

ANNUAL PLAN 2022

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 2022

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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 2022. 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 the 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 we monitor and evaluate the contributions by all.

THE SECRETARIAT'S CONTRIBUTION TO THE STRATEGY

Our work is guided by our [two-year Implementation Plan](#) (2021-2022) 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 2022, 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 at the national level, we translate research into action, shape public discourse and advance the international anti-corruption framework. We enhance rights and 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, G7, the Conference of the States Parties to the UNCAC, the OECD Working Group on Bribery, the US Summit for Democracy, the Financial Action Task Force, the High-level Political Forum on Sustainable Development and national work on OGP action plans, Transparency International will play a key role in efforts to stop corruption around the world in 2022. We will advocate for the successful adoption, implementation and enforcement of international anti-corruption standards and promote business integrity at international fora such as the C20, B20, OECD, WEF/DAVOS and UNGC.

In 2022, we will organise the International Anti-Corruption Conference (IACC 2022) together with IACC Council and a government host (soon to be announced) where we will leverage our convening power to bring global movers and shakers to advance the discussions, partnerships and strategies in global fight against corruption. Through the IACC, we advance and foster new alliances with sectors and actors that are hard to reach or whose potential is untapped.

TI's work continues to be shaped and influenced by the current COVID-19 health and economic crisis and, as such, ensuring transparency and integrity in COVID-19 responses remain important, particularly in public procurement and basic services delivery. Moreover, whistleblowers, activists, journalists and others who speak up – including TI chapters – increasingly face retaliation due to restrictions on civic space that affect the operations of our movement and partners in more and more countries. We will continue to demand better protection and empowerment for anti-corruption activists and whistleblowers so that they can stand up for what is right, expose abuse of power, pursue civic rights and remedies, and trigger reform.

Other areas of focus include influencing standards and tackling issues related to climate governance integrity, aid transparency, illicit financial flows, beneficial ownership transparency, grand corruption impunity, asset recovery, foreign bribery enforcement, political integrity, and corruption, discrimination and marginalisation.

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
- improve data and analysis on the transparent and accountable use of humanitarian relief funds in Lebanon and on the safeguard of recovery funds in Europe
- 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 fora 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, including the integrity pact global standard, 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, to track and safeguard public assets and resources.

- strengthen policy and practice to monitor transparency in aid supporting key sectors, with a focus on reconstruction aid efforts in Lebanon
- strengthen engagement of local civil society organisations to curb corruption at the municipal level in Lebanon
- launch an online Climate & Corruption Atlas to promote visibility and enhance the understanding of climate corruption cases
- 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 the use of public resources
- launch a new phase of programming on land and corruption in Africa towards ensuring that corruption practices in land administration and land deals are addressed, contributing to improved livelihoods of men and women in Africa
- increase understanding in independent monitoring organisations, using a published guide, on how to engage citizens in an integrity pact
- launch new programming to improve access to health and education services for groups at risk of discrimination in Africa, particularly women and girls

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 the successful adoption of stronger international standards to tackle financial secrecy and for their effective implementation by national governments
- support 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
- enhance our understanding of illicit financial flows from Africa and their impact and work with local partners to identify the main sources of illicit flows and destination countries and propose actionable policy recommendations to decision-makers at the national, regional and global levels
- build civil society knowledge and capacities on beneficial ownership transparency to better assess, evaluate and propose reforms of the applicable laws and regulations as well as ensure beneficial ownership data is used to uncover corruption and conflicts of interest

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 and corporate service providers
- support journalistic investigations and case-based advocacy to expose enablers of corruption at the global, regional and national levels
- develop a new cross-border corruption cases database to enhance understanding of the main patterns and mechanisms used by the corrupt and professional enablers
- advocate for more robust standards on professional enablers, particularly targeting the US Summit for Democracy, FATF, discussions on the proposed EU anti-money laundering action plan, the G20, the G7, OGP, the UN and regional fora such as the African Union

SECURE INTEGRITY IN POLITICS

2022 Outcome: improved ability of integrity actors from governments and civil society to prevent, detect, expose and counter undue influence of private interests in elections, appointments, law-making, public contracting, spending and decision-making on laws and the use of public resources.

