

ANNUAL PLAN 2021

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. With 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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Annual Plan 2021

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INTRODUCTION

The TI-S Annual Plan summarises the most important areas of work for the Transparency International Secretariat (TI-S) in 2021. The Annual Plan serves several important purposes, including:

- Enabling TI-S to set and adjust priorities throughout the year
- Tracking progress and organisational performance
- Providing a framework for the allocation of available resources
- Creating a framework to allow staff and partners to learn from successes and failures, allowing us to capture and communicate impact

Ultimately, the plan outlines our approaches to servicing the 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 STRATEGY

Holding Power to Account – A Global Strategy Against Corruption 2021-2030 sets out how our diverse movement – comprised of independent national chapters and affiliates in over 100 countries and the international Secretariat – aims to contribute to a more positive future; a world in which power is held to account, for the common good.

Holding Power to Account draws on a wide and inclusive consultation process both inside and beyond TI, through which we evaluated our context, our organisation and our achievements. *Holding Power to Account* was endorsed by the Transparency International movement and Board of Directors in November 2020.

Based on the context for corruption, our understanding of how change happens and our experience of how to stop corruption, Transparency International is working toward three overarching goals for 2021-2030:

- 1. Checks and balances:** Advance institutional checks and balances against concentration of power
- 2. Enforcement:** Accelerate the enforcement of anti-corruption standards for accountability
- 3. Social oversight:** Activate social oversight to protect the common good

Holding Power to Account is a strategy by and for the Transparency International movement. All parts of the movement now contribute to Holding Power to Account – and are evaluated for their contributions.

THE SECRETARIAT’S CONTRIBUTION TO THE STRATEGY

Over the next two years (2021-2022) our work is guided by our [2-year Implementation Plan](#) which outlines our contribution to the [TI Strategy 2030](#). The Implementation Plan is complemented by our Road Map 2021-2022, which details the specific changes and indicators TI-S aims to achieve for the strategic objectives and commitments of the Implementation Plan. The Implementation Plan sets out how TI-S will contribute to *Holding Power to Account*, identifying six strategic objectives and six commitments that will enable us to be more flexible, innovative and adaptable.



STOPPING CORRUPTION IN 2021

In 2021, TI will continue to bring its critical and constructive voice wherever there is a need for anti-corruption expertise, advocacy and action.

Through our initiatives and contributions to regional and global fora, alongside our support to chapters on the national level, we translate research into action, shape public discourse and increase the international anti-corruption framework. We enhance freedom for activists, constructively engage with business leaders who commit to shape business integrity and collaborate with investigative journalists and networks of legal experts to leverage breaking corruption stories to hold power to account.

From global processes such as the implementation and monitoring of the Sustainable Development Goals, the G20, UNGASS 2021, the US Democracy Summit, to national work on the OGP Action plans, Transparency International will play a key role in efforts to stop corruption around the world in 2021. We will advocate for the successful adoption of international anti-corruption standards and promote business integrity at international fora such as the C20, B20, OECD, WEF/DAVOS or UNGC.

TI's work continues to be shaped and influenced by the current COVID-19 health and economic crisis and as such, a priority focus will be ensuring transparency and integrity in COVID-19 responses, particularly in public procurement and basic services. Other areas of focus include influencing standards on illicit financial flows and beneficial ownership transparency, grand corruption impunity, asset recovery, foreign bribery enforcement, political integrity, business integrity and better protection and empowerment for anti-corruption activists and whistleblowers.

Concretely, TI-S will implement the following work:

PROTECT THE PUBLIC'S RESOURCES

2022 Outcome 1: Increased adoption of standards and mechanisms for independent oversight of public spending and contracting procedures by civil society in emergency-responses and critical investments.

- Conduct global and national advocacy campaigns to ensure that public procurement related to COVID-19 is transparent and fair.
- Support national and global advocacy to elevate governance issues in climate debates and safeguard against corruption in climate finance delivery, through participation at key national, regional and global climate finance forums and events.
- Advocate for civic monitoring tools, such as integrity pacts, and the strategic use of data to monitor public contracting, as well as the adoption of global standards and action frameworks to safeguard public funds and highlight corruption risks in procurement.

2022 Outcome 2: Improved availability, exchange and use of tools for people, communities, vulnerable groups, and competent authorities to identify and close loopholes, in order to track and safeguard public assets and resources.

- Support chapters in the Asia Pacific region to develop and use community accountability tools and complaint mechanisms, develop recommendations to authorities and drive increased sanctions against bribery and abuse.
- Using our parallel reporting methodology, launch the SDG 16 web platform to collect data from TI chapters in order to monitor progress and measure our impact on SDG commitments.
- Create platforms to enable cross-country sharing of accountability and anti-corruption expertise among CSOs and support CSOs to leverage these relationships to demand greater accountability for specific public goods.

