-pioneer collective, represented by Narcisse, has occupied a plot of land of over six hectares in Douala, Cameroon. The value of the land has increased over many years as a result of house building, other developments and exploiting cultivated plantations. As the planter-pioneer collective has added value to the site, it should have received full title to the land in accordance with the order of 6 July 1974, which fixes land tenure.

An administrative malfunction, however, granted the same plot to an affluent person in the neighbouring area. As they had support within the local administrative and military authorities, they had the houses of almost 31 families demolished in February 2014 and began work on the plot, building homes to rent. This occurred in spite of the ongoing dispute between the new owner and the planter-pioneer collective, which is still undergoing investigation in the courts.

The families in the planter-pioneer collective felt that had been treated unjustly and turned to Transparency International Cameroon to help ensure their rights were respected. Several pieces of evidence to date suggest corrupt practices.

The case is ongoing and Transparency International Cameroon is working with the displaced families and the authorities to investigate what happened and, if possible, to secure compensation for the families whose houses were destroyed.

### ***Supporting victims and witnesses of corruption more efficiently***

Importantly, this area of work is not anymore seen as a project, as it was a few years ago, but rather as an approach and an essential function of TI chapters. There is a growing trend of chapters

<sup>9</sup> See full story at:

[http://www.transparency.org/news/feature/exposing\\_health\\_sector\\_corruption\\_saves\\_lives\\_in\\_honduras](http://www.transparency.org/news/feature/exposing_health_sector_corruption_saves_lives_in_honduras)

<sup>10</sup> See also a video and other stories of victims of corruption in Africa here: <http://www.voix-contre-la-corruption.org/en/#/trente-et-une-maisons-detruites>

**mainstreaming the support** to victims and witnesses of corruption in their operations. In Niger, for example, the national chapter has contact groups in more than 260 municipalities in the country. These groups have been trained to collect data from citizens that have grievances related to corruption. Through this structure, the chapter has a huge capacity to detect and act upon cases of corruption.

The TI secretariat supported chapters by designing new tools (see below) and by fostering learning and enhance effectiveness, sustainability and responsiveness to citizens' demands. For example, a workshop in Argentina was organised to exchange experiences and jointly identify areas in need of strengthening. Focus was placed on security issues and sharing the successes being recorded in the Americas, mainly in Guatemala, El Salvador, Honduras and Argentina. In Asia-Pacific, there is an increased focus on supporting **vulnerable and marginalised groups, women, and youth** to participate actively and bring forward their anti-corruption complaints. However, funds could not be secured to scale up these efforts at the global level.

Two major tools were developed in 2014 and made available to TI chapters:

- The **online Case Book** is a tool for chapters who support victims and witnesses of corruption to report their grievances, resolve cases and demand sanctions for those involved in corrupt acts. It covers the whole corruption **case management** process, from outreach and awareness-raising to processing reports, resolving individual cases and advocating for change in policy and practice. It shares the knowledge and experience collected by the movement over the last ten years, with the aim of contributing to more effective prevention, detection and resolution of cases as well as demanding change in behaviour, processes and legislation. It includes issues to be considered in our work, documents from the movement and external resources. It also provides the contact details of chapters and colleagues working in the relevant fields.
- The **online Corruption Reporting Tool (CRT) setup wizard** assists chapters in the deployment of their own corruption reporting tool in order to allow more people to report corruption grievances, to enhance monitoring of corruption and visualise it on a map. The CRT setup wizard is built on Ushahidi and is easy for chapters to implement. It allows the movement to gather online corruption reports on a much larger scale. So far one chapter has completely deployed the tool, while three others are developing it. Eleven more have either tested it or requested access. Some chapters were already using other similar reporting platforms.

In order to help more and more people around the globe, we want to talk about our work and offer data, examples of cases and lessons learned. Therefore, at the end of 2014 we created an annual **impact survey** to give us a much better understanding of the impact our work with victims and witnesses of corruption is having, enabling us to gather evidence of our successes and help us improve and learn for the future. Data from the survey will be analysed and results will be shared with the chapters in 2015.

### ***Protecting whistleblowers***

Increasingly, TI chapters – especially in Europe – provide advice and support to **whistleblowers** and advocate for policies that protect whistleblowers (see box). A case in point is the story of a Greek antiquities specialist, who witnessed malpractices on a restoration site. In spite of a sufficient budget, the quality of the work was very poor, and he raised the issue with his hierarchy – unsuccessfully. In fact, he had to face disciplinary action. He reported the case to TI Greece, and

the authorities opened an investigation. They subsequently demanded that the contractor repaired the damage, but did not reveal what the investigation concluded or what actually happened<sup>11</sup>.

## New whistleblowing act in Ireland

After several years of advocacy by our Irish chapter<sup>12</sup>, a major milestone was reached in the country, where the Protected Disclosures Act was adopted. Provisions include:

- A prohibition on penalising workers who make protected disclosures and a wide definition of 'worker' to include employees, contractors, agency workers and work experience students.
- A broad range of 'relevant wrongdoings' which can be reported including criminal offences, breaches of legal obligations, threats to health and safety or the environment, miscarriages of justice, improper use of public funds or any attempt to conceal information in relation to such wrongdoings.
- A 'stepped disclosure system' which encourages workers to report to employers in the first instance.

## Improved social programmes and services as a result of people's demand and engagement

The **Economic Equality in Latin America (EELA)** initiative to strengthen transparency and accountability of social programmes has taken local root. EELA generates and advocates for evidence-based public policy reform aimed at ensuring that effective transparency and social accountability mechanisms are in place so that Conditional Cash Transfers (CCTs) and other large-scale social programmes reach their intended beneficiaries and poverty reduction objectives as effectively as possible without being siphoned off for political or personal gain by programme or political officials. 2014 was the last year for this project, which culminated in **numerous reforms to conditional cash transfer programmes** in 7 countries. These reforms and further recommendations for policy change are captured in the forthcoming regional report to be published and launched in 2015, along with the CSO online toolkit for strengthening transparency and social accountability of CCTs. CCTs are national social investment programmes that target the poorest households in Latin America. The EELA work has been featured as a flagship initiative in this area in regional and global World Bank webinars. Although the EELA project run by the secretariat came to an end the approach is now more deeply consolidated in the network through on-going, self-funded work of several chapters in Latin America including Colombia, Peru, Venezuela, and Honduras.

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<sup>11</sup> The full story is available at <https://blog.transparency.org/2014/10/28/speaking-up-for-greek-whistleblowers/>

<sup>12</sup> Here is a selection of articles of press releases that TI Ireland published on this topic, as part of their advocacy work:

- Garda Commissioner must do more than withdraw 'disgusting' comments: <http://bit.ly/1MA49p6>
- TI Ireland calls for Government to 'set the record straight' on Garda whistleblowers: <http://bit.ly/1GgASub>
- Minister's Apology to Garda Whistleblowers: <http://bit.ly/OVqpV7>

## BUSINESS INTEGRITY

Major achievements in the past year were firstly the publication of the 2014 global report on **Transparency in Corporate Reporting**<sup>13</sup>, and secondly the development of a new tool, the **Business Integrity Country Agenda**, which provides an in-depth view of the business environment in a given country creating the basis for a reform agenda.

The **Transparency in Corporate Reporting** (TRAC) report was highly successful in boosting our engagement with businesses: 80 companies started a dialogue with TI when the draft results of the study were shared with them. In addition, four chapters conducted TRAC studies assessing the disclosure practices of leading companies operating in their countries. This research provided these chapters with a unique opportunity to engage with businesses on advancing their anti-corruption and transparency practices. The launch of the TRAC report in Brazil in spring 2014 has also contributed to positioning TI as a major actor on business integrity in Brazil, which we anticipate will help build our work in this strategically important country.

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Following the publication of the Transparency in Corporate Reporting report on 5 November 2014, a number of companies contacted TI to query their results and discuss how to improve their scores in future. One of them, based in Russia, contacted us after the CEO instructed relevant staff to improve the bank's disclosure practices. This has led the staff to engage with TI Russia and the TI secretariat and to perform of the company's anti-bribery compliance and disclosure policies.

This work has also had multiplier effects. In March 2014, the Myanmar Centre for Responsible Business<sup>14</sup> launched a new human rights index, TIME (Transparency in Myanmar Enterprises), which is broadly based on the questions for anti-corruption programmes and organisational transparency from TI's TRAC questionnaire.

The **Business Integrity Country Agenda (BICA)** methodology was developed with the involvement of more than 50 stakeholders through an Advisory Committee, an expert workshop in July, and a peer-review process. Stakeholders included academics, business people, representatives of other business-oriented non-profits and TI chapters. BICA seeks to create a relevant body of evidence on business integrity in a given country, a widely-shared agenda for reform and a collective momentum for change towards more business integrity among stakeholders. It assesses the status of key factors which enable the private sector in a given country to act with integrity. Transparency International envisages that the BICAs will become an important reference point for fighting corruption in business practices within countries and around the globe. There have been some delays in the implementation of the tool due to our suspension of the funding relationship with ENI, but it will be piloted in 2015.

Engagement with business at the global level played a big part in the adoption by the G20 of principles on **beneficial ownership**. Our advocacy to the B20<sup>15</sup> – which made recommendations

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<sup>13</sup> The report is available on TI's website at:

[http://www.transparency.org/whatwedo/publication/transparency\\_in\\_corporate\\_reporting\\_assessing\\_worlds\\_largest\\_companies\\_2014](http://www.transparency.org/whatwedo/publication/transparency_in_corporate_reporting_assessing_worlds_largest_companies_2014)

<sup>14</sup> <http://www.myanmar-responsiblebusiness.org>

<sup>15</sup> Group of business leaders from G20 countries

that supported transparency of beneficial ownership – and to the C20<sup>16</sup> was instrumental in influencing this major outcome (see the section on Global Advocacy under Essential Functions for more details on our work with the G20).

