

TRANSPARENCY INTERNATIONAL SECRETARIAT STRATEGIC PLAN 2023-2026

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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Transparency International Secretariat Strategic Plan 2023-2026

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 September 2022. Nevertheless, Transparency International cannot accept responsibility for the consequences of its use for other purposes or in other contexts.

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FOREWORD FROM THE CEO

As Transparency International approaches its 30th anniversary, our mission to stop corruption and promote transparency, accountability and integrity across all of society is more relevant than ever.

Corruption continues to be a key driver of the biggest challenges our world is facing. With 70 per cent of all people now living in autocracies, tackling corruption is essential to the survival of democracy. The ease with which kleptocrats can launder and invest their illicit gains abroad has allowed them to weaponise corruption and threaten global security. Corrupt decision-making continues to deprive people of their basic rights and weakens the institutions charged with protecting them. Responses to the climate crisis are being undermined by embezzlement and undue influence, including by corporate interests. Corruption also leads to greater marginalisation, gender-based violence, mismanagement of recessions... I could go on.

But there is hope. The fairer and more equitable world that the 2030 Agenda for Sustainable Development envisions is still possible if we collectively mobilise to demand that those in power act with more integrity and accountability. When leaders clamp down on corrupt money flows, for example, countries can mobilise funds for development and help ensure that no one gets left behind.

We are determined to hold power to account for the common good – and have this at the heart of our 10-year global strategy. As the Transparency International Secretariat, we have translated this vision into our ambitions for the next four years in the publication that I am proud to present to you today: our *Strategic Plan 2023-2026*. This document is the basis for our detailed road map for that period, which will help us stay focused and measure progress.

Here at the Secretariat, we convene and coordinate Transparency International's 113 national chapters and partners, while leading global and regional advocacy. We also develop policy solutions and innovative anti-corruption knowledge, tools and approaches. Through this, we ensure that the Transparency International movement is strong and driving change at all levels.

This strategic plan outlines how the Secretariat, together with other parts of our movement, will make the biggest impact in the coming four years. It describes our specific goals during the second cycle of our strategy and guides the work, decisions and resource management that will achieve them. The plan is based on wide consultations with our movement to identify lessons learned, opportunities for change and entry points for collective action in the next four years.

In the public sector, we will build upon achievements, such as helping to ensure that 80 International Monetary Fund (IMF) emergency COVID-19 loans contained critical transparency and accountability measures, to keep pushing the international community and national governments to target corruption at all levels.

Having secured breakthroughs like company beneficial ownership registers now being a worldwide requirement, we will lead action against cross-border corruption to new levels.

We will keep fighting for the safety and freedom of anyone uncovering or standing up to corruption, while supporting their efforts to create accountability. We will also leverage our movement to oppose restrictions to civic space and create opportunities for more inclusive public participation.

And throughout the fight against corruption, we will continue to ensure that the Transparency International movement is accountable, professional and sustainable.

I hope that you find this plan both inspiring and informative. Before you turn the page, I'll share a finding that we come across again and again: people everywhere have had enough of corruption and want a fairer world with freedom, stability and leaders acting for the common good. This world is within our grasp. I hope you will join us on our journey toward it.

Together, we can make corruption a thing of the past.



Daniel Eriksson

Chief Executive Officer of Transparency International



THEORY OF CHANGE

Our theory of change 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.

When we speak about power we mean public and private power held by governments businesses or not-for-profit institutions, and about powerholders at all levels. We focus on concentrations of power that pose the greatest risks of grand corruption and state capture. When we speak about common good, we mean the outcomes set by the 2030 Sustainable Development Goals that serve humanity. We believe that only the proper use of power—entrusted power— can deliver the social, economic, environmental and security needed by all and not private interests.

What needs to be in place for a world in which power is held to account for the common good

To effectively hold power to account for the common good we need to achieve three key goals:

Checks and Balances: Establishing, defending, and advancing institutional checks and balances is crucial against the concentration of power – the purpose served by all key freedoms and institutions. Only through **strong institutional frameworks at national and international levels** can we prevent and control the abuse of entrusted power. This is particularly true in contexts where institutions are captured or subservient to authoritarian leaders or commercial interests.

