

ANNUAL PLAN 2024

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.

www.transparency.org

Annual Plan 2024

Authors: Transparency International Secretariat

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Every effort has been made to verify the accuracy of the information contained in this report. All information was believed to be correct as of January 2024. Nevertheless, Transparency International cannot accept responsibility for the consequences of its use for other purposes or in other contexts.

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INTRODUCTION

The Transparency International Secretariat's Annual Plan summarises the most important areas of work for the Secretariat in 2024. The Annual Plan serves several key purposes, including:

- Enabling the Secretariat to set and adjust priorities throughout the year
- Tracking progress and organisational performance
- Providing a framework for resource allocation
- Creating a structure for 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 Transparency International Movement worldwide and delivering on our strategic vision, while improving the Secretariat's efficiency and effectiveness. In turn, the Secretariat's contributions allow the TI Movement at large to achieve continued, sustainable and irreversible gains in ending corruption.

THE TI MOVEMENT STRATEGY

The Transparency International global movement is comprised of independent national chapters and partners in 113 countries, along with the international Secretariat. Our 10-year global strategy, *Holding Power to Account – A Global Strategy Against Corruption 2021-2030*, sets out how our diverse movement 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 Transparency International, through which we evaluated our context, our organisation and our achievements. The strategy was endorsed by the TI Movement and Board of Directors in November 2020.

Based on the context of 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 this strategy, and we monitor and evaluate the contributions by all.

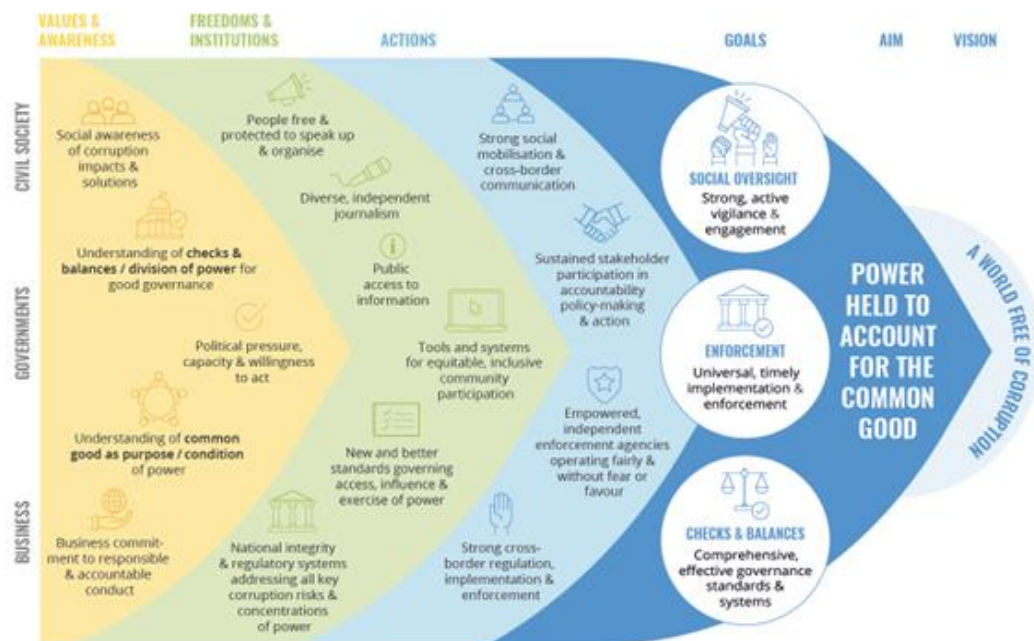


Figure 1: Framework for Change – Our aims and goals (the world we need)

THE SECRETARIAT’S CONTRIBUTION TO THE STRATEGY

Holding Power to Account commits the TI Secretariat to lead global advocacy efforts on a variety of cross-cutting anti-corruption themes, while channelling the collective power of our movement. The Secretariat’s work is guided by a four-year Strategic Plan (2023-2026), which outlines our contribution to the strategy. The Strategic Plan is complemented by our Road Map 2023-2026, which details specific changes and indicators the TI Secretariat aims to achieve in order to deliver the objectives and commitments of the Strategic Plan. The Secretariat’s Annual Plan describes our priorities and key events for our work in 2024.

Our work is anchored in Transparency International’s 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.

Transparency International’s vision and mission

Our 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, an international Secretariat based in Berlin, and a liaison office in Brussels is driven by a mission to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society.

COMBATTING CORRUPTION PLAN FOR 2024

In 2024, we will continue the implementation of the TI Secretariat Strategic Plan 2023-2026, building on the successes and learnings of 2023 and of 30 years of fighting corruption. The Secretariat is ready to lead global and regional advocacy and support the work of national chapters across more than 100 countries to ensure people everywhere can hold power to account for the common good.

In confronting the myriad current global challenges – from climate, health and humanitarian crises to inequalities and threats to the rule of law and democracy – addressing corruption is not merely an option, but a necessity. Tackling corruption requires concerted efforts at local, national and global levels, encompassing legal reforms, transparent governance and the promotion of ethical behaviour across the public and private sectors. It also requires actions to ensure impunity for corruption does not prevail. Corrupt officials and businesses, as well as professional enablers, must be held to account. Only by dismantling corrupt networks and closing the loopholes that make it easy for the corrupt to steal, hide and enjoy ill-gotten gains can we hope to build a more equitable, just and sustainable world, as defined by [Sustainable Development Goal \(SDG\) 16](#).

We will leverage the power, reach and expertise of our global movement and actively participate in major global and regional forums – including the UN, Open Government Partnership, G20, IMF, OECD, World Bank and others. We will seek to influence agendas and enable change at the global level that can then trickle down to reforms on the ground. Our global advocacy will be based on solid evidence and the realities and context of countries across the world, as well as the potential unintended consequences of the policies of governments and multilateral institutions – in particular when it comes to vulnerable communities and civic space. We will remain flexible and agile in our approach, take advantage of openings that could drive or accelerate change, and mobilise likely and unlikely allies.