STOP FLOWS OF DIRTY MONEY

2022 Outcome 1: Increased measures by governments and international organisations to tackle financial secrecy, particularly in major financial centres.

- Develop and promote global and regional standards to tackle financial secrecy, particularly in the areas of beneficial ownership and investment migration programmes (Golden Visas).
- Lead a global campaign to drive successful adoption of stronger international standards to tackle financial secrecy and for their effective implementation by national governments. Support our national chapters and partners, facilitating the exchange of tools, know-how and good practice to contribute to national and regional advocacy with decision makers to close loopholes of the global financial system. Intensify collaboration with partners and relevant stakeholders (OGP, FATF) to advance TI's advocacy agenda around combatting illicit financial flows.
- Build civil society knowledge and capacities across EU member states on beneficial ownership transparency in order to better assess, evaluate and propose reforms of the applicable laws and regulations as well as to ensure beneficial ownership data is used to uncover corruption and conflicts of interest.
- Advance the illicit finance policy agenda in the United States through sustained advocacy efforts and relationship building with key US-based constituencies.

2022 Outcome 2: Increased exposure and enforcement actions by competent authorities against enablers of cross-border corruption at the global, regional and national levels.

- Design research tools and assessments and produce case studies to identify and expose actors and networks engaged or facilitating corruption, including banks, lawyers, accountants, real estate agents, luxury goods dealers.
- Support journalistic investigations, case-based advocacy and a new corruption cases database to expose enablers of corruption at the global, regional and national levels.

SECURE INTEGRITY IN POLITICS

2022 Outcome: Improved ability of civil society actors and oversight bodies to detect, expose and counter undue influence of private interests in elections or appointments to hold public office and on public decision making.

- Jointly with engaged national chapters, conceptualise a Global Integrity Monitor, a tool to enable the detection of political corruption risks, and generate evidence to advocate stronger prevention. Support the upgrade, expansion (from 7 to 16 countries), and continued funding for Integrity Watch Europe, with the same objectives.
- Conduct National Integrity System (NIS) assessments and creation of corruption datasets in seven EU enlargement countries, to support the strengthening of regulatory frameworks and civic engagement for anti-corruption and political integrity.

- Conduct data collection and results analysis of the Political Integrity module (political finance, conflict of interest, lobbying, public consultation) of the Global Data Barometer, in partnership with the Open Government Partnership.
- Provide on-demand technical support to national chapters on their efforts to advocate regulatory reform and conduct monitoring initiatives on political integrity issues, based on the [TI Compilation of Political Integrity Policy Recommendations](#).
- Develop recommendations and achieve successful adoption of reforms based on said recommendations in global, regional and national standards related to financial secrecy in politics.
- Develop communications materials to advocate for the adoption of enhanced political integrity commitments and standards at regional and global fora, particularly towards the EU, the G20, the OGP, the UN and other fora. The key topics will be the financing of online political advertising in elections (March), foreign interference in elections through campaign financing (March), undue influence in tax incentives (April), state capture (May), and conflict of interest and public consultation, including lobbying (October).

DRIVE INTEGRITY IN BUSINESS

2022 Outcome: Improved implementation of integrity practices by businesses and business associations

- Collaborate and constructively engage with businesses who are committed to responsible conduct and shape business integrity.
- Establish a Business Integrity Forum together with business leaders, compliance professionals, investors and other stakeholders to enable access to meaningful exchange on how to embed integrity into business.
- Develop key performance indicators and benchmarks on state-of-the-art practices to foster and measure integrity implementation progress.
- Conduct advocacy on business integrity at international fora (B20, OECD, WEF, UNGC, etc.).
- Develop education programs, incl. training handbook, train-the-trainer workshops to create awareness and increase knowledge on ABC compliance and integrity management in business.
- Increase alignment on business integrity within TI movement and development of "TI-BIP-good-practice-standard" in the market.

PURSUE ENFORCEMENT AND JUSTICE

2022 Outcome 1: Strengthened mandate, capacity and effectiveness of authorities to prevent, detect and address corruption at the national level.

- Deliver targeted national and global advocacy actions and campaigns in collaboration with chapters and other anti-corruption CSOs to push for anti-corruption reform, legal accountability and asset recovery based on investigative findings from our GACC program.
- Assessing the capacity of supervisory authorities in 11 countries in Africa, and publication of a report on the capacity of law enforcement bodies in 9 countries in Latin America and Africa, as basis for advocacy for concrete improvements.
- Support chapters in Latin America and Africa to advance national level advocacy to improve the integrity of criminal justice institutions.
- Run a campaign to strengthen the supervision of, and enforcement against enablers of illicit financial flows.
- Identification of and engagement in global advocacy opportunities to support national level efforts of TI chapters as part of CrimJust project.
- Monitor national anti-corruption commitments to hold countries accountable through tools such as the IACC Monitor.

