TRANSPARENCY
INTERNATIONAL
the global coalition against corruption

ANNUAL IMPLEMENTATION PLAN 2017
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.

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TABLE OF CONTENTS

INTRODUCTION

This Annual Implementation Plan summarises the most important areas of work for the Transparency International Secretariat (TI-S) in 2017. The Annual Implementation Plan serves several important purposes, including:

1. Enabling TI-S to set and adjust priorities throughout the year.
2. Monitoring organisational performance over the course of the year.
3. Providing a framework for the prioritisation of available resources.
4. Creating a framework to allow staff and partners to learn from successes and failures, allowing us to capture and communicate impact.
5. Building a reporting structure to stakeholders such as the TI Board of Directors, donors, and other external stakeholders.
6. Creating a reference document for collaboration and mutual accountability within TI-S.

Ultimately, the plan outlines our approaches to servicing the Transparency International (TI) movement and delivering on our strategic vision, while improving the efficiency and effectiveness of TI-S. In turn, the TI-S contributions allow the TI movement at large to achieve continued, sustainable and irreversible gains in ending corruption.

THE TI MOVEMENT'S STRATEGY *TOGETHER AGAINST CORRUPTION*

Together against Corruption, the TI movement's current strategy, provides the strategic framework for Transparency International's collective ambition and actions for the years 2016-2020. It focuses on the key areas in which we, the TI movement, will move forward collectively. *Together against Corruption* draws on a wide and inclusive consultation process both inside and beyond TI, through which we evaluated our context, our organisation and our achievements. *Together against Corruption* was endorsed by the TI movement and Board of Directors in September 2015.

Based on the context for corruption, our understanding of how change happens and our experience of how to stop corruption, Transparency International has established three overarching priorities for 2016-2020:

1) People and Partners: Engaging citizens and supporting individuals and groups to demand accountability. This includes work with victims and witnesses of corruption and whistleblowers, as well as sustaining and expanding global partnerships.

2) Prevention, Enforcement and Justice: Fostering preventative anti-corruption measures and the enforcement of laws in order to stop impunity. This includes advancing our global advocacy and campaigning efforts, with more emphasis on

stopping corrupt international financial flows, political corruption, tackling grand corruption and promoting business integrity.

3) Strong Movement: Strengthening our movement and increasing the understanding of what works to stop corruption. This includes supporting our chapters in developing their capacity, e.g. in governance, financial management and leadership, and increasing our presence in strategically important countries.

Together against Corruption is a strategy by and for the TI movement. All parts of the movement now contribute to make *Together against Corruption* happen – and are evaluated for their contributions.

THE SECRETARIAT'S CONTRIBUTION TO THE STRATEGY

Building on this strategy for the movement, TI-S developed a five-year implementation plan to accompany the *Together against Corruption* strategy. This plan sets out how TI-S will contribute to *Together against Corruption,* identifying four primary roles for TI-S, namely:

1. Leading global and regional advocacy, including policy, communications and campaigning,

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

3. Promoting national advocacy and establishing strategic presence, and

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

In addition to clarifying TI-S' roles, the implementation plan identified nine contributions to *Together against Corruption*:

1. People and Partners

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

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

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

2. Prevention, Enforcement and Justice

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

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

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

3. Strong Movement

> a. TI-S will support our TI global priorities with action-oriented research and advance our collective understanding about what works to stop corruption.
> b. TI-S will support the development and sharing of best governance and organisational standards and practices across the TI movement.
> c. TI-S will lead on strengthening TI's presence in Brazil, China, India, and the United States, in global and regional advocacy hubs, and in locations where crisis demands immediate action.

Prioritising within the TI-S contributions

In December 2015, the TI Board of Directors decided to prioritise three of TI-S' contributions to the movement's strategy in the first two years of implementation. This prioritisation helps to provide focus for work planning, resource allocation and fundraising. The priority contributions include:

- 1.b - Support efforts to create **public demand for accountability**

- 2.c - Lead the TI movement in a global effort to **end impunity for Grand Corruption**

- 3.b - Support the development and sharing of **best governance and organisational standards and practices across the TI movement**.

While we continue to lead or support work on all nine contributions to *Together against Corruption* in 2016 and 2017, we have put particular focus on these three areas.

STOPPING CORRUPTION IN 2017: FOCUS AND KEY PRIORITIES

In 2017, TI will continue to bring its critical and constructive voice to the table wherever anti-corruption expertise, advocacy and action are needed.

From global processes such as the implementation and monitoring of the Sustainable Development Goals (SDGs), the G20, the follow-up on the implementation of the commitments of the 2016 UK Anti-Corruption summit, to national work on the Open Government Partnership (OGP) Action plans, Transparency International plays a key role in efforts to stop corruption around the world in 2017.