Considerable energy was also focused on engaging national chapters in the business integrity work to step up our activity in this area. A three-day workshop dedicated to working with the private sector took place with Asia-Pacific chapters in March 2014. The potential creation of regional centres of excellence as a resource for business integrity work for the movement was also discussed with chapters. An interesting development in the region was the establishment of the Vietnam Integrity Alliance (VIA) high-profile initial steering committee, which aims to advance civil society collective action for business integrity. In addition a concept note focusing on business integrity activities in emerging markets was developed.

Four chapters have provided input in the ISO process currently ongoing to develop global **certification standards** for anti-bribery managements systems. The development of the ISO certification is proceeding at a pace dictated by the ISO process. The standard is due to be published by the end of 2016.

In terms of resources, significant funding was raised for business integrity work, which will allow it to focus on taking activities to scale from 2015 onwards. These new resources will enable TI to push for greater uptake of the business integrity agenda by chapters through new tools, the creation of a community of practice for the TI movement on business integrity issues and the establishment of a network of experts. Advocacy inputs to major international and regional business initiatives will also be provided to promote the adoption of new policies in support of clean business.

## PUBLIC SECTOR INTEGRITY

TI's overall objective in this area is to strengthen integrity, transparency and accountability in the public sector at the local, national, regional and global levels. In 2014 the TI secretariat provided chapters and other civil society organisations with comprehensive solution-oriented approaches, so that they can engage with their governments in building stronger systems for improved public sector integrity. Such approaches include standards, public sector assessments and good practice case studies. Furthermore, the TI secretariat has broadened its repertoire of approaches on how to strengthen integrity in the public sector in selected areas to be able to provide assistance which targets key integrity risks at all levels. One of the main challenges though was to capitalise on the findings of most diagnostics tools, which ultimately aim to trigger reforms in the public sector and bring about more transparency.

During 2014 public sector activities focused on three areas of high impact and relevance to the global fight against corruption: local government integrity, open governance and public procurement. Other topics such as lobbying and political corruption or land governance were prioritised at the regional level.

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<sup>16</sup> The C20 (or 'Civil Society 20') is a platform for dialogue between the political leaders of G20 countries and representatives of civil society organisations.



## Signing of the National Anti-Corruption Plan in Honduras

Last year, the President of Honduras launched a national anti-corruption plan shaped jointly with the TI secretariat and TI Honduras. The plan focuses on areas that are vital for a better future for all Hondurans (but especially the poor, as they are most affected by corruption): health, education, security and justice, infrastructure projects and tax administration, as well as a cross-cutting approach to improve public procurement and human resources hiring and management. The plan includes an agreement signed by the President of Honduras, the TI secretariat, and TI Honduras that makes the government subject to monitoring of implementation of the plan by TI, based on a set of mutually-agreed indicators.

To hold the government accountable to the reforms it has agreed to, the chapter will produce public reports on progress and suggestions for improvement. The information collected in this process will prove highly valuable, as the monitors uncover more information on how to combat corruption and inefficiency in the security and justice system. Additionally, the agreement commits the government to establish a system for citizens to report corruption.

The agreement is unique in being the first time a government has signed an anti-corruption agreement with TI.

Looking ahead, the secretary of national security and the attorney general have agreed to implement indices for both of their institutions. The indices would be designed by the chapter and will likely measure: 1) purchases and contracts, 2) performance metrics, 3) transparency in human resources, and 4) public accountability.

## Local Government Integrity

In 2014 TI developed the **Local Governance Principles and Standards**<sup>17</sup> which collate a set of internationally recognized recommendations for local governments to function with high levels of accountability, integrity, and transparency. The standards and principles on local governance were presented at the Annual Membership Meeting by the Chair of Transparency International.

The **Local Integrity System Assessment** – developed and piloted in 2013 – was implemented in four countries (Palestine, Jordan, Lebanon and Morocco). The programme also compiled a set of case studies which systematizes valuable information on five social accountability mechanisms set up locally to improve integrity.

Lastly, a new methodology for a **Local Transparency Index** was designed and piloted. In Palestine 24 municipalities took part in the project; in general chapter relations and capacity to work with municipalities have improved as a result.

## Open Governance

The open governance stream of work, which started in mid-2013, seeks to harness the collective strength of Transparency International chapters and their experience in promoting open governance

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<sup>17</sup> [http://www.transparency.org/whatwedo/publication/local\\_governance\\_integrity\\_principles\\_and\\_standards](http://www.transparency.org/whatwedo/publication/local_governance_integrity_principles_and_standards)

through citizen engagement and promoting a coherent set of open governance standards. In 2014 the **Open Governance Standards** were drafted and a **scorecard** was developed and piloted in five countries (Indonesia, Ghana, Peru, Ukraine and the United Kingdom). Advocacy was carried out using the results of the pilot assessment; it targeted national governments and international platforms, such as the Open Government Partnership (OGP), to achieve better outcomes in the open governance field. A consultation group was formed in Ukraine between the government and CSOs, including TI's chapter, to take forward the recommendations of open governance standards as part of the reform activities after the Maidan revolution and as a basis for the OGP national action plan. The chapter reported that their recommendations on the access to information legislation and procurement legislation have already been taken up during the reform process. It is expected that more impact can be achieved in 2015.

TI has particularly consolidated its leadership position in the Americas OGP initiative, at both the national and regional level. Such leadership is exemplified by the overwhelming presence of TI at panels and presentations made in the OGP regional summit as well as by the election of the Executive Director of the TI chapter in Peru, Proética, to the OGP Civil Society Steering Committee. Advocacy by the TI secretariat also helped convince the OGP to take a stronger position on the shrinking of civil society space, pushing for the first OGP letter critical of a government partner, Montenegro.

Concurrently, some chapters started to implement citizen engagement activities related to open governance:

- trainings to journalists and social auditors in Peru;
- setting up a participatory budgeting system at the local level in Indonesia;
- engaging activists in government reforms in Ukraine.

More broadly, major progress was made on access to information, especially in the Maldives (see box below) and in Colombia, where a new law was adopted. As part of a bigger national alliance the Colombian chapter had promoted the need of the law for years, contributing to its text and advocating for its signature. The whole story can be found on the TI blog: <http://bit.ly/1DoPLM9>.

## Public Procurement

Advocacy on TI's public procurement guidelines included input into international financial institutions' policy recommendations on public procurement – TI responded to consultations opened by the World Bank and the OECD – as well as engaging with the Open Contracting Partnership.

A new grant from the European Commission, which was secured last year, will enable us to review how Integrity Pacts – TI's flagship tool on clean procurement – have worked in the past and how the model can be adapted and scaled up in the future, especially to monitor procurement projects funded by European Structural and Cohesion Funds.

The outcomes of TI Slovakia's work in public procurement illustrate well the value of TI chapters' monitoring of public contracts. Thanks to TI Slovakia's review of procurement contracts signed by hospitals, which revealed overpricing and issues in the competitive bidding process, the heads of the hospitals concerned were dismissed. This story, which can be read in full at <http://bit.ly/1Dr57fW>, is only one of a series of scandals in the health sector in the country.

## Maldives: Advocating for the right to information

The Maldives is still recovering from the 30-year rule of former President Abdul Gayoom, who was accused of corruption, human rights abuses and creating an opaque society. In arguably TI Maldives' biggest advocacy success with the Parliament, a new Access to Information bill was endorsed by 67 of the 68 MPs in attendance, without any significant change to the structure and spirit of the bill. As a testament to the strength of the bill, which TI Maldives was heavily involved in drafting, the Canada-based Centre for Law and Democracy rated it as the fourth strongest in the world.

Transparency International Maldives organised workshops, grassroots advocacy and media campaigns, travelled to five atoll and 12 island communities, engaged with the government, and brought together many other stakeholders to push for a strong law. The workshops run with community-based organisations, for example, were conducted with the aim of increasing grassroots demand for the right to information. It worked. Some participants realised that the extent of their community problems were in one way or another linked to a lack of access to information. This motivated participants to send hundreds of text messages to their MPs requesting that they quickly endorse a robust bill. This brought a new momentum for the adoption of the bill, which had been stagnating in Parliament.

## Improvements in lobbying policies in the EU

After a year of working on lobbying policies in 19 European Union member states, there were several notable achievements. National assessments of legislation and practice in lobbying have pointed to the need for much stronger regulation and provided evidence that helped to start pushing for reform and engaging with both public decision makers and with lobbyists themselves. Over the course of the year, 35 instances of 'change' were reported, from gaining commitments to implementing chapter recommendations and policy adoption. For example:

- TI Bulgaria proposed to all political parties and coalitions involved in the October National Assembly elections to sign a Public Contract for Fair Elections, which included a commitment to initiate legislation on transparency in the relations between politicians. In response to this advocacy effort, 16 parties and coalitions signed the contract at a formal event in Sofia in September 2014.
- Following our campaign around the nomination of the next European Commission President, Jean Claude Juncker (President elect) committed in his political guidelines to ensure the implementation of a mandatory and public lobbyist register.

At the regional level, targeted work with the Council of Europe resulted in stronger and more comprehensive recommendations for an international legal instrument on lobbying. Also, the TI secretariat brought together leading NGOs working on the issue to secure support for collective international standards on lobbying and to build partnerships for future work.

## Land governance

For at least two years, the issue of land governance had been identified by African chapters as a key area of work for the region. Following mindful participative processes of consultation and research, the **Women, Land and Corruption** project was developed and significant funding was

secured in order to start activities in 2015. It will focus on identifying challenges faced by women and men to access, use and control land. Using this knowledge base, advocacy strategies will be developed to trigger policy change. As part of the project development process, land mappings were carried out in eight countries, identifying legal loopholes, typical forms of corruption in the land sector, and challenges faced by smallholders and customary landowners. We are planning to publish regional trends in 2015.

