ANNUAL PLAN 2023
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 2023

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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 2023. 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 partners in 113 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.
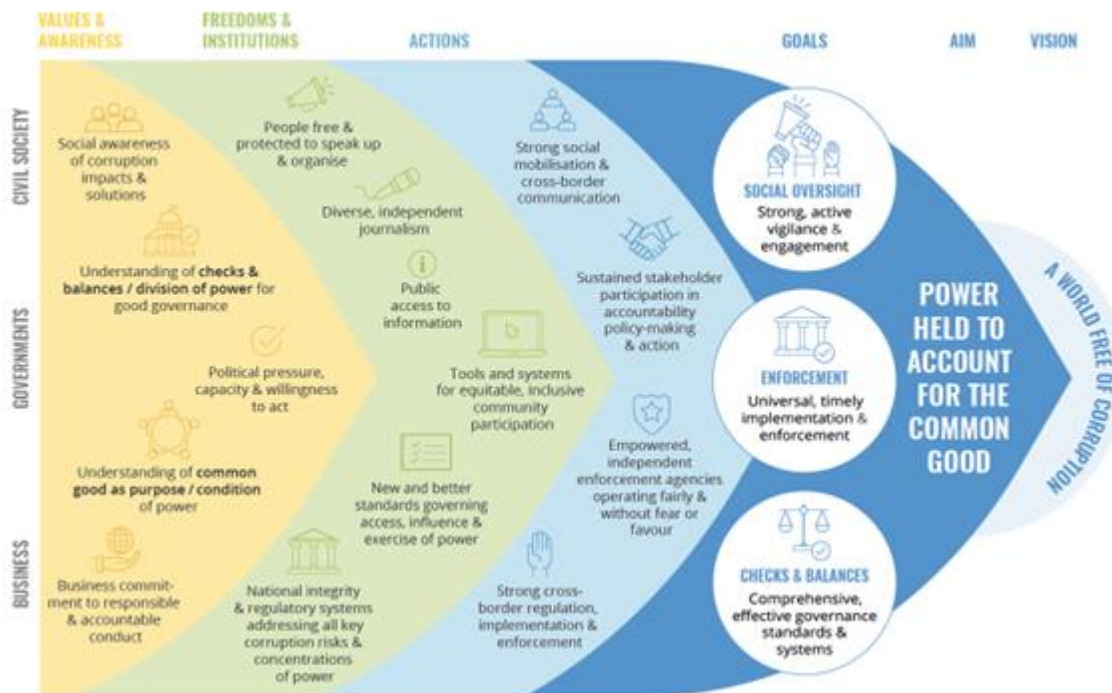
Figure 1: Framework for Change - Our aims and goals (the world we need)

THE SECRETARIAT'S CONTRIBUTION TO THE STRATEGY

Transparency International's 10-year strategy, *Holding Power to Account*, commits the Secretariat to lead global advocacy efforts on a variety of crosscutting anti-corruption themes, while channelling the collective power of our movement. The Secretariat's work is guided by our 4-year Strategic Plan (2023-2026) which outlines our contribution to the TI Strategy 2030. The Strategic Plan is complemented by our Road Map 2023-2026, which details specific changes and indicators TI-S aims to achieve for the strategic objectives and commitments of the Strategic Plan. The Secretariat's Annual Plan describes our priorities and key events for our work in 2023.

Our work is anchored in our vision of a world free of corruption. To contribute towards achieving this vision in the coming decade, we are focused on holding power to account for the common good.

Our vision and mission

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

Our diverse movement of independent national chapters in over 100 countries and an international Secretariat based in Berlin is driven by a mission to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society.

COMBATING CORRUPTION
PLAN FOR 2023

In line with our TI-S Strategic Plan 2023-2026, we are getting ready for the implementation of the next strategic cycle aimed at holding power to account for the common good.

We are committed to confronting the accelerating and intersecting global challenges being perpetuated by corruption. In a world of global climate, health and humanitarian crises, exacerbated by democratic decline, shrinking civic space and growing socio-economic inequalities, we will keep pushing for **systemic change by driving equality, human rights and justice** – as defined by **Sustainable Development Goal 16** – in all areas of public and societal life. Transparency, integrity, and inclusiveness are key to overcome challenges in achieving the SDGs and putting countries on a solid path to progress.