Concretely, TI-S will implement the following work (see **annex 1** for further details):

Influencing the global and regional agenda

Public demand for accountability

In follow up to the adoption of the SDGs TI-S will support National Chapters in engaging with their governments on national indicators, and in shadow-monitoring the implementation of the SDGs, in particular Goal 16. We will promote fiscal transparency and open data for anti-corruption in key fora, such as the G20 and OGP. We will work with a range of global, regional and national stakeholders in the areas of climate finance, public procurement, and land governance to ensure that government services meet the intended purposes, and citizens are in a position to hold governments to account.

Ending impunity for grand corruption

As part of our commitment to protect our activists and our drive to advocate against grand corruption, TI-S will focus on achieving recognition for the need for special criminal procedures and redress and compensation for victims. We will pursue human rights-related aspects of the crime of grand corruption with inter-governmental institutions and international human rights bodies, international law associations, non-governmental organisations, and business associations. Cases of grand corruption will be addressed by TI-S-led advocacy campaigns, in close collaboration with investigative journalist communities, with the potential for legal action. Furthermore, we will start to engage in research on and relevant partnerships with the real estate and accounting sectors to promote anti-corruption standards and practices to prevent the corrupt money flows that characterise grand corruption.

Documenting and disseminating anti-corruption evidence

Many of TI-S' flagship research products feature in our plans for 2017. The Corruption Perceptions Index (CPI) 2016 has its launch date January 2017, and several regional reports of the Corruption Barometer, capturing citizens' experiences with and views on corruption, will be launched in the course of 2017. The CPI, Global Corruption Barometer (GCB) and other TI global research tools will be promoted among relevant policy-makers and practitioners, as well as the general public, through social media messaging and website publicity, webinars, knowledge sharing meetings and further knowledge products. The Anti-Corruption Helpdesk will service National Chapters and selected stakeholders to promote an informed and evidence-based approach to anti-corruption policy challenges. In addition, the TI-S Helpdesk and research team will focus on our strategic priorities and on learning what works best to stop corruption. We will roll out the Business Integrity Country Assessments in a range of countries. We will also reflect on anti-corruption commitments in OGP and develop a set of resources that show how anti-corruption is linked to open government, as part of peer learning in our role leading the OGP anti-corruption working group. Currently, a number of new knowledge products are planned for 2017, such as a methodology and shadow reporting template for SDG reporting, an e-learning course on developing and using corruption indicators and topic

guides on climate finance and service delivery, and an updated draft of G20 implementation of beneficial ownership transparency principles.

Strengthening the TI movement

In 2017, TI-S will continue to support our network of National Chapters on a range of thematic areas. We will advocate for strong whistleblowing legislation and practice. We will develop public action following up on cases identified through our Advocacy and Legal Advice Centres (ALACs) at the national level. We will support TI chapter engagement with the business community on anti-corruption issues. We will also work with our National Chapters to better capitalise on the impact achieved and better use success stories to mobilise people and resources. TI-S will also continue to backstop the Global Thematic Network Initiatives (GTNIs) that are led by National Chapters. These initiatives currently focus on mining, pharmaceuticals and healthcare, defence and security, humanitarian assistance and the judiciary. In addition, the TI movement will strengthen its presence and impact in key countries such as the United States of America and Brazil, as well as in countries where crisis demands mobilisation on anti-corruption.

Assessing and managing risks

Given the risks entailed by an increased focus on cases of corruption and citizen engagement, our safety processes and response procedures to crises around the world will be further improved. We will continue to evaluate security risks, using our risk management health checks in targeted countries and undertaking dedicated missions by our safety and security programme. Furthermore, improved information and physical security management will be delivered at TI-S. In the context of shrinking civil society space, strong advocacy for safeguarding anti-corruption activists and/ or against emerging and new restrictive Civil Society Organisation (CSO) laws will continue to be delivered via TI-S. Internationally, human rights mechanisms will be used to raise protection issues, and National Chapters will be supported to use UN human rights and associated protection mechanisms.

A "FIT-FOR-PURPOSE" SECRETARIAT

Building upon the progress made in 2016, our first year implementing our strategy, we will continue to work towards ensuring that TI-S is "fit for purpose" and provides maximum value for money when implementing its work and providing services to the TI movement.

TI-S change process and operational challenges

At the end of 2015, TI-S began a transformation process to change its structure and operational model. The overall objective was for TI-S to become a more agile, dynamic

and better learning organisation. The TI-S structure is now aligned to support our strategic goals. The transformation in our operations created a flatter organisation and shifted initiative and accountability to staff who follow agreed procedures to align their work behind the five-year implementation plan.

TI-S has also responded to a reduction of unrestricted income in 2017 and possibly beyond, and is investing its limited unrestricted income in its priority areas. In two of these areas, Public Demand for Accountability and Grand Corruption, we have several restricted grants that contribute directly to the achievement of our goals. In supporting Best Governance and Organisational Standards and Practices for our movement, we continue to have a core team that focuses on governance, and we have finance and legal expertise in place to round out this work. At the same time, we continue to mobilise resources to enable maximum impact for and with the TI movement – in these three priority areas and beyond. Given the challenges related to our core income, we will manage growth carefully and only invest resources in alignment with our strategic goals, and in line with our "Value for Money" Policy.