The International Anti-Corruption Conference (IACC), to be hosted by the Government of Lithuania in June 2024, will offer an opportunity to further deepen partnerships and collaboration across different sectors. The IACC will also allow us to bring together the new generation of anti-corruption fighters and engage new audiences in our work.

Strengthening the anti-corruption movement will continue to be a priority. We will provide continuous support to ensure Transparency International national chapters have robust governance frameworks and access to tools and advice to deal with physical and digital threats. Through our Rapid Response Unit, we will leverage our global reach to draw attention to backlashes in the fight against corruption. Regional and thematic meetings, the TI Movement Summit, and communities of practice around our strategic objectives will offer the opportunity for chapters to exchange knowledge and plan joint actions. In addition, we will design a series of capacity-building workshops in 2024, on advocacy, research, fundraising and other topics, following an assessment of chapters' needs. We will also facilitate peer exchanges between chapters to share insights, lessons, tools and good practices from the work they are implementing at national level.

With elections taking place in 74 countries in 2024, we will work to ensure more transparency in political financing. We will develop a new set of global standards against undue influence in elections, building on chapters' work in detection and countering risks to political integrity.

We will pay special attention to the way corruption perpetuates social injustice and inequality by limiting the amount of funds available and skewing the distribution of resources and opportunities. This will include exploring corruption risks in the allocation of resources and debt management, and pushing for transparency and oversight of public contracting and in the delivery of public services. Through our work on tackling illicit financial flows, we hope to contribute to domestic resource mobilisation and promote the return of stolen assets for the benefit of victims of grand corruption. To achieve this, we will advocate for

asset ownership transparency, expose the enablers of corruption, and call for strengthened financial intelligence units and specialised law enforcement.

A new global campaign will draw attention to the need for leaders to take urgent action to address corruption in the context of the climate crisis. We will expose undue influence in climate policy and work with national partners to ensure climate funds are allocated and managed fairly.

In particular, we will work towards more effective protection of anti-corruption activists and whistleblowers worldwide, to ensure that those speaking up against corruption do not suffer retaliation and have the space to raise concerns and engage in decisions that affect them.

We will continue to mainstream gender perspectives and apply intersectional analysis - of the multi-dimensional, interconnected factors influencing social inclusion - to new projects and areas of work. We will also explore the relationship between corruption and emerging issues, such as artificial intelligence, developing new policies to guide the work of the Transparency International Movement.

The section below provides a summary of our expected outputs and achievements in 2024, for each of our strategic objectives and commitments.

1. PROTECT THE PUBLIC'S RESOURCES

An increasing influx of resources, aimed at advancing development goals and dealing with the pandemic and climate change, has been coupled with a lack of transparency, limited oversight, undue influence and corruption in resource mobilisation and expenditure. Addressing these issues requires safeguarding public resources across the public financial management cycle, which covers the mobilisation, allocation, expenditure and oversight of resources for the delivery of services and achievement of policy objectives.

In 2024, we will focus on ensuring that expenditure through public contracting is made effectively. Transparency International will launch a new Integrity Pact (IP) Global Standard, and work with public and private stakeholders to promote its implementation. We will also target regional and global multilateral bodies. In partnership with our chapters, we expect to pilot the new global IP standard in three countries.

We will work with our chapters to ensure the transparent and accountable management of resources in the delivery of public services such as infrastructure, education, health care and land. We will work for the inclusion of strong transparency and accountability standards in the allocation of funds, and partner with our chapters in monitoring local projects. In Africa, we will contribute to the implementation of gender-responsive anti-corruption policies in health and education; develop policy recommendations to reduce corruption in land administration, and work to strengthen the capacity of supreme audit institutions. We will also further explore corruption risks in relation to debt structuring and resource allocation, working with the TI Movement to develop new policies and recommendations where appropriate.

In 2024, we will continue to push global leaders to understand that tackling corruption is a requirement if they want to achieve their climate goals. We will build on our decade of work improving the governance of climate funds, and will focus in particular on exposing undue influence in climate policy and decision making, with a global campaign based on recommendations under the UN Framework Convention on Climate Change (UNFCCC). We will work with national partners in more than 20 countries to contribute to more transparent, accountable and inclusive policymaking processes for climate, globally and locally, as well as improved justice outcomes for victims of environmental crime and corruption.

We will do this by working to achieve 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 the management of public resources.

Progress expected in 2024: The TI Secretariat and chapters have developed comprehensive recommendations for governments and other public actors to close gaps and loopholes in their legislative and policy frameworks regarding the management of public resources – in particular, in the delivery of services and climate governance. We have also created effective advocacy strategies and campaigns to raise awareness and foster public support.

Expected outputs:

Public resources for public service delivery:

- Technical assistance and training provided to government bodies in five countries, on mainstreaming gender-responsive anti-corruption policies and procedures in the delivery of education and health care for women, girls and other groups at risk of discrimination.
- Evidence, via research reports and video documentaries, of the links between corruption and discrimination, and their impact on the delivery of education and health care for women, girls and other groups at risk of discrimination.
- Advocacy on land corruption, in collaboration with #LandRightsNow.
- Policy recommendations submitted to at least three global forums (such as the UN High-level Political Forum on Sustainable Development (HLPF), the UN World Urban Forum (WUF) and the GIZ Land Hub)) and three regional bodies (such as the Economic Community of West African States (ECOWAS), the Intergovernmental Authority on Development (IGAD) and the Southern African Development Community (SADC)), advocating for closure of loopholes that enable land corruption.
- Policy analysis of national legal frameworks to identify gaps and loopholes for corrupt practices in the administration of land services in Cameroon, Ghana, Kenya, Madagascar, South Africa, Uganda, Zambia and Zimbabwe.
- Policy recommendations on land corruption, to feed into the SDG national reports (Zimbabwe and Uganda) at the SDG High-Level Political Forum.
- One research report on corruption, land and environmental defenders.