Enforcement: We need to **accelerate the enforcement of anti-corruption standards for accountability**. Anti-corruption conventions and laws worldwide are not enough to bring extensive change. Effective national and international mechanisms are required to ensure the implementation of standards that enable change in the everyday life of people towards the common good. Otherwise, anti-corruption enforcement can be used selectively as a tool to perpetuate rather than end impunity for corruption, or to exercise control over political opponents or civil society. Transnational mechanisms and networks remain key to the ability of corrupt actors to execute their crimes and launder and spend ill-gotten gains.

Social Oversight: We need to **activate social oversight to protect the common good – the ability of civil society to drive accountability through political, legal and everyday social actions**. Accountability rarely functions without the community or affected stakeholders being willing and able to safely enforce that trust – whether by triggering enforcement action, pursuing redress for themselves or other victims, exposing wrongdoers or advocating for change. Social action and oversight rely on direct, sustained participation of all stakeholders in the exercise of power, including business interests, investors and employees, along with mobilisation of people and non-government actors in support of accountability, equality and fairness.

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.

Framework for Change

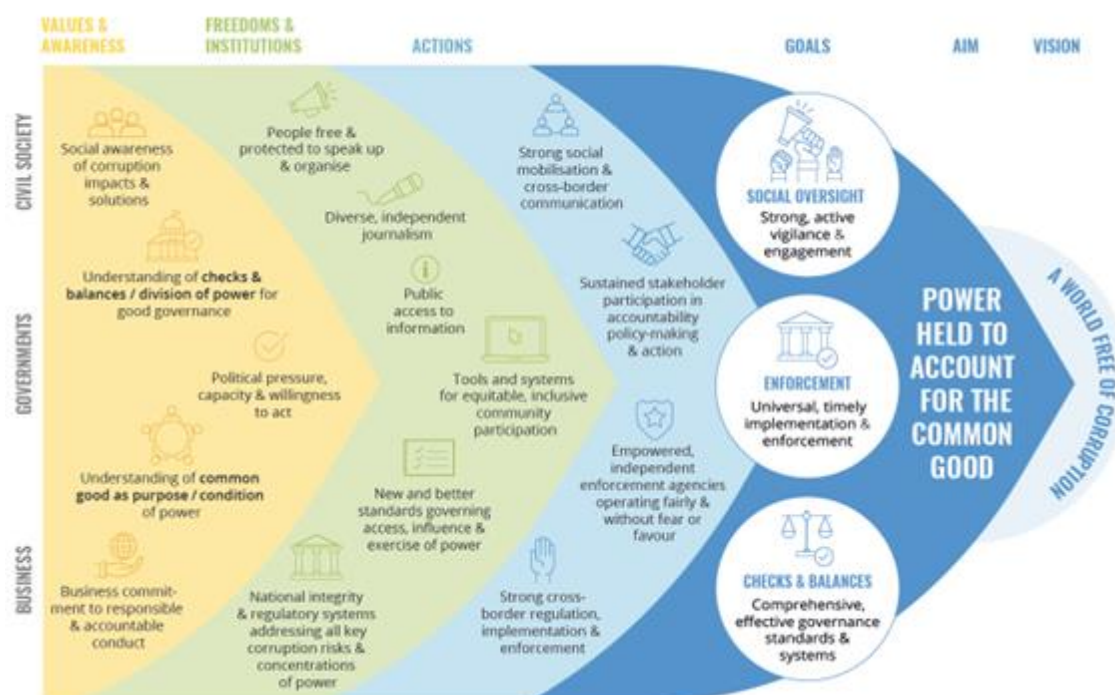


Figure 1: Framework for Change

Our aims and goals (the world we need)

Wide consultation across our Movement of 100+ national chapters, and with stakeholders, highlights at least 15 key elements required, nationally and internationally, for these aims and goals to be achieved (see Fig 1). Not every country can easily establish all these elements in equal measure. Even in countries where many elements are already present, current challenges show they need to be defended, strengthened, expanded, and sustained. The last two decades have seen some important advances in fighting anti-corruption, however, we know that in most countries – and at an international level – most of these key elements remain substantially absent.