Value for Money

"Value for Money" (VfM) reflects the extent to which an organisation is maximizing the benefit for its target groups from the goods and services it both acquires (procurement) and provides (delivery), within the resources available to it. Given the nature of the TI movement's advocacy activities, "benefit" goes beyond direct changes in the target groups, and includes change in policy and practice of individuals and institutions. The operational approach for VfM at TI is based on the "3E framework" that takes into account economy, efficiency and effectiveness. In addition, TI-S embraces the dimension of equity in the delivery of VfM, making sure that our work adequately addresses the needs of the poorest, most vulnerable and remote, as well as of women and girls. Delivering VfM implies optimising the balance between these four dimensions, and striving for continuous improvement in all aspects of our work.

VfM is now an integral component of TI's operations and programmes. On the monitoring and control of costs, our financial management information system provides high-quality information, improving accuracy, control and transparency, and allowing for improved decision-making. In monitoring and evaluation, we are strengthening feedback mechanisms to better track our impact as an important dimension of VfM. In programme management, our grant agreements with project partners were amended to include VfM. Examples of improved efficiency include the move from a centralised model of undertaking the Global Corruption Barometer to a regional partnership-based model, which substantially decreases the cost of the survey, and the implementation of our new finance and accounting system.

MONITORING AND EVALUATION FOR ACCOUNTABILITY AND LEARNING

TI's impact monitoring approach will be used to monitor our progress on TI-S' five-year implementation plan. This approach aims to build a more robust body of evidence regarding what works in stopping corruption, why it works and how it works. It is designed to capture the different change processes that the TI movement is contributing to and achieving and it will also help us to plan stronger programmes and improve the allocation of resources from ineffective to effective initiatives. The approach consists of two complementary elements: a matrix to support impact-oriented monitoring in projects and programmes; and a limited number of impact assessments that provide in-depth insights on relevant topics and trends identified though the ongoing monitoring.

To complement the impact monitoring approach, for each of the nine contributions detailed in the Implementation Plan "change markers" have been developed in 2016 which outline what specific changes TI-S wants to achieve year-by-year until 2020. These allow us to clarify the progression towards our long-term ambitions, and thus help focus on how to deliver the impact that we want to deliver in the next five years. They also give us the flexibility to try new approaches, learn and adapt, allowing us to become a learning organisation and constantly improve our relevance and effectiveness. Based on internal and external factors, these change markers may need to be adjusted at the beginning of each year.

At the beginning of 2017 we assessed and adapted the change markers based on learning around how we are progressing and new realities we are facing. The 2017 change markers and targets for the nine contribution areas and the activities contributing to these are captured in "Annex I – Annual Implementation Plan". Progress made against the Annual Implementation Plan is measured in semi-annual impact reviews through which we systematically mainstream data collection in all departments. Findings are analysed and shared in monitoring reports and meetings to inform strategic decisions to improve programme design and implementation, and to foster a strong culture of learning. TI-S compiles annual Implementation Reports to inform our partners and stakeholders of the work done and impact achieved in the previous year.

PEOPLE AND PARTNERS

PEOPLE AND PARTNERS 1: TI-S WILL SUPPORT THE CREATION OF SAFE MECHANISMS FOR VICTIMS AND WITNESSES OF CORRUPTION TO DENOUNCE CORRUPTION AND SEEK REDRESS.

OBJECTIVES	
- Strengthen Advocacy and Legal Advice Centers (ALACs) under 5 multi-country projects and programmes - Promote better whistleblower protection	
CHANGE MARKERS 2017	**TARGETS 2017**
TI-S support is provided to cross-border cases or cases involving international institutions	The IMPACT project will support at least 5 cases
A wide range of advocacy actions are ongoing based on corruption-related case data reported by the public	Advocacy initiatives are supported in 26 countries through projects & programmes
National Chapter (NC) compliance with safety and security standards to victims and witnesses is integrated into the TI national chapter accreditation process	▪ Security protocols are developed to ensure safety ▪ Security upgrade will take place in 3 countries
TI recommendations for good practice whistleblowing mechanisms in public and private organisations are available	▪ In 3 countries whistleblowing mechanism are promoted in the private sector ▪ Advocacy activities with the aim that the European Commission proposes a comprehensive, stand-alone whistleblower protection directive
MAIN ACTIVITIES 2017	
▪ Supporting Chapters to build on their experience running ALACs, which enable people to voice their anti-corruption complaints, and to use this as an entry point to amplify people's demands for social accountability and seek systemic change ▪ Case analysis and support – including cross border action of IMPACT countries regarding the Lava Jato case ▪ Work on success or human interest stories for advocacy and/or demand for accountability ▪ Security standards are completed and promoted ▪ Workshops, trainings and seminars for community engagement and satellite/ rural area ALACs ▪ ALACs to connect with refugee camps ▪ Use mobile ALACs/ outreach to reach out to rural and marginalised communities ▪ Supporting other social accountability mechanisms, such as citizen report card tools, development pacts and social audits ▪ Ensuring security of the chapters and their anti-corruption networks in the region ▪ Coordinate TI's advocacy activities toward an EU Directive on whistleblowing ▪ Explore development of TI standards or principles for whistleblowing mechanisms in organisations ▪ Developing a "business case for support" which explains how whistleblowing can address corruption in companies, showcasing a few successful examples	