This is not the first initiative in the field of land governance. A major achievement was the closure of a land grabbing case in Collingwood Bay in Papua New Guinea in which the courts revoked the lease and ordered the land be returned to landowners. TI PNG, in collaboration with other NGOs through the Special Agriculture and Business Lease working committee lobbied for the successful closure of the case.

## INSTITUTIONAL NETWORK STRENGTHENING

In 2014 work was organised around three main 'work streams', namely:

- Institutional Network Strengthening
- Chapter-led Global Thematic Networks and Initiatives
- Volunteer Services/ Engagement

### Institutional Network Strengthening

The mid-term review of TI's Implementation Plan 2015 found in July 2014 that TI's capacity development approach combining global tools with regional facilitation and support was effective, with good examples of decentralised efforts, good coordination of human resources and positive signs in development of collective capacity. Details per area of work are presented below. Human resource constraints, however, did not allow for substantial progress to be made on reviewing the TI Organisational Capacity Assessment Tool, and on monitoring and documenting capacity development outcomes more effectively. Resourcing chapters' capacity development has been a challenge throughout the year, and so far we have not been able to secure large-scale funding for these efforts; it will therefore be one of the fundraising priorities for 2015.

#### Leadership development

14 chapters have participated in the pilot leadership programme facilitated by the TI secretariat. In parallel, a group of senior representatives of these chapters facilitated a 'TI Leadership Day' (in October 2014), which demonstrates increasing ownership of the debate on leadership development within the TI movement. In this event, five participants in the pilot programme shared with about 20 other chapters what strategic challenges they faced with regards to leadership, what they learnt through the programme, and what TI's future work in this area could look like. They provided feedback on how their own leadership awareness and mind set changed and how it started contributing to the ability of their chapter to achieve greater anti-corruption impact. Examples include:

- acknowledgement of how one's own, individual leadership behaviour reflects on staff and other stakeholders;
- more constructive attitudes / greater clarity in board – executive director relationships;
- new approaches to volunteer engagement as an expression of 'inclusive leadership'.

Chapters' leadership in global anti-corruption networks is also emerging, and has supported their work at the national level. For instance, TI Indonesia played a leading role in organising the Asia Pacific Conference on the Open Governance Partnership, and ensured that TI had a strong voice in this forum. Furthermore, TI Malaysia made a trip to Bhutan to support the anti-corruption agency in December 2014. This was an initial scoping mission for a programme that will: (a) develop a training programme for the private sector in Bhutan, which will raise awareness with companies operating in the country regarding business integrity and (b) provide assistance to develop additional business integrity programmes for the Bhutan Government.

### **Financial sustainability**

The TI secretariat helped chapters strengthen their financial sustainability by communicating fundraising asks more effectively. Materials developed through the project were included as additional 'factsheets' in the TI Guide to Financial Sustainability. Examples of fundraising success to which the secretariat contributed include:

- Argentina – USD 52,000 raised in relation to a 'positioning and fundraising event'
- Ireland – EUR 40,000 raised from Atlantic Philanthropies
- Slovakia – 150 supporters mobilised and EUR 6,000 raised through a tax-based giving initiative.

Several chapters in Africa have also made significant progress towards increased financial autonomy with support from the secretariat. Beyond increases in income (e.g. in Cameroon and Niger), some chapters in the region have now fully mainstreamed legal advice to victims and witnesses of corruption into their work, and have subsequently shown a higher capacity to mobilise funds. Nevertheless, financial sustainability remains a challenge for many chapters, especially in the Americas and in Europe and Central Asia.

### **Risk management capacity**

A "TI risk management health check" developed by a cross-departmental working group at the secretariat was finalised. For the first time TI chapters have access to a simple but comprehensive tool to effectively assess their risk management capacity, and develop action plans to address critical shortcomings, across seven risk categories. As of January 2015, the tool will be available in Arabic, English, French, Russian and Spanish.

Human resource constraints did not allow for substantial progress on reviewing TI's organisational capacity assessment tool, and on monitoring and documenting capacity development outcomes more effectively. Cuts in funding from AusAid led to a reduction in activities in Africa and the Americas.

### **Strengthening our movement and presence around the world**

With **Brazil** being a major geopolitical force in the region, the World Cup procurement scandals, the Petrobras corruption case, and a heavily contested presidential election triggered strong media and political interest for anti-corruption work in the country. In December 2014, in order to move forward our plan to strengthen TI's presence in Brazil, we have started several dialogues and new partnerships with institutions in the public and private sector, foundations and other organisations. TI signed MoUs with the General Prosecutor and the mayor of Sao Paulo.

One of the important regional "results" of the war on drugs is the increasing transfer of organised crime activity to the small island states of the **Caribbean**, which tend to be highly vulnerable to political and state capture. Therefore, TI continues to focus on the Caribbean as an important sub-

region where to foster local stakeholder capacity to tackle corruption. Our presence has been consolidated through the National Integrity System studies, support to TI chapters, and presence of TI leadership at major anti-corruption conferences in the region. As a result, TI is now the major anti-corruption voice in the region. More importantly, with national chapters being further strengthened – Jamaica and Trinidad and Tobago started offering legal advice and support to victims and witnesses of corruption – TI in the Caribbean is now an empowered anti-corruption force.

In Asia and the Pacific, TI has increased its engagement in countries without a formal chapter – particularly in **Afghanistan, Bhutan, Myanmar, and Timor-Leste** – enabling new networks and national coalitions to promote integrity and good governance, and act against corruption. In Afghanistan for example, a new project is now underway to assess the National Integrity System of the country, and recent visits and TI engagement led to the new President of Afghanistan personally calling the new Chair of TI to get advice and support on developing his anti-corruption agenda.

In sub-Saharan Africa, three new formal partners joined the movement (in **Congo, DRC and Nigeria**) and significant progress for further integration was made in two other countries (Malawi and South Africa). This follows a long period of consolidation and offers a very strong basis for expanding the work of TI in strategic geographical areas (South Africa, Nigeria and the Congo basin).

### **Outreach capacity**

A critical achievement in Europe was the enhancement of communication and outreach capacity of chapters. TI secretariat's support was based on a systematic assessment across the region and targeted assistance, including several training missions to individual chapters. In Italy, the training helped the chapter reach an unprecedented number of media outlets when they launched their corruption reporting mechanism, to cite one example.

### **Enhanced chapter-to-chapter collaboration**

Chapter-to-chapter support has begun to show greater impact with examples of collaboration and collective work including:

- Egyptian NGO partners providing technical support to Yemen on strategic litigation
- TI Czech Republic working together with One World Foundation (Egypt) on access to information
- TI Russia organizing three workshops with support from the TI secretariat, attended by more than 50% of European and Central Asian chapters and secretariat staff. All participants highly appreciated this opportunity to a) learn more about the impressive work of TI Russia, and b) exchange about experience, good practice, tools and solutions in different areas.

## **Global Thematic Network Initiatives**

Three new chapter-led initiatives were officially launched in 2014:

- Corruption in Humanitarian Assistance, led by TI Kenya;
- Mining and Corruption, led by TI Australia;
- Integrity, Independence and Accountability of the Judiciary, led by TI Romania.

All host chapters intensively sought funding for these programmes to start in 2015. The reality of fundraising cycles has resulted in set targets not being met yet. The complex nature of work on the

judiciary, led by TI Romania, and the need for funding to pilot draft instruments have meant that related methodologies and toolkits are now expected to be finalised in the first half of 2015.

## Volunteer Services/ Engagement

We focused our efforts in 2014 on increasing the level of international volunteer and expert support available to the TI movement. In the second half of 2014, 7 young postgraduates joined TI chapters across regions as Carlo Schmid fellows, with 5 new placement offers advertised. In addition, several international development experts were seconded to chapters by SIDA and GIZ. However, overlapping mandates between different departments and definitions ('volunteer engagement', 'pro bono support', 'supporters base') presented some challenges. Although we reached our target in terms of experts/ volunteers supporting our national chapters, we could not make as much progress as we wanted in establishing partnerships with international volunteer agencies and in setting up pro-bono legal networks for our No Impunity work.

## ANTI-CORRUPTION SOLUTIONS AND KNOWLEDGE

### Helpdesk

Through Helpdesk services, operational research needs of development and anti-corruption practitioners have been addressed in a timely manner throughout the year. The Helpdesk answered 206 queries (compared to 170 in 2013 and 120 in 2012), including 35 originating from EU practitioners, 25 from U4 agencies and 146 from the TI movement, resulting in the production of 89 fully developed anti-corruption briefs<sup>18</sup>.

Helpdesk answers have been widely used to inform policy making and anti-corruption activities of the target groups. There is ample anecdotal evidence that Helpdesk answers may have contributed to influencing the development of new laws and government policies, informed the design of projects, and raised the media profile of specific corruption issues:

- TI Slovenia provided input into a new law on access to information based on a Helpdesk answer on proactive transparency and access to information
- Helpdesk answers on codes of conduct and assets declarations have been handed over to the new President of Costa Rica, who was just elected on an anti-corruption platform and needed advice on "quick win" anti-corruption reforms to implement
- TI Estonia provided advice to the Estonian Council for Public Sector Ethics for reviewing the code of ethics for public sector employees
- TI Morocco provided input into a discussion on legislation on whistleblowing, access to information as well as proposed revision of the anti-corruption commission
- TI Zimbabwe provided advice to an MP exploring the drafting of a whistleblower protection legislation
- TI UK provided advice to British law enforcement to feed research into a review of their understanding of bribery and kleptocracy
- TI New Zealand provided advice to the national government in the framework of the development of a new anti-corruption law

According to a 2014 users' feedback survey, 73 % of the respondents have used Helpdesk answers to inform their own work, 57 % shared them in their organisation, while 37 % shared them with

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<sup>18</sup> Where a full brief was not developed, the answer consisted of an email providing key resources and materials or access to previous answers.

external partners. 47 % used them to design new projects or initiatives, 42 % used them in internal or external workshops, seminars or training events. More than 21 % of the respondents used the answer to inform their input into a legislative or policy process. In terms of potential impact and outcome, 94% of respondents felt that the answer they had received had increased awareness and/or understanding of the issue within their own organisation, 34 % felt it contributed to shape changes in policies and priorities or influenced the design of a project in ways that made it more successful. 20 % felt it had positively influenced the design of laws and policies.

