

HOLDING POWER TO ACCOUNT

A Global Strategy Against Corruption 2021-2030



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

Cover illustration: Magdalena Michalka / magdalenamichalka.de
Design: Lisa Gradl / lisagradl.de

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ISBN: 978-3-96076-162-4

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A GLOBAL STRATEGY AGAINST CORRUPTION 2021-2030

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FIGHTING CORRUPTION IN A NEW ERA

Transparency International has been working to end corruption, worldwide, since 1993. We fight corruption because it weakens good government, hampers economic sustainability and exacerbates social inequality, poverty, division, conflict and crises.



photo: X

Our vision is a world in which government, politics, business, civil society and the daily lives of people are free of corruption.



Corrupt decision-making – whether in government, business, nationally or internationally – underpins the world’s greatest injustices. It deprives citizens of the rights and opportunities they need and deserve, and feeds further injustice by eroding the institutions meant to protect them.

But what would a world free of corruption look like? And what is Transparency International going to do to ensure the world achieves it?

Holding Power to Account is Transparency International’s strategy for the global fight against corruption to the year 2030. Our diverse Movement of independent National Chapters and affiliates in over 100 countries, with its international Secretariat based in Berlin, has one mission: **to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society.**

The world faces a complex and challenging future. Far from retreating, corruption threats are growing as we experience change and instability in politics, technology, public health, the environment and human security. Fundamental frameworks for good governance and responsible business conduct around the globe cannot be taken for granted.

Delia Ferreira Rubio
Chair, Argentina



Rueben Lifuka
Vice Chair, Zambia

Transparency International is dedicated to leading the next decade’s fight against corruption by showing what it will take to achieve a more positive future: a world in which **power is held to account, for the common good.**

Too many of those in government and business, to whom communities have entrusted power, have lost sight of the social purpose for which they accepted that power. Too many mechanisms for ensuring accountability in how decision-makers come to power, and integrity in the conduct of officials and entrepreneurs have not delivered, proved too weak or failed to adapt to an ever faster, more volatile world.

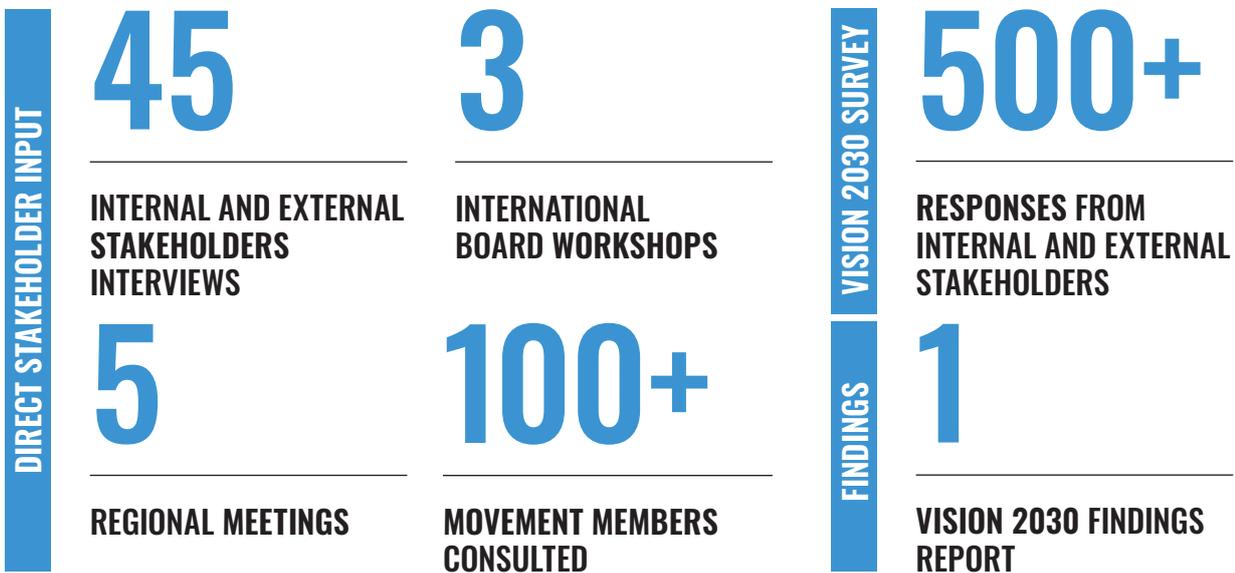
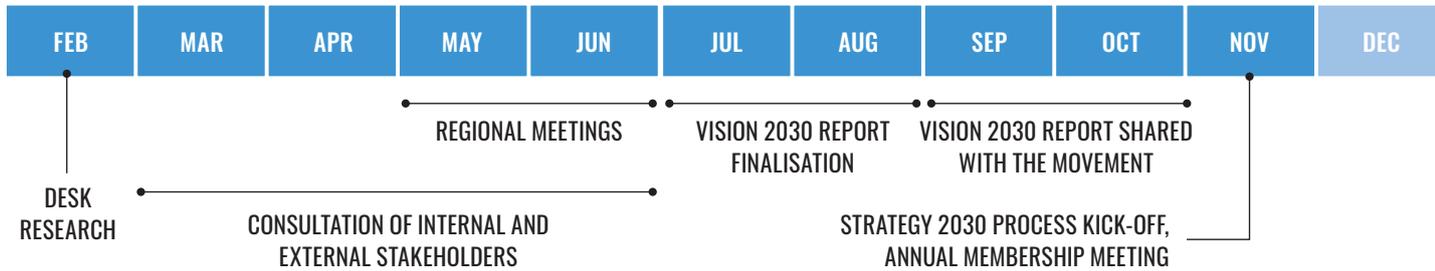
Together, we can confront these challenges and instead chart our way to a world in which transparency, integrity and accountable use of power for the common good of all society becomes the norm.

It will not be easy. It will require effort on many fronts. With your commitment, support and active participation in a new era of joint action, we can and must do all in our power to secure accountability for a fair, sustainable and peaceful future.

Please join us!

HOW WAS THE STRATEGY DEVELOPED?

Vision 2030 process – 2019



Transparency International Movement Strategy Task Force

A J Brown (Co-chair), Board Trends & Vision Committee; Australia

Susana Sierra (Co-chair), Chile

Azeddine Akesbi, International Council (Morocco)

Majid Almutairi, Kuwait

Karina Carvalho, Portugal

Susan Côté-Freeman, Canada

Duncan Hames, United Kingdom

Arianne Kassman, Papua New Guinea

Sheila Masinde, Kenya

Apollinaire Mupiganyi, Rwanda

Olga de Obaldia, Panama

Anton Pominov, Russia

Iftekhar Zaman, Bangladesh

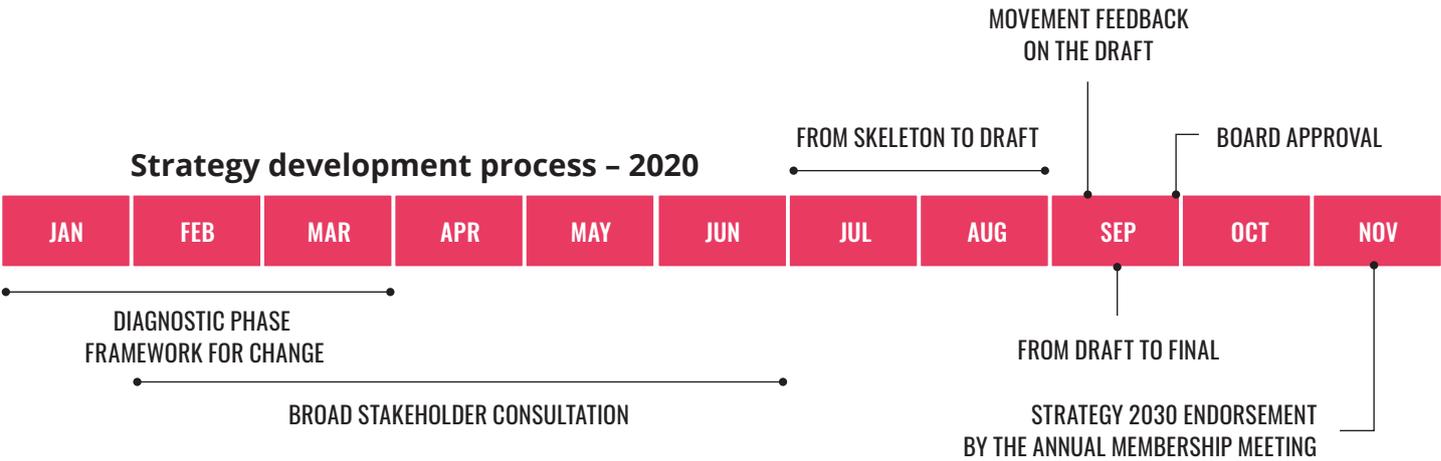
Daniel Eriksson, Interim Managing Director, International Secretariat