We will also actively participate in all **major global and regional events** (UN, Open Governance Partnership, G20, B20, IMF, OECD, World Bank and others) to influence agendas and enable change at the global level. In March 2023, Transparency International will be the main civil society partner of the Government of the Republic of Korea in the **Summit for Democracy (S4D) regional meeting for the Indo-Pacific region**. In line with the aspirations of the Summit for Democracy, this regional meeting will gather anti-corruption stakeholders to take stock of progress and propose further action by countries to prevent and combat money laundering, tackle kleptocracy, protect whistleblowers and use new technologies in the fight against corruption.

Furthermore, Transparency International will build on the momentum of the 2022 **International Anti-Corruption Conference (IACC)** recently held in the United States to deepen partnerships, collaboration and regional initiatives in the lead-up to the IACC 2024 that will be hosted by the Government of Lithuania. In the last 30 years Transparency International has firmly put corruption on the map.

A key highlight in 2023 includes our **30 Year Anniversary**, which we will celebrate with numerous events all over the world. In the 30 years to come we want to strengthen our position as a global anti-corruption movement by harnessing people's power and building up the new generation of anti-corruption fighters.

An important aspect of our work is to **strengthen the anti-corruption movement**, which we will do by providing a variety of support to national chapters, such as provision of trainings and knowledge exchange events. The highlight of the year will be the **TI Movement Summit** in September, but also many other **trainings and knowledge-exchange events**, such as regional meetings, security trainings, research trainings, coordination of joint advocacy actions, movement-wide communities of practice on issues such as virtual currencies.

The strength of our Movement continues to be the rich diversity of perspectives and experiences that we bring to the fight against corruption. We remain committed to building an ever more **inclusive anti-corruption movement** that harnesses this diversity and acknowledges how corruption affects particular groups differently. We will continue to mainstream gender perspectives and apply intersectional analysis to new projects and areas of work.

One of our key areas of work for this year will be our work on **climate integrity governance**, where we will push for measures for transparency, accountability, and real-time monitoring by civil society of public spending related to climate action to enable more effective short-term emergency responses and long-term recovery. Of equal importance is the need to focus on asset transparency, exposing enablers and international cooperation to fight money laundering and illicit financial flows, while focusing on political financing and other aspects of integrity in politics.

The below section provides a summary of our expected outputs and achievements in 2023 for each of our strategic objectives and commitments, for example what we'll do to **expose and disrupt the threat of**

dirty money and cross-border corruption on democracy (Stop Flows of Dirty Money) or how we will work to **safeguard political integrity from the threats of undue influence** (Secure Integrity in Politics).

Concretely, TI-S will implement the following work under our strategic objectives in 2023:

PROTECT THE PUBLIC'S RESOURCES

In line with the objectives described in our TI-S Strategic Plan 2026, this year's main ambition is to lay down solid bases for coordinated advocacy and cooperation across the TI Movement to tackle global and national corruption and bad governance problems linked to the protection of the public resources (financial, environmental, and social), while at the same time fostering progress towards the achievement of the Sustainable Development Goals (SDGs). We'll do this by pursuing three outcomes by 2026:

Outcome 1: Increased adoption and implementation by public actors of legislation, policies, and standards to foster transparency, accountability, and inclusiveness in governance of public investments, climate finance, health, education, and natural resources / land.

Expected progress in 2023: TI-S and chapters have generated actionable evidence over the adequateness and performance of legislative and policy frameworks for integrity in the governance of public investments, climate finance, health, education, and natural resources / land.

Expected outputs:
- Advocacy campaign on curbing undue influence in climate action decision-making and support to 10 TI Chapters on climate integrity advocacy.
- Research report with analysis of the Great Green Wall implementation in Niger as well as analysis of climate project governance in the Sahel region.
- Factsheets on key integrity topics (Conflict of Interest, Whistleblowing, etc) for national climate institutions and national advocacy towards climate institutions.
- Advocacy on whistleblowing and complaints mechanisms towards climate institutions.
- Advocacy to bring some ALAC cases to global fora like the United Nations Framework Convention on Climate Change.
- Research report and country-based policy briefs on how discriminated groups in Africa are impacted by land corruption, including recommendations for national governments to be discussed in key events, such as the High-Level Political Forum on SDGs.
- Research reports on corruption vulnerabilities and loopholes in the delivery of education and healthcare services, particularly for groups at risk of discrimination in sub-Saharan Africa.
- Workshops for public actors within the education and health sectors in 5 African countries on gender responsive anti-corruption policies and procedures.
- A Legal Integrity System report in Lebanon to assess municipalities work in promoting integrity.

Outcome 2: Increased public oversight, collective action, and social accountability in public investments, health, education, infrastructure, climate projects, natural resources, land, and procurement procedures / markets that are crucial for SDGs

Expected progress in 2023: TI chapters and local civil society organisations are equipped with adequate guidance, standards, and innovative (digital) tools, and capacity/expertise to track and monitor public investments and infrastructure development, and to initiate or engage in collective action to safeguard critical procurement projects.