- support the movement to improve the capacities within governments and civil society to counter undue influence and increase accountability of elections, appointments, law-making and spending
- work alongside 22 TI chapters and their stakeholders from the EU, the Western Balkans region and Turkey to increase the evidence base on risks of breaches of integrity in high office and advocate stronger oversight and anti-corruption action in these countries
- create and upscale existing data-driven tools to detect political corruption risks in law-making and public spending in 16 EU countries
- prepare the ground for six national integrity system (NIS) assessments and the creation of national datasets on corruption cases in the Western Balkans and Turkey
- under the umbrella of the Global Integrity Monitor (GIM), engage 33 national chapters from the Americas, Asia and Africa in the conceptualisation of tools to enable the generation of money-in-politics data (the Clean Politics project), the detection of political corruption risks, and evidence to advocate stronger prevention (a global Integrity Watch). Together with OSCE/ODIHR, convene chapters from Europe and Central Asia region in the fourth bootcamp to further develop their knowledge on lobbying frameworks
- assess the performance of parliamentary actors in holding the government to account in multiple countries, and produce evidence that national CSOs can use to advocate for the enhancement of tools and mechanisms available for parliaments and other oversight institutions to effectively perform their functions
- increase the understanding of key regional and global stakeholders on the performance of open-data governance and availability for key political integrity issues namely: political finance, lobbying, asset and interest declarations, and public consultations worldwide (using results from the 2022 Global Data Barometer survey)
- provide on-demand technical support to national chapters on their domestic efforts to advocate regulatory reform and conduct monitoring initiatives on political integrity issues, based on the [TI Compilation of Political Integrity Policy Recommendations](#)

DRIVE INTEGRITY IN BUSINESS

2022 Outcome: improved implementation of integrity in business

- review and develop our business integrity work in line with the TI Strategy 2030 with the aim to ensure that we can focus on implementation and impact in our next strategic cycle that runs from 2023-2026
- leverage on expertise and existing activities in the movement with the aim to build capacity in the secretariat
- foster cooperation and engagement with Chapters including development of a global “Business Integrity Working Group”
- collaborate and constructively engage with businesses who are committed to responsible business conduct
- advocate for improved implementation of business integrity at global fora, particularly towards the B 20, G 20 as well as the US Summit for Democracy and other fora

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 programme
- 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.

- prepare and submit strategic legal cases to relevant authorities and support anti-corruption CSOs to pursue legal action in cases of money laundering, state capture and environmental crime
- support investigations and advance national and regional level strategic litigation related to COVID-19 and vaccines in Latin America supported by regional advocacy and legal advice centres (ALACs)

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

- increase the recognition of victim’s rights by governments and international organisations through active participation in events and OECD discourse, and a virtual round table on asset recovery with relevant stakeholders
- produce and spread recommendations on victims’ redress and reparation mechanisms, build on and use relevant emerging cases and cooperate with other CSOs to increase clarity and understanding about harm to victims of corruption and avenues to bring claims for victims in selected jurisdictions
- advise international organisations on how to strengthen their anti-corruption work

EXPAND CIVIC SPACE FOR ACCOUNTABILITY

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

- provide support to the national chapters in the TI movement in managing risks and responding to fast-emerging threats through incident response, tactical communication, advice and capacity building
- raise awareness of the importance of whistleblowing and push for the adoption of best practices in whistleblowing protection

- advocate for better protection of activists, civil society organisations and journalists at the international level, and support chapters in their advocacy efforts on these issues at the national level

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

- build more conducive environments for citizens to report corruption and demand accountability
- increase awareness and operational capacity of our ALACs for victims and witnesses of corruption to report corruption and seek redress
- strengthen ALAC safety through the provision of training material, development and adoption of digital tools and enhanced data management
- expand civil society's capacity to hold government to account by developing tools and providing support for vertical accountability initiatives, and by delivering capacity building and mentoring to journalists working on transparency

DRIVING CHANGE

Drawing on experience, our first ten-year strategy means we will change how we operate. The events of 2020 and 2021 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-S contribution to these six commitments in 2022.

AGILE TIMEFRAMES

The TI-S Implementation Plan and Annual Planning follows the same cycles as the Strategy 2030. 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. In 2022, TI-S will coordinate a review process that will assess how the TI movement, including the TI Secretariat, has been implementing the TI Strategy 2030 in the first strategic cycle. The results of this review process will inform the movement priorities and ways of working from national to global levels for the second strategic cycle 2023-26.