Rute Caldeira, Head, Strategy & Impact, International Secretariat

Marie Chêne, Head, Research & Knowledge, International Secretariat

Max Heywood, Head, Policy & Advocacy, International Secretariat

Strategy development process – 2020



DIRECT STAKEHOLDER INPUT	<h1>180</h1>	STRATEGY SURVEY	<h1>200+</h1>	SUPPORTING EVALUATIONS	<h1>3</h1>
	INTERNAL AND EXTERNAL STAKEHOLDERS ENGAGED IN		RESPONSES FROM INTERNAL AND EXTERNAL STAKEHOLDERS		DOCUMENTS ASSESSED:
	<h1>30+</h1>	VALIDATION	<h1>50+</h1>		STRATEGY 2020 MID-TERM REVIEW (2018);
	HOURS OF VIRTUAL SESSIONS		RESPONSES FROM MOVEMENT MEMBERS		ENHANCING TRANSPARENCY INTERNATIONAL'S GLOBAL ADVOCACY (2018);
					STRATEGY 2020 LEARNING AND SYSTEMATIC REVIEW (2020)

Transparency International Secretariat Strategy Working Group

Kathrin Decker (Chair),
Monitoring, Evaluation & Learning

Jon Vrushi (Drafting Lead),
Research & Knowledge

Conny Abel,
Policy & Advocacy

Brice Böhmer,
Global Programmes

Nacho Espinosa,
Global Movement

Natalia Graur,
Communications

Aram Khaghaghordyan,
Research and Knowledge

Alyson Marczynski, Office of the
Managing Director

Maíra Martini,
Research & Knowledge

Ilham Mohamed,
Global Movement

Altynai Myrzabekova,
Global Movement

Thu Trang Nguyen,
Fundraising

Eka Rostomashvili,
Communications

Dariusz Szulc,
Communications

Jorge Valladares,
Research & Knowledge



Photo: © Transparency International

THE WORLD WE FACE

Moving forward or falling backward?

The years to 2030 will be crucial in the global fight against corruption.

For Transparency International, corruption is the **abuse of entrusted power for private gain**. This includes corruption in public and business sectors, from local to international levels. It extends from petty corruption felt acutely by citizens every day, to kleptocracy and high-level grand corruption damaging entire societies. It not only includes abuse of entrusted power for

material gain, like financial bribes, but any benefits which breach that trust – from sexual exploitation to political corruption simply for the purpose of sustaining power, status or wealth.

Now, and for the foreseeable future, we face a world in constant change. Globalisation, unprecedented connectivity and fast-moving technological change have deep implications for the concentration, use and abuse of power. Serious crises confront us all: from the climate crisis to

rising inequality, from conflict and related displacement to assaults on human rights. Marked from its start by a devastating pandemic, the decade is already defined by uncertainty.

The last two decades have seen some success in fighting corruption. But while the future also holds opportunities, it presents unprecedented challenges.



OPPORTUNITIES FOR ANTI-CORRUPTION

We face the next decade knowing that, today, there is a **greater global understanding and awareness** of corruption across all societies and communities. The negative effects of corruption on social welfare and prosperity are now plainer to see and tolerated less and less by people around the world. We know corruption is not simply an occasional illness or ‘cancer’ in society, but often a systemic problem in the governance of

countries and international systems. And we know there are many actions we can take.

The **worldwide growth in anti-corruption laws and reforms** – including through Transparency International’s own efforts – reflects this awareness. Although never enough, these frameworks provide tools for reformers, social activists and ethical leaders in business and government to pursue accountability

and maintain pressure on countries to fulfil international commitments.

Political participation has increased over the past decade, thanks in part to new technologies and platforms that boost awareness, information and opportunities. In many countries and across borders, instant communication and new forms of digital engagement



continue to redefine politics and public policy processes, with young people leading the way.

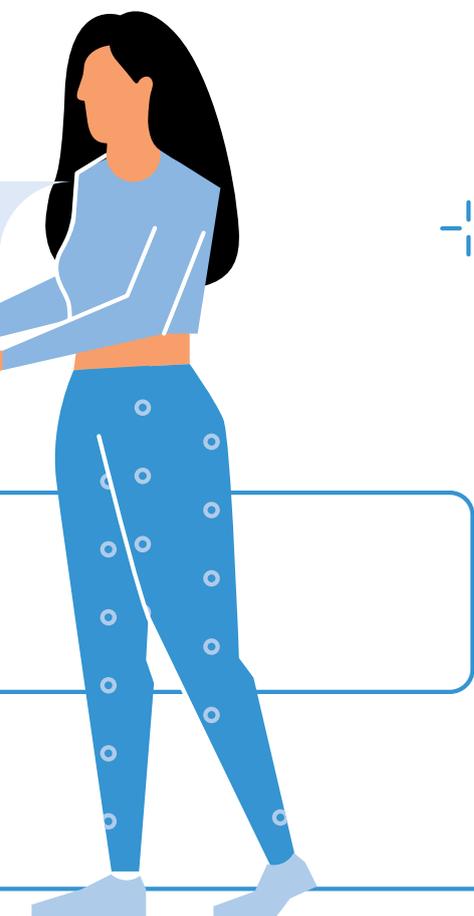
Other **technological advances** also show no signs of slowing. In governance and civil society, technology is expanding the reach and efficiency of accountability programmes beyond the previously imaginable. From blockchain-based land registries to algorithmic detection of fraud in procurement, from real-time disclosure of political donations to increased use of open data by reformers, we live in a new landscape of promising tools for boosting compliance and integrity.

These trends are being accelerated by crises such as the COVID-19 pandemic. Shocks and instability are awakening many societies to the cost of misinformation, the importance of **reliable official information and expertise** and new imperatives of combating the damage of fake news and media manipulation in their many new forms.

We know our governments and economies have capacity to deliver sustainable solutions, with crises bringing fresh impetus to calls for **economic justice**. Support continues to grow for

ending the channels by which individuals and companies evade tax or perpetrate crime, depriving state treasuries of vital public resources. But the pressures are going further, fuelling demand for wider redefinition of **social justice** and welfare, intensifying calls for business to recognise its social responsibilities and fuelling awareness of corporate citizenship.

People have had enough of widespread corruption in many countries. Increasingly, they ask for the effective means to fight it and, if the opportunity arises, show they are willing to act.



Want to know more?

For the full research behind this summary of our global outlook, see:

- + Vision 2030, our extensive stocktake of key trends (2019)
- + Getting Ahead of the Curve, our update on the implications of the COVID-19 pandemic for governance and anti-corruption around the world (May 2020)



THE CHALLENGES AHEAD

Against these opportunities, many challenges confront the prospects for good governance around the world. Without strong action, risks of increased corruption – and the scale and intensity of the damage it causes – are likely to get worse.

Despite the world's great overall wealth, **social and economic inequalities** continue to rise. Pre-pandemic forecasts indicate that by 2030, two-thirds of all wealth could be owned by just 1 per cent of the world's population.

All countries are under huge pressure to manage demands of population growth, ageing societies, industrial change and economic migration. More than 1.8 billion people are already living in fragile states or political

contexts, defined by **conflict, food insecurity or violence.**

Without concerted action, these stark realities will only worsen under **current and emerging crises**, reinforcing the costs of corruption and creating opportunities for more of it.

These humanitarian risks are intensifying as the poor and marginalised are hit hardest by the **COVID-19 pandemic** and resulting economic downturn. As businesses and people struggle, governments pump relief funds into **growing informal economies**, regulation is slashed, and social instability and unrest increase – so, too, we see growing drivers and opportunities for abuse of entrusted power. In the rush to spend COVID-19 stimulus funds at an unprecedented level, deprioritisation of public integrity

measures creates the risk of a perfect storm of corruption, with further crises to follow.

Already, the **climate crisis** is setting the scene. As the world recovers from COVID-19, all the challenges of transitioning to a green economy remain, along with intensifying competition for security and resources amid increased frequency and severity of natural disasters. In many regions, weak state capacity to respond leaves fertile ground not only for exploitative business or officials, but for violent groups and organised crime to fill the vacuum. In fragile states facing entrenched conflict, traditional anti-corruption measures can seem increasingly meaningless.

While creating new solutions, **technological advances** continue to bring disruption.

Feeding rapid change across industries and markets, they bring new governance and accountability challenges – not least the unprecedented power of large technology companies themselves.