Expected outputs:
- Flagship report presenting the global Integrity Pact standard and describing how it can be effectively adopted, adapted, and implemented.
- A global advocacy plan to foster adoption and implementation of the global Integrity Pact (IP) standard on SDG-related public investments and contracting projects (incl. toolkits and national level advocacy plans).

- A set of activities to build a global multi-stakeholder coalition promoting the adoption and implementation of the global IP standard, including a webinar series, regional and sectoral sessions.
- Support to TI Chapters in the monitoring of public investments, infrastructure development, and contracting projects related to climate action.
- Launch of one Integrity Pact, on an (infrastructure) climate project, potentially with Global Climate Fund.
- Best practice compilation on initiatives to tackle corruption related to Covid-19 pandemic emergency spending in Europe, Africa, and Latin America, and policy recommendations for future pandemic preparedness.
- Two university modules on land corruption and urban corruption for practitioners and land administrators.
- Handbook on oversight in public financial management for national civil society organisations.
- Launch of a multi-functional portal on the relief, reconstruction, and recovery process in Lebanon, featuring three key pillars: information-sharing, CSO engagement with affected communities, and monitoring of the 3RF process.
- Updated data to track government institutions' progress on reconstruction efforts published on the "Transparent Hearts" platform in Lebanon.
- Open contracting platform collecting data on contracts related to the management of forest, land and mining heritage in Cameroon.
- Support to TI Chapters in at least 5 countries in Asia Pacific aimed at increasing opportunities for monitoring infrastructure projects, public procurement, and service delivery.
- Awareness raising and mobilisation campaigns on detecting and addressing corruption in the delivery of education and healthcare to groups at risk of discrimination in Sub-Saharan Africa.

Outcome 3: Improved citizen capacity to report, seek redress, and mobilise against corruption in the delivery of public services (health and education) and in the management of public resources such as environment, natural resources, and land.

Progress expected in 2023: The Advocacy and Legal Advice Center (ALAC) network is expanded, and TI national chapters have an increased capacity to record, manage, and analyse ALAC data to show how people are affected by corruption in the delivery of public services and management of natural resources.

Expected outputs:
- Publication of two guides respectively on case-based advocacy and use of ALAC data.
- Training, support and guidance to national chapters on the use of the ALAC database and ALAC data for advocacy, gender-sensitive corruption reporting and case management, and the provision of legal advice to victims of corruption.
- Updated version of the Climate Corruption Atlas featuring an expanded number of cases, best-practices, data analysis, and visualisation tools.
- Provision of legal advice and judicial assistance to victims and witnesses of corruption in several countries and sectors.

STOP FLOWS OF DIRTY MONEY

Several events in the last year and the war against Ukraine have exposed once again how the global financial system is being abused by kleptocrats and the corrupt, with the help of professional enablers, in detriment of the common goal. What is more, the same mechanisms and networks that corrupt actors have been using to pay bribes and move dirty money across borders, are also being used to unduly influence politicians abroad, interfere on elections and launder the reputation of long-standing kleptocrats. While important reforms were adopted in the last year – from the revision of the global standard on beneficial ownership transparency to national level loopholes being closed – more needs to be done to strengthen the global financial system's defences against dirty money, improve international cooperation and ensure the effective implementation of commitments and rules by countries, particularly of key financial centres. For that, we will leverage our global standing, our expertise, the power of our movement and the

partnerships we have fostered to identify currently unknown gaps, generate necessary evidence, expose inaction, promote solutions and mount public pressure on decision-makers to disrupt the systems and networks that enable corruption and illicit financial flows across the globe.

Outcome 1: Stronger international standards and mechanisms to tackle financial secrecy are in place and effectively implemented by countries.

Progress expected in 2023:
1) Effective guidance on the implementation of beneficial ownership transparency of companies standards is provided by international organisations;
2) company beneficial ownership registers start to be implemented in countries that have been lagging behind;
3) revised global standard on beneficial ownership transparency for trusts; and
4) better understanding of the risks related to virtual currencies in cross-border corruption cases.