PEOPLE AND PARTNERS 2: TI-S WILL SUPPORT CHAPTERS' EFFORTS TO CREATE PUBLIC DEMAND FOR ACCOUNTABILITY

OBJECTIVES	
- Open institutions and processes: ensure public governance is transparent, participatory and responsive; information is publicly available in a timely manner, in open data formats, and is useful to hold governments and companies to account; institutionalised and vibrant spaces for affected communities and individuals to participate in all stages of the policy process are available - Means to act: ensure a wide availability of approaches to hold governments to account - Public capacity and engagement: ensure that more members of the public come to believe that they can make a difference, that such persons are able and have the basic means to engage in holding their governments to account	

CHANGE MARKERS 2017	TARGETS 2017
Increased prominence in regional and/ or international policy agenda of open government/ anti-corruption, with special focus on social justice concerns	▪ 15 additional CSOs and governments become members of the OGP Anti-Corruption Working Group ▪ 5 donor agencies, UN agencies and INGOs specifically commit to enhancing transparency and accountability and mitigating corruption in humanitarian aid and development aid in their global policy agenda ▪ 2 more international/ regional organisations incorporating SDGs into their working
Increased adoption by governments (national and sub-national) of mechanisms, policies, and institutional changes proposed by TI relating to public demand for accountability	9 instances of Integrity Pacts signed in the EU in 2017
Increased demand by people and civil society organisations for increased government accountability at the national level	▪ 5 additional NCs involved (increased involvement of current NCs) in the Open Government Partnership's national process ▪ 2 TI NCs in each region working on SDG national level action plans 2017, integrating SDG anti-corruption targets into the implementation of SDGs ▪ Minimum of three countries presented SDG shadow reports at the UN HLPF
Increased number of commitments by governments (national and sub-national) to adopt mechanisms, policies and institutional changes proposed by TI relating to public demand for accountability	9-12 additional countries adopt some recommendations made by TI on anti-corruption commitments in their national action plan relating to OGP/ SDGs/ Public procurement/ Climate Governance
Increased availability of tools or mechanisms to enable citizen participation	▪ Implementation of CRIMJUST dashboard in at least 3 to 8 countries ▪ Two tools are available to monitor government commitments on SDGs
Increased participation of groups and individuals in accountability approaches with a specific focus on affected populations (especially youth and women)	▪ 10 instances of NC work with cases of corruption influencing policy and/ or behaviour ▪ Incorporation of social accountability mechanisms into at least 5 of the EU 17 integrity pacts ▪ At least 2 forestry communities organised to demand accountability in REDD+/ forestry projects
Increased funding base of chapters and TI-S to engage in public demand for accountability initiatives (e.g. social accountability)	At least 3 approved funding proposals in relation to work area of the circle paving the way to fund chapters

MAIN ACTIVITIES 2017	
Open Data	Advocacy on Open Data for anti-corruption
SDG	Publication of SDG knowledge products and building capacity Networking and coalition building for advocacy and monitoring of SDG implementation, targeting at national, regional and international levels TI movement-led advocacy in monitoring and incorporating SDG anti-corruption targets into other SDGs, focusing at national level governments and selected international and regional bodies such as UN HLPF and ASEAN
OGP	Publication of knowledge products to inform and encourage OGP stakeholders to include and implement substantial anti-corruption commitments Provide technical support to OGP stakeholders on anti-corruption commitments Develop the OGP community of practice on anti-corruption Advocate for improved OGP anti-corruption commitments and their implementation Facilitate peer-learning within OGP on anti-corruption commitments and their implementation
Clean Contracting	Provide technical support to 14 CSO in the EU to roll out Integrity Pacts for clean contracting (publication of knowledge products, facilitate peer learning, support on development of citizen engagement strategies) Build capacity of and delivery by NCs to implement effective social accountability tools for affected communities to monitor and participate public procurement monitoring mechanisms (e.g. ALAC "procurement windows") Advocacy for Clean Contracting (with international stakeholders and NCs) with priority focus on infrastructure
Climate Finance and Action	Provide technical support to 6 national chapters in Africa, 3 in the Americas and 3 in Asia Pacific to generate public demand for accountability in climate finance and action (publication of knowledge products, facilitate peer learning, support on development of citizen engagement strategies and engage in advocacy for improved commitments on engaging affected citizens)
Humanitarian Aid	Dissemination of knowledge products highlighting the risks of corruption and mitigation measures in humanitarian operations Advocating for the commitment to enhanced transparency and accountability in humanitarian aid and the implementation of key recommendations
Public Security	Gap analysis of integrity mechanisms of criminal justice institutions responsible for/ vulnerable to organised crime in West Africa and Latin America Increase # of NCs funded under CRIMJUST initiative (currently funded by UNODC and IMPACT funds) Advocacy for stronger transparency, accountability in criminal justice sectors
Public Transportation	Quality assurance and oversight for implementation of REDACTES project Help TI Guatemala to scale up project to other countries
Land	Regional Report on Women, Land and Corruption in Africa published Support to implementation of land programme by 10 TI NCs in Africa Continued engagement of stakeholders and outreach at regional and international levels (e.g. WB Land and Poverty Conference sessions, Community Land Conference session, Young Social Entrepreneurs Competition, AU advocacy, donor meetings, …) Programme mid-term review Research on private sector engagement in anti-land corruption Fundraising with external partner for documentary and participatory videoing