Developments in artificial intelligence, big data, cryptocurrencies and social media are set to further change the landscape of political and corporate influence, offering not only new tools for transparency and accountability, but new forms, vehicles and opportunities for corruption. Effective **integrity and regulatory responses** to ensure new technology does not bring these negative outcomes are often still in their infancy or yet to be sighted at all.

Amid these wider trends, measures of **quality of government** indicate that, across democratic and non-democratic countries alike, corruption risks are growing faster than receding. As global power imbalances intensify, trends continue towards nationalist, populist politics based on social division and diminished respect for controls on power. Far from a thing of the past, authoritarian

states and political actors are gaining strength.

The modern information landscape of social media manipulation, surveillance capitalism and surveillance politics has only made it easier for corruption and authoritarianism to accelerate. On most indicators, the rule of law has weakened over the past decade in most countries in the world. Downward trends in **institutional trust** show the fragility of national frameworks for good governance – and that their relevance hangs in the balance.

Awareness and new forms of activism may be growing, but **citizens' freedom to organise** to counteract these trends has steadily fallen over the past decade. Pre-pandemic, civil society was already under serious attack in 111 countries worldwide, with only 4 per cent of the world's population living in countries where fundamental civic freedoms – of association, peaceful assembly and expression – were fully respected.

The new era of crisis response further contributes to this

alarming picture, as governments suspend normal checks and balances and declare emergency powers for the original crisis and its economic aftermath. Pressures on civil liberties are mounting as governments suspend oversight, curb activism and silence opponents.

Internationally, **global norms and multilateral institutions**

– previously at the heart of many anti-corruption efforts – are suffering amid the wider deterioration in global cooperation. Always relatively weak, effective international enforcement now matters more than ever, given the increasingly transnational nature of corrupt networks. Whether regional institutions can compensate, remains to be seen.

Instead, shifts in global power towards non-democratic states risk a further “hollowing out” of international regulatory frameworks, along with other instability and insecurity – just when those frameworks need major strengthening.

To curb corruption and its impacts in the decade ahead, the world faces stark choices.



Photo: © Transparency International

THE WORLD WE NEED

Together, we must seize these opportunities and confront the challenges. To achieve our vision of a world free of corruption, what should be our aim in the coming decade? What defines the world we want to see in 2030 and beyond?

From Transparency International's experience, preventing and controlling abuse of entrusted power relies on strong institutional frameworks at national and international levels. Under our previous **Strategy 2020 – Together Against Corruption** we recognised that to end corruption, these frameworks must not only be established but fully enforced, supported by stronger popular demand.

The challenges ahead reinforce that assessment, highlighting some of our most important continuing goals. But they also focus on two wider imperatives.

The first imperative is the **fundamental importance of citizens** mobilising as the ultimate check on abuse of entrusted power. Even in democracies, this imperative is

often not properly recognised and supported. In authoritarian states, where access to power falls outside democratic mechanisms for public trust, people often simply endure this power with serious loss of their civil and human rights. Yet history shows their ability to mobilise and bring change will be more important than ever for reducing and eliminating corruption.

Just as fundamentally, the **principle of entrusted power** at the heart of public and business integrity is either yet to be understood by many government and business leaders today, has been wilfully disregarded, or, under modern pressures, has fallen into a state of erosion and disarray.

This includes, especially, acceptance that the purpose of power entrusted by the

community and stakeholders is to deliver or support the common good – not simply for officials and business leaders to survive in office, succeed over opponents or enlarge their own influence, status or wealth. Confronting these fundamental challenges, Transparency International has a clear, positive aim for the decade to 2030. We seek more than to prevent and sanction the constantly changing behaviour we do not want from those entrusted with power. Faced with the new contexts, forms and mechanisms of corruption, we want a world which will be free of corruption because it is one where these principles are understood, accepted and enforced – a world in which **power is held to account for the common good.**



POWER IS HELD TO ACCOUNT FOR THE COMMON GOOD

What is the 'common good'? In any situation, concepts of common good can be contested. For us, the common good is defined by the outcomes set by the United Nations' 2030 Sustainable Development Goals (SDGs). These outcomes serve humanity as a whole for the long term, including by protecting human rights and freedoms and respecting specific needs of minorities.

The Sustainable Development Goals include peace, justice and strong institutions, but not only because they are vital ends in themselves – they also underpin the eradication of poverty and hunger, reduction in inequalities, protection of our environment, and access to basic services such as healthcare, education and infrastructure. These are our guiding stars for remembering the common good, to be served by entrusted power.

Our aim refers to all forms of **power** – not only public or governmental power, but private power held by business or not-for-profit institutions, and powerholders at all levels, from local decision-makers to world leaders.

This aim also means focusing on concentrations of power that pose the greatest risks of grand corruption and captured institutions – from uncontrolled political and social influence by particular large companies, new media platforms, technology tycoons or wealthy individuals, to engagement of elected officials in business interests that make it impossible to separate the public and private purposes of power, fostering corruption of judicial and regulatory institutions themselves.

Holding power to account for the common good is the key to controlling abuse of entrusted power and delivering the social, economic, environmental and security benefits that the proper use of power brings.

Addressing this aim involves no simple, quick fixes. Wide consultation across our Movement, and with stakeholders, highlights at least 15 key elements required, nationally and internationally, for this aim to be achieved.

Not every country can easily establish all these elements in equal measure – certainly not overnight. Even in countries where many elements are already present, current challenges show they need to be defended, strengthened, expanded and sustained. However, we also know that in most countries – and at an international level – most of these key elements remain substantially absent. Despite decades of anti-corruption effort, they are often still in the process of being created from scratch.

Transparency International's National Chapters understand the breadth of this challenge. Every country is impacted by the continuing weakness of global anti-corruption implementation and enforcement – perpetuating mechanisms that allow



governments and companies in the developed world to profit from corruption in less developed, fragile and conflict-affected states.

A majority of our 111 National Chapters and affiliates work in countries where many of these elements are weak or missing in public life. These facts reinforce why Transparency International exists, and why we continue to strive for reform not only in wealthy and democratic states but countries suffering from authoritarianism and state capture.

OUR FRAMEWORK FOR CHANGE

Overall, these changes rely on a holistic approach, encompassing the roles and relationships of government, business and

civil society. They mean better confronting the interconnections between anti-corruption efforts at national and international levels. Crucially, they mean not only building or reshaping the right formal institutions for each context, but building and strengthening:

- + The **values and awareness** on which entrusted power is based
- + The **freedoms** that enable citizens to fulfil their accountability roles, including by creating the political momentum for institutions to act; and
- + The **actions** at national and international levels to ensure power is held to account.

Despite the diversity of the contexts where we work, our Movement is united by three

interrelated long-term goals which together define how and why the many different elements of change contribute to our aim. Achieved across sufficient countries and at the international level, these goals (see page 15) drive the progress we need to make towards a world in which power is held to account, for the common good.

Together, these goals show what is needed to achieve a world free of corruption, by ensuring entrusted power is held to account for the common good. The changes required, despite being shared across the Transparency International Movement, cannot be delivered by us alone. Partners in government, business and civil society are vital for securing the world we want. To guide our own contributions to this change, our objectives form the heart of our strategy.



Values & awareness

- + Understanding of common good as purpose & condition of power
- + Social awareness of corruption impacts & solutions
- + Understanding of checks & balances for good governance
- + Political pressure, capacity & willingness to act
- + Business commitment to responsible & accountable conduct



Freedoms & institutions

- + People free & protected to speak up & organise
- + Diverse, independent journalism
- + Public access to information
- + Tools & systems for equitable, inclusive community participation
- + New & better standards governing access, influence & exercise of power
- + National integrity & regulatory systems addressing all key corruption risks & concentrations of power



Actions

- + Strong social mobilisation & cross-border communication
- + Sustained stakeholder participation in accountability policy-making & action
- + Empowered, independent enforcement agencies operating fairly & without fear or favour
- + Strong cross-border regulation implementation & enforcement

TRANSPARENCY INTERNATIONAL'S DIVERSE NATIONAL CONTEXTS

To drive reform across the world, Transparency International knows first-hand that the causes of corruption - along with solutions and barriers to change - differ greatly between countries, regions and political and economic systems. Our National Chapters and affiliates, supported by our international Secretariat and global programmes, work in countries across this entire spectrum.