Climate governance:

- Campaign against undue influence in climate policy, building on previous papers and pushing for recommendations around UNFCCC.
- Facilitation of working groups on climate governance, including the Countering Environmental Corruption Practitioners Forum and the United Nations Convention against Corruption (UNCAC) Coalition.
- Continued building of Transparency International's Climate and Corruption Atlas, increasing the number, quality and analysis of cases of climate corruption worldwide.
- Policy papers on the role of oversight institutions to audit and monitor climate funds, and on climate debt swaps.
- Development of a methodology to assess the Environmental Impact Assessment (EIA) performance of climate bodies.
- Research and advocacy on corruption risks related to the Just Energy Transition Partnerships (JETPs) international cooperation model between states to accelerate country-led energy transition.
- Participation at global events to elevate the issue of good climate governance, including at COP29, and organisation of a symposium with the World Bank and London School of Economics on climate integrity. Representation of Transparency International and advocacy around the Alliance for Land and Indigenous Environmental Defenders Steering Committee and the Peer-to Peer-Learning Alliance with GIZ and the Green Climate Fund.
- Preparations for Transparency International's *Corruption Perceptions Index* on climate, to be launched in early 2025.

Outcome 2: Transparency International chapters, civil society organisations (CSOs) and governments increasingly use our standards and tools effectively to monitor the mobilisation and expenditure of public resources, strengthen oversight and initiate collective action.

Progress expected in 2024: An increasing number of Transparency International chapters and CSOs effectively expose corruption and bad governance in public contracting and resource oversight, and successfully initiate or support multi-stakeholder collective action initiatives to tackle these problems, foster reform and enhance the governance of public service delivery.

Expected outputs:

Public contracting for service delivery:

- Development of the global Integrity Pact (IP) standard and subsequent country flagship reports for IP implementation, based on pilots in Argentina, Spain and Romania.
- Delivery of a series of webinars and training sessions on collective action and IP implementation.
- Discussions with governments, CSOs and business leaders on IP implementation across different sectors.
- Multi-stakeholder coalitions to promote collective action and social accountability around IP use and gender-sensitive anti-corruption measures in health and education.
- Provision of capacity building, via training, sensitisation and mobilisation campaigns, to local community leaders and members on detecting and addressing corruption in the delivery of education and health care for women, girls and other groups at risk of discrimination.
- Holding six TI- and WWF-led Land Corruption Working Group webinars on different land corruption topics and national-level case studies.
- One land corruption data initiative rolled out, in partnership with the Global Land Governance Index (LANDex) in at least two pilot countries.
- Issuing grants to investigative journalists working on land corruption and gendered corruption in the education and health sectors.
- Delivery of capacity building for CSOs, local actors and integrity ambassadors via mentorship, coaching and training on social accountability and funding initiatives in education and health care.

Oversight of public resources:

- Civil society oversight mechanisms established for just and transparent allocation of resources and implementation in the African Union's Great Green Wall Initiative in Niger.
- Two assessments on the needs of supreme audit institutions and CSOs in public financial management (PFM), and on levels of collaboration between the two in Zambia and Malawi (pending confirmation of funding).
- Capacity building of two supreme audit institutions and Transparency International chapters in Zambia and Malawi, on oversight and PFM.
- Training and local workshops run by Transparency International chapters and supreme audit institutions of at least six CSOs on oversight and PFM.
- One strategy to advocate for stronger CSO collaboration and the public resource oversight role of supreme audit institutions in international and regional spaces.

Outcome 3: Transparency International chapters have an increased capacity to empower citizens in reporting corruption in the management of public resources and achieving redress, by expanding the network of Advocacy and Legal Advice Centres (ALACs) and improving its capacity for effective data collection, use and analysis for advocacy.

Progress expected in 2024: Citizens have better access to safer and improved Advocacy and Legal Advice Centres (ALACs), and Transparency International chapters have an increased capacity to record, manage and analyse ALAC data to show how minorities and marginalised groups are affected by corruption in public service delivery and natural resource management.

Expected outputs:

- Launch of an ALAC Gender and Inclusion Guide through training sessions and webinars for national chapters, to support them in offering gender-sensitive and inclusive ALAC operations.
- Awareness-raising on sextortion as a gendered form of corruption.
- Online chapter training and individual support in using ALAC data, including a multi-country to increase the capacity of chapters to gather better ALAC data, analyse it and use it for advocacy on land corruption
- Regional and global advocacy plans on education, health and climate using ALAC data.

- Broader strategic support for chapters' ALAC work, such as sharing good practices, providing individual support and facilitating chapter exchange visits.
- Provision of secure and gender-sensitive corruption reporting platforms for victims and witnesses of corruption in the health and education sectors.
- Provision of legal advice and technical support to citizens, particularly women, girls and other groups at risk of discrimination, to seek redress for corruption.
- Maintenance of the global Transparency International community of practice for ALAC staff, and establishment of two new regional communities, for Sub-Saharan Africa and Latin America.

2. STOP FLOWS OF DIRTY MONEY

With countries embarking on beneficial ownership transparency reforms, our recent success with the revision of global standards on company and trust ownership is starting to yield results. In target countries and regions, we will work to ensure that new frameworks are fit for purpose. In the EU, we successfully influenced the design of forthcoming rules on "legitimate interest" based access to registers, and will continue our efforts to see the reform through and to recover from the setback this agenda recently suffered. Simultaneously, we will expand our focus to asset ownership, as real estate and luxury goods sectors remain magnets for dirty money from abroad, even in countries with advanced corporate transparency frameworks. We will start by assessing opacity of real estate in key markets, and mapping available data on asset ownership across the EU.

Recognising that information is only valuable if it is used, we will also continue to make the case for authorities to share necessary intelligence with foreign counterparts. However, mechanisms for authorities to collaborate across borders are still lacking. In 2024, we will start to build evidence for possible solutions by assessing the powers and capacities of financial intelligence units in 20 countries.

In addition to perpetrators of corruption, we will also continue to expose their enablers. Transparency International was among the first to propose the creation of the forthcoming EU Anti-Money Laundering Authority (AMLA), which has significant potential to improve supervision of financial institutions. We will continue to generate evidence for robust reforms in this sector, while increasing our attention on professionals operating in the non-financial sector, such as lawyers, accountants, real estate agents and corporate services providers.