PEOPLE AND PARTNERS 3: TI-S WILL LEAD IN THE PROMOTION OF CIVIL SOCIETY SPACE FOR OUR ANTI-CORRUPTION ACTIVISTS

OBJECTIVES	
- Defend and support NCs and activists under threat and subject to shrinking of civil society space - Increase awareness, coordination and collaboration in support of activists under threat and the space for civil society - Improve preventive and reactive measures employed to protect our staff and NCs	
CHANGE MARKERS 2017	TARGETS 2017
International advocacy targeting restrictions on civil society in countries where TI NCs exist	4 NCs receive dedicated SAFE missions
Increase awareness among targeted fora/ multi-stakeholders initiatives of civil society space related issues	Participation in 2 international sessions on the topic; increased coordination and collaboration at the operational level
Improved security management practices for the movement (including the Secretariat)	Improved information and physical security management at TI-S; improved access to security resources for the movement
International/ regional human rights mechanisms used to raise protection issues in at least 2 countries	3-5 NCs supported to use UN human rights and associated mechanisms
Strong advocacy for safeguarding anti-corruption activists and/ or against emerging and new restrictive CSO laws	85% of requests for support from TI-S are completed from the movement and peer organisations
MAIN ACTIVITIES 2017	
▪ At least 4 NCs receive in-country safety and security support ▪ At least 1 UN/ regional/ international mechanism engaged in support of activist under threat ▪ Review accreditation process and identify ways that risk management can be strengthened ▪ Regional advisors raise safety and security during routine country visits ▪ Rapid, timely international advocacy in support of NCs, activists, and/ or whistleblowers via Rapid Response Unit (RRU)	

PREVENTION, ENFORCEMENT AND JUSTICE

PREVENTION, ENFORCEMENT AND JUSTICE 1: TI-S WILL LEAD A TI MOVEMENT-WIDE INITIATIVE IN THE AREA OF MONEY IN POLITICS

OBJECTIVES
- Improved regulation on campaign finance in the Caribbean - Greater transparency of political parties and campaign finance in the Americas, especially in countries preparing for elections - Advocacy around the 2018 G20 in Argentina - Improved effectiveness of Asset Declaration laws in Sri Lanka, Maldives and Afghanistan - Reform of the EU lobby register - Improved regulation of conflicts of interest in EU institutions - Reform of governance of EU economic institutions (EIB, ESM, ECB)

CHANGE MARKERS 2017	TARGETS 2017
Support NC use of International Standards for Lobby Regulation	Provide support, guidance and expertise to chapters where national lobbying reforms are ongoing
Groups of NCs are working on key Money in Politics (MiP) areas/ developing joint funding proposals focusing on key MiP areas	1 project implemented focusing on state capture analysis 1 regional project proposal submitted
Increased pressure in global centers of power – EU, USA and the G20 – on key MiP issues	Work in EU is complemented by at least 2 high-level advocacy efforts in the US around the Lava Jato case, and around the 2018 G20 in Argentina
Direct policy/ advocacy support available to at least 3 regional advocacy efforts relating to political corruption/ MiP	Advocacy actions, either through policy development, communications work or knowledge exchange/ capacity building events, in at least 2 of TI's geographical regions; Further coordination in the Americas region around MiP in the Lava Jato case and increased advocacy on key regional bodies and national authorities
Making the EU Lobby Register mandatory	European Commission, Parliament and Council have adopted a joint, mandatory EU Lobby Register
Extension of EU Commissioners cooling-off periods	Cooling-off periods for Commissioners are extended and we contribute to the debate on independent oversight
Reform of ethics in the European Parliament, including the introduction of cooling-off periods	TI EU initiates a debate on cooling-off periods and amendments are submitted to make ethics oversight more independent
Reform of transparency and integrity of Eurozone Governance Institutions based on TI recommendations	3 EU Economic Governance institutions have started a reform process