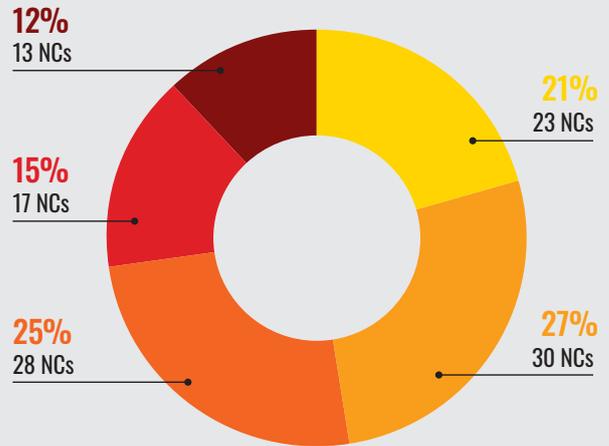
In each setting and internationally, holding power to account requires different, specific theories of change. From our experience, three theories remain more relevant than ever. Increasing transparency and establishing strong integrity, regulatory and enforcement processes often rely on "principal-agent" theory. Building norms against corruption and empowerment of citizens and stakeholders often rely on "collective action". More broadly, we also see anti-corruption as a solution to problems of exclusion, emphasising the need for responses that tackle their root cause. Globally, addressing the exclusionary causes of corruption and leaving no one behind by ensuring power is exercised for all, is central to our aim of holding power to account for the common good.

Number and percentage of Transparency International's National Chapters (NCs) and affiliates located in countries experiencing different degrees of rule of law, civic space and media freedom. Percentages may add up to more than 100% due to rounding.

Sources: Freedom House, Freedom in the World Indicator (Rule of law), 2020; CIVICUS Monitor (Civic space), 2019; and Reporters Without Borders, World Media Freedom Indicator, 2020.

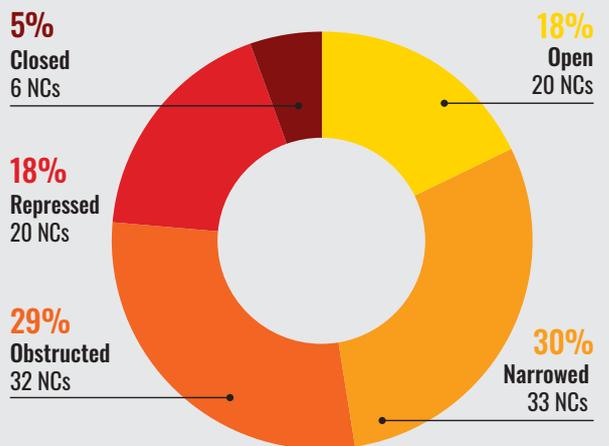
RULE OF LAW

High ranking Low ranking



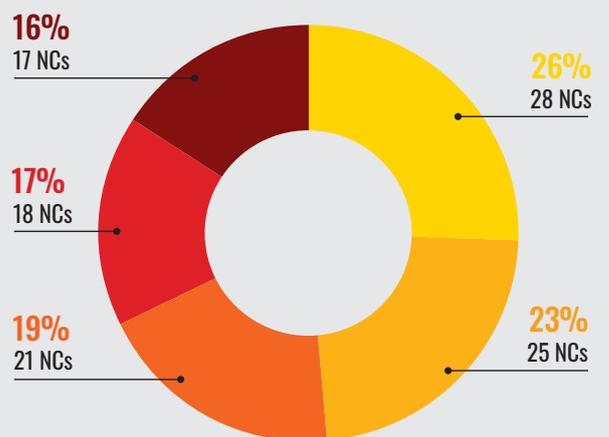
CIVIC SPACE

OpenC losed



MEDIA FREEDOM

High ranking L ow ranking





1. Checks and balances

Advance institutional checks and balances against concentration of power

As long as power has the potential to corrupt, and absolute power to corrupt absolutely, a first unifying goal remains the creation and defence of institutional systems of checks and balances against concentration of power – the purpose served by all the key **freedoms and institutions**.

While it will be achieved differently in different places, this goal is fundamental to preventing abuse of power and holding it to account. Establishing and defending checks and balances is a key step required in contexts where institutions are captured or subservient to authoritarian leaders or commercial interests.

At the national level, robust checks and balances require open and fair access to positions of power, a functioning rule of law, division of power between branches of government, and mechanisms to ensure powerholders respect their mandate. These mechanisms include better **standards governing access to and exercise of power**, as well as **integrity and regulatory processes**.

Together, these mechanisms must address the sources of corruption risks, providing for independent regulation and separation of roles to prevent, detect and curtail abuse of power. Checks and balances are central not simply for addressing actual occurrences of corruption but also for establishing systems in which corruption cannot occur. Achieving them often requires systemic change. They also demand safeguards for trust in decision-making, including automated decisions or those involving new technologies. Where new power concentrations arise, such as companies too big for individual nations to regulate, stronger international checks only become more important.

Checks and balances require transparency through **access to reliable official information and independent journalism** to ensure honesty, communication and participation in public life. They rely not simply on enforceable laws and institutions, but on **values, awareness** and acceptance of the principle that power itself is better divided, shared and distributed, if good governance is to follow. Many populist regimes, assuming power with promises to stamp out corruption, fail specifically because they are prone to amass power and bypass controls, rather than respecting this fundamental value. Even in countries with a long tradition of checks and balances, it is clear these can never be taken for granted.



2. Enforcement

Accelerate the enforcement of anti-corruption standards for accountability

Equally, implementation and enforcement of agreed standards remains at the heart of delivering accountability. Nationally and internationally, there must be effective mechanisms to follow on implementation of standards to make change in the everyday life of people for the common good. As reflected in Transparency International's **Strategy 2020 – Together against Corruption**, success in the establishment of anti-corruption conventions and laws worldwide is often yet to

bring change, specifically for lack of implementation and enforcement. Elsewhere, anti-corruption enforcement is used selectively, as a tool to perpetuate rather than end impunity for corruption, or to exercise control over political opponents or civil society.

Transnational mechanisms and networks remain key to the ability of corrupt actors to execute their crimes and to launder and spend ill-gotten gains. To implement agreed international standards, stronger **cross-border regulatory and enforcement** institutions and processes are crucial to achieving change based on true accountability for officeholders, leaders and businesses that currently drive or facilitate corruption. Enforcement is also central to prevention. To ensure corruption does not pay, national checks and balances rely on accountability through independent courts of law – driven especially by **empowered, independent institutions, operating fairly and without fear or favour**.

But just like checks and balances, the enforcement challenge is not met simply through mechanical application of laws. New, better standards for defining integrity and corruption breaches, as well as political commitment to enforcement, rely on stronger **values and awareness**, along with social commitment and capacity to help drive action. Advocacy and pressure from the people, especially through civil society organisations, are strongly needed.



3. Social oversight

Activate social oversight to protect the common good

The third key to ensuring power is held to account, for the common good, is the ability of civil society to drive accountability through political, legal and everyday social actions. Civil society includes community organisations, trade unions, academia, faith-based networks, professional associations, not-for-profits, and private citizens generally – “the people” themselves.

Entrusted power means accountability rarely functions without the community or affected stakeholders being willing and able to enforce that trust – whether by triggering enforcement action, pursuing redress for themselves or other victims, exposing wrongdoers or advocating for change.

Social action and oversight rely on **direct, sustained participation of all stakeholders** in the exercise of power, including business interests, investors and employees, along with **mobilisation of people and non-government actors** in support of accountability, equality and fairness. For this they must enjoy **fundamental human freedoms** to organise, associate, access information and speak up, as well as a free and independent media.

Empowering communities to participate and engage is key to ensuring corruption risks are addressed so corruption cannot occur. As international action becomes more vital, the ability of civil society to connect and mobilise **across borders** also reinforces this goal. In authoritarian contexts where control over government, business and the media rests with a few, social movements remain the last check on power. It is the power held by citizens, customers, investors, business actors and stakeholders that will ultimately deliver accountability.

WHAT WILL GET US THERE: OUR OBJECTIVES

To lead the way to achieving these goals – and a world where power is held to account, for the common good – Transparency International has identified seven objectives for its actions to 2030.



Photo: © Transparency International

Our objectives

- + Protect the public's resources
- + Stop the flow of dirty money
- + Secure integrity in politics
- + Drive integrity in business
- + Pursue enforcement and justice
- + Expand civic space for accountability
- + Build community leadership against corruption

Informed by discussion across our Movement about priorities for the decade, these objectives will drive work towards **15 Movement-wide, high-level outcomes**, detailed below.

All objectives require action throughout the decade. They are inter-related, demanding action and impact across government, business and civil society, with each objective also served by outcomes associated with other objectives. In line with our aim and goals, each objective involves different levels of focus on **actions, freedoms and institutions, and values and awareness** necessary for both preventing and addressing corruption, as shown to be vital by our framework for change.