Expected outputs:
- Participation in public consultations and private sector consultative forums organised by Financial Action Task Force (FATF) and other regional/global bodies.
- Opacity in Real Estate Index – assessment in 24 countries on the level of opacity and risks of money laundering in the real estate sector, in partnership with the Anti-Corruption Data Collective
- Advocate for an UNCAC Conference of the States Parties (COSP) resolution, in partnership with the UNCAC Coalition, on minimum standards for effective beneficial ownership registers.
- Coordinate with other CSOs working on anti-corruption, tax justice and other related issues, including on the design of policy proposals, advocacy and campaigns.
- Continued advocacy targeting the co-legislatures, the European Parliament and Council, on the Anti-Money-Laundering (AML) package and the recent decision of the Court of Justice of the European Union.
- Campaigns to end financial secrecy and increase transparency in asset ownership.
- Establish and run a TI Movement working group on virtual currencies.

Outcome 2: Better mechanisms for different authorities to collaborate on cross-border corruption are created.

Progress expected in 2023:
1) Russian Elites, Proxies and Oligarchs (REPO) Task Force's mandate is extended;
2) debates in international fora on improvements to intelligence and information sharing across border; and
3) discussions on needed resources and powers of relevant competent authorities, in particular law enforcement and financial intelligence units, are intensified.

Expected outputs:
- Comparative assessment of financial intelligence units (powers, resources, information and intelligence exchange tools).
- Ongoing monitoring of the work of the REPO Task Force.
- Case studies on challenges and successes in cooperation and information and intelligence sharing on cases related to cross-border corruption.
- Develop concrete proposals targeting the G7 on how to turn the REPO Task Force into a permanent effort against transnational corruption and kleptocracy.
- Advocate and campaign to broaden the REPO task force membership and enhance cooperation with non-member financial centres.

Outcome 3: Loopholes that facilitate cross-border corruption and money laundering are identified and closed.

Progress expected in 2023:
1) Reform for golden visas and passports proposed by the European Commission; and

2) key financial centres, and in particular those that are not part of G7 and G20, commit to reforms to strengthen financial transparency.

Expected outputs:
- Comparative assessment of relevant anti-money laundering regulations and practices in key EU Member States and major financial centres (USA, Singapore, UAE, Switzerland etc.).
- Presentation of findings in global and regional conferences and workshops, bilateral meetings with relevant bodies and decision-makers, letters to authorities and relevant global and regional standard-setters.
- Input into FATF discussions and follow-up reviews of relevant countries.
- Analysis of cross-border corruption and money laundering cases involving kleptocracies.
- A series of case studies demonstrating the main vehicles used to hide and launder funds, the types of proxies used, the professional enablers in the financial and non-financial sectors and their exact role, the jurisdictions serving as transit and destination.

Outcome 4: Professional enablers and networks that facilitate corruption are exposed and held accountable.

Progress expected in 2023:
1) EU institutions agree on a strong set up for the new anti-money laundering authority; and
2) the role of professional enablers is more systematically assessed and described by journalists and activists as part of cross-border investigations.

Expected outputs:
- Mapping of the role of professional enablers in facilitating IFFs from Africa.
- Assessment of the role of banks in cross-border corruption cases.
- Campaign to end global banks' complicity in cross-border corruption.
- Mapping of professional enablers appearing in GACC stories in the last years.
- Capacity building of journalists and activists to identify the role of professional enablers when investigating cross-border corruption.
- Engagement with the private sector/ professional associations through roundtables and bilateral meetings.
- Strategic communication and campaign on the role of enablers.

SECURE INTEGRITY IN POLITICS

In 2023 the Secretariat will engage the movement and relevant multilateral fora (such as the OECD, UNFCCC, OGP, UNCAC, etc) to set global standards with increased protections against corporate, illicit, and autocratic interests from unduly influencing elections, public contracting, legislation, climate action and checks-and-balances through opaque and unaccountable campaign financing, lobbying and interest representation, and blatant private-public conflicts of interest. We will inform our action with assessments and open-data platforms that enable TI chapters and civil society to detect and expose integrity shortcomings and political corruption risks from approximately 30 countries from five regions.

Outcome 1: Governments commit to up-to-date, stronger, more comprehensive global integrity standards for rulemaking and rule makers

Progress expected in 2023: Evidence and stakeholder consultations inform identification of political integrity weaknesses worldwide

Expected outputs:
- Three policy briefs on political corruption risks in the EU, based on data published on Integrity Watch platforms.

- National Integrity System Reports in 7 countries Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia and Turkey from the Western Balkan Region: Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia and Turkey.
- Parliamentary oversight reports in 8 countries (Armenia, Colombia, Cambodia, Guatemala, Gambia, Kenya, Jamaica, Panama, Zimbabwe, Zambia).
- Global reviews (background papers) of undue influence concerns regarding global climate action and lending from autocratic governments in support of interested chapters from the global south.
- Regional consultations with Movement stakeholders on standards against undue influence.