Overall, these goals rely on a holistic approach that capitalises on the collective actions of government, business and civil society. This also means better confronting the interconnections between anti-corruption efforts at national and international levels. Critically, it means not only building or reshaping the right formal institutions for each context, but also building and strengthening:

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

Our seven global objectives

To lead the way to achieving these goals – and a world where power is held to account for the common good – Transparency International has identified seven objectives to guide its actions through 2030 (Fig. 2). All objectives are interrelated, demanding action and impact across government, business and civil society, with each objective also served by outcomes associated with other objectives. In line with our aim and goals, each objective involves different levels of focus on actions, freedoms and institutions, and values and awareness necessary for both preventing and addressing corruption, shown as critical by our Framework for Change (Fig. 1). While each national chapter and the TI Secretariat have tailored theories of change that speak to different needs and priorities at the local, regional and global levels, all these theories of change are informed by the Framework for Change (Fig. 1) and the seven strategic objectives (Fig. 2) which are common areas of influence for TI.

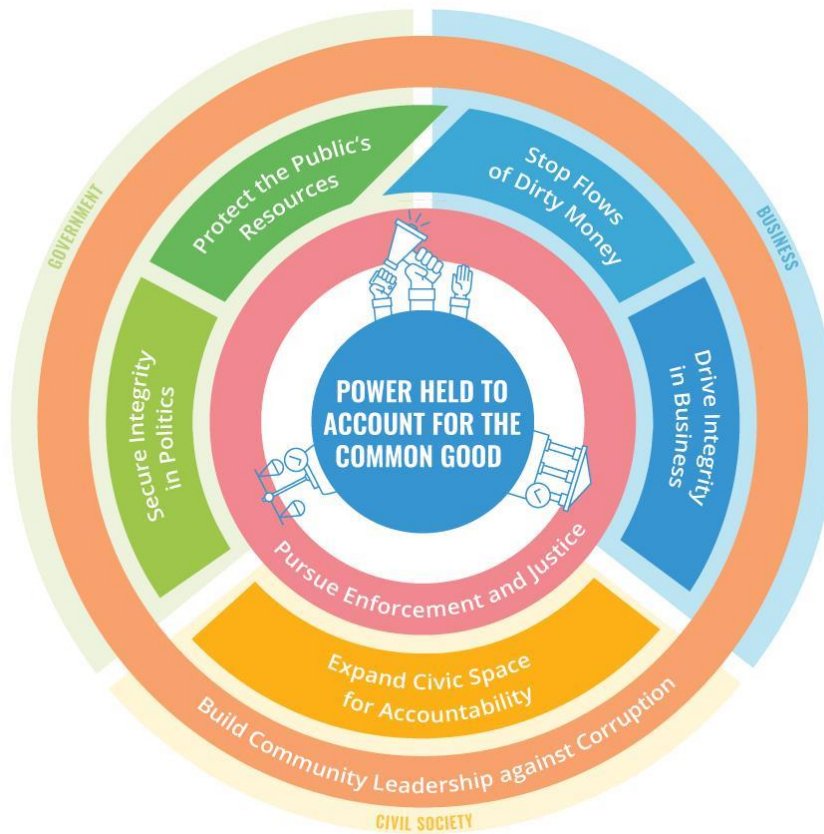


Figure 2: Seven Specific Objectives of the TI 2030 Strategy

Our objectives are interconnected and as a Movement, the next four years will be focused on the following objectives:

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

Our theory of change recognizes that how we are going to do things is equally important as what we aim to achieve through our strategic objective and goals. Our six 'Making it Happen' Commitments [agile timeframes, connected global and national strategies, effective coordination, advocacy and support, stronger partnerships and presence, core principles and methods (inclusive and intersectional, climate and environment conscious, evidence-based tech-savvy, protective of our people, ethical and accountable,) impact and learning] will be at the heart of how we work within the Movement and with other partners to achieve inclusive, sustainable and coherent change. To keep ourselves accountable, we have created an accompanying results framework for our commitments that will track and measure our progress towards improving how the Secretariat contributes towards a stronger and united Transparency International Movement that is able to mainstream key principles, such as being inclusive and intersectional and climate and environmentally conscious, within our strategic objectives in the coming four years.

How we work together with national chapters to achieve change

As the Transparency International Secretariat, we will narrow in on the most pressing structural and systemic problems that feed the current crisis of corruption and contribute to the Movement's seven objectives in the coming four years. Meaningful change will require interventions at all levels – from enabling community action to mounting pressure on global governance bodies. For many of the most pressing corruption issues, progress depends on global action because drivers, enablers and actors are operating across borders, or the issues themselves are transnational.