While shared by the entire Movement, these objectives will have different levels of priority for each National Chapter of Transparency International, identified for itself and in discussions within regions as well as through global discussion at each of three stages of our decade of action (see *Driving change*).

However, from their participation in the development of this strategy, we already know every National Chapter stands ready to move on many, and sometimes all of these objectives in their own context – as do our global teams – as well as on the increased global collaboration they require. In some cases, we are already actively pursuing these outcomes. This strategy provides the framework for focusing, planning and executing ongoing and new efforts, to secure agreed results in ever more challenging times.

Above all, these objectives provide the framework for the new, common programme of action to secure the key outcomes at national and international levels on which progress relies. Rather than a binding order of priorities for National Chapters, the seven objectives set out how our work will span from the immediate and specific – including core, urgent work in which we are well-engaged – to broader, longer-term impacts which are likely to only fully bear fruit across the entire decade. While the impact of some outcomes will be felt through multi-country action at different paces depending on national context, others define areas where cross-border implications mean all National Chapters have a direct, more coordinated role to play. This is particularly the case where countries are a part of the same chains of corruption problem (“steal-hide-spend”) and where global solidarity across the Movement, between National Chapters supported by the Secretariat, can more quickly and directly address strategic challenges and opportunities, both local and international.

While specific theories of change will vary by objective, outcome and national context, we will leverage the strength and reach of our Movement by prioritizing opportunities for international pressure, undertaking action between and across jurisdictions and using all available tools to support the efforts of our chapters and partners in difficult contexts (see *Driving change*).



1. PROTECT THE PUBLIC'S RESOURCES

Protecting the public's resources is core work for Transparency International, fighting bribery of government officials, theft, and exploitation of public programmes since 1993. As rising social inequality strains public services, and governments spend trillions combatting crises from pandemic-induced recession to climate change, never has there been greater need for action to safeguard honest, lawful and equitable use of public financial, natural and human resources for the common good.

Along with **stopping flows of dirty money**, this objective is immediate, urgent and shared across all countries, while also requiring international action. The relation between protecting public resources and all other objectives is clear. As a core focus of national and international integrity systems, it is also served by securing and expanding political and business integrity more generally, as well as requiring and driving enforcement and justice and civic space for accountability. Movement-wide, Transparency International will pursue two key outcomes:

Outcome 1.1: Maximum openness, transparency and responsiveness in public contracting

Open, transparent and responsive public procurement is essential to the delivery of results for the common good. To fight abuse of discretion and corporate undue influence in the provision of vital goods, services and infrastructure, we will:

- + intensify solutions and advocacy on clean contracting, transparency in procurement, and the allocation of government grants, investments and lending
- + offer and deploy new tools and mechanisms of accountability to protect public investments in crisis response, including the COVID-19 pandemic and recession, the climate crisis, natural or human-caused disasters, and social impacts of conflict
- + promote and expand independent civil society monitoring, leveraging our networks for participation by affected communities in ensuring public spending is protected.



Outcome 1.2: More effective prevention and exposure of public sector bribery, theft and abuse of power

Following up our long-standing efforts for stronger laws and institutions globally, and maintaining pressure through active social oversight, we will:

- + work with affected communities, organisations and integrity institutions to expose and ensure sanctions against bribery, theft and misuse of resources, especially in areas of high social need, including health, education, economic and employment support, and responses to environmental degradation
- + push for the highest public transparency standards, including compliance with open data standards on key information such as government spending, tax data, property registries and land databases, company and asset ownership, government permits and other relevant datasets
- + tackle favouritism in allocation of public resources and jobs by pushing for control of discretionary powers and highest standards of transparency and disclosure
- + ensure automation, artificial intelligence and new technologies are accountable and used to secure the common good – not as new mechanisms for exclusion, deprivation of public entitlements or arbitrary decision-making.

2. STOP FLOWS OF DIRTY MONEY

Also urgent and immediate is the need to **stop international flows of dirty money**. Despite international guidelines against money laundering, efforts to close the mechanisms that allow corruption to continue, unsanctioned, remain too slow and too weak. These mechanisms explain how egregious abuses of financial position for private gain – from theft and bribery in people’s daily lives, to grand corruption and major corporate and organised crime – are still able to pay.

Crucial to securing political integrity, this objective affects all countries. New global leadership and closer international cooperation between civil society – including chapter to chapter – is also required. This objective is central to driving increased **business integrity**, but above all, requires more active **pursuit of enforcement and justice**, through individual casework and by strengthening the international framework for anti-corruption enforcement (outcome 5.3). Working together, Transparency International will pursue two outcomes:

Outcome 2.1: Disabled systems for secret payments and concealment of assets

Corrupt transactions and money laundering remain viable thanks to ongoing availability of anonymous companies, opaque tax payments, secrecy in asset ownership, alternative currencies, “shadow” systems of investment and financial transfers, and sale of citizenship – often making it difficult or impossible for law enforcement or civil society to hold powerholders to account. We will:

- + identify and disrupt these mechanisms through public exposure and enforcement action, especially aimed at cross-border transfers
- + join forces with partner organisations, journalists, tech innovators and government reformers – including in “secrecy jurisdictions” – to identify new solutions for closing loopholes and controlling and preventing illicit transfers, whether from corruption or other organised crime
- + use the shared expertise of our chapters to work across countries and multilateral institutions to secure law and regulatory reform, at national and international levels.

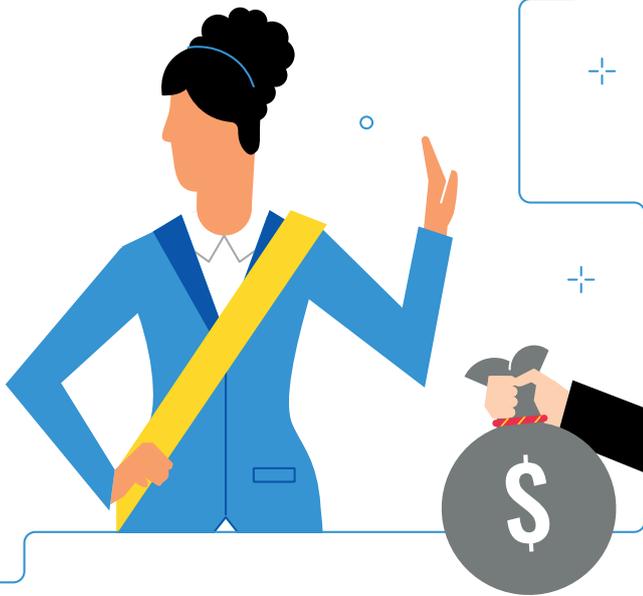
Outcome 2.2: Increased accountability for corruption-enabling networks and gatekeepers

Within countries and across borders, key professions and industries provide the vehicles for facilitating corruption – with awareness, professional standards and regulation doing too little to stem deliberate and unintended abuse.

To promote a culture and practice of integrity across financial and professional services, and ensure accountability for those who break the rules, we will:

- + identify and expose actors and networks that drive and facilitate corrupt deals, including proxies, banks, bond traders, government lenders, lawyers, accountants, real estate agents and luxury goods dealers
- + advocate for improved standards and guidance for the business sector, especially multinational companies, professional service providers and tech companies
- + engage with business to design more effective “know your customer” and suspicious transaction regulation, change behaviour and promote integrity
- + work with partners and regulators to ensure enforcement.





3. SECURE INTEGRITY IN POLITICS

Securing **political integrity** is the first of a number of broader objectives – imperative in all countries if power is to be consistently exercised for the common good. While our first two objectives are key to preventing and holding accountable abuses of public power, our goals also require positive action to secure more consistent use of power for the common good, as opposed to the wealth, status or continued power of leaders, immediate supporters or others close to them. This objective addresses the need for new, better standards governing access, influence and exercise of power, as well stronger integrity frameworks and checks and balances – better sustaining public trust and generating further political will.

Like every objective, this is not just a question of standards but also of **enforcement and justice**. However, key standards and processes of political integrity are themselves often unclear and in a state of evolution worldwide, underpinned by weak or contested values, along with low public awareness. Through more coordinated efforts, we will pursue two key Movement-wide outcomes:

Outcome 3.1: Removal of undue influence from elections and political appointments

The exercise of power for the common good relies on elected officials and leaders who gain office through open and inclusive political competition, reflecting the will and voice of the community, including ordinary people and legitimate interest groups – not simply narrow private interests. To secure greater integrity

in the outcome of elections and appointments, we will:

- + promote standards and regulations for improved control and transparency of political finance (legal as well as illegal)
- + track and report abuse of public resources for political or electoral gain
- + advocate for standards and practices in political campaigning, communication and advertising – especially online – which strengthen, not undermine, political integrity
- + identify and seek reform of mechanisms giving undue advantage to vested commercial, industrial or criminal interests in elections and appointments, including influence of corporate political engagement over public interest groups and ordinary people.