Outcome 2: Improved ability of civil society actors and oversight bodies to detect, expose and counter undue influence of corruptive interests (foreign or domestic) on public decision making

Progress expected in 2023:
1) Chapters from 15 countries from EU increase availability of political integrity data online; and
2) a methodology to assess parliamentary oversight capacities is validated in 10 countries.

Expected outputs:
- 15 web-based platforms online with red-flagging and visualisation functionalities.
- A web-based platform (case database) to track policy proposals addressing corruption risks and their social impact in the Western Balkan & Turkey.
- Political Integrity Bootcamp with 25+ national chapters.

DRIVE INTEGRITY IN BUSINESS

This year's main ambition is to collate movement wide knowledge and know-how on Business Integrity and to identify opportunities, partners, and entry points for the initiation and/or support of business-driven collective action initiatives. In addition, we will work towards harmonisation and improvement of regulatory framework and standards on anti-corruption/ESG reporting across different countries and regions. We'll do this by pursuing three outcomes:

Outcome 1: Increased businesses' capacity to engage in multi-stakeholder collective action and to cooperate with policymakers and civil society to drive corruption out of crucial SDG related sectors and markets.

Progress expected in 2023: TI-S and TI chapters have identified opportunities, partners, and entry points for the initiation and/or support of business-driven collective action initiatives (such as integrity pacts, anti-corruption declarations, business coalitions) in specific SDG-related procurement markets.

Expected outputs:
- Flagship report presenting the global Integrity Pact standard and describing how it can be effectively adopted, adapted, and implemented.
- A global advocacy plan to foster adoption and implementation of the global Integrity Pact standard on SDG-related public investments and contracting projects (incl. toolkits and national level advocacy plans).
- A set of activities to build a global multi-stakeholder coalition promoting the adoption and implementation of the global IP standard, including a webinar series, regional and sectoral sessions.

Outcome 2: Strengthened businesses' capacity to build a culture of integrity in their operations and supply chains and report on environmental, social, and governance (ESG) outcomes according to international standards and principles.

Progress expected in 2023: Businesses are provided with adequate guidance and capacity-building opportunities on how to establish an internal culture of integrity and tackle corruption risks in supply chains and high-risk environments.

Expected outputs:
- Stakeholder mapping of and relationship building with key business actors.
- Launch of the ESG report in partnership with the U4 Anti-Corruption Centre.
- Advocacy on anti-corruption entry points identified in the ESG report.

Outcome 3: Improved, smarter and more comprehensive government regulatory frameworks and compliance control mechanisms on businesses' anti-corruption information disclosure in relation to ESG reporting.

Progress expected in 2023: TI-S and TI chapters have identified opportunities, partners, best practices and entry-points for harmonisation and improvement of regulatory framework and standards on anti-corruption/ESG reporting across different countries and regions.

Expected outputs:
- Dialogue with regional bodies, businesses and CSOs as a part of the evidence gathering/interview process of the TI/U4 ESG report.
- Identification of interested governments through consultations with key chapters working on Business Integrity.

PURSUE ENFORCEMENT AND JUSTICE

During 2023, our work will chiefly continue to focus on the selection and follow-up to strategic cases of cross-border corruption with the aim to increase accountability of grand corrupt individuals or legal entities, and to open new avenues to achieve this accountability as well as compensation for victims of grand scale corruption, in collaboration with TI chapters and other partners and based on opportunities in form of journalistic investigations and/or legal judgements. National chapters and other local partners will receive training on the use of different legal pathways inside and outside of their country, and relevant learning material is prepared and provided for the movement, including up to two guides supporting cases documentation and case work as well as information on how to manage potential risks around case work.

Outcome 1: Increased effective enforcement by national authorities against grand corruption and cross-border corruption schemes, including initiation of investigations

Progress expected in 2023: TI receives information on corruption cases involving human rights violations and is in a position to make legal submissions.

Expected outputs:
- Legal analysis of journalistic/civic investigations generating opportunities for legal accountability work.
- Legal submissions, often in coordination with (pro-bono) lawyers.
- Advocacy to increase pressure on criminal justice and other authorities to take on strategic cases.
- Advocacy to increase pressure on private entities to investigate and sanction corruption of their own organisations.

Outcome 2: Increased civil society contribution to enforcement against cross-border and complex national corruption schemes and in support of remedies for victims through casework, advocacy and legal support

Progress expected in 2023: Improved understanding of, and increased collaboration between TI chapters and other CSOs on corruption case investigation and/or legal accountability work that contributes to systemic change through case-based advocacy.