MAIN ACTIVITIES 2017

- Organisation of a Money & Politics conference in Brussels with NCs and other organisations
- Managing ongoing and fundraising for new regional projects with a focus in MiP
- Mapping and scoping opportunities in the US, intensive communications (incl. social media) work as opportunity arises
- Supporting TI Germany around G20 related events and coordination with TI-Argentina to insure continuity with the next G20
- Monitoring and influencing the negotiations on the EU mandatory lobby register
- Maintenance and extension of EU Integrity Watch, including a new tool on revolving doors and possible national versions in UK and Chile
- Creation of the EU Good Lobby Award
- Advocacy meetings with European Commission, Parliament and Council on lobby register and ethics reforms
- Supporting NCs with their work on lobbying, conflicts of interests, revolving doors and other MiP-related topics, including through knowledge-sharing, enabling knowledge-exchange, support to policy development within regional projects

PREVENTION, ENFORCEMENT AND JUSTICE 2: TI-S WILL SET GLOBAL STANDARDS FOR BUSINESS INTEGRITY

OBJECTIVES	
- To improve capacity of the TI Movement to be a catalyst for collective action for clean business - To advocate to major international and regional clean business initiatives to adopt new policies in support of clean business and government	
CHANGE MARKERS 2017	**TARGETS 2017**
Evidence-based knowledge products (national TRACs, BICAs) inform targeted advocacy activities around business integrity in 10 countries	BICAs: 5 National TRACs: 5
New TI Business Principles for State-Owned Enterprises promoted	At least 30 external stakeholders participate in public consultation; Business Principles for SOEs finalised and published
B20 Anti-Corruption task-force adopts recommendation in favour of a public register for beneficial ownership transparency	B20 Anti-Corruption task-force under Argentinian Presidency adopts recommendation in favour of a public registers for beneficial ownership transparency
Funding secured for future business integrity work to 2020	Funds from EBRD of EUR 0,5 million minimum secured; Funds from Siemens Integrity Initiative round 3 over USD 3 million secured
MAIN ACTIVITIES 2017	
▪ Ongoing technical support to TI NCs conducting BICAs and TRACs ▪ Manage consultation process of the SOE Working Group, engage NCs in the process, promote the Principles and encourage input of relevant stakeholders during the public consultation phase; coordinate publication and launch with TI-S ESE/ Communications ▪ Active contribution to B20 meetings, providing written input to draft policy papers; engage with beneficial ownership working group ▪ Work with Bteam and others in private sector to promote open government initiatives and commitments via OGP ▪ Complete negotiations with EBRD on funds for BICAs and AML training ▪ Contribute to development of SII proposal ▪ Develop global advocacy strategy and support NCs in developing national advocacy strategies for anti-corruption in business ▪ Communicate TI policy recommendations at international conferences and through blogs	

PREVENTION, ENFORCEMENT AND JUSTICE 3: TI-S WILL LEAD THE TI MOVEMENT IN A GLOBAL EFFORT TO END IMPUNITY FOR GRAND CORRUPTION

OBJECTIVES	
- Investigative and enforcement progress in selected and emblematic cases of grand corruption - Increased pressure to tackle systemic loopholes that allow corrupt schemes to be carried out and the proceeds to be laundered, in particular in the areas of beneficial ownership and enablers - Increased demand for grand corruption to be recognised as a national and international crime	
CHANGE MARKERS 2017	**TARGETS 2017**
Increased recognition of grand corruption by relevant international institutions	▪ Instances of recognition of the need for special criminal procedures or victims remedies for the crime of grand corruption by intergovernmental institutions and international human rights bodies ▪ Instances of international law association, NGO or business association endorsement of the importance of special criminal procedures and victims remedies for grand corruption ▪ Instances of recognition of the human rights impact of high-level, large-scale corruption by any of the above actors