Beyond meeting the knowledge needs of its primary target audience (service users), the Helpdesk has a largely untapped potential for impact in terms of reaching out to a wider audience of online anti-corruption practitioners. While there is limited information available on the relevance of the Helpdesk responses to the wider public, who can access them via the U4 and TI websites, TI's web statistics show a regular increase in the number of page views, from 10,000 in the first 2014 quarter to more than 15,000 in the third quarter of the year, bringing the number of views in 2014 to 37,000 in the first three quarters of 2014 (compared to 22,000 in 2013).

## Anti-Corruption Lab

Two main activities were carried out by the Anti-Corruption Lab:

- Innovation grants supported the testing of new approaches by four chapters, such as using art for students to stand up against corruption in Egypt, or involving the youth in integrity pledges in Lithuania
- Direct face-to-face outreach to hundreds of practitioners and scholars that can make a big difference in tackling corruption but have so far been largely outside TI's influence area (architects, planners, technology experts, designers, medical professionals, business educators, social entrepreneurs)

## Anti-Corruption Research Network and Campus for Transparency

The Anti-Corruption Research Network (ACRN) provides an open global meeting point for anti-corruption researchers from a host of disciplines, as well as a tracking and dissemination service for anti-corruption knowledge. It is now a well-established network with more than 1,500 members, with a website that attracted over 61,000 visitors in 2014 (+20% compared to 2013), a quarterly newsletter disseminated to 4,000 readers, a Twitter account and a YouTube channel.

Campus for Transparency offers a match-making service between graduate students from selected universities and chapters with specific research or expertise needs, whether it is scoping studies, background research for upcoming projects, input into advocacy strategies, or help with organisational challenges. 19 Campus for Transparency projects involving 32 TI chapters and 20 universities around the world started in 2014. Some were already successfully completed while others are still ongoing. 75 % of the Campus for Transparency projects were considered good, very good or outstanding by their beneficiaries. But 4 projects were considered insufficient or average because the project turned out to be too complex, because the students did not understand how NGOs work, or because they were asked for different outputs by TI and their academic advisors. This feedback has been taken into account in the selection process for the 2015 projects.

Both the ACRN and the Campus for Transparency project helped TI create new partnerships with universities and academic institutions as well as consolidate existing ones.



## Global Corruption Report

The next Global Corruption Report will focus on sports governance, corruption in major sporting events and match fixing. In 2014, 30 articles were commissioned from external experts, plus 12 submissions by TI national chapters. A working paper on corruption in sports and a number of features on FIFA and related issues were produced to raise TI's profile in this area.

## CLIMATE FINANCE INTEGRITY

2014 has been an important year for climate finance, with the Green Climate Fund (GCF) becoming operational. This new fund is intended to channel USD 100 billion per year by 2020, and achieved an initial capitalisation of USD 10 billion. In this context, TI's work brought changes to several existing climate funds and at the same time pushed recommendations to the nascent GCF.

Diverse climate stakeholders (UN and other bodies, national authorities, CSOs) have expressed gratitude to see TI being at the table and keeping an eye on the important developments on climate taking place at the moment. TI's publications and advocacy have resulted in concrete advances in anti-corruption policies and practices across UN agencies and international financial institutions, including the World Bank, as well as the establishment of strong credibility with policy makers nationally and globally as a leading organisation in the field. For instance,

- The Adaptation Board has taken on TI's recommendation and adopted a fund level zero tolerance of corruption policy which requires board members to comply with anti-corruption ethics and legal standards broadly.
- A new section on the UN Reducing Emissions from Deforestation and Degradation (REDD) programme website shows the disclosure policies of the three UN agencies that take part in the programme, as asked by TI<sup>19</sup>. UN REDD is also developing a response matrix to address the recommendations outlined in TI's report – "Protecting climate finance: An anti-corruption assessment of the UN-REDD Programme" – which is available on their website<sup>20</sup>.

Governments were somewhat reluctant to engage with TI chapters in the past, particularly in Africa, where government officials tend to only know TI for the Corruption Perceptions Index. They now recognise the constructive support chapters can bring and see TI as a trusted partner. This is reflected by the increasing number of partnerships and MoUs (e.g. between FODER – *Forêt et Développement Rural* – and TI Cameroon, which is now taking part in meetings of a group of international development partners financing or implementing REDD+ projects in the country). A positive move has also been noted regarding fundraising: support has been secured from the German Ministry of the Environment and UNDP that allow sustaining TI's work beyond the climate domain, as it contributes to other areas of work, including support to victims and witnesses of corruption in several countries as well as communication and advocacy achievements.

TI has been very active in promoting civil society and **citizen monitoring** actions to demand accountability in climate finance projects. 10 such actions were carried out in 2014. For example, in Vietnam, farmer groups have monitored national forest programme implementation in two communes in Quang Binh province and one in Lam Dong province to track financial flows related to REDD+, Payment for Environmental Forest Services and the national forestry programme from provincial to commune level. Follow-up dialogues were conducted with local citizens and local

<sup>19</sup> <http://www.un-redd.org/AboutUN-REDDProgramme/Transparency/tabid/794664/Default.aspx>

<sup>20</sup> [http://www.un-redd.org/Newsletter2014November/TI\\_Report/tabid/794491/Default.aspx](http://www.un-redd.org/Newsletter2014November/TI_Report/tabid/794491/Default.aspx)

authorities to address challenges identified through the monitoring actions. The impact from these monitoring actions is difficult to assess at this stage, partly because most of the monitoring is still ongoing. But the Vietnam case has already borne fruits: the Ministry of Agriculture and Rural Development is consulting with our chapter and has invited it to support the drafting of a government circular on local monitoring activities and grievance mechanisms for the Vietnam REDD+ fund.

Climate change is primarily affecting **vulnerable and marginalised groups**, including indigenous people and women. Corruption further aggravates their environmental stress when public resources are abused. Often, local communities are not consulted on climate and forest protection projects. Their rights to land and information are ignored and often violated. In some cases, where people have voiced their rights, they have been killed. This is why TI now offers **support to victims and witnesses** of corruption to climate affected and forest communities in 8 countries. TI also ensured the engagement of climate vulnerable communities in the monitoring of climate projects that affect them in 6 recipient countries with 10 monitoring actions having been held and a total of 27 outreach activities offering citizens quality information and tools enabling them to address REDD+ corruption issues.

Following in-depth **anti-corruption assessments** of 7 multilateral climate funds and national climate finance governance in 7 recipient countries, **global advocacy** was rolled out on key research findings, including on grievance mechanism access and whistleblowing. This resulted in 8 global **changes in policies and practice** in the climate arena to shore up defences against corruption and 8 national changes in policy and practice in recipient countries to improve governance of climate finance down to the local level. Here are two examples:

- In a report launched in 2013 TI Bangladesh uncovered corruption and mismanagement of funds under the pioneering national Climate Change Trust Fund, worth USD 340 million. In 2014 as a consequence of the chapter's ongoing advocacy, good governance reforms were introduced to the fund including: compulsory public hearings in each project area on a monthly basis; an audit of adaptation projects and the creation of an oversight body for the fund (not yet established).
- The Ministry of Forestry and Wildlife asked TI Kenya to become an observer on the national implementation entity committee as well as a member of the newly formed Task Force on Anti-Corruption for REDD+, to continue giving training on anti-corruption, and to develop a code of conduct for the NEMA committee.

## When corruption razes forests to the ground

The Water Committee in Anjozorobe municipality in Madagascar, which brings together villagers from the Fokontany in Miandrarivo, manages the natural spring that supplies the five neighbouring hamlets with drinking water. The spring is within a state-owned forest, and therefore has protected-area status: any logging or timber processing is prohibited.

Nonetheless, trees have been felled without proper authorisation and charcoal has been produced. Deforestation and forest fires have caused the spring to dry up, creating problems for the inhabitants. Indeed, the lack of water has affected the villagers' food, health and safety. The Committee sought to stop the illegal practices by contacting the forest ranger and the police. Sacks of charcoal were seized but later disappeared and managed to get through the economic check-point where inspections are usually carried out.

The Committee then turned to Transparency International – Initiative Madagascar, which explained their rights to them and helped them to file a complaint with the Ministry of Forestry. The forest ranger was dismissed as a result. As he is refusing to leave, the case is ongoing and the chapter is continuing its efforts.

In Africa, through the establishment of formal **partnerships** with the Central African Forests Commission (COMIFAC) and the Congo Basin Forest Partnership, TI managed to successfully influence the forestry agenda in the Congo Basin to include corruption and governance matters, which were so far direly absent. Following TI's lobbying, COMIFAC included anti-corruption commitments and provisions in its strategy.

The EU-funded REDD+ Finance and Governance Integrity project was successfully launched in four countries. Increased civil society participation is essential to improve forestry governance systems and check that they are being implemented; to contribute to that, TI developed an online training module on the integrity of REDD+, which is available to everyone online<sup>21</sup>. The crisis in the Central African Republic, unfortunately, prevented any work in the country until now.