The Secretariat has the mandate, capacity, expertise, access and influence to drive policy change and legal accountability at regional and global levels, making us uniquely positioned to lead the worldwide fight against corruption. For change needed at the national level, the Secretariat will support and supplement our Chapters' efforts with necessary evidence and international advocacy, creating or taking advantage of opportunities to unlock progress. In addition, in countries without Transparency International's presence or where national efforts are hampered, the Secretariat will leverage its global presence to defend the common good.

But we will not be alone in driving the outcomes we have set for the next four years – we work alongside Transparency International national chapters. While they have crucial independence in the way they tackle corruption in their countries, we are aligned in our pursuit of a common agenda. And guided by our global strategy, we have done significant work to ensure that our activities complement each other and push forward our broader mission.

For change that needs to take place at the national level, the Secretariat will support and supplement our chapters' efforts with necessary evidence and international advocacy, creating or taking advantage of opportunities to unlock progress. In addition, in countries without Transparency International's presence or where national efforts are hampered, the Secretariat will leverage its global presence to defend the common good.

Within our movement, the Transparency International Secretariat contributes in the following key ways:

- + **Leading evidence-based global and regional advocacy, including evidence generation, policy development and campaigning:** The Secretariat focuses on achieving transformational change on corruption issues of global and regional relevance. Building on the work of our chapters on the ground and our own expertise, we work through a range of alliances and partnerships to drive targeted anti-corruption advocacy. We do so through activities like issue-based campaigns, and by providing both thought leadership and a bottom-up, evidence-based voice for the movement's demands for change around the world.
- + **Advancing the development, understanding and use of innovative anti-corruption knowledge, tools and approaches:** The Secretariat identifies and fills knowledge gaps with action-orientated research. This helps us to create innovative, evidence-based tools and approaches for our internal and external stakeholders, and to ensure they are contextualised and applied effectively. Our focus is on learning from what has worked – and what has not – in the fight against corruption, to support the movement in achieving its collective ambition.
- + **Supporting national advocacy efforts for greater impact:** The Secretariat supports chapters – and, where relevant and appropriate, chapter networks – in creating advocacy opportunities to achieve influence and impact on the issues they identify as critical. As the international secretariat of a global movement, we help translate the global imperatives of our anti-corruption work into local relevance, and vice versa.
- + **Supporting a movement that is professional, accountable and sustainable:** The Secretariat coordinates a movement that itself upholds the governance standards that it advocates for and that continuously strives for organisational excellence. Providing a range of services, we invest in people, resources, training and learning to raise professional standards, build capacity and foster resilience across the movement. We also help members of the movement to focus on achieving the outcomes defined by our common strategy.

Secretariat strategic plan 2023-2026

In 2019 and 2020, our movement of over 100 chapters, affiliates and the international Secretariat came together and set our ambitions for the next decade, as part of our global Strategy 2030, *Holding Power to Account*. Two years into this strategy, we took time to reflect on the lessons learnt, and explore how these lessons, as well as emerging contexts and opportunities for impact, should inform the actions we take as a movement in the upcoming four years. This reflection also enabled us, as the Transparency International Secretariat, to identify what our contribution will be, building on our strengths, as well as considering where we should do things differently during this period.

This 2023-2026 strategic plan for the Secretariat follows that movement-wide planning process and outlines how the Secretariat will contribute to the change we want to create as a global movement. It outlines our ambitions for the next four years and guides the work, decisions and resource management that will realise them.

WHAT WE WILL WORK TOWARD

Transparency International's 10-year strategy, *Holding Power to Account*, commits the Secretariat to leading global advocacy efforts on a variety of crosscutting anti-corruption themes, while channelling the collective power of our movement. This section describes our ambition and pathway to change in 2023-2026 for each strategic objective.

In the coming four years, our movement has identified the need to focus on overcoming global injustices and defending democracy by strengthening integrity. 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. The Transparency International Secretariat will support the movement to mobilize public demand for decision-makers to act with integrity, transparency and accountability and spearhead collective action for the effective enforcement of anti-corruption measures. It will also ensure voices for the common good are heard, highlight the impact of corruption on people's lives and intensify our work to remove corruption as an obstacle to overcoming the world's greatest challenges. Due to the interconnected nature of our objectives, we will pursue these goals by working toward these strategic objectives:

1. PROTECT THE PUBLIC'S RESOURCES

Since our creation nearly 30 years ago, Transparency International has fought bribery in government contracting, the theft of public funds and the misuse of natural resources. Unless we can collectively safeguard the honest, lawful and equitable use of public financial flows, infrastructure, services and natural resources, we will not be able to eradicate poverty and hunger, reduce inequalities, protect our environment, or guarantee human rights and access to basic services.