In 2024, we also expect our advocacy of previous years on EU investment migration schemes to produce additional results, as intermediaries involved in the schemes are likely to be subjected to anti-money laundering obligations. Meanwhile, a high-stakes case in the EU Court of Justice will determine the future of citizenship-for-sale programmes across the bloc, and will require careful strategising and advocacy to ensure a positive outcome.

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

Progress expected in 2024:

- 1) Global recognition of the importance of implementing mechanisms to expand ownership transparency to other types of assets, beyond companies and trusts.
- 2) Company beneficial ownership registers begin to be implemented in countries that have been lagging.
- 3) Countries across Africa are well equipped to strengthen their beneficial ownership transparency frameworks.
- 4) The new EU Anti-Money Laundering Directive ensures that civil society and the media can easily access beneficial ownership information.

Expected outputs:

- Ongoing advocacy targeting global fora, in particular the G20, Financial Action Task Force (FATF) and International Monetary Fund.

- Participation in public consultations and private-sector consultative forums organised by FATF and other regional and global bodies.
- Delivery of the *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.
- Coordination with other CSOs working on anti-corruption, tax justice and other related issues, including in the design of policy proposals, advocacy and campaigns.
- Campaign for an African beneficial ownership transparency standard.
- Continued advocacy targeting the European Parliament and the European Council on the anti-money-laundering proposals and the European Court of Justice decision invalidating public access to beneficial ownership data.
- Provision of new evidence on the need for increased transparency in asset ownership, starting by mapping current information available to competent authorities across the EU.

Outcome 2: Creation of better mechanisms for different authorities to collaborate on tackling cross-border corruption.

Progress expected in 2024:

- 1) Generation of evidence on the barriers to sharing intelligence and information across borders.

Expected outputs:

- Comparative assessment of financial intelligence units' powers, resources, information and intelligence exchange tools.
- Case studies on challenges and successes in cooperation and sharing information and intelligence on cases related to cross-border corruption.
- Meetings with relevant competent authorities across the EU.

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

Progress expected in 2024:

- 1) Golden passports are banned in the EU. Golden visa intermediaries are regulated under EU anti-money laundering rules.
- 2) Raised awareness and use of beneficial ownership registers by civil society and competent authorities.
- 3) Non-Western countries face increased scrutiny over financial secrecy.

Expected outputs:

- Ongoing advocacy on golden visas and passports across the EU, based on evidence as necessary.
- Comparative assessment of relevant anti-money laundering regulations and practices in major non-Western financial centres – Singapore, UAE and Hong Kong.
- Presentation of findings in global and regional conferences and workshops, bilateral meetings with relevant bodies and decision makers, and 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, professional financial and non-financial enablers and their exact roles, and the jurisdictions serving as transit and destination.
- Regular meetings with Transparency International national chapters to exchange knowledge, discuss best practices and coordinate advocacy campaigns.

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

Progress expected in 2024:

- 1) The number of administrative, civil or criminal cases against financial and non-financial enablers, including against senior managers, is increased.
- 2) Gatekeepers and professional associations engage in discussions to improve compliance with anti-money laundering rules.

Expected outputs:

- Regular mapping of professional enablers appearing in stories from the [Global Anti-Corruption Consortium \(GACC\)](#).
- Capacity building of journalists and activists to identify the role of professional enablers when investigating cross-border corruption.
- Engagement with the private sector and professional associations through roundtables and bilateral meetings.
- Strategic communications and campaign on the role of enablers.
- Scoping of funding opportunities for rolling out across different countries Transparency International's assessment framework on the role of enablers, and production of evidence on challenges related to their supervision.

3. SECURE INTEGRITY IN POLITICS

In 2024 we will contribute to redefining global norms against undue influence in elections and climate action, building on chapters' work in detecting and countering risks to political integrity. Only nine out of 74 countries holding elections in 2024 require comprehensive disclosure of campaign donations – yet if unchecked, campaign finance opens opportunities for undue influence. We will work with six chapters from the Indo-Pacific, Africa and the Americas, to improve inadequate election finance controls. In Europe, we will monitor undue influence on democratic outcomes in 21 countries. Pooling evidence stemming from these and other efforts, we will inform our global advocacy to propose standards for clean, fair and transparent spending in elections.

Global standards must provide much needed guidance for governments and election-monitoring organisations to identify the gaps that enable corrupt actors to use money to unduly influence democratic elections. We will engage the leading civil society and international organisations that jointly called on the 10th UNCAC Conference of States Parties (CoSP) to adopt global political finance standards. We will also conduct technical consultations to elicit input on the standards from experts at intergovernmental platforms that contribute to setting political integrity standards through obtaining integrity commitments (such as the Open Government partnership, UNCAC, CoSP subsidiary bodies and the Group of States Against Corruption) and via international electoral observation (such as the Organisation of American States, the EU, the African Union and the Pacific Islands Forum).

Transparency International's standards will lend legitimacy to advocacy efforts by over 25 chapters from Europe, Latin America, Africa and Asia, to improve political finance in their own countries.

To support effective climate action, we will submit to the UNFCCC a proposal for an accountability framework to curb undue influence in decision making and accelerate climate responses. The framework should provide clear rules for state and non-state actors to steer away from conflicts of interests around negotiations on international climate action.

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

Progress expected in 2024: Greater awareness among key global civil society and government officials of international standards for transparency and equality in political finance. International and regional mechanisms that involve Western Balkan countries and Turkey take into account conclusions and recommendations from Transparency International's evidence-based advocacy in the region.

Expected outputs:

- Policy dialogues on global standards for transparency, gender equality and integrity in political finance in Africa, Indo-Pacific countries and the Americas.
- Gender-sensitive global advocacy on international standards for transparency, equality and integrity in political finance at global and national levels.
- Development of global standards to uphold transparency, gender equality and integrity in political finance.
- Targeted communication of key messages and policy proposals stemming from national integrity system assessments in the Western Balkans region and political finance assessments in Africa, Indo-Pacific countries and the Americas.
- Outreach and awareness-raising campaigns, grassroots and joint advocacy actions, and events with targeted local and regional CSOs, groups and media actors demanding anti-corruption improvements in national integrity systems.