Due to delays in disbursements from the donor, several chapters also had to suspend their activities most of the year: this was particularly the case in the Maldives, in Mexico and in Peru.

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<sup>21</sup> <https://courses.transparency.org>

# KEY SUPPORT SERVICES

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## POLICY AND ADVOCACY

The year 2014 was one of important opportunities for global advocacy conducted in two areas of work: **beneficial ownership transparency** and **making governance a global development commitment**. Both relied on being well positioned globally and nationally – with decision-making institutions and bodies as well as CSO networks engaged on the topics, which allowed us to scale up our messages. They equally relied on national-level efforts, undertaken by chapters, to garner government support or limit their negative influence.

There was an important opening on **beneficial ownership transparency** both through the G20 and the EU. The **G20** took forward the G7 commitment on beneficial ownership by developing principles of its own for countries to adopt (in 2015 and beyond). TI conducted intense advocacy on countries seen as blocking, including China, as well as supporting (Australia). At the level of the **EU**, a similar approach was used with countries seen as preventing an agreement (including the Netherlands, Sweden and Germany).

Regarding a **global development commitment for governance**, a UN inter-governmental group was tasked to produce recommendations by July 2014. Advocacy was done to ensure that a governance commitment was adopted, and included roundtables and targeted government outreach (South Korea, Mexico, UK, Ireland, Indonesia, Bangladesh, Liberia, Rwanda and Ghana).

It is worth noting that our presence in international fora went much beyond the G20 and the EU. At the regional level, for example, the initial ground was laid for the creation of an ASEAN Integrity Community and recommendations are under development. Still in Asia-Pacific, significant contributions were provided the TI secretariat, TI Malaysia and TI Cambodia to the development of an ASEAN regional statement on foreign bribery.

Looking forward, four streams of global advocacy work have been identified for 2015 to capitalise on our progress:

- Sustainable development and climate policy: Open and accountable Governance & Financing (UN, G7 ministers, OGP meeting)
- Business Integrity & Financial Integrity advocacy
- Advocating for Government Action on Closing Loopholes (OECD, G20)
- Prosecuting Grand Corruption and Protecting Human Rights

More details on the 2014 achievements are described below.

### G20 Anti-Corruption Plan

A new 2015-2016 **G20 Anti-Corruption Action Plan**<sup>22</sup> was adopted by leaders in Brisbane on November 16<sup>th</sup> 2014. The Plan covers 6 priority areas: Beneficial ownership transparency, public sector transparency and integrity, private sector transparency and integrity, foreign bribery, international cooperation, and high risk sectors (including natural resources). There had been

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<sup>22</sup> [https://www.g20.org/sites/default/files/g20\\_resources/library/2015-16%20\\_g20\\_anti-corruption\\_action\\_plan\\_0.pdf](https://www.g20.org/sites/default/files/g20_resources/library/2015-16%20_g20_anti-corruption_action_plan_0.pdf)

challenges to the adoption of a new plan, which were successfully overcome through targeted lobbying of sherpas by TI national chapters.

Another success for this plan is that it is accompanied by a detailed 2015-2016 G20 Anti-Corruption Implementation Plan<sup>23</sup>, which sets out the work plan for the next two years including a list of **deliverables**. This is a big improvement on previous years' Action Plans and is in line with our advocacy calls over this year. Language similar to that advocated by TI is incorporated into many of the foreseen deliverables. Commitments in the new Action Plan touch upon our advocated areas including denial of entry for the corrupt and public procurement.

## Beneficial ownership transparency

The inclusion of beneficial ownership transparency in the anti-corruption action plan was a big success. **G20 Beneficial Ownership Principles**<sup>24</sup> were adopted despite late reservations from China. They are strong though fall short of committing G20 countries to consider public beneficial ownership registries. This was said to be a red line for several countries. The language is largely as strong as the G8 principles (in line with our bottom line), and includes new additions on "high risk sectors" which we probably contributed to with our advocacy asks related to enablers (Designated Non-Financial Businesses and Professions). The principles on Beneficial Ownership Transparency were highlighted in the group's final communique<sup>25</sup>, stating that "financial transparency, in particular the transparency of beneficial ownership of legal persons and arrangements [was] a 'high priority'".

As part of revising the 4<sup>th</sup> **Anti-Money Laundering Directive**, the European Parliament and the EU Council agreed in December 2014 to adopt language requiring public beneficial ownership registers that are open to those "with legitimate interest" – a noted success. These registers are expected to come into force in May 2015, after which member states have two years to implement them. The TI EU Liaison Office and specific chapters worked tirelessly with government contacts to lobby them and provide framing of language. While the language was less than what was requested by TI and others, it provides a window to test what is 'legitimate interest' and promote national legislation that maintains the most open interpretation of the clause.

## Governance as a global development commitment

The UN Open Working Group on Sustainable Development Goals adopted in July 2014 a **governance goal** recommendation (using TI's recommended wording), an anti-corruption target and a target related to accountable and transparent institutions<sup>26</sup>. TI worked hard to get public government and company support for this goal. For example, TI organised a high-level meeting with Prime Minister Cameron and the President of Ghana where Mr. Cameron used TI facts, figures and key messages on development.

Country and regional bloc positions also took up TI messaging. For example, the EU Council Conclusions in December 2014 included a strong position on democratic governance and rule of law as part of new commitments on development. This now forms the common for the 28 nations and their minimum negotiating platform. Prior to this, TI was invited to speak to a meeting of advisors to

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<sup>23</sup>

[https://www.g20.org/sites/default/files/g20\\_resources/library/G20\\_anti\\_corruption\\_working\\_group\\_implementation\\_plan\\_2015\\_16.docx](https://www.g20.org/sites/default/files/g20_resources/library/G20_anti_corruption_working_group_implementation_plan_2015_16.docx)

<sup>24</sup> [http://www.g20australia.org/official\\_resources/g20\\_high\\_level\\_principles\\_beneficial\\_ownership\\_transparency](http://www.g20australia.org/official_resources/g20_high_level_principles_beneficial_ownership_transparency)

<sup>25</sup> [http://www.bundesfinanzministerium.de/Content/DE/Standardartikel/Themen/Internationales\\_Finanzmarkt/2014-11-21-G20-communique.pdf?\\_\\_blob=publicationFile&v=1](http://www.bundesfinanzministerium.de/Content/DE/Standardartikel/Themen/Internationales_Finanzmarkt/2014-11-21-G20-communique.pdf?__blob=publicationFile&v=1)

<sup>26</sup> <http://sustainabledevelopment.un.org/focussdgs.html>

European Development Ministers about the importance of accountability and transparency and goal commitments<sup>27</sup>.

## G20's beneficial ownership principles and TI's advocacy

Significant strategic media work was conducted around the G20 Summit for advocacy purposes – ensuring that the G20 Beneficial Ownership principles were adopted in spite of a late push back from China – and for awareness raising purposes. Both were successful – the Wall Street Journal ran with the feature that “China reverses opposition to G20 Anti-Corruption Plan” (<http://www.wsj.com/articles/china-reverses-opposition-to-g-20-anticorruption-plan-1416135168?mobile=y>) on the back of earlier reports in Reuters, The Australian, The Guardian etc. As a result, online visits to the TI website from Australia were seen to rise (38,777 as of December 19 compared to 24,399 in the first quarter of the year). There was a 121% increase in unique page views of TI's “Our work on the G20” between quarter 3 and quarter 4 of this year. A podcast interview (<http://michellegrattan.podbean.com/e/maggie-murphy/>) on corruption and the G20 saw more than 30,000 downloads in the first month according to Michelle Grattan, the interviewer and recognised Australian journalist who is a member of The Conversation (<https://theconversation.com/profiles/michelle-grattan-20316>).

## Asset Recovery

Chapters in the Middle East and North Africa made significant progress on the issue of asset recovery.

- The Yemeni (YTTI) contact group achieved solid results in advancing their government's interaction with international asset recovery actors, receiving an official letter from the Ministry of Legal Affairs in July 2014 requesting StAR (World Bank) to provide training, with YTTI acting as the interlocutor.
- I Watch (Tunisia) continued to work advocating for asset recovery to be re-prioritised by Tunisian authorities and political parties, resulting in the inclusion of a commitment to work on asset recovery by a number of parties, including Ennahda, the largest political party in Tunisia.
- On a regional level, TI chapters and secretariat staff participated in the 3<sup>rd</sup> Arab Forum for Asset Recovery in Geneva, Switzerland. This represents a shift, as civil society had not previously been invited to this forum.

## Safeguarding Anticorruption Fighters' Efforts (SAFE)

The year saw the recruitment of a full-time Security Manager to support the safety of anti-corruption activists across the movement. While this increased the human resources and expertise available to support the safety of anti-corruption activists, financial resourcing could not cover some activities in the first half of the year, such as security visits and in-country support to chapters. This limited the opportunities for providing tailored country-specific support or horizontal learning.

We have worked with a security consultant to improve the security procedures in chapters in five countries in the Middle East and North Africa. The first part of this work was an in-country assessment conducted by the consultant with the participation of all chapter staff. Chapters then

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<sup>27</sup> [http://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/EN/foraff/146311.pdf](http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/146311.pdf)

developed security plans and policies and procedures to deal with safety and security issues. In November, to follow up on this initial work we held a regional workshop with nine chapters and partners represented. The purpose of the workshop was not only to develop capacity but also to bring colleagues together, find ways they can support one another and share experiences on safety and security. As follow-up actions each chapter was asked to develop an action plan and will participate in a post-workshop evaluation survey to assess progress and level of uptake. The results will inform 2015 plans for supporting the safety and security of anti-corruption activists in the region.

Further work was done to strengthen national chapters' risk management capacity; it features under the Institutional Network Strengthening Programme, in the Key Programmes section.