	▪ Presentation of CoSP resolution or decision that recognises grand corruption as a priority for the international community (Instances of recognition include official statements, official meeting reports, official documents made public) Total number of instances of the above: 5
Increased recognition of grand corruption by relevant national institutions and experts	▪ Instances of national level discussion about introducing special criminal procedures or civil remedies for grand corruption or public recognition by national figures, including government officials, of the need for this ▪ Instances of national law association, NGO or business association endorsement of the importance of special criminal procedures and victims remedies for grand corruption ▪ Instances of recognition of the human rights impact of high-level, large-scale corruption by any of the above actors Total number of instances of the above: 5
Action on cross border grand corruption cases initiated or sustained by TI Movement and partners, including investigations, advocacy campaigning, increased public awareness about victims of grand corruption and analysis for potential legal impact	▪ At least 3 new cases underway with investigations, advocacy campaigning and/ or actions opened for criminal, administrative, or civil action ▪ Measurable increase in media stories and number of influential national, regional or international media coverage of victims of at least 3 specific grand corruption cases reported and advocated on as part of OCCRP project with investigative journalists
London anti-corruption summit retains visibility and moves to implementation phase	The momentum behind summit commitments is maintained in at least 1 high-profile international forum (e.g. OECD integrity forum and UN General Assembly), and TI research and recommendations are cited in at least 3 major news outlets, with particular focus on implementation, especially of grand corruption related commitments
G20 media coverage and agenda is influenced by TI recommendations	▪ TI messaging is profiled in at least 3 key G20 events and in at least 3 major media outlets connected to the G20 ▪ Argentinian government endorses a C20 with strong leadership from Poder Ciudadano (TI Argentina)
At least 10 countries and 3 major companies confirm their commitments or make progress towards strengthened beneficial ownership frameworks and the EU adopts a fully-fledged European legal framework on beneficial ownership transparency (BOT)	▪ At least 5 countries make progress on verbal commitments to establish a public register/ proactively disclose beneficial ownership info (key targets include countries and companies that have made commitments in last 12 months but have yet to take action), countries: Kenya, Ghana, Nigeria, Norway, Netherlands, Germany, Australia, South Africa, Afghanistan ▪ 3 reaffirmations of commitment to Anti-Corruption Summit BOT pledges by senior government officials (Ghana, Kenya, Nigeria focus) ▪ At least 5 countries demonstrate progress in updated Just for Show study on beneficial ownership frameworks in G20 countries ▪ At least 5 governments and businesses provide feedback to first iterations of pilot beta global beneficial ownership register ▪ At least 2 companies make progress on verbal commitments to proactively disclose beneficial ownership information ▪ Increased awareness and cross-fertilisation of good practices across six European countries ▪ Benchmark of country performance on beneficial ownership transparency across six European countries ▪ Registration and full public access to beneficial ownership information for all companies and trusts in the EU
Anti-money laundering authorities or professional membership bodies engage with TI and NCs to discuss policy recommendations	▪ Gaps in Anti-Corruption legislation and oversight of professional middlemen in particular real estate, luxury goods dealers, accountants and banks in key countries are publicly exposed through TI research ▪ At the global level, a minimum of 2 advocacy meetings to discuss findings and recommendations with the Financial Action Task Force secretariat, associated regional anti-money laundering bodies, or professional membership bodies ▪ At the national level, a minimum of 3 advocacy meetings, responses to public consultations or engagement in public fora with anti-money laundering authorities and professional membership bodies by NCs ▪ At EU level, collective identification and common understanding among identified professional bodies and their members of strength and weaknesses in anti-money laundering and integrity systems in the real estate and accountancy sectors.

MAIN ACTIVITIES 2017
▪ Implement OCCRP project – working with TI NCs to develop campaigns around specific cases of corruption ▪ Roll out advocacy strategy for grand corruption as a national and international crime ▪ Work with TI NCs in key countries to advocate for enforcement around specific grand corruption cases e.g. Car Wash ▪ Work with partners (FTC, Bteam, others) to prioritise grand corruption advocacy in a range of international fora ▪ Produce and launch policy briefings for key enabler areas including real estate, luxury goods and anti-money laundering oversight ▪ Convene multi-stakeholder groups in Ghana, Kenya and Nigeria to push forward beneficial ownership transparency policy change and support with new country-specific research ▪ Launch update to 2015's G20 Just for Show report analysing beneficial ownership legal framework across all G20 members

STRONG MOVEMENT

STRONG MOVEMENT 1: TI-S WILL ADVANCE OUR COLLECTIVE UNDERSTANDING ABOUT WHAT WORKS TO STOP CORRUPTION AND SUPPORT OUR TI GLOBAL PRIORITIES WITH ACTION-ORIENTED RESEARCH

OBJECTIVES	
TI's own global survey data, monitoring and evaluation system, knowledge production and brokering will advance the understanding of what engages people in anti-corruption and what works to stop corruption	
CHANGE MARKERS 2017	TARGETS 2017
TI research products are increasingly contributing to impact at policy and behaviour levels, across the Implementation Plan contributions	▪ Helpdesk services inform policy and legislation processes (in 25 cases), project and programme design (in 35 cases) and help raise corruption issues/ NC work in the media (in 5 cases) ▪ CPI/ GCB: Maintain similar levels of policy-maker familiarity and relevance as in 2016 ▪ CPI: Maintain same level of usage by compliance staff as in 2016
TI is increasingly responsive to knowledge needs on anti-corruption	▪ Respond to about 120 Helpdesk requests from the movement and development practitioners ▪ At least 7 new knowledge products developed to meet emerging knowledge needs of the Anti-Corruption movement
An active research community contributes to addressing concrete knowledge and research needs	▪ An additional 20 leading experts join the TI expert network and actively contribute to knowledge and research needs ▪ 2 "match-making" activities successfully implemented (brokering expertise by connecting experts, researchers and practitioners on a need-based basis)
Research products are widely disseminated and available	▪ At least 25.000 Helpdesk page views per quarter ▪ 10% increase in media stories on CPI 2016
Greater understanding of 'what works' in relation to at least 2 strategic assumption	▪ 2 impact reviews of strategic assumptions completed and disseminated in 2017