Outcome 3.2: Greater transparency, accountability and equity in influence over public decision-making

The second prong of our global political integrity work focuses on ensuring all public decision-making serves the common good by controlling undue influence in ongoing decision-making. It also relies on transparency, equity and effective influence by the wider community in the making of laws, policies, plans and public investments.

We will:

- + monitor and expose undue influence – real and perceived – resulting from opaque lobbying, purchased access, appointment of vested interests to public positions and contracts, “revolving door” employment and other conflicts of interest
- + advocate for new standards to curb undue influence by businesses with high impact on public and political life on laws, regulations, policies and democratic processes
- + support the role of a wide range of community interests in decision-making, particularly legitimate interests with a weaker voice
- + support and strengthen checks and balances on public decisions, through stronger parliamentary standards, training, advice, enforcement and social oversight.

4. DRIVE INTEGRITY IN BUSINESS

Driving **integrity in business** is a further broader objective serving many Movement-wide outcomes in this strategy. Governments and communities face increased challenges of inequality and environmental and economic disruption. Business commitment to responsible and accountable conduct is central to whether entrusted power, globally, is discharged for the common good. Yet incentives for responsible conduct are currently too weak, and business is still too often part of the corruption problem.

As already seen, protecting **the public's resources**, stopping **flows of dirty money** and securing **integrity in politics** all hinge not only on public sector and political change, but improved standards and oversight for how business and government interact. While some companies and industries are at the forefront of this change, many more are not, including in fields of growing corporate power such as new technology. In addition to others relating to business, we will pursue two key outcomes:

Outcome 4.1: A critical mass of business leadership fulfilling strong integrity commitments

The business case for integrity is clearer than ever in a globalised economy where corruption distorts competition, increases uncertainty, and damages existing or potential customers, partners and consumers. Building on businesses that are already committed to transparency and accountability, we will work to expand the base of global and national business actors supporting responsible business conduct in relation to all our other objectives, as well as improved regulatory systems and corporate business practices. We will:

- + establish a continuous dialogue with engaged business and business associations, supporting existing and new multi-stakeholder platforms and peer-learning for behaviour change
- + cooperate with partners to give prominence to anti-corruption and integrity in new norms and standards for responsible conduct
- + develop tools and standards to assist business in improving integrity throughout their operations and supply chains

- + inform and advocate for more effective business regulation for anti-bribery and corruption, along with trade and investment incentives and consequences
- + prioritise by tackling new and changing concentrations of corporate power, especially those, such as big technology, which have greatest potential to either hinder or facilitate abuse of entrusted power, depending on their social impact and political influence.

Outcome 4.2: More effective exposure and punishment of corrupt business

Where businesses fail to meet integrity and compliance standards, perpetuate opaque connections with politics, or engage in corruption, our approach must be different. In many countries this is sadly the norm, especially where corrupt political leaders engage in or control the terms of business, or leaders and officials abandon the common good at the behest of irresponsible industries. To push for change in these cases and contexts, we will:

- + apply tools and benchmarks to assess and expose non-compliance by business with standards and norms of responsible conduct, with a focus on integrity, anti-bribery and corruption
- + work with partners, journalists and disadvantaged businesses to shine a light on opaque and undue influence of high-risk industries and companies on the public sector
- + expose shortcomings in corporate conduct and reporting practices, including through our work with victims of corruption and whistleblowers
- + pursue stronger sanctions, penalties, enforcement and justice against corrupt companies and executives (see below).



5. PURSUE ENFORCEMENT AND JUSTICE

Pursuing enforcement and justice is the first of three final objectives underpinning all elements of this strategy. Enforcement is fundamental to one of our long-term goals: universal and timely implementation and enforcement of agreed standards and laws. Without enforcement and justice, there is no accountability for failure to use entrusted power for the common good. The standards strengthened or created under all other objectives rely on stronger enforcement.

Progress has been achieved in legal frameworks to prevent, detect, investigate and sanction corruption, as well as establishment of specialised institutions. However, enforcement and justice often remain absent, weak, selective, poor at preventing and dealing with corruption and its evolving forms, over-reliant on voluntary cooperation by corrupt leaders, and ill-suited to new networks and concentrations of power.

This objective is urgent and immediate in the face of existing challenges, but also requires sustained effort through the decade to build better, ongoing prevention and accountability. Over the decade, we will pursue three outcomes:

Outcome 5.1: Strengthened independence, capacity and will to act for integrity institutions

Holding power to account for the common good requires a fit-for-purpose architecture of integrity institutions capable of preventing, detecting and imposing credible consequences on those who abuse their power. Varying across countries and regions, these include electoral management bodies, supreme audit institutions and – especially – agencies for preventing, detecting and enforcing breaches of anti-corruption laws. To build and strengthen these systems, we will:

- + promote and support the independence of national integrity and accountability agencies, and advocate for effective mandates and capacity, including prevention mandates
- + work with integrity agencies, governments and experts (including tech innovators) to ensure they are equipped with effective powers and tools to prevent and expose corruption, including in the



face of new technologies, power concentrations and forms of corruption

- + work with civil society, professional partners and journalists to ensure corruption cases are brought to the attention of enforcement agencies and acted on to the full extent of their mandate, with results made known to the public.

Outcome 5.2: Greater equity, consistency and removal of bias in corruption prosecutions and judicial outcomes

Justice rests overwhelmingly on the will and ability of national prosecutors and judges to bring and resolve cases, with failure to act remaining the main cause of impunity for corruption crimes worldwide. To strengthen our efforts against impunity, we will:

- + encourage cases against corrupt leaders in national and (where possible) international courts, including by selecting key cases for high-level campaigns for justice, or strategic litigation where effective judicial action is at risk or has failed
- + mobilise public opinion for legal system reforms to ensure abuse of power is punished
- + campaign for sanctions and restitution with and on behalf of victims of corruption, particularly women and members of vulnerable or marginalised groups, including strategic litigation where risks and resources allow
- + activate and mobilise our international network to defend victims of corruption in their endeavours for justice and accountability.

Outcome 5.3: An effective international anti-corruption enforcement framework

The current international enforcement framework, based on selective extra-territorial enforcement by a few nations and voluntary cooperation between others, is not equipped to deliver justice. Despite efforts, it routinely fails to detect and sanction cross-border corruption, from foreign bribery to theft and money laundering, or provide recovery of stolen assets or compensation for communities affected by corruption. To address these huge gaps, we will:

- + support enhancement or development of new international instruments to enable effective

cross-border investigations, extraditions and prosecutions, at regional and global levels

- + use relevant international forums to push for accountability and, where warranted, sanctions and punishment in appropriate cases
- + advocate for competent authorities and international mechanisms with the mandate and capacity to deliver justice and restitution to corruption victims across international borders, including fair and timely asset recovery and compensation for social harm.



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6. EXPAND CIVIC SPACE FOR ACCOUNTABILITY

Expanding civic **space for accountability** also underpins our strategy. It directly reflects the goal of ensuring social action and oversight, without which checks and balances may not work and power is not held to account. Integrity and accountability rely on the ability of people, community groups, whistleblowers and the media to stand up for what is right, expose abuse of power, pursue remedies and trigger political change. Experience shows that where civil society is actively playing its accountability roles as the beneficiaries of entrusted power – considered, consulted, invited and mobilised to participate in

decision-making – this provides the most effective and efficient driver of transparency, trust and reform.