CONNECTED GLOBAL AND NATIONAL STRATEGIES

In 2022, we will continue to promote a closer alignment of our movement's global, regional and national strategies. With the first strategic cycle coming to an end in 2022, the TI movement will engage in a participatory planning process for 2023-26 to identify key opportunities for global impact towards our seven strategic objectives. The Strategy Hub, the movement's online go-to-platform for turning our strategy into action, and the connected communities of practice will continue to grow and provide space for in-depth information exchange and mobilisation across the movement to support a collaborative implementation of TI's strategy 2030. At the level of the secretariat, we will continue aligning organisational processes and structures with our strategic goals – from organisational portfolio and performance management to communication and monitoring, evaluation and learning. In 2022, we will review and assess the implementation of our work during the first strategic cycle and use what has been learned as the basis to develop our TI-S Implementation Plan 2023-2026 for the second strategic cycle.

EFFECTIVE COORDINATION, ADVOCACY AND SUPPORT

To enhance the impact of our advocacy efforts, all members of TI need to be active and operating to the best of their potential so that TI's comparative advantage, its global network, can effectively counter the corrupt systems we are aiming to disrupt. Coordination is essential for this. The secretariat will facilitate platforms and spaces where chapters and other members come together to deliberate, innovate, share and support each other. The spaces do not need to be secretariat led but facilitated by us to become reliable spaces of dialogue that allow spontaneous and legitimate leaderships to emerge from within. The Movement Summit 2022 will be the keystone of the movement's dialogue around the strategy and its progress, with several other spaces to be facilitated around specific strategic objectives, regions/sub-regions, and projects throughout the year. IT systems and updated policies are essential to advance in our aspirations.

STRONGER PARTNERSHIPS AND PRESENCE

To achieve our strategic objectives, it is imperative that we have a strong network around the globe and to focus our efforts on target countries and/or sub-regions. In 2022, we will work to expand and reinforce our presence in certain strategic locations where our investment has a higher potential for impact and where local efforts have a multiplier effect at the regional or global levels (such as in the USA). This will be achieved through a combination of approaches: modernising formal structures and processes, such as reviewing our global governance to allow for a wider array of options for TI's presence in new countries beyond the formal accreditation of chapters. We will update TI's policy on outreach to new countries (national contacts policy). We will conduct in-country visits and engagement with local actors and potential new partners (pending COVID-19 travel restrictions lift, otherwise we will advance moderately via video conferencing). We will also increase cooperation and partnerships at global, regional and national levels through the development of a conceptual framework for partnerships and coalitions, with actors that can bolster the work and impact in our seven strategic objectives.

CORE PRINCIPLES AND METHODS

To ensure success, we will strengthen our most important ways of working. These include being

Inclusive and Intersectional

In 2022, we will continue to improve our structures, policies, capacity and mechanisms to become an inclusive organisation, including implementing processes and policies to mainstream and monitor inclusion and diversity in our programmes and operations. Inclusion and diversity will be increasingly mainstreamed into TI-S led programmes/projects, campaigns and communication by developing and implementing guidelines for mainstreaming gender and diversity in the design, implementation and evaluation of our projects and programmes. Building on the publication of our ground-breaking report on the links between corruption, gender and discrimination, we will work on addressing the knowledge gaps that have been identified and focus on the generation and dissemination of knowledge and evidence on the links between corruption, discrimination and marginalisation with a view to identifying patterns of discriminatory corruption and advocating solutions to the problem. We will build and sustain partnerships with organisations working on challenging gender and other forms of discrimination at the national, regional and global levels.

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 2022 for the time period of 2020 and publish our assessment online. We will finalise, approve and implement an update to the existing environmental code of conduct policy.

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 four major areas. First, we will put a particular emphasis on aligning our flagship products such as the Corruption Perceptions Index and the Global Corruption Barometer with our strategic priorities to generate the evidence to support our advocacy goals. We will use the evidence we generate strategically, through advocacy, innovative platforms and partnerships with peer organisations. Second, we will support policy position development by producing policy relevant papers and policy position through our Helpdesk and knowledge services. Third, we will contribute to the debate on designing new tools for measuring corruption in various international fora (UN Task Force on measuring corruption, G20, and so on), Finally, we will provide research support to the TI movement through multi-country projects to support the TI 2030 strategic objectives.