- Offering Anti-Corruption Helpdesk services to NCs and selected stakeholders
- Promoting use of CPI, GCB and other TI global research tools among relevant policy-makers and practitioners, through webinars, meetings and knowledge products
- Alternative research and knowledge products/ action research: This can include the compilation of topic guides, scoping papers, learning reviews and action research on what works in the fight against corruption. Currently, a number of "new" knowledge products are planned for 2017, including a resource guide on indicators to mainstream anti-corruption monitoring across the SDG framework, a methodology and shadow reporting template for SDG reporting, an e-learning course on developing and using corruption indicators and topic guides on climate finance and service delivery
- Facilitating access to global expertise/ match-making activities: In 2017, it is planned to organise regional training on SDG shadow reporting (using the above mentioned new knowledge products (resource guide, shadow reporting template) in Asia Pacific and the Americas for NCs who plan to engage in SDG reporting and submit a shadow report at the High Level forum in July. Partnerships (e.g. with Open Knowledge International) envisaged for match-making activities on open data
- Disseminating knowledge products across regions and target audiences
- Producing and disseminating CPI 2016 results
- Conduct 2 impact reviews of strategic assumptions in order to gain better insight into what works in fighting corruption

STRONG MOVEMENT 2: TI-S WILL SUPPORT THE DEVELOPMENT AND SHARING OF BEST GOVERNANCE AND ORGANISATIONAL STANDARDS AND PRACTICES ACROSS THE TI MOVEMENT

OBJECTIVES
- Accountable, coherent and sustainable movement governance structure, policies and routines
- Enhanced TI Ethics framework and movement compliance with TI Ethics policies
- Focus on full implementation of the Chapter Financial Risk Assessment (C-FRA) with special emphasis on Analytical Packs

CHANGE MARKERS 2017	TARGETS 2017
Financial risk is systematically assessed across the movement	Data collection of 95% NCs and release of all the related analytical packs
Global Thematic Network Initiatives (GTNI) demonstrate a contribution to policy/ system and/ or behaviour change within their sector	2 GTNIs demonstrate a contribution to policy/ system and/ or behaviour change: • Humanitarian Aid Integrity Programme • Mining for Sustainable Development Programme
Governance gaps in the TI Movement are systematically identified	A clear framework for classifying governance gaps and adequate follow up is developed
TI Accreditation process continues to foster the implementation of good practice of governance standards	• Facilitate accreditation process for 33% of members • MAC support for the accreditation system
A core set of governance practices are applied across the TI movement (i.e. delivery of Audited Financial Statements, budgets, standardised financial sheets and publication of TI Board registers of interests)	Sanction framework for non-compliance is approved by the Board, disseminated to the Movement and applied in all cases of non-compliance
Movement-wide standards are applied in complaints handling mechanisms	Movement-wide standards in complaints handling mechanisms developed and disseminated

MAIN ACTIVITIES 2017
▪ Financial risk assessment of the movement entities
▪ Developing/ updating membership accreditation/ appointment framework/ compliance mechanisms and overseeing/ coordinating the accreditation process

STRONG MOVEMENT 3: TI-S WILL LEAD ON STRENGTHENING TI'S PRESENCE IN BRAZIL, CHINA, INDIA, AND THE UNITED STATES; IN GLOBAL AND REGIONAL ADVOCACY HUBS; AND IN LOCATIONS WHERE CRISIS DEMANDS IMMEDIATE ACTION

OBJECTIVES
- Ensure that TI contributes a strong presence in countries affected by acute instances of corruption or mass anti-corruption efforts
- Create dynamic presence for TI and anti-corruption in key locations

CHANGE MARKERS 2017	TARGETS 2017
To strengthen our engagement in public demand for accountability in the US	Advocacy, partnerships and media coverage in the areas of infrastructure and financial transparency
To create a sustainable approach to a programme in the US	TI Strategy for the US produced
Pursue media engagements on China and India to profile TI's knowledge and work	Media engagement based on (continuously updated) advocacy asks that provide robust and consistent recommendations for addressing corruption and strengthened good governance, which draw on TI's knowledge and work
Regional hubs are independently funded and engaged in key issues	TI Brazil is independently funded and operates a relevant project in one of its core institutional functions
TI takes bold and timely action in corruption crises	Relevant action in 5 cases of corruption crisis

MAIN ACTIVITIES 2017
▪ Continuously updated advocacy messages on China and India that build-in the research and knowledge base at TI
▪ Establish 3 pilot programmes in Brazil related to emerging markets integrity, local governance, and environmental integrity, supported through local partnerships
▪ Raise awareness and advocate for change in grand corruption cases in Brazil
▪ Set up advisory group in US and hold a consultation workshop with it and others to create strategic work programme
▪ Establish a US presence and pursue partnerships to raise awareness and collaborate on advocacy on key anti-corruption issues
▪ Engage with funders and secure funding for US presence