Expected outputs:
- Legal analysis of journalistic/civic investigations.
- Legal submissions, sometimes in coordination with (pro-bono) lawyers.
- Guidance documents, trainings and webinars (e.g. on sanctions mechanisms and legal accountability case work).
- Partnerships with CSOs on relevant legal accountability casework and victims/whistleblower support.
- Fundraising for multi-country project focused on strategic case work.
- Training for civil society actors in Africa on legal submissions.
- A database of corruption- related prosecution across 11 African countries.

Outcome 3: Improved global standards and national measures to address grand corruption and recognise rights of victims of corruption, including right to remedies.

Progress expected in 2023: TI definition of grand corruption, proposals of special measures to prevent or punish grand corruption and recommendations on victims' remediation increasingly receive attention by the media, in international meetings or at governmental level.

Expected outputs:
- Strategy on advancing victims remediation in international corruption cases developed and shared.
- Proposals on victims' remediation by TI further elaborated.
- Policy paper / briefing notes on grand corruption to support advocacy in a variety of international for a, such as the UNCAC COSP.
- Advocacy / Communication on special measures to prevent or punish grand corruption and victims' remediation.

EXPAND CIVIC SPACE FOR ACCOUNTABILITY

Our Strategy 2030 recognises that civic space – that is, the environment that enables people and groups to participate in political, economic, social and cultural life in their societies – is under threat, and that the ability of civil society to operate is instrumental to achieving all of the SDGs. In 2023, we will continue to work towards more effective protection of anticorruption activists, whistleblowers and those who report corruption. Building on our contribution to the UN report on the protection of anti-corruption defenders published in 2022, we plan to engage at the UN High Level Political Forum on Sustainable Development, the General Assembly and the Human Rights Council. We will also support initiatives at the UN to better address the links between corruption and human rights and for improvement of whistleblower protection in international organisations. At national level, we will continue to work with national chapters on the implementation of best practices in whistleblower protection policies and in support of more inclusive and meaningful public participation in decision-making.

Outcome 1: National chapters have increased capacity and support to protect and expand civic space including whistleblower protection

Progress expected in 2023: TI-S is successful in mobilising funding for civic space projects at national level, including whistleblowing protection

Expected outputs:
- National tools on internal whistleblowing systems based on TI-S tool in 4 countries (Bulgaria, Italy, Hungary and Slovenia).
- Guidance material for national chapters to provide safe online whistleblowing platform to organisations.
- Fundraising proposals to strengthen our work on civic space and whistleblower protection.
- Launch of online platforms (piloted in Kyrgyzstan) developed through civic participation (concept, scope, design, user interface) to provide a safe and agile reporting tool.

Outcome 2: Anti-corruption activists, whistleblowers and those reporting corruption are able to act more safely

Progress expected in 2023: TI-S has system in place to monitor increased targeting of anti-corruption activists

Expected outputs:

- Deployment to 4 national chapters of the ALAC case management system to ensure safe and secure management and storage of client and case information.
- Deployment to 3 national chapters of the GlobaLeaks online platform to provide secure online reporting channels for ALAC clients including whistleblowers.
- Remote incident response support to national chapters facing security threats.
- Security training and accompaniment to develop organisational security plans to a minimum of 5 national chapters.

Outcome 3: Strengthened CSO capacity to assess, support and promote meaningful and inclusive public participation in decision making processes

Expected progress in 2023: TI-S assessment toolkit and resource guide on public participation in budget processes are disseminated and adopted widely.

Expected outputs:
- Training workshops / webinars for 8 national chapters based on the toolkit assessing public participation in budget processes.
- Assessment findings report on public participation in budget processes based on TI-S reporting template.
- Resource Guide on strengthening public participation in budget processes.
- Regional/Global learning & exchange forum on public participation in budget processes.
- High-level forum discussion on key findings of the Iraqi National Integrity System Assessment, featuring the participation of CSOs, public and private sector and international stakeholders.
- Capacity building actions implemented in Lebanon and Iraq, targeting CSOs to become more interconnected, equipped with better tools to analyse corruption and advocate for transparency.

Outcome 4: More robust action by the international community in support of an enabling environment for civil society and WBs at national and international levels

Expected progress in 2023: TI-S is successful in mobilising funding in support and enabling environment for civil society and whistleblowers in international organisations and fora.

Expected outputs:
- Statements in reaction to whistleblowing cases, civic space issues and other relevant events.
- Fundraising proposals to strengthen work on civic space and whistleblower protection.
- Global advocacy in international fora on the protection of anticorruption activists.
- Advocacy on a UN Human Rights Council resolution on corruption and human rights.