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

Progress expected in 2024:

- 1) Increased political integrity data is available online in 11 countries – five from the Western Balkans, two from Latin America, two from Africa and two from the Indo-Pacific region.
- 2) Advanced analysis and understanding of the impact which the availability of political integrity data has on the integrity of public policy, including capture by the offshore and energy sector in the EU, and the social impact of corruption in the Western Balkans region.

Expected outputs:

- Methodologies and best practice for CSO gender-sensitive solutions to monitor, report and disclose political finance practices, including abuse of state resources.
- Integration of Integrity Watch datasets into an EU-wide data hub, enabling 14 academic centres from the EU to validate, upgrade and triangulate high-value political integrity data, covering, for example, party donations, lobbying registers, declarations of interest, politically exposed persons and beneficial ownership.
- Developing an assessment framework of the impact of transparency on the integrity of public policy, including capture by the offshore and energy sector, in 16 EU countries.
- Tools for tracking governments' uptake of key recommendations to improve national integrity systems.
- Database of corruption-related stories or case studies that enable assessment of the social impact of corruption in eight countries.

4. DRIVE INTEGRITY IN BUSINESS

In 2024, we will promote business integrity by advancing business-driven collective action, taking advantage of the launch of Transparency International's new Global Integrity Pact (IP) blueprint. We will pay special attention to the role of businesses in the climate sector, and develop a climate-focused toolkit for IPs to enhance their effectiveness in driving ethical, climate-conscious business practices. The ultimate goal is to contribute significantly to reducing corruption risks in climate adaptation and mitigation efforts. We will also give special attention to the protection of environmental defenders, in particularly those who are women. We will develop new policies to promote gender-inclusive, integrity-driven business operations.

A further key aspect of our work will be providing guidance and capacity-building opportunities to businesses. This involves helping them cultivate an internal culture of integrity, with a particular focus on addressing corruption risks in supply chains and high-risk environments, especially as businesses adopt environmental, social and governance (ESG) strategies. Our future advocacy efforts will be directed towards the alignment and enhancement of anti-corruption disclosure standards, particularly within ESG reporting. We will engage with standard-setting bodies such as the European Financial Reporting Advisory Group (EFRAG), the Global Reporting Initiative (GRI) and the International Organization for Standardization's Technical Committee TC 309 (ISO/TC 309) Governance of Organizations to ensure consistency across nations and regions. To strengthen our initiatives, we will mobilise Transparency International chapters

across the Movement. Our Business Integrity Working Group will serve as a strategic platform for knowledge sharing and scoping opportunities across the Movement, focusing on three distinct topical areas – procurement, anti-corruption and ESG, and engagement with the private sector.

Outcome 1: Increased business 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 2024: The Transparency International Secretariat and chapters have identified opportunities, partners, and entry points for the initiation and support of business-driven collective action initiatives in climate-related procurement markets. We are working on these opportunities, which include Integrity Pacts, anti-corruption declarations and business coalitions.

Expected outputs:

- Promotion of the newly developed global Integrity Pact blueprint to businesses, especially those involved in the climate sector.
- A global report with guidelines on the development of the Integrity Pact model for climate-response infrastructure projects and a toolkit for national implementation.
- Global and national advocacy campaigns and multi-stakeholder coalitions to foster the adoption and implementation of the global Integrity Pact blueprint in climate and SDG-related public investments and contracting projects.
- Advocacy to businesses on collective action initiatives, such as Integrity Pacts and multi-stakeholder coalitions.

Outcome 2: Strengthened business capacity to build a culture of integrity in operations, supply chains and reporting with a focus on environmental, social and governance (ESG) outcomes, according to international standards and principles.

Progress expected in 2024: 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:

- A policy paper on the role of business and companies' internal compliance practices with respect to environmental defenders and impunity for corruption-enabled abuses.
- Recommendations on ESG strategies that can be applied within companies to strengthen integrity practices, aligning with top ESG frameworks such as the European Sustainability Reporting Standards (ESRS).
- Identifying businesses and liaising with them to establish networks focused on anti-corruption entry points and recommendations from these ESG strategies that are applicable within companies.

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

Progress expected in 2024: The Transparency International Secretariat and chapters have identified opportunities, partners, best practices and entry points for harmonisation and improvement of regulatory frameworks and standards on anti-corruption disclosure, especially on ESG reporting across different countries and regions.

Expected outputs:

- Identification of regional bodies, businesses and CSOs, and liaising with them as a part of the evidence-gathering and interview process for the ESG report we will produce in partnership with the U4 Anti-Corruption Helpdesk.

- Identifying potentially interested governments that want to introduce or amend regulatory frameworks or standards through consultations with key chapters working on business integrity.

5. PURSUE ENFORCEMENT AND JUSTICE

In 2024, work under this strategic objective will continue to focus on collaboration with journalists and CSOs on strategic cases of cross-border corruption. This will include analysis and follow-up of civic investigations, with the aim of increasing accountability of corrupt individuals or legal entities, and of opening new avenues to achieve accountability for grand-scale corruption, as well as compensation for affected communities and individuals.

Following the legal accountability training workshop for Transparency International national chapters in March 2023 and a range of individual collaborations, the Global Anti-Corruption Consortium (GACC) legal team will mentor chapters and other CSO actors on legal accountability casework, where the opportunity arises, and will involve chapters in casework worldwide wherever possible.

Our advocacy will focus on calling for strengthened law enforcement around cross-border and grand corruption cases in countries where people can trust in the rule of law, especially within the EU Anti-Corruption Directive. We will also call for a strong EU regime of sanctions for corruption; recognition of the legal definition of grand corruption by representatives of the international community, and support for recognition and compensation of victims of corruption. We will also develop a methodology to better document the negative impact of grand corruption on human rights, and will contribute to the rollout of a tool monitoring implementation of the Common African Position on Asset Recovery in a number of countries on the continent.