## RESEARCH (MEASUREMENT AND DIAGNOSIS)

In 2014, TI substantially expanded its repertoire of diagnostic tools to assess (anti-)corruption. The main highlights were:

- The development and successful implementation of a methodology to assess transparency in **lobbying** in 17 EU member states
- The development and successful piloting of an assessment tool on integrity in **local governance**
- The development of **open governance standards** and the successful piloting of these standards (as they relate to regulations in law)
- The publication of the first ever assessment of integrity within **EU institutions**
- The development of an assessment framework to examine the extent of integrity in a country's **business sector**
- The development of a methodology to easily update existing **National Integrity System** assessments
- The drafting of a methodology to assess the performance of **Anti-Corruption Agencies**, with a focus on the Asia-Pacific region

TI also sought to further exploit existing information and data on (anti-)corruption, with a particular focus on the vast amounts of data and lessons learned from the more than 40 recent National Integrity System (NIS) assessments. Here, the co-organisation of a global NIS reflection workshop, together with Professor AJ Brown from Griffith University in Brisbane, Australia, was an important event. In connection with this workshop, an NIS database was developed and a review of NIS projects' impact was conducted, which led to the co-authoring of an article for an academic journal. In addition, TI produced a sub-regional report on National Integrity Systems in South Asia and a regional report on lobbying transparency in EU member states. Other smaller data analysis projects made use of the unique data on bribery experiences contained in the Global Corruption Barometer for issues, such as gender and poverty.

The Global Corruption Barometer was improved by developing a sustainable long-term model for this flagship global survey of citizen experiences and views on corruption. More specifically, partnerships with existing regional survey networks were explored and cooperation agreements signed with a regional survey network in Africa and the Middle East, while conversations are in a very advanced stage with a survey network in the transitioning countries of Eastern Europe and Central Asia.

Lastly, the annual Corruption Perceptions Index was produced and launched. It received broad media coverage (CNN, New York Times blog, Washington post blog, etc.) and was used widely by TI chapters to raise public awareness on corruption and what needs to be done about it.

While the development of methodologies and approaches on public sector anti-corruption issues, such as lobbying transparency, open governance and anti-corruption agencies proceeded rather smoothly, the task to reform the Bribe Payers Survey to make it more fit for purpose and increase its “value for money” has proven to be challenging. The team together with experts in the field considered designing a new, broader research tool on business integrity which is available in draft form. It should be piloted in 2015 to examine and mitigate concerns regarding definition, sampling, and access to valid information on integrity issues within individual businesses which are at the core of such a research approach.

In 2015, TI will continue and intensify its work on the Global Corruption Barometer (with a particular focus on fundraising), scheduled to be launched in early 2016. We will also deepen our analysis of NIS impact data and seek to strengthen synergies with our Helpdesk and other knowledge products.

## ENFORCEMENT MONITORING

TI’s aim in the area of enforcement monitoring is to achieve more effective enforcement of laws and standards around the world and reduce impunity for corrupt acts, as well as to improve prevention and asset recovery efforts. In that connection, conventions and their review processes offer the opportunity for civil society organisations to bring pressure from below at national level and from above at international level for governments to comply with their anticorruption commitments.

At a high level, two very important developments should be mentioned, which are partly the result of TI’s advocacy:

- the **G20** committed to enforce laws against bribery of domestic and foreign public officials and establish liability of companies
- the **OECD** published its first global report on foreign bribery enforcement

Besides that, one of TI’s main achievements was to continue to shine a light on the problem of foreign bribery and on the need for enforcement. The main tool to that end was the **Exporting Corruption** report-- not only the end product was valuable, but also the process of developing it and presenting it to the OECD Working Group on Bribery. The report was widely picked up by the media, with 580 articles in the first two weeks after its release.

A further achievement was to increase recognition and understanding by CSOs and by the wider public that UNCAC can be used to hold governments to account on country-level anti-corruption efforts. The new **Monitoring Advocacy Guide** made an important contribution in that regard together with a range of communications work, including website, newsletters, press releases, and social media. The new focus placed on the UNCAC coalition Twitter account resulted in about 500 new followers over the course of the year.

Our work also contributed to increased recognition of the benefit of greater transparency and civil society participation in UNCAC institutions and processes, and by extension, in multilateral institutions generally. This was partly the result of a submission to the Special Rapporteur on Freedom of Assembly and Association, as well as organising expert panels and conducting ongoing advocacy at national level and in Vienna.

At the national level, significant achievements (11 in total) followed TI chapters’ advocacy on the enforcement of international conventions. In Germany for example, the UNCAC was ratified, while in New Zealand, new legislation was adopted in order to enable the ratification.



Finally TI continued to consolidate the broad coalition formed to promote the use of UNCAC as an accountability instrument. This included obtaining funding for the coalition and preparing the coalition for a move towards an independent entity.

## INTERNATIONAL ANTI-CORRUPTION CONFERENCE

Over the years, the IACC has served as a very important convening platform for the TI movement and those working on anti-corruption as a whole, bringing together a myriad of stakeholders from across many disciplines. The IACC forges solutions to many key challenges within the anti-corruption movement, fostering global exchanges of experience and methodologies in fighting corruption, supporting international cooperation among agencies and citizens from all parts of the world. Since 2010 the IACC has taken this work to a new dimension by enabling a number of cutting edge initiatives and networks in between the conferences.

The IACC initiatives engage levers of change (youth, innovators and journalists as game changers) who play a catalytic role in advancing the fight against corruption. These include young journalists gleaned from across the globe, investigative journalists, and social entrepreneurs. MoUs and alliances with various organisations enabled the team to engage other organisations and to include the TI agenda in their own.

The 16<sup>th</sup> IACC originally scheduled for November 2014 was postponed initially to spring of 2015, to be held in Tunisia. However, we faced many hurdles, including the Tunisian government failing to secure the budget and the minimal conditions for holding the conference. A lot of effort went into securing an alternative host. Malaysia eventually accepted to organise the conference, whose dates are now set for 2<sup>nd</sup> to 4<sup>th</sup> September 2015.

The IACC initiatives took root in 2013, and 2014 brought in unprecedented results, delivering over and above expectation as work was intensified in this area.

The IACC **Social Entrepreneurs Initiative** (SEI) seeks to build the capacity of and support social entrepreneurs promoting use of media and new technology. The SEI foci range from education, tax use monitoring, community journalism, health sector reform, games that seek attitude change, and real estate. The number of social entrepreneurs involved rose from 4 to 14. With these small grants, the IACC tested new ideas that are sustainable and can be scaled/ replicated.

Through MoUs and alliances, the IACC enhances cooperation between **investigative journalists**, humanitarian film industry and anti-corruption practitioners. The IACC reached out to journalists and their networks, supporting reporting on corruption, and connecting our budding young journalists' network to the investigative world (Global Investigative Journalism Network and Conference). The IACC recognises the importance of films/ documentaries and worked with *Instituto Multimedia DerHumALC* to increase impact of productions looking into corruption. Notably, the IACC sponsored the international competition of the 2<sup>nd</sup> International Environment Film Festival and headed the jury.

The IACC Report + Advocate Initiative continued to enhance cooperation between investigative journalists and anti-corruption practitioners. The *Instituto Prensa y Sociedad* (IPYS), *Federación Nacional de Departamentos* (FND), Open Society Institute (OSI), TI and IACC, created the fund for the support of investigative journalism looking into organized crime. This led to three special investigations of organised crime: a multinational research project (Peru, Brazil, Colombia and Costa Rica); an advanced course for investigative journalism; and 13 articles by the journalists that

attended the training. With 100 Reporters and GAP, an investigative series was produced on the conduct of UN troops in Haiti and a culture of exploitation, impunity, and abuse of power.

Through global competitions selecting **young journalists**, the IACC provides the opportunity for young journalists to hone their skills, build networks and learn from the experienced journalists, and attend tailored training in investigative journalism. 15 young journalists were active and they collaborated in a project as Journalists for Transparency themed "Spoiled: Corruption from Farm to Table". 9 powerful multi-media stories on corruption in the food sector from Mexico, Egypt, China, Lithuania, Brazil, Nigeria and South Africa were published on <http://j4t.org/> and on social media, where they received critical spotlights and garnered sweeping reach and interest.

The IACC supported the collaboration of Sunlight Foundation and Thomson Reuters in uncovering the intricacies of the regulatory process covering extractive companies' payments to governments for mineral rights. The support reinforced tools that analyse the data and journalists/ activists can now easily monitor regulatory proposals. With Sunlight Foundation, the IACC also hosted a series of free webinars to examine the influence of money in elections and to explore the ways in which technology can increase their transparency.

Together with Shaazka Beyerle, Senior Advisor at the International Centre on Nonviolent Conflict, the IACC hosts a peer-to-peer exchange, where practitioners draw inspiration from one another's challenges, strategies, tactics, and practical lessons. The in-depth studies from this work will unveil successful stories contributing to the anti-corruption fight, furthering TI's agenda.

In terms of communication, the team put in extra resources into the preparatory phase for the conference, in order to execute a communications plan to keep our critical stakeholders engaged while we secured the next host. The IACC also increased its social media presence significantly.

## GOVERNANCE

The governance unit primarily worked with TI's Membership Accreditation Committee, the Board of Directors and regional departments. Two main results were achieved in 2014:

- Our 2014 Annual Membership Meeting was delivered and facilitated the election of a new leadership using an in-house electronic voting system (more economical and more easily managed).
- TI's governance structure was maintained by enabling timely Board decision, internal and external accountability (e.g. with the delivery of the 2013 INGO Charter accountability report) and ensuring the keeping to the accreditation calendar. This represents an extensive part of the governance unit's work, whereby many factors need to be managed.