Problem: Governments and international actors are investing massive amounts of money through fiscal policy responses and climate action funds to mitigate the devastating social and economic impacts of the COVID-19 pandemic and runaway climate change, while at the same time seeking to make progress towards the Sustainable Development Goals (SDGs). However, corruption, opacity and lack of inclusiveness in the governance of budget systems, infrastructure investments, public services, and environmental and natural resources are undermining these efforts. This wastes public money, skews spending priorities and increases environmental damage, political instability and the vulnerability of marginalised groups.

Outcomes: In the next four years, Transparency International will work to improve governance of the public's resources in several complementary ways. Through coordinated advocacy across our global movement, we will **increase adoption and implementation of legislative and policy reforms** in the areas of infrastructure investments, public services, and management of the environment, natural resources and land. We will also help to **enhance public oversight, capacity for collective action and social accountability** in the governance of public infrastructure projects and procurement procedures, contributing to our Strategy 2030 outcome of maximum openness, transparency and responsiveness in public contracting. Through our work we will **improve local communities' and vulnerable groups'**

capacity to report and seek redress for corruption, and to mobilise against it in the delivery of public services and management of natural resources, including land, amplifying people's voices in national, regional and global policymaking platforms. This will secure progress towards another Strategy 2030 outcome – more effective prevention and exposure of public sector bribery, theft and abuse of power.

Our contribution: The Transparency International Secretariat will use our expertise to carry out comparative research on corruption risks and best practices in public investment management and climate governance. This will be done in countries that are most affected by climate change, those that are scoring the worst in one or more SDGs, and those that receive the most aid money to tackle both issues. Based on the results and evidence, we will develop policy recommendations and advocacy campaigns to encourage governments to close identified legislative gaps and loopholes. We will build the capacity of civil society organisations and the media to engage effectively in the tracking and monitoring of public investments and climate finance and action, including by using innovative data-driven tools. We will also launch or support collective action initiatives, such as integrity pacts, to collaborate with governments and businesses to prevent bribery, collusion and unfair competition in strategic procurement markets and projects. To foster social justice and mobilisation against corruption in public services along with natural resource and land management, we will build on our successes across our network of Advocacy and Legal Advice Centres (ALACs) by strengthening their capacity and impact through improved data collection, strategic litigation, and the use of participatory research for evidence-based advocacy and awareness-raising.

2. STOP FLOWS OF DIRTY MONEY

Despite recent hard-won successes and increased recognition of the need to rein in illicit finance, the corrupt and their accomplices have myriad opportunities to launder and grow their stolen wealth. The global financial system's defences against dirty money are failing. From facilitating large-scale theft of public funds that are desperately needed to finance health care and education, to enabling the consolidation of kleptocracies, these failures have far-reaching and detrimental effects on the common good. Individuals, communities and societies already most vulnerable or at risk of authoritarian hostility are paying the highest price, but dirty money that has penetrated financial and political systems around the world is threatening livelihoods and democracy even in advanced economies.

Problem: At present, international standards designed to help keep dirty money in check are largely out of date or not robust enough. Even so, key financial centres – particularly those that restrict independent civil society – are too slow or ineffectual in meeting the existing standards. In practice, authorities that are meant to follow the money are ill-equipped to pursue complex, large-scale corruption schemes. This is aggravated by the woeful lack of mechanisms for cross-border collaboration and intelligence sharing, so that dirty money and illicit assets deliberately hidden across jurisdictions can be detected and perpetrators held to account. What's more, corporate service providers, real estate agents, banks and other gatekeepers of the financial system often end up enabling cross-border corruption – without adequate scrutiny.

Outcomes: In the next four years, the Transparency International Secretariat will drive our global movement's efforts to address these pressing problems even more forcefully than before. We are confident that our increased advocacy will lead to **stronger and more widely implemented regional and global standards to tackle financial secrecy**, and also to **gradually eliminating loopholes at the national level**. This will move us closer to disabling systems for secret payments and concealment of assets – one of Transparency International's outcomes under Strategy 2030. Similarly, if successful, our campaigning for **new and improved mechanisms for cross-border action**, coupled with efforts to **expose and demand accountability for the accomplices of the corrupt**, will enable our movement to make tremendous strides toward another Strategy 2030 outcome – increasing accountability for corruption-enabling networks and gatekeepers.