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

Progress expected in 2024:

- 1) Voice of victims of corruption amplified in at least one strategic case.
- 2) Uptake of at least one cross-border or grand corruption case by relevant competent authorities .
- 3) Improved Transparency International's position to select and prepare cases relevant to human-rights focused courts.
- 4) At least two investigations opened by national authorities in strategic cases.

Expected outputs:

- Legal submissions to national authorities.
- Internal guidance on strategic case selection.
- External guidance on the documentation of grand corruption.

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 assistance.

Progress expected in 2024: At least 10 CSOs will have been mentored and otherwise supported in legal accountability work, and have gained a better understanding of such work.

Expected outputs:

- Tailored advice and support to CSOs engaged in data gathering and documentation for legal submissions.
- Provision of technical support in the preparation of legal submissions to accountability mechanisms.
- Submission of legal cases to the authorities.

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

Progress expected in 2024: Transparency International's definition of grand corruption, proposals of special measures to prevent or punish grand corruption, and recommendations on victims' remediation increasingly receive attention by national stakeholders and, in particular, are considered at EU level.

Expected outputs:

- Advocacy materials, such as briefs, web features, presentations and press releases.
- Policy position on grand corruption, and document on grand corruption and organised crime.
- Summit for Democracy statement that includes Transparency International's recommendations.
- Guide on how to document the impact of grand corruption cases on human rights.
- Production of a Transparency International policy position on remedies for victims of corruption.

6. EXPAND CIVIC SPACE FOR ACCOUNTABILITY

In 2024, we will accelerate our efforts to protect and expand civic space by joining a flagship initiative, the EU-funded "System for an Enabling Environment", which Transparency International will implement as part of a consortium of leading anti-corruption, human rights, development and democracy-building organisations. We will continue to work towards more effective protection of anti-corruption activists, with a particular focus on environmental defenders and land defenders in Africa. We will enhance protection for whistleblowers in the EU by supporting the effective implementation of national whistleblower legislation, and for whistleblowers reporting wrongdoing in climate governance globally. We will also support people to report corruption safely by enabling our network of ALACs to share good practices on how to provide impactful support in the absence of effective legal and institutional mechanisms, and to continue using safe online reporting platforms. We will also contribute to strengthening synergies between UN anti-corruption and human rights bodies, and facilitate dialogue and collaboration between the anti-corruption and human rights communities.

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

Progress expected in 2024: More chapters are supported to work on whistleblowing, and 10-15 chapters contribute to monitoring of an enabling environment for civil society.

Expected outputs:

- Questionnaire to assess internal whistleblowing systems of public and private organisations.
- Model training materials for national chapters.
- Guidance and template to record and report gender-disaggregated data on whistleblowers and cases of retaliation.
- Methodology to monitor enabling environment for civil society in more than 80 countries.
- Assessment of civic space capacity development needs for EU System for an Enabling Environment for Civil Society (EU SEE) network members.

Outcome 2: Anti-corruption activists, whistleblowers and those reporting corruption are able to act in better safety.

Progress expected in 2024: Chapters have enhanced capacity to prevent and manage safety and security risks.

Expected outputs:

- Delivery of security training and support to a minimum of five national chapters, to develop organisational security plans.
- Remote incident response support to chapters and partners facing security threats.
- Workshop for ALACs in Sub-Saharan Africa on protection of those reporting corruption.
- Training sessions and individual support for chapters to use safe online corruption reporting platforms and Transparency International's case-management system.

- Deployment of an updated version of the ALAC case management system.
- Movement surveys to map contexts and benchmark chapters' security.

Outcome 3: Strengthened CSO capacity to foster meaningful and inclusive public participation in decision-making processes and anti-corruption efforts.

Progress expected in 2024: Enhanced civil society capacity to foster public participation in policymaking and anti-corruption efforts.

Expected outputs:

- Capacity-building training for local CSOs in eight countries: Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia, Turkey and Kyrgyzstan.
- Development and dissemination of tailor-made capacity-building toolkits for anti-corruption and advocacy.
- Regional cross-border peer-to-peer exchanges between CSO actors and grassroots initiatives in the Western Balkans and Turkey.
- Support for the Kyrgyzstan national chapter on the use of digital platforms to foster public participation.

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

Progress expected in 2024: The Transparency International Secretariat identifies opportunities to strengthen support in international organisations and forums for civic space and CSO participation, including whistleblowing. We secure funding to advance whistleblower protection in intergovernmental organisations.

Expected outputs:

- Global advocacy in international forums on the protection of anti-corruption activists.
- Policy paper on environmental defenders, impunity and corruption.
- Report on corruption and defenders of land rights in Africa.
- Statements in reaction to whistleblower cases, civic space issues and other relevant events.
- Methodology to assess whistleblowing systems in climate organisations and funds.
- Advocacy to strengthen the UN approach on links between corruption and human rights.
- Support to chapters to bring corruption issues to human rights bodies.

7. BUILD COMMUNITY LEADERSHIP AGAINST CORRUPTION

Throughout 2024, we will seek to engage more people and new audiences in Transparency International's work, in particular that planned under the other six strategic objectives. We will strive to mobilise new audiences, build novel partnerships and create opportunities for young people and future leaders to play a role in preventing corruption and standing behind our work.

This strategic objective sets the parameters for exploring how future leadership in the fight against corruption can take the most powerful course to step up global anti-corruption efforts. There is scope for social justice activists, scientists, start-ups, entrepreneurs, industries, developers, supply-chain technicians, musicians, artists, victims of corruption and those most vulnerable to it, as well as potential perpetrators, to help prevent corruption.

In particular, the 21st International Anti-Corruption Conference (IACC) taking place in Vilnius, Lithuania, in June 2024 offers opportunities for new audiences to actively engage in our work. Under the theme "Confronting Global Threats: Standing Up for Integrity", the conference offers an open call for integrity fighters and organisations from around the world to collectively set the global anti-corruption agenda for years to come. A parallel "Fighting Corruption" festival in Vilnius will present an array of engagement activities open to the general public, focusing on strengthening public discourse on accountability worldwide.