Given the pace of narrowing civic space around the world, a first priority is to fight and reverse this trend. Corruption thrives when it faces no opposition from those impacted by it. We will activate our network to support and stand in solidarity with national affiliates and other partners facing these threats. Everywhere the opportunity presents, we will work to expand the accountability roles of social actors as contributors to the accountable exercise of power for the common good. In support of all our other objectives, we will pursue two additional Movement-wide outcomes:

Outcome 6.1: Enhanced freedom and security for activists, whistleblowers and journalists to challenge abuse of power

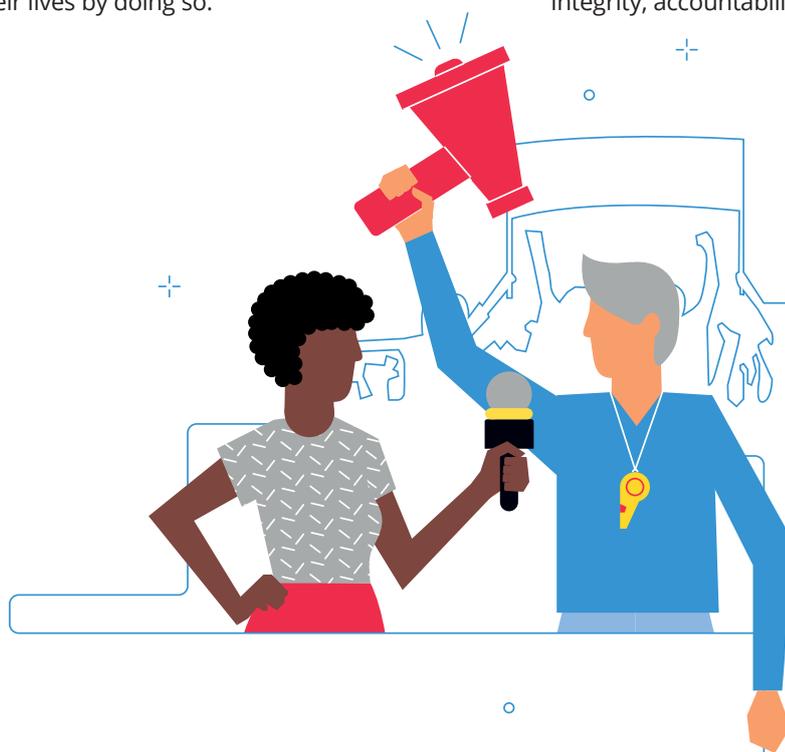
Freedom and protection for the individuals and groups best placed to identify and expose corruption are central to effective checks on power. Especially in the face of narrowing civic space, they are fundamental requirements for ensuring power can be held to account for the common good. As part of the global coalition of civil society, we will:

- + work with partners from all walks of life to empower those who stand to lose from corruption, those willing to speak up and social actors holding truth to power
- + strengthen standards of safety for accountability activists (including our own) and collaborate in their defence against physical, legal or political threats
- + identify and join in campaigns against barriers to the meaningful exercise of fundamental human rights to freedom of assembly, association, political expression, and the practice of and access to independent, public interest journalism
- + promote strong whistle-blower protection laws, enforcement by authorities and implementation in workplaces
- + raise public awareness of the importance of whistleblowing and reporting corruption, and of supporting those who may risk livelihoods, well-being or their lives by doing so.

Outcome 6.2: Increased channels for people to demand results for the common good

Empowered citizens are the best guardians of accountability in the behaviour of leaders, effective government programmes and corporate responsibility to the community. Citizen-based initiatives such as community monitoring, social audits and participatory budgeting help ensure the best quality delivery of public goods. Where checks and balances are absent or failing, social movements can be the best or only means by which political accountability for the use of entrusted power can be pursued. To ensure people have the ability to exercise their social oversight roles, we will:

- + work with institutions and communities to ensure all necessary mechanisms for the beneficiaries of government programmes to be involved in their design, implementation and monitoring, including citizen roles in helping oversight integrity agencies themselves, and technological innovation to streamline and simplify processes for citizen engagement in public decision-making
- + advocate for implementation of the highest standards of right to information, including disclosure by default and in open data standards
- + use our network to support the rights and capacity of civil society groups, including our own, to mobilise peacefully for political accountability
- + ensure that women, ethnic minorities and marginalised groups are equally empowered to exercise their voice and choice in the name of integrity, accountability and anti-corruption.



7. BUILD COMMUNITY LEADERSHIP AGAINST CORRUPTION

From experience and the challenges ahead, we know progress towards a world in which power is held to account, for the common good, requires long-term investment in political change. While politically independent, Transparency International knows that building, reinforcing and restoring basic social, political and governance values across communities, industries and their leaders is central to achieving and sustaining change.

As Transparency International’s first 10-year strategy, this is also the first to set a longer-term objective

of **building community leadership** in support of strong, sustainable anti-corruption reform. Too easily, leaders use their own anti-corruption calls to win power that fails to deliver, or again results in abuse for personal or political gain. Too often, community and professional voices are ill-equipped to influence these narratives, struggling to realise broad support among the people and stakeholders for the key principles that will see corruption expelled and not return – that checks, balances and division of power are central to good governance, and that the purpose of entrusted power is its exercise for the common good.

From now to 2030, we will pursue two final Movement-wide outcomes:



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Outcome 7.1: Strengthened public discourse based on deeper understanding and acceptance of accountability values

Transparency International's values are: transparency, accountability, integrity, solidarity, courage, justice and democracy. Through our global network, we are committed to ensuring anti-corruption discourse itself is not abused for political or commercial gain, by strengthening national and international narratives based directly on these values. To lead development of a new narrative of anti-corruption that supports long-term social and political progress, we will:

- + work nationally, globally and with partners to inject pro-integrity and accountability values more strongly into political debates and processes of institutional, political and social change
- + expand our communication strategies to achieve greater mass education and awareness raising among citizens about the limits of co-opted anti-corruption discourses, and the values underpinning proper exercise of entrusted power
- + ensure new public advocacy, research and benchmarking tools are geared to better hold populist and authoritarian leaders to account for anti-corruption policies, by generating public pressure for measurable, enduring progress towards high-quality outcomes
- + engage more closely with civil society partners, young people and members of marginalized communities to ensure voices for the common good are better heard – especially those who due to gender, ethnicity, religion, disability or poverty currently lack the power.

Outcome 7.2: A next generation of civic, public and business leaders better equipped to fight corruption

In addition to broad social awareness, our goals rely on ensuring a critical mass of leaders across all sectors of society are willing, able and equipped with skills and knowledge to achieve integrity in practice in their institutions. Capacity building within civil society is vital – including within Transparency International – but also must extend more widely to community, business and political leaders, and policymakers for them to fully understand the imperatives and feasibility of change, build institutions which avoid the traps of corruption and mobilise others in service of the common good. We will:

- + build a more coordinated programme of community and professional education and training, identifying and equipping young people, activists, policymakers and leaders with the skills and knowledge to pursue immediate and longer-term change
- + work with educators, journalists, artists and professional bodies to better share our knowledge, skills and policy solutions across the government and business communities in which we work
- + use existing and new initiatives to showcase the power and value of integrity as a way of life and business, especially by recognizing professional achievements which demonstrate how integrity and accountability – not corruption – are what ultimately pays best.





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DRIVING CHANGE

Holding Power to Account is our Movement's fifth strategy. It builds directly on experience from *Strategy 2020 – Together Against Corruption*, a five-year strategy which comprised three key areas: People and Partners; Prevention, Enforcement and Justice; and Strong Movement.

WHAT WE HAVE LEARNED

Experience under our last strategy provides many key lessons for what we must do next.

Our evaluations and reviews show we move forward with a number of strengths. Our previous Strategy was highly **relevant**, commencing important shifts to more directly address critical gaps in global responses to corruption. After more than 25 years, our **presence** in over 100 countries across the world, our **credibility and expertise** in anti-corruption and in specific industry and policy sectors, and our **robust quality** assurance – especially in our research – leave us in a special position to continue to lead global efforts in the new decade and beyond.

Our experience also shows that following through on key shifts will only be more important in the challenging years ahead.

We undertook to become **more activist and vocal** against impunity and grand corruption. After our original 'Unmask the

Corrupt' campaign, we entered into new partnerships and collaborations with investigative journalists, such as the Organized Crime and Corruption Reporting Project, exposing corruption at international levels across continents. Our chapters took on high-impact legal action to bring corrupt leaders to account not only in their own countries, but also in others. These efforts also established how much more needs to be done.

We shifted our evidence-based approach to reform towards critical gaps in **financial systems and global financial flows**.

We used international and domestic platforms to shift the dial against corporate anonymity and other vehicles of corruption, from world centres of finance to less developed countries. We worked regionally and nationally, with journalist and civil society partners, to secure new policies for controlling citizenship- and residency-for-sale.

However, we also confirmed that securing change requires working more effectively together – both with external partners and internally through better

collaboration and coordination, including new balances between National Chapter-led and Secretariat-led outcomes. Future impact hinges on more coherent, integrated and joined-up strategy implementation.

We undertook to do more to protect activists and the **space for civil society**. Across regions and individual countries, we worked with partners to secure the highest quality whistleblower protection laws to date. Our national chapters braved harassment, intimidation and political isolation to defend whistleblowers exposing endemic corruption in business and government, triggering regime change and political reform.

However, with civic space still closing, we learned more is needed for Transparency International to properly harness the energy of **grassroots movements** and social actors. Protests against inequality, unfairness and the social outcomes of abuse of entrusted power, all over the world, are yet to see communities draw the link with corruption.