Tech-savvy

Technology is changing the landscape of corruption. New generations of technology such as machine learning, blockchain, crypto-currency and big data introduce new ways of fighting corruption as well as new ways of being corrupt. Transparency International needs to set and advocate for policies in those areas of new technology that maximises the benefit of those technologies while minimising the negative effect. The secretariat has a very limited capacity in terms of expertise in this area. The ambition for 2022 is to build that foundational capacity in the secretariat to give us a clearer understanding of our role as civil society advocates in the field of technology as we go into the next strategy cycle.

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 launch of the e-learning course developed in 2021. We will create or update existing tools and resources. Further, we will offer support to TI-S colleagues travelling to higher-risk countries. 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 stabilise and better resource its security and safety functions. We will strengthen SAFE, digital security and regional advisory capacities to mitigate, prevent or respond to diverse security challenges faced by chapters across the movement.

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. In 2022, we will continue to build on the foundations of the integrity system established in 2021. We will embed and strengthen the implementation of the integrity system at the secretariat and pave the way for the harmonisation of similar frameworks across the movement. Our work is organised around three areas this year: method and international standards, awareness and perception, and harmonisation dialogue with chapters.

IMPACT AND LEARNING

In 2022, we will continue to roll out a coherent monitoring, evaluation and learning (MEL) framework designed to capture and demonstrate progress and impact towards our strategic objectives across different organisational levels, thematic areas, countries and regions. We will provide on-demand support, training and guidelines to our multi-country projects, programmes, TI-S teams and national chapters to streamline and mainstream MEL in their work. Participatory reviews and evaluations will enable and inform learning processes, strategic course corrections and contribution to the understanding of what works in the fight against corruption. In 2022, we will review the progress of the TI-S Implementation Plan during the first strategic cycle and roll out the strategy

monitoring at the movement level. A movement-wide planning process for the second strategic cycle will strengthen strategic alignment, joint action and ownership across the TI movement. We will standardise and align planning, monitoring and reporting processes through the launch and implementation of the MEL policy, as well as establish and improve processes, products and events that promote learning, with a focus on the management of MEL knowledge on the intranet and engagement in communities of practice.

TI-SECRETARIAT IN 2022

TI-S continues to transform and improve its processes and structure to be fit-for-purpose to collaborate with the movement in effectively delivering on our 2030 Strategy. Our pathway to impact and change is through advocacy that is based on evidence, as such as to strive to update our structure to become a more influential and advocacy driven secretariat. In 2022, we will solidify leadership and accountability for the progress towards each strategic objective, we will form a matrix organisation around our projects and address process, people, technology and culture at the same time and as the structure is put in place. Some key organisational developments and priorities in 2022 include:

- Set-up of a secretariat project management methodology will help us harmonise our terminology and standards for the delivery for our projects.
- Upskill the financial controlling function by expanding the range of tools available for strategic financial planning and monitoring. The focus areas will not only be in organisational sustainability but also project performance measurement. Some established processes will be streamlined to make controls more systematic and efficient.
- Improve collaboration and integration in the TI movement through updating processes and building capacity around it. This includes organising the Movement Summit and the Annual Membership Meeting, supporting the update of the TI Accreditation Policy and Agreements, developing a governance training module and support to the governance committee.
- Advance the HR framework by developing and starting to implement a new performance management process as well as review and update the most relevant policies like the gender and diversity policy.
- Connecting global and national strategies, including supporting needs-based capacity support for chapters. This includes providing tailored strategic planning and impact monitoring support to selected chapters, strengthening resilience to security situations and shrinking civic space, and mainstreaming intersectional and inclusive approaches into advisory support for chapters.
- Strengthen our advocacy impact through our campaigning and strategic communication, strengthen our engagement with key audiences in external platforms, highlight the voices of our diverse and intersectional movement and forming strong communities of practices that connect and share knowledge and experiences across our movement.
- Diversify and grow opportunities across all funding streams (bilateral and multilateral institutions, foundations, online fundraising, individual and corporate giving) and leverage international events such as the International Anti-Corruption Conference 2022 to raise the profile, visibility and partnerships with the TI movement. We will continue to collaborate closely with chapters to explore new funding opportunities and seek to renew and expand flexible, core funding partnerships in the lead up to the launch of TI's second strategic cycle.

MONITORING AND EVALUATION

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

- **implement a coherent MEL system** for TI-S and the movement
- **measure results and performance** against our 2022 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 of 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.