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

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

Progress expected in 2024: A better understanding of how we can strengthen the public discourse on anti-corruption and accountability through our advocacy, campaigns and programmatic work.

Expected outputs:

- Clarity on how planned advocacy campaigns could support the achievement of Outcomes 1 and 2.
- New partnerships with organisations and entities that engage with youth and diverse stakeholders.
- Strengthened youth capacity to engage in anti-corruption activities and participate in initiatives, including on monitoring public budgets and procurement processes across the Asia-Pacific region.
- Up to eight masterclasses or bootcamps on fighting corruption that has global repercussions and advocating for change.
- Scholarships for young journalists – the “Journalists for Transparency” Fellows – to report on corruption and engage in thematic sessions to learn about anti-corruption.
- Fighting Corruption Festival, “Artivism Exhibition and Music”, an open call for artists and musicians speaking out against corruption and injustice worldwide to exhibit their art, perform and work together with the global anti-corruption community.
- The “Films for Transparency” Festival at the IACC in Vilnius, showcasing film and documentaries exposing the demise of public accountability.

A STRONG MOVEMENT THAT CAN DELIVER

Delivery of the ambitions stated in Transparency International's Holding Power to Account – A Global Strategy Against Corruption 2021-2030 requires an effective, sustainable and ever-improving global infrastructure. This infrastructure is embodied in the global network of national chapters and partners – the backbone of the TI Movement.

Chapters and partners operate in dynamic environments that are affected by various factors, among them governments' openness to collaborate or their hostility; the levels of engagement from local business, pro-democratic international community representatives and broader civil society actors, and many more contextual factors beyond our direct control. This is the day-to-day reality of our partners, which they can mostly adapt to and navigate based on their institutional strength.

The broad reach of corruption is dynamic through time and varies widely, as do possible areas of intervention against it. Whether collaborating with municipal governments to improve access to public information systems, partnering with global actors to expose money laundering and secrecy in local property markets, or training youth and mainstreaming accountability in political parties, we need specific skills and knowledge to have an impact.

Since our inception, Transparency International has been investing in strengthening our network, our sustainability and our capacity to adapt and deliver. However, we do not often explicitly or fully understand and acknowledge this. Although these processes involve a significant allocation of time and financial and human resources, this is not always registered systematically.

To fully recognise these ongoing efforts, and optimise use of our resources, the Secretariat management decided to make strengthening our movement an explicit strategic objective in 2024 and beyond. This will allow us to take advantage of economies of scale, and increase peer-to-peer learning and network collaboration.

This decision is particularly relevant in a global context of high political polarisation and confrontation between pro-democratic actors and authoritarian tendencies, in which the mere existence of an impactful, reliable and sustainable anti-corruption civil society actor – a Transparency International national chapter – in any given country is an end in itself.

Our focus in 2024 will be to identify and organise planned or ongoing efforts in two main areas:

Qualities that allow a Transparency International chapter to operate and be sustainable and accountable – including good governance; professional leadership; financial, human resource, security and risk management; strategy development and IT use.

Qualities that bring a chapter relevant thematic and operational capacity – including high-quality research; communications expertise; monitoring, evaluation and learning (MEL) capacity, and capacity to operate in a range of thematic areas, especially those aligned with the thematic priorities in Transparency International's strategy.

These two areas will be further developed in 2024 and will form the basis for defining specific target outcomes and outputs.

Expected outputs:

- A programme framework, including capacity baseline assessment.
- The TI Movement Summit, an Annual Membership Meeting and five regional meetings.
- Accreditation and governance reviews of national chapters, including follow-up actions.

- Webinars and knowledge exchanges between chapters on a range of thematic areas, such as political integrity and illicit financial flows.
- Training to strengthen chapters' capacity in areas such as financial management, internal governance, fundraising, security and risk management.
- Capacity building to enhance chapters' expertise in areas such as MEL, research, communications and storytelling, gender equality and social inclusion.

DRIVING CHANGE

As the coordinating hub for more than 100 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. The following section describes the Secretariat's contribution to these commitments and principles in 2024.

AGILE TIMEFRAMES

In line with the Movement Strategy 2030, the Secretariat's Strategic Plans is divided into three time-cycles, allowing us agility in responding to the most pressing challenges and opportunities. Transparency International's current Strategic Plan 2023-2026 covers the second cycle. We have committed to conducting a movement-wide mid-term review of progress against our global strategy in 2025, and will start developing the terms of reference for this in 2024.

CONNECTED GLOBAL AND NATIONAL STRATEGIES

We will continue to advance strategic alignment through the Secretariat's planning, reporting and decision-making processes. A new Strategy Lead will join the Secretariat and we will give special focus to supporting chapters in aligning their national strategies with our global one. The Strategy Reference Group, a diverse hub of national chapter representatives chaired by the Secretariat's CEO, will be key in consolidating the Movement's work in achieving strategic outcomes. We will provide capacity development packages for national chapters, increase the vibrancy of communities of practice, and work towards including assessment of strategic capacity in the accreditation process for new chapters. We will give particular attention to the role of the TI global thematic network initiatives (GTNIs) across the Movement and their connection to national and global strategies, as their role is formalised in our global collaboration model.

EFFECTIVE COORDINATION, ADVOCACY AND SUPPORT

Building on the success of the 2023 Movement Summit – with more than 800 registrations, high demand for workshops, participant diversity and positive feedback – we will grow participation and chapter ownership at the 2024 Summit. We will also stress the incubation of ideas and collective advocacy initiatives that start in a Summit and continue developing through time, proactively building on work in this area during 2023 – for example, on the links between corruption and artificial intelligence – by developing and following up at least five such initiatives. Another highlight in 2024 will be the regional gatherings. Chapters frequently highlight the importance of meeting regional peers, to take advantage of socio-cultural and historical similarities, as well as of regional political spaces for influence and advocacy. Regional gatherings allow chapters and the Secretariat to coordinate, share inspiration and learning, decide on joint action, produce regional knowledge and messaging, and foster accountability between peers. In 2024, we will organise regional meetings in all regions.