The conducting of a donor audit following an issue around a chapter case has called for consolidating the systems for complaints mechanisms across the movement, including for external stakeholders. In addition, the priority focus for 2015 will be enhancing the efficiency of the accreditation process by developing a tailored integrated IT tool that serves the specificities of the process and our operational realities. Consolidating our internal anti-corruption systems into one policy, which could not be done in 2014 due to conflicting priorities, will be a further area of focus.

## MONITORING, EVALUATION AND LEARNING

The purpose of Monitoring, Evaluation and Learning (MEL) at the secretariat is to ensure that results are demonstrated and learning is consolidated in order to improve organisational performance and anti-corruption impact. This also includes creating a supportive environment and the generation of evidence that enables more informed decision-making as well as increased accountability of the organisation. While the first year and a half was dedicated to setting up an organisational MEL system, during the reporting period a movement-wide approach to MEL and impact assessment was developed.

### Demonstrating results and impact

The main achievement in 2014 was the development and piloting of a movement-wide **Impact Monitoring Approach (IMA)**. The approach aims to build a more robust body of evidence regarding what works in the fight against corruption, why and how it works. The IMA is designed to be broad and flexible enough to capture the different change processes that the TI movement and more broadly the anti-corruption community are contributing to and achieving. It is a twin-track approach that consists of a) the impact matrix: an analytical lens to be used in projects and initiatives to monitor their progress in achieving change; and b) in-depth impact assessments that zoom in on relevant correlations identified through the monitoring. The approach is expected to

- inform programme-level decisions and improve programme design and implementation
- improve the allocation of resources, diverting funding from ineffective to effective interventions
- inform and build knowledge in the wider anti-corruption community regarding what works and what does not work in the fight against corruption

However, the large-scale roll-out of the IMA depends on the availability of resources. This means that a constant balancing act and fundraising efforts are needed to be able to carry out activities.

Beside the IMA, individual support and advice was provided to departments in developing and improving their MEL frameworks, processes and reporting. Almost a quarter of all indicators in the cross-programmatic frameworks now capture impact.

Finally, support and input was provided for the planning of several project and programme proposals. This consisted of written feedback, facilitation of planning workshops and conceptualisation of MEL frameworks.

### TI's accountability to its constituents

The quarterly update reports introduced in 2013 continued to be mainstreamed in the organisation. Support was provided to departments in their data collection efforts and in improving the quality of their data. The quarterly update reports allowed a sound assessment of the performance of the secretariat, provided the basis to inform accountability reports and informed learning and decision-making. Further, support was provided in the planning, management and final quality appraisal of all project and programme evaluations. Finally, a Value for Money concept paper was finalised and the framework for organisational Performance Indicators was conceptualised and signed off by the Management Group.

## Evidence-based decision-making processes and strategic planning

TI is increasingly moving towards being a **learning organisation**. Learning is about what the organisation needs to change, readjust, and adopt in order to improve and in what the organisation should continue building on. In 2014, TI coordinated and managed the implementation of the Mid-Term Review (MTR) of the TI secretariat Implementation Plan of the TI Strategy 2015. The MTR, which can be found on our website<sup>28</sup>, assesses the secretariat's contribution to the TI movement's strategic achievements in line with the Strategy 2015. Insights and lessons from the assessment inform strategic and programme planning, design and management. The MTR drew on extensive interviewing, document analysis and survey work as well as case study research of two regional and two key programmes. It contributed significantly to TI increasingly becoming a learning organisation.

Furthermore, several learning tools were produced such as guides and guidelines (e.g. guidance note for applying the impact matrix, checklist for the quality of quarterly reporting) and facilitated learning reviews as part of the Mid Term Review and the Impact Monitoring Approach. Finally, the movement-wide planning process of the new Strategy 2020 was started and will continue through 2015.

## Capacity to run effective MEL systems

The secretariat provided support to 4 chapters (Guatemala, Sri Lanka, Vietnam, Palestine) from January to July 2014 in developing their organisational MEL systems. The chapters participating in the **MEL mentoring** project worked closely with a local MEL advisor over a period of 7 months to develop a robust MEL system and the respective tools and skills to maintain, use, update and revise it. Further, in 2014 a total of 15 secretariat staff and 5 chapter staff attended a 2-day MEL training course, which provided participants with a thorough understanding of the benefits of MEL and covered main terms and concepts associated with implementing effective MEL systems in projects and programs. A one-day training course on Theory of Change was also organised, which was attended by a total of 13 TI secretariat staff and aimed at increasing staff's understanding on how to develop and use the Theory of Change approach in their work.

Challenges with regards to the development and implementation of MEL frameworks for the secretariat and the chapters that participated in the MEL mentoring project are often linked to making their achievements sustainable. The implementation, use and if necessary also the revision of the MEL systems remains an ongoing challenge.

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<sup>28</sup> <http://www.transparency.org/whoweare/accountability/evaluations>

# ESSENTIAL FUNCTIONS

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## FINANCE

The organisational environment in 2014 presented increased challenges, compared to prior years. There has been significant scrutiny of our procedures and reporting, with two organisational, donor-funded audits occurring during the year. Some unforeseen external events also affected our funding structure and cash flow: these included the reductions in the AusAid/ DFAT-funded regional programmes, the delayed disbursements of grants from several donors and the cancellation of the IACC. All these events had to be addressed by TI's finance department with appropriate strategies and remedial actions, which had to be added to the activities already planned and aiming to improve performance on many fronts in line with TI's finance strategy.

In spite of the reduced funding received, the financial statements are expected to show a small surplus; organisational audits did not include any qualification, and appeared supportive of current practices.

In addition, we managed to improve the overall provision of services both in quantitative and qualitative terms. More specifically, we note the following achievements:

- Release of the **finance strategy**. This was followed by a number of feature papers and new or reviewed policies.
- A **new accounting system** was selected and implementation started. Benefits will be mostly perceived in 2015, but the steps taken in 2014 were essential.
- The **Finance Management Handbook** was written to assist TI chapters in developing their capacity in this field. Additionally, some productive reviews and visits were conducted in Vietnam and Portugal.
- Several new policies/ procedures were released as well as organization-wide monitoring papers. Procedures increased effectiveness of day-to-day activities, while monitoring papers significantly improved the basis for management decision making and the insight into sensitive matters.
- Smoother accounting operations: finance processes are now better known across the organisation and ad hoc requests are significantly less than in the past. Also compliance with procurement procedures is constantly improving.
- Financial statements were prepared in record time. Annexes were enhanced to include information more relevant for our stakeholders. Engagement with the board of directors and its committees has been excellent, and fully recognised.
- The monitoring of budgets and cooperation with project/ programme managers has improved significantly.
- The control environment was strengthened by adjusting the functions of one of the financial management positions, ensuring compliance and consistency of operations within the project accounting team.

Some delays are noted in the delivery of the finance strategy; the most important is the release of a common framework/ guidelines for project management at accounting level.

Substantial benefits are expected by the adoption of the new accounting system: significant work was already done in 2014 on this, and 2015 will be the period when the benefits are going to be experienced throughout the organization.

Special attention will be given to risk management and value for money, with the streamlining of current policies to minimize risks and maximize outputs in project implementation.

## RESOURCE DEVELOPMENT

The Resource Development Department, injected with new resources, improved its overall outreach to institutional donors. The new Trust and Foundations coordinator ensured we had a coordinated and strategic engagement with foundations. While the Individual Giving coordinator position was vacant for the majority of the year, at the end of the year we substantially increased our support to chapters in their fundraising efforts.

A number of challenges may be indicative of structural trends:

- detailed engagement on funding agreements which are intended to be unrestricted and flexible
- complicated and detailed application procedures
- demand by donors for the secretariat to contractually commit its own resources after the grant agreement timeframe in case no alternative funding is secured
- donors pulling out of existing contracts due to policy changes

Despite the above we sought to respond aptly to donor trends which impacted upon our ability to raise funds. For example, with regards to the increased focus by our traditional donors on the private sector and economic development, we responded by providing a clear case why TI's work contributes to exactly that agenda. We also seized some thematic opportunities that are currently of interest to our donors, such as land and corruption.

At a more internal level, where staff was not in place, e.g. the individual giving coordinator, whose position was filled late in the year, the Resource Development Department was not able to fully provide the expected leadership. The high net worth individuals portfolio – and to a lesser extent the private sector one – was not prioritised in 2014 due to a lack of capacity.

Meanwhile corruption remains high on the political and policy agenda of our donor counterparts. However, while anti-corruption and open governance are high on the political agenda, the grant giving mechanisms of such donors increasingly favour easy-to-measure interventions.

Finally, we are leading the work in making and building the arguments for unrestricted funding to civil society. We commissioned an evaluation, in conjunction with several other NGOs, to gather the latest intelligence on the approaches different donors take towards providing unrestricted funding and we are acting upon the learnings.

### Increased support from existing institutional donors

TI facilitated over 60 bilateral meetings with existing donors to prepare the basis for a higher funding level from existing donors in 2014. We substantially increased our engagement with existing donors, such as Germany and Switzerland. We actively engaged with DFID on the post-PPA<sup>29</sup> fundraising landscape through multiple routes and signed a strategic partnership agreement with BMZ. Despite ongoing challenges, such as Australia reducing its contribution on an existing contract, overall the income from institutional donors remained largely at the same level as 2013. Additionally, progress was made toward freeing the Ford foundation and USAID endowments in order to redirect these

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<sup>29</sup> Partnership Programme Arrangement

resources to investment and expansion of our organisational resource development capacity. Finally, following dialogues with some of TI's long-term strategic partners, TI has worked to further improve our financial controls systems and has entered conversations with these donors on how to further improve grant management, particularly where resources are channelled to our chapters.