Our contribution: The Transparency International Secretariat 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 close the global financial system's remaining loopholes. We will advocate for greater transparency, accessibility and use of asset ownership data – from companies to trusts and investment funds to yachts and real estate – nationally as well as globally; campaign to stop banks and

other gatekeepers from perpetuating cross-border corruption; push for the creation a permanent multilateral task force for the leading economies to jointly trace and investigate suspicious wealth; and ensure that authorities have what they need to follow corrupt money, and bring both perpetrators and enablers of corruption to justice. As Transparency International's record over almost three decades shows, achievements at the global level will enable progress locally, creating opportunities for our chapters and other champions to advocate for greater financial integrity and to seek justice – particularly critical where governments have long resisted change.

3. SECURE INTEGRITY IN POLITICS

Political integrity means exercising political power consistently in the public interest, independent from private interests, and not using power to maintain the office holder's own wealth and position. Protecting the integrity of decision-making is best served by the freedoms and institutions that democracy provides. However, democracy continues to decline. Today 70 per cent of the world's population live in non-democratic regimes. As the world enters 2023 with financial, climate and security crises producing further mistrust, polarisation and social unrest, we may see democracy and anti-corruption efforts in further decline.

Problem: Autocratic and corrupt elites face little consequences for weakening accountability institutions. The world lacks sufficient, robust standards to protect rulemaking from corruptive interests, either domestic or foreign. Existing standards are too few and frequently outdated when it comes to, for example, conflicts of interest or campaign finance transparency. The infrastructure to impose credible consequences on breaches – such as coordinated sanction regimes, conditionality, or other enforcement mechanisms – is also lacking. Domestic watchdogs from society or government who could deter corruption and authoritarianism also face barriers, including the lack of transparent information, to doing their job. Open data on political integrity is the weakest area of open government, according to the *Global Data Barometer 2021*, a global survey; voters, media and watchdogs without essential information struggle to ensure accountability for political office holders.

Outcomes: Broader global consensus on integrity standards will lend legitimacy to efforts by domestic, governmental and inter-governmental actors to effectively impose consequences on corrupt, authoritarian elites. The Transparency International Secretariat will contribute to both in the next four years. We will rally global public opinion and demand that **governments commit to up-to-date, stronger, and more comprehensive global integrity standards** for rulemaking and rule-makers. Similarly, we will **improve the ability of civil society actors and oversight bodies to detect, expose and counter undue influence** by corruptive interests – foreign or domestic – on public decision-making. Lastly, we will endeavour to **expose political leaders for infringing upon global political integrity standards** and reveal the corruptive interests that support them.

Our contribution: During the next four years, to inform our global advocacy, we will gather robust global evidence on the performance of political integrity rules and practice worldwide. We will advocate with intergovernmental bodies on the centrality of political integrity to enable common-good responses to the unfolding global crises. We will convene global dialogues with allies and other stakeholders to reflect on the relevance of global political integrity standards in confronting these crises. We will technically support and give visibility to the roll-out of country initiatives to detect, expose and counter the effect of corruptive influence on politics, or to strengthen accountability responses to curb political corruption.

4. DRIVE INTEGRITY IN BUSINESS

Our ambitious agenda to hold power to account for the common good hinges not only on political change, but also on responsible and accountable business conduct. This is particularly the case given growing levels of corporate influence in areas such as new technology, artificial intelligence, cryptocurrency and big data, among others. Through innovation, the business sector is also a key player in finding and delivering sustainable solutions to global challenges – including pandemics, climate change, food and water shortages, poverty and inequality.

Problem: Business is still too often part of the corruption problem. To gain advantage over competitors, many firms continue to bribe, collude and illicitly influence public decision-making in sectors, procurement markets and supply chains that are key to social and economic growth. This not only directly impacts people's lives, but also discourages investment and erodes trust in public and economic institutions, undermining countries' efforts to achieve the SDGs. These challenges are exacerbated by two underlying issues. Within the corporate sector, the dominant approach to compliance, which focuses on identification and sanctioning of corrupt employees, has become less effective – especially in contexts of systemic corruption, kleptocracy and authoritarianism. Simultaneously, despite the advancement of regulations and standards on environmental, social and governance (ESG) reporting to demonstrate responsible business conduct, these regulations continue to be fragmented and/or unclear across countries and sectors