STRONG PARTNERSHIPS AND PRESENCE

In line with this emphasis on the regional approach, we will foster strong regional and sub-regional dialogues, central not only for coordinating advocacy efforts, but to also help chapters achieve a stronger presence by being seen not as isolated local NGOs, but as part of a powerful network. Regional approaches will give Transparency International more visibility and voice in the media, more weight in regional forums, and more influence in general as a leading civil society actor. In 2024, the Transparency International Secretariat will work closely with the Board's Strategic Presence Committee, focusing on two main streams of work: supporting existing chapters in the context of challenges to civic space around the world, and strategic expansion in key countries.

IMPACT AND LEARNING

We will review and launch our Monitoring, Evaluation and Learning (MEL) Policy and pilot a standardised MEL approach for projects and programmes. We will support this by conducting training and capacity-building events, providing standardised tools and guidelines, and delivering technical advice to projects, teams and programmes. Quarterly reviews and systematic learnings from evaluations will inform decision making and planning. We will publish an Annual Report that provides an overview of our progress and achievements.

CORE PRINCIPLES AND METHODS

To ensure success, we will strengthen our most important ways of working. These require Transparency International to be:

A. Inclusive and Intersectional

A priority in 2024 remains exploring the links between corruption and discrimination, with a special emphasis on understanding the intersection of multi-layered social factors that make specific groups more vulnerable to corruption. We will achieve this by ensuring that projects implemented by the TI Movement increasingly consider, integrate and generate evidence on gender equality and social inclusion throughout the project cycle. We will aim to establish and strengthen partnerships with organisations engaged in the anti-discrimination agenda at national, regional and global levels, to learn from them and conduct joint activities and advocacy. Building on learning and best practices within the TI Movement and among external partners, we will roll out guidance on mainstreaming gender equality and social inclusion; facilitate training and knowledge exchanges, and seek to establish communities of practice within the Movement. In particular, we will continue to advocate for stakeholders to address gendered forms of corruption, such as sextortion.

B. Climate and Environment Conscious

The climate crisis has become a key element of Transparency International's work, and the current climate programme has been growing and extending to new chapters in 2023. This will continue in 2024, with the number of chapters involved reaching more than 25 by mid-year. We are also looking at supporting many more chapters interested in climate and environmental issues, through a wider campaign on undue influence and climate governance integrity, as well as knowledge exchanges and learning activities.

We will include specific guidance on mainstreaming environment and climate issues in the Secretariat's project management tools and fundraising processes. We will also strive to fulfil our strategy by limiting the Secretariat's own environmental footprint.

C. Evidence-based

In 2024, we will continue to ensure that Transparency International's advocacy rests on solid evidence and robust research methodologies, and that the latest insights and developments in our field are duly considered and incorporated into our work. The Anti-Corruption Helpdesk service will promote an informed approach to anti-corruption policymaking by providing advocates and policymakers with a bespoke, rapid-turnaround research service. In 2024, the Helpdesk team will produce around 30 literature and evidence reviews, and we will make the service available across our movement, subject to available resources.

Transparency International's *Corruption Perceptions Index* (CPI) will raise the visibility of our work in different thematic areas and geographical regions and help us advocate for necessary changes in anti-corruption approaches worldwide. In 2024, we will share the CPI results with a focus on the importance of justice and the rule of law in the fight against corruption. To help safeguard the integrity of the Secretariat's research and its use for policy, advocacy and communication purposes, we will finalise Transparency International's code of research ethics and provide training and guidance to staff and chapters on its use.

D. Tech-savvy

Developments in 2022 and 2023 have made it clear that the role of artificial intelligence in corruption and anti-corruption requires dedicated attention. Past TI publications and events have set the scene and highlighted the importance of the topic. Our focus in 2024 is to find partners to enable us to take a step

forward in our research, with the aim of raising sufficient funds to devote staff time to the topic. A distinct deliverable for the year is a policy brief on artificial intelligence and corruption risks and prevention.

In a separate initiative, we will start to use Salesforce software to digitise our internal work, with the aim of creating single sources of accurate, up-to-date information on our movement and our advocacy efforts, including advocacy goals and targets.

E. Protective of our People

In 2024, we will continue to support national chapters and partners at risk, by responding to incidents and threats. We will support chapters in strengthening security risk management, and carry out capacity building focused on raising security awareness among staff and ensuring that appropriate organisational security plans and protocols are in place to strengthen resilience. We will produce relevant security resources and guidance tailored to our movement, and continue to strengthen our processes to identify and budget adequately for potential risks during project development, and to integrate Safeguarding Anti-corruption Fighters' Efforts (SAFE) support.

F. Ethical and Accountable

In 2024 we will continue to improve the Secretariat's own integrity system, with a focus on accountability measures and controls executed through functions and decision-making committees. We will also strengthen our risk management framework, by implementing better tracking and risk scales, and a new rationalisation of risk domains, and improving our horizon-scanning practices.

In line with our 2030 Strategy, we will continue to build the TI Movement's capacity in internal integrity systems and governance. We aim to increase the level of guidance we provide to new chapters in relation to internal governance during the accreditation process. Within our projects, we will carry out specific interventions to help participating chapters and partners to evaluate and strengthen their internal integrity and risk management practices.

MONITORING AND EVALUATION

We are committed to high levels of transparency, accountability and integrity in every aspect of our own work. Monitoring, evaluation and learning are 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 our progress and effectiveness against the Transparency International Strategic Plan 2023-2026, we have produced 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 2024 is aligned with our Strategic Plan and the Road Map.

Specifically, in 2024 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** in relation to our strategic goals, among other metrics, 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 and 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.

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

Phone: +49 30 34 38 200
Fax: +49 30 34 70 39 12

ti@transparency.org
www.transparency.org

Blog: transparency.org/en/blog
Facebook: [transparencyinternational](https://www.facebook.com/transparencyinternational)
Twitter: [@anticorruption](https://twitter.com/anticorruption)