## Support from new institutional donors

Over the course of 2014, TI has significantly increased its outreach to new donors and managed to work towards diversifying the secretariat's funding base as stipulated in the TI Strategy 2015. Particular progress was made on the foundations file where we considerably stepped up engagement and where the department was able to provide more leadership and coordination than in the past. We developed cases for support focused on five strategic fundraising areas. Research into new donors, focused on thematic and programmatic priorities proliferated. We met with potential new institutional donors including the Cities Alliance and Silicon Valley (more than 30 meetings overall). Submissions of proposals to new institutional donors increased significantly from last year and yielded success – three contracts with new donors were signed during the year (Adessium Foundation, Wellspring Advisors, DG Regio of the European Commission).

## Improved support to the TI secretariat and chapters

The TI secretariat supported the fundraising efforts of a range of chapters in multiple ways, including fundraising from individuals (see next paragraph). We shared many fundraising opportunities within the secretariat and with the movement, alongside supporting chapter, programme and multi-country project proposals through regional departments. At the Annual Membership Meeting, we organised and ran a fundraising workshop at the Middle East and North Africa regional meeting. A logframe and Theory of Change training was provided to the secretariat staff.

To share fundraising insights, we brought chapters to participate in visits to donors and, particularly in the UK, supported joint fundraising in the target country. Additionally, we scaled up our support to colleagues drafting donor reports, providing expert advice on contents and structure, for example co-drafting the annual INGO Accountability Charter Report with the Governance Unit.

## Increased income from the public

With the arrival of the new individual giving coordinator towards the end of 2014, the Resource Development Department started to increase its engagement with national chapters interested in raising funds from the public. A range of discussions were held around the Annual Membership Meeting and follow-up conversations have taken place, and will follow, all in cooperation with the relevant regional departments. Positive feedback was received on initial ideas for raising funds from individuals in the Philippines, Portugal, Slovakia, Slovenia, Italy, the UK and also for the African Voices against Corruption documentary series on TI Madagascar, TI Niger and TI Cameroon. Chapter visits to TI Czech Republic and TI Portugal also helped develop a deeper understanding of national-level contexts, share expertise and learning. In addition, efforts were made to mainstream public fundraising elements into TI's campaigns and initiatives such as Unmask the Corrupt, and refine the positioning of TI to suit the individual donor audience.

## HUMAN RESOURCES

The main results achieved in 2014 to strengthen TI's human resources management are the following:

- Employee Engagement Survey 2013 conducted and analysed
- HR Strategic Plan finalised.
- HR Manual reviewed and newly designed, including 2 new and 7 updated policies. The review of HR policies progressed slower than expected due to the amount of stakeholders involved and their limited time availability.
- Mid-year and end-year performance reviews conducted
- As part of the health and safety committee actions the first fire evacuation exercise was conducted at the secretariat, and 12 new first aiders were trained.
- Mentorship programme pilot successfully started
- Regarding the project to codify professional development within salary bands, evaluation criteria were developed, tested and are currently re-worked based on the feedback and testing results.
- Training sessions were organised (the target of 2 days of training per staff member over the year was exceeded)
- Following the new law on minimum wages, the setup of the internship programme was reviewed, and a permanent advertisement was published. Nevertheless, there is still uncertainty about the future of the programme.

Participation in the e-learning programme was lower than expected; however monthly bulletins were developed and published and discussions with individuals started helping them enrol in relevant courses in line with their objectives. Search for alternate systems has started. A new platform (lynda.com) was tried and will be piloted in 2015.

## LEGAL AFFAIRS

Legal advice is becoming more and more essential at TI. In addition to checking agreements and reviewing policies and reports, support is needed for TI's growing work on individual cases and campaigning approach. In 2014 legal support was provided:

- to a number of strategic work areas, especially the Unmask the Corrupt campaign, working groups on grand corruption, case management, risk management and social sanctioning
- on the selection of social sanctioning projects and the setting up of an online corruption reporting tool
- to the IACC team on drafting MoUs and a new constitution for the IACC Council
- to the Asia-Pacific department in preparing a delegation of authority for TI secretariat's operation in Vietnam and other contracts with counterparts in Vietnam
- to a number of other complex programmatic areas, including the Business Integrity Country Assessment, the Global Thematic Network Initiatives, Safeguarding Anticorruption Fighters' Efforts, the governance committee, the risk management committee, and the rapid response unit

Legal advice to the TI secretariat was provided in about 240 cases registered in the Legal Helpdesk. Most frequent areas of advice were:

- the review of donor agreements and their implementation



- the drafting and review of grant agreements with chapters and partner NGOs, as well as consultancy and service contracts or other complex contracts
- libel check
- intellectual property
- review of internal policies
- review of reports and publications
- governance related issues, such as possible amendments to the TI charter
- support to chapters in the context of legal proceedings at the domestic level
- trade mark questions (use of logo)
- coordination with external lawyer regarding a law suit that was pending against the secretariat, but eventually rejected by the Berlin Appeals Court

A standard template for grant agreements with chapters for the use of core donor funds was prepared in cooperation to address the specific issue of reflecting responsibilities stemming from the agreement/ contract between TI and the respective donor(s), also in the legal relationship between the secretariat and the chapters.

Pro bono legal assistance was facilitated in a number of cases, which directly benefited the secretariat, but in many cases also indirectly benefited TI chapters. The pro bono networks were expanded to five international pro bono clearing houses providing support in different cases.

The legal affairs unit also supported the secretariat by offering training on contracts and on the pro bono process.

For 2015, there is a clear need for the legal affairs unit to focus on strategic needs of the organisation, and the legal support to the No Impunity work and to security issues is planned to be strengthened.

## EXTERNAL RELATIONS

### Campaigning

The Unmask the Corrupt campaign seeks to prevent the corrupt from hiding their illicit gains via secret companies and to bring these individuals to justice. TI won early victories in 2014 at the G20 (high level principles of beneficial ownership) and at the EU (central registers with beneficial ownership information)<sup>30</sup>.

Notable achievements at the national level were:

- the mainstreaming of beneficial ownership issues in the Indonesian National Action Plan to Eradicate Corruption in 2015;
- a new regulation in Brazil – supported by TI – that creates a legal requirement for notaries at the companies registration office to communicate to the respective company registry whenever an individual or a legal entity registers a power of attorney, which can be used to obscure a company's beneficial owners.

The Unmask the Corrupt campaign website was launched, with its own visual identity. It was the first TI developed with responsive design; it was also multi-lingual featuring six different languages, allowing the TI movement to speak in one voice at the same time. A successful social media

<sup>30</sup> See Policy and Advocacy section for more details.

campaign was run along with media work, in cooperation with 12 chapters. Over 400 stories were generated in five months, and it is estimated that the initiative has reached 2.6 million people as of end of 2014. We developed a new campaign newsletter program, and tested a pilot fundraising ask to online supporters, but we haven't yet reached our objectives in terms of supporter growth, partly due to the lack of a true supporters base and associated list-building efforts. As campaigning becomes more central to TI's work, such objectives will remain a priority in 2015.

While it can in part be attributed to the unprecedented nature of the project, the Unmask the Corrupt campaign offers a good example of a process which allowed for successful cooperation between the secretariat and 12 chapters to campaign in one voice at the same time, sharing campaign objectives and goals. The slogan and visual identity were built and delivered in-house after external testing. A separate website and social media campaign at the very start of the campaign allowed for high visibility and successful positioning of TI as campaigning in support of public registers of beneficial ownership for all companies.

## Media and visibility

Our visibility increased dramatically this year: 6600 articles were written about the Corruption Perceptions Index (up substantially from last year), and the number of people clicking on the interactive Index map rose by 50 per cent to more than 3 million. The Transparency in Corporate Reporting report made it into Xinhua, the Chinese government-run news service, in an extraordinary coup for a report whose worst performers are all Chinese.

We also raised the visibility of TI chapters with 75 articles published, including six external op-eds (CNN, New York Times, Huffington Post, Trust.org, The Guardian, and Sahara Reporters), 22 TI statements, 17 blog posts, and 30 web features. As an example, the secretariat worked with TI Ukraine to publish op-eds/ features and mobilised other international actors to stand with us (joint statement with four international journalist protection groups on Sri Lanka; US Embassy and OSCE to denounce a smear campaign against our partner in Montenegro). The secretariat also supported 36 chapters over the year through a rapid response unit, and organised 13 training sessions for more than 180 chapter staff on media relations, campaigning and publishing.

## Events

The International Women's Day project successfully showcased how corruption affects women. We also showcased the achievements women have had against corruption, publishing several interviews with women from TI chapters. The content proved highly popular and one social media graphic received around 10,000 likes and 800 shares on Facebook, making it one of our most popular Facebook graphics to date.

A global event was organised in New York in the margins of the UN General Assembly with Prime Minister Cameron and TI Chair Huguette Labelle to support a governance goal in the current debate about post-MDGs. This event was co-organised with DFID and was highly visible.

An internal photo competition received entries from a third of chapters and more than 160 photos in total. A new Flickr photo library now offers members of the TI movement more than 1300 images to be used in their work, and is being used by more than 30 chapters worldwide. This helped us communicate more visually.

## Online communications

The communications department played an integral role in the launch of TI products. For example, we published an interactive map for the Corruption Perceptions Index to help drive 50 per cent increase in traffic (to more than 3 million views) and a significant increase in the United States.

Our social media continues to grow quickly in the number of followers, as our engagement with our fans surges. Our base of fans in most platforms is up from 50 to 100 per cent, and more. More importantly, our engagement on Facebook and Twitter has tripled, meaning we are not only providing a huge amount of information about the fight against corruption to millions of people, but that they are consuming the information and responding to us about what they see and read. The week of the Corruption Perceptions Index our Twitter feed had a mention reach of 44 million people. That means our tweets and twitter handle were seen by a potential audience of 44 million.

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