As well as greater **agility** and flexibility to respond to changes in political environment, our ability to have an impact relies on growing our **capacity and resources**, and distributing these more effectively across the Movement, including ensuring **presence** in more countries of strategic relevance. Past commitments to build a stronger movement remain more relevant than ever – not only because we did not secure the progress planned, but because attacks on human rights, closing space for civil society and increasing authoritarianism across many countries are making the need for a strong anti-corruption movement all the more urgent.

MAKING IT HAPPEN

Drawing on experience, our first 10-year strategy means we will change how we operate.

Many of our fundamental methods remain. Through our campaigning and research, we will continue to work to expose the systems and networks that enable corruption, demanding greater social justice in all areas and levels of public life. We will advocate for policies and laws to change corrupted systems and build national, regional and global coalitions. We will push for enforcement and work to empower individuals and communities to hold duty-bearers to account.

But how we work, within our Movement and in partnership with others, must continue to become more flexible, innovative and adaptable. Under Holding Power to Account, we will pursue our objectives by following six commitments.





1. Agile timeframes

The **10-year timeframe** of our strategy provides new ability to confront the real scope of change. However, to be more flexible and adaptable within that timeframe, we will phase our work over three periods. A first cycle of two years will let us embed and test new approaches, focus on urgent global priorities for accountability in response to the pandemic, consolidate existing impacts and develop new, longer-term strands of work. Informed by experience, we will update our strategy before proceeding with two subsequent four-year cycles.



2. Connected global and national strategies

Holding Power to Account is a strategy for all members and affiliates of the Transparency International Movement – not only for Transparency International's international Secretariat. While autonomous National Chapters have their own strategies based on their unique context, these will be informed and reinforced by the collective global strategy. National Chapters and affiliates will identify which Movement-wide objectives and outcomes their own strategy will contribute to, and which global initiatives they intend to be part of. With the whole Movement committed to achieve the goals of this strategy, coordinated action will ultimately support a common programme for implementing our framework for change.

As noted earlier, Transparency International's approach means National Chapters and regions will give differing priority to our objectives, based on what is needed nationally and globally, as well as feasible over time. A new online **Strategy Hub** will provide a living roadmap of our efforts, enabling all parts of the Movement to designate which parts of the strategy they are involved in and which impacts and milestones they have adopted for their context and role, supporting better coordination with the other Chapters, teams and partners working on shared goals.

Developed to serve our first two-year cycle, this roadmap will not only help keep all parts of the Movement up to date, but provide a new baseline for the political environment we are seeking to change, learnings from previous work, and new, agreed indicators to help us understand how we are progressing and may need to adapt. Recognising that key issues cannot be confronted the same way in each country – especially countries with reduced or closed space for civic action – the Strategy Hub will provide example action plans for different types of contexts, as well as a better basis for National Chapters to act together, in solidarity.



3. Effective coordination, advocacy and support

Our third commitment is to clearer modes of coordination for Movement-wide advocacy, focused on collaboration and balanced leadership between National Chapter-led initiatives and Secretariat-led roles. Maximising the strength of our network means learning the operational lessons of successful global and regional priorities, including under our global thematic network initiatives (GTNIs).

Collaboratively across the Movement, we will identify which shared objectives, outcomes and priorities should be, **globally-led** either by the Secretariat or

one or more National Chapters, with participation, support and action from the national level – and which should be delivered **primarily at national level**, with global support for research, communication and advocacy.

A similar approach will be taken to better coordinate our efforts to raise funds, share knowledge and develop capacity across the Movement. In particular, to better support each other in the face of authoritarian regimes and deteriorating civil rights, we will seek new capacities to mobilise across borders to help create the environment where checks and balances and accountability mechanisms can fulfil their role.

In addition, we will ensure stronger **Movement-wide mechanisms** to support implementation and adaptation of the strategy, facilitating better coordination, collaboration and communication. With participation from across the regions, improved high-level processes will help maintain greater coherence and cohesion in implementation, and guide Movement-wide learning and adjustment between each strategy cycle.



4. Stronger partnerships and presence

We will work even more closely with partners, reformers, friends and institutions specialising in promoting democracy, rule of law, human rights and other dimensions of social justice. We will nurture strategic partnerships at national, regional and global levels, consolidating our mechanisms for collaboration. In particular, we will develop national partnerships that let us connect best at **community level**, strengthening our capacity to support social mobilisation for accountability.

We will strengthen our work by developing new forms of **in-country partnerships**, enabling us to expand our presence in regions and countries of critical importance, while maintaining autonomous and independent National Chapters as the backbone of the Movement. We will establish different levels of collaboration to broaden our global footprint for a world where power is held to account, for the common good, especially where circumstances prevent us from having National Chapters.

5. Core principles and methods



To ensure success, we will strengthen our most important ways of working, at national and global levels. These include being:

a. Inclusive and intersectional

Corruption hits hardest those who are already marginalised and disadvantaged. It exacerbates historical injustice and perpetuates cycles of exclusion and oppression for women; gender and sexual minorities; ethnic, racial and religious minorities; and those living in poverty, among others. Our planning and actions will address these differences, including research which considers varied impacts

and disaggregated data at the relevant level. We will ensure none of our policies have unintended consequences for already marginalised groups, keep gender and inclusion at the core of our work, and leverage all opportunities to promote and ensure diversity in leadership and decision-making roles.

b. Climate and environment conscious

Our environment is our biggest resource, and we owe it to future generations to play a strong role in its protection. Our response to the climate crisis informs all streams of our work. Aside from targeted endeavours to address the corruption challenges associated with the climate crisis and other specific environmental and natural resource issues, we will be climate conscious and environmentally friendly in all our operations.

c. Evidence-based

We will maintain our track record of excellence in providing solid evidence for our recommendations, policies and actions. We will continue to find new ways to strengthen the evidence base of our work, in partnership with practitioners, academics, journalists and affected stakeholders. We will analyse corruption challenges and governance trends at country, sector and trans-national levels and collect evidence on what works in curbing corruption and ensuring accountability. Building on our history of global tools such as the Corruption Perceptions Index and Global Corruption Barometer, we will improve our measures of corruption and its facilitation, develop new research tools for integrity, and use these to inform all our programmes and strategies.

d. Tech-savvy

We will leverage the power of technology for good across all our objectives and outcomes. We will stay abreast of and counteract advances in technology that enable new forms of corruption, while actively leveraging new technologies that can extend our reach and enhance our impact.

e. Protective of our people

Ensuring the freedom and protection of accountability activists is a key planned outcome of our strategy. To ensure our Movement can work without hindrance or intimidation, we will invest in the safety of our own activists, ensuring they can speak truth to power. We will work to protect National Chapters and affiliates facing physical, political or legal threats by strengthening our safety standards. When necessary, we will launch joint action between different parts of the Movement to ensure all our staff and volunteers can work safely, wherever they may be.

f. Ethical and accountable

We will practice what we preach by striving for the highest standards of transparency, integrity and accountability in our work. We strive to be role models for others and will lead by example. We will safeguard all colleagues and stakeholders in the Movement by continuing to improve our systems for identifying and remediating integrity issues at the earliest stage, both in our Secretariat and among our National Chapters.



6. Impact and learning

Above all, Transparency International exists to make a difference – in the values, institutions and actions that hold the powerful to account, and in the lives of people around the world. As we embark towards 2030, we will apply our learnings on how best to monitor our national and global impacts and adapt our methods. Through greater emphasis on the interconnection of our objectives and outcomes, and on bridging our national and international activities, we will develop more robust, streamlined ways to monitor and evaluate achievements and strengthen our understanding of what works to fight corruption, including new ways of benchmarking and measuring integrity, accountability and corruption.

Our **shared Monitoring, Evaluation and Learning framework** will be flexible and responsive to different approaches, embedded in our Strategy Hub to assist National Chapters and global teams to monitor and review plans as circumstances change. Reflective processes to foster a learning and sharing culture will capture success and failures alike, equipping National Chapter and global decision-making with the tactical information to strengthen our daily work for the common good.



Want to know more?

For material informing our lessons from *Transparency International's Strategy 2020 – Together Against Corruption*, see:

- + The results from our mid-term and other reviews;
- + The public reports of our organizational reviews and project evaluations.

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Transparency International
International Secretariat
Alt-Moabit 96, 10559 Berlin, Germany

Phone: +49 30 34 38 200

Fax: +49 30 34 70 39 12

ti@transparency.org

www.transparency.org

Blog: transparency.org/en/blog

Facebook: [/transparencyinternational](https://www.facebook.com/transparencyinternational)

Twitter: [@anticorruption](https://twitter.com/anticorruption)