BUILD COMMUNITY LEADERSHIP AGAINST CORRUPTION

As many societies are getting younger, especially in low- and middle-income countries, it is imperative for the Transparency International movement to become more deliberate in how we engage young people in our fight. In 2023, we will develop an inventory of programmes and initiatives that national chapters have for engaging with youth and other groups and encourage them to hold power to account. We will build new partnerships with organisations and entities that engage with youth and diverse stakeholders to create a critical mass of like-minded groups that share the vision and mission of Transparency International.

Outcome 1: Strengthened public discourse based on deeper understanding and acceptance of accountability values, and

Outcome 2: A next generation of civic, public and business leaders better equipped to fight corruption

Expected progress in 2023:
1) An individual has been recruited at the Secretariat to lead our work in this area; and
2) Best practice is actively exchanged between chapters and a community of chapters working on the strategic objective has been formed.

Expected outputs:
- An inventory of chapters' activities on youth engagement.
- One regional or global event engaging youth on integrity and transparency.
- Established partnerships with at least two youth organisations.
- At least 5 Chapters in Asia Pacific build youth capacity to engage in anti-corruption and participate in initiatives including on monitoring public budgets and procurement processes.
- The School of Governance portal to continue acting as an engagement and e-learning platform in Lebanon with new courses, specifically for the younger and more tech savvy generation.

DRIVING CHANGE

As the coordinating hub for 113 independent national chapters and partners across the globe, the Transparency International Secretariat ensures that our movement can act together as one. This work is underpinned by a set of core commitments and principles. This section describes the Secretariat's contribution to these commitments and principles.

AGILE TIMEFRAMES

We are entering the second implementation cycle for our Strategy 2030 focused and aligned at Transparency International-Secretariat and movement level. In a participatory process, the movement reassessed its "Opportunities for Change" that will guide joint-up advocacy, fundraising and communication efforts from the local to the global in the coming four years. During 2023-2026, Transparency International will emphasise the role corruption plays in perpetuating the climate crisis, democratic decline and growing inequality, and focus on two key areas: mobilising the demand for political integrity; and driving justice, equality and democracy by raising up voices for the common good.

CONNECTED GLOBAL AND NATIONAL STRATEGIES

In 2023, we will advance strategy mainstreaming in the Secretariat and movement planning, coordination, and decision-making processes. We will expand the availability of strategic information from across the movement to inform coordinated action and create spaces for collaborative and inclusive strategic exchanges and learning. The Strategy Reference Group, a diverse group of national chapter representatives chaired by the Secretariat's CEO, will play a key role in anchoring the strategy in our operations and in the movement.

EFFECTIVE COORDINATION, ADVOCACY AND SUPPORT

This year the Transparency International Movement Summit will get closer to the chapters to become an event by the chapters for the chapters, where we will function more as facilitators rather than as leaders. The shift will increase participation as well as diversity of speakers. The Summit will not be a one-off event and trigger the advancement of specific initiatives and innovation. With regional meetings expected this year and more spaces for inter-regional and thematic dialogue being promoted, the regional groupings will develop and pursue regional advocacy plans and initiatives that better incorporate the needs and voices of the movement (beyond typically vocal national chapters) and the support of the experts from the Secretariat and the movement.

STRONG PARTNERSHIPS AND PRESENCE

Based on our past experiences, we will revitalize regional/subregional dialogues as a tactical approach to overhaul peer collaboration. At least one in-person regional meeting per region will take place, together with online spaces, throughout the year. Conversations will aim at developing a regional voice to strengthen our presence and chances of advocacy impact. We will lead or facilitate capacity strengthening initiatives for chapters as needs are identified. We will lead the process to advance existing national contacts into national chapters in line with the accreditation policy (worldwide, stressing Africa and US) and will identify partners in countries where we have gaps (focus in the Pacific, Asia and Africa).

IMPACT AND LEARNING

We will roll out standards and tools to empower project and programme teams in the Secretariat and chapters around the world to conduct better monitoring, evaluation and learning. This will be done by conducting several trainings and capacity building events, developing standardised monitoring, evaluation, and learning (MEL) frameworks for projects and continue aligning our MEL frameworks at project/programme and organisational level. We will conduct at least nine evaluations and reviews and use

this opportunity for strategic learning on what works and what doesn't work to inform decision making and future planning.