2022 Outcome 2: Increased actions by criminal justice, regulatory or other relevant authorities against the corrupt across all regions.

- Support investigations and advance national- and regional-level strategic litigation relating to COVID-19 and vaccines.

- Prepare strategic legal cases and supporting anti-corruption CSOs to pursue legal action in cases of money laundering, state capture and natural resources.

2022 Outcome 3: Increased commitment by governments and international organisations to strengthen the international accountability framework to effectively address grand corruption and restitution to victims

- Conduct advocacy campaigns for special measures to be taken at national and international levels regarding grand corruption impunity (including victims' compensation and asset recovery).
- Conduct regional campaigns to advance recommendations on the implementation of the African Union Convention on Preventing and Combatting Corruption.

EXPAND CIVIC SPACE FOR ACCOUNTABILITY

2022 Outcome 1: Improved protection of, and support for, whistleblowers, activists and journalists at global, regional and national level.

- Improve whistleblower protection in the EU and beyond by monitoring the transposition of the EU Whistleblower Protection Directive, through publication of research and policy products and a mini-campaign on the importance of whistleblowing and whistleblower protection.
- Provide tactical communication responses to fast-emerging and imminent threats to our chapters, our mission, other CSOs, whistleblowers and investigative journalists.
- Provide security consultations and incident response support to members of the TI movement.

2022 Outcome 2: Increased opportunity and capacity of citizens to safely report corruption and demand accountability from powerholders at regional and national level.

- Enhance the safety and security of Advocacy and Legal Advice Centres (ALACs) through provision of training materials, development and adoption of digital tools and enhanced data management.
- Increase civil society voices for anti-corruption through campaigns and research products including the Global Corruption Barometer.
- Produce communications and sensitisation campaigns to increase public awareness of citizen rights and safe, confidential reporting channels (such as ALACs)

DRIVING CHANGE

Drawing on experience, our first 10-year strategy means we will change how we operate. The events of 2020 have re-emphasised that 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. This section describes the TI-Secretariat contribution to these six commitments in 2021.

AGILE TIMEFRAMES

Just as Strategy 2030 is divided into three strategic cycles to be more flexible and adaptable. The TI-S Implementation Plan and Annual Planning follows the same cycles. The first two-year strategic cycle provides us with the opportunity to review, change and improve how we operate and prepare ourselves for the subsequent four-year cycles.



CONNECTED GLOBAL AND NATIONAL STRATEGIES

In 2021, we will work toward connecting global and national strategies by focusing on increased strategic alignment and ownership across the TI movement. We will launch the TI Strategy 2030 and run a movement-wide survey to plan and understand how the different stakeholders of the TI movement contribute to the strategy during the first cycle in 2021-2022. We will share the results in a TI strategic priorities report, which will also set the baseline for future progress assessment. At the level of the Secretariat, we will use our annual planning and regular knowledge sharing events to ensure that our work focuses on the achievement of strategic goals, as summarised in the TI-S Annual Plan. We will offer webinars, share planning guidelines and facilitate exchanges focusing on our global strategic goals, including setting up a Strategy Hub to provide information and resources around the strategy.

EFFECTIVE COORDINATION, ADVOCACY AND SUPPORT

To improve coordination of TI movement stakeholders and clarify the responsibilities of the Secretariat, we will develop and update our policies so they are relevant, clear and simple. We will streamline existing knowledge management platforms, such as SharePoint and MatrixLMS, to ensure this information is accessible for all.

STRONGER PARTNERSHIPS AND PRESENCE

In order for TI to achieve our strategic objectives, we must have a presence in target countries or regions. In 2021, we will work to expand and strengthen our presence in certain strategic locations through a review of our global governance structures to explore a wider array of options for TI presence in new countries and begin to initiate contact in selected countries. We will update TI's policy on outreach to new countries (national contacts policy), although this work will be preparatory in nature until COVID-19 travel restrictions lift allowing for full-scale engagement and meeting with potential new partners. We will also increase cooperation and partnerships on a global, regional and national level through the development of a conceptual framework for partnerships and coalitions and a mapping of our current partnerships and approaches across the movement.

CORE PRINCIPLES AND METHODS

Inclusive and Intersectional

In 2021, we will implement several activities to improve our structures, capacity and mechanisms to become an inclusive organisation. We will develop and review processes and policies relevant to mainstreaming inclusion and diversity (e.g. HR policy, Code of Conduct). We will collect disaggregated participation data from major events organised by TI-S. To increase competence among staff in terms of knowledge, attitudes and skills, we will organise trainings and capacity building activities. We plan to facilitate communities of practice with interested chapters and develop an online knowledge-sharing platform on inclusion and intersectionality related issues. Further, we are going to ensure that inclusion and diversity are increasingly mainstreamed into TI-S led programmes/projects, campaigns and communication. To advance this goal, we will focus on generation and dissemination of knowledge on the linkages between corruption, discrimination and marginalisation (e.g. publications on corruption and discrimination, sextortion in sport). We will mainstream inclusion and diversity in TI research and other tools (e.g. Global Corruption Barometer, National Integrity System) and collect gender disaggregated data through our monitoring and evaluation work.

Climate and Environment Conscious

We will seek to improve our capacity and mechanisms to reduce our environmental footprint and ensure our actions are ecologically conscious, by mainstreaming climate and environmental considerations into our programmes and projects, campaigns and communication. Concretely, we plan to conduct a carbon footprint assessment in 2021 and publish our assessment from 2019 online. We will finalise, approve and implement the existing environmental policy draft.

Evidence-Based

To support our Secretariat and movement-wide strategic priorities, we must continue to generate and use policy relevant evidence. Our work in this area will focus on three major areas. First, the production of flagship products such as the Corruption Perceptions Index and the Global Corruption Barometer (Pacific, EU and Global), as well as knowledge support to policy position development, national surveys and COVID rapid risk assessments will continue to generate policy-relevant evidence. Second, we must use the evidence we generate strategically through advocacy, innovative platforms and partnerships with peer organisations. Finally, we will develop new research tools to ensure our methodology remains relevant and impactful.

Tech-savvy

Concerning technology, we strive to provide a secure and reliable network, server and cloud infrastructure, as well as a stable desktop image to all Secretariat staff. We will focus on establishing policies and processes that will ensure the compliance of our systems with the General Data Protection Regulation (GDPR). TI will aim to

implement an Office365 policy and establish Multi-Factor Authentication as a minimum standard for Office365 accounts. We will continue to expand and encourage the use of Office365 within the movement by onboarding nine additional chapters to Office365. We will also work on the intersection of corruption and technology, such as research into algorithmic transparency, considering how the rapidly growing use of algorithms could affect the work of our movement.

Protective of our People

We aim to strengthen security standards and practices while increasing the capacity of national chapters to manage risks effectively, through the development and launch of an e-learning course. We will update and re-launch existing policies and guidance documents, such as the security policy and the security health-check for chapters. Further, we will offer security trainings for TI-S colleagues on managing risks while travelling, and security trainings for chapter security focal points. We will provide ad-hoc and on demand support to help chapters review and establish security policies and protocols, as well as provide security consultations and incident response support. TI will seek to stabilize and better resource its security and safety functions.

Ethical and Accountable

We aim to foster a culture in which the organisation and those that represent it act with integrity, and enable a safe, secure, and inclusive working environment for all. The activities we will conduct include the review and implementation of a new TI-S Integrity System, comprised of a strategic framework, an updated Code of Conduct, Whistleblowing/ Integrity Violation Reporting Policy, and Investigations Protocol. We will design and implement a database for integrity case reporting and management, as well as processes for collating and analysing post-case outcome victim feedback. We will offer periodic training and inductions to our staff. We also aim at developing a standardised process for the external disclosure of integrity violations and risk exposures to relevant affected stakeholders.

IMPACT AND LEARNING

In 2021, we will focus on developing, maintaining and improving a coherent MEL framework for TI-S and the movement designed to clearly measure and demonstrate progress and impact towards our strategic objectives across different levels, thematic areas, countries and regions. We will provide on-demand support, training and guidelines to our multi-country projects, programmes and national chapters in order to streamline and mainstream MEL in their work. We will support participatory reviews and evaluations to enable and inform learning processes, strategic course corrections and contribution to the understanding of what works in the fight against corruption. We will work toward establishing processes, products and events that promote learning, such as a dedicated MEL page on the TI internal intranet to provide MEL related information and resources.

MONITORING AND EVALUATION

To measure the progress and effectiveness of the TI-S Annual Plan, the Secretariat will

- **Introduce a coherent MEL system** for TI-S and the movement
- **Measure results and performance** against our 2021 goals and indicators in our TI-S bi-annual reporting system
- **Produce an annual impact report** providing partners and stakeholders with an overview of highlights, achievements, challenges and reflections at the TI-S level
- **Conduct evaluations and learning reviews** to ensure accountability and learning.

Our planning and monitoring systems allow us to assess the progress made against our annual plan and to inform learning and accountability reports. The internal monitoring provides findings that are used to inform strategic decisions and improve programme design and implementation, improve allocation of resources by diverting funding from ineffective to effective interventions and ultimately to build knowledge on what works and what does not work in the fight against corruption.

We are committed to fully disclosing our monitoring and evaluation results to the public, making them available on our website and disseminating them as widely as possible.