CORE PRINCIPLES AND METHODS

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

1. Inclusive and Intersectional

In 2023, we will continue to improve our structures, policies and processes to better promote the inclusion and participation of underrepresented groups in decision-making. Our programmes, projects and operations will pay particular attention to the specific impacts of corruption on women, girls and other groups at risk of discrimination. We will continue to mainstream gender perspectives and apply intersectional analysis to new projects. At least five projects will have a gender-specific lens or gender-related outputs and we will finalise our gender and diversity mainstreaming guidelines. We will set up a movement-wide community of practice on gender and inclusion and publish at least four papers addressing topics related to the linkages between corruption and discrimination.

2. Climate and Environment Conscious

This year will start with a strategic review of our Climate and Governance Integrity Program, which will put us in a strong position to establish shared global advocacy initiatives and provide support to national chapters working on the issue. We will identify opportunities to mainstream the climate governance work into Transparency International's other strategic objectives, focusing on synergies with other programmes and areas of work. We will also be continuing our efforts to measure and reduce our environmental footprint at the Secretariat level by creating a sustainable strategy for 2023 and beyond.

3. Evidence-based

To ensure evidence remains at the heart of our work, we will continue to leverage our flagship research products, starting with the publication of the Corruption Perceptions Index 2022 in January, with a special focus on conflict and security. We will provide a gender analysis of the Global Corruption Barometer data from Asia, which provides insight into perceptions, attitudes and experiences of corruption for different groups, including women and younger people. To support our overall strategic goals, we will develop research tools for new projects, conduct and publish research papers on a variety of topics, such as corruption risk assessment in the health and education sectors in 5 African countries, and provide training and research support. Our Helpdesk will work on 80 queries from the Transparency International Movement and U4 partner agencies. Finally, we will be strengthening partnerships with key academic circles, to learn from and contribute to the latest developments in the field.

4. Tech-savvy

In 2023 we will provide safe channels for reporting and whistleblowing, such as safe online platforms for Advocacy and Legal Advice Centers (ALACs) to receive reports from witnesses and victims of corruption and a safe online platform for public and private organisations for receiving and managing whistleblowing reports. We will publish two research papers on emerging issues, such as the use of cryptocurrencies in corruption and on the abuse of surveillance software to target anti-corruption activists. We will establish and run a Transparency International Movement wide working group on virtual currencies to address the issue further. Finally, we will leverage open-data platforms that enable our chapters and civil society to detect and expose integrity shortcomings and political corruption risks from approximately 30 countries from five regions.

5. Protective of our People

Building on increased capacity in the Secretariat since late 2022, we will resume capacity building efforts to support our national chapters in 2023 to strengthen security risk management. Capacity building will focus on raising security awareness among national chapters' staff and ensure that appropriate organisational security risk management processes are in place. We will continue to support the movement in responding to incidents, provide relevant resources and guidance, and build a community of practice on safety and security issues. Furthermore, we aim to strengthen our processes to adequately identify and budget for

potential risks during development of all new projects and improve cross-team coordination on security issues.

6. Ethical and Accountable

This year, and in the next four years, we are focusing on managing and embedding the Secretariat's new integrity system in our day-to-day work. This entails a shift towards a collective, proactive mindset, with all our people acting as guardians. Globally, we are creating a roadmap for harmonising integrity systems across our chapters and building a common movement-wide language of integrity practices. We will develop and pilot a capacity building program for national chapters with a focus on strengthening the internal Integrity Systems of national chapters participating in the pilot.

MONITORING AND EVALUATION

We are committed to high levels of transparency, accountability and integrity in every aspect of our own work, and monitoring, evaluation and learning is crucial to this. Assessing the effectiveness of our work helps us to be a healthy, effective and impactful organisation and to contribute to learning in the anti-corruption sector.

To measure the progress and effectiveness of the *Transparency International Strategic Plan 2023-2026*, it has been complemented by the *Transparency International Secretariat Road Map 2023-2026*, which describes the specific outcomes we aim to achieve by 2026 for the seven strategic objectives and our commitments on how we work. The Annual Plan 2023 is aligned with our Strategic Plan and the Road Map.

Specifically, in 2023 the secretariat will:

- **Conduct annual planning** that establishes each year's targets and links our planned activities to the strategic objectives
- **Carry out annual reviews** to assess whether we are on track to achieve our ambitions, and whether our goals and assumptions are still valid
- **Measure organisational health** (amongst others in relation to our strategic goals) through performance indicators in designated areas, such as finance, people operations, governance, fundraising and communications
- **Produce annual impact reports** providing partners and stakeholders with an overview of highlights, achievements and an assessment of progress made in the previous year
- **Conduct evaluations and learning reviews** to ensure accountability and learning

We are committed to sharing our evaluation reports and annual impact reports with the public and our stakeholders, including by making them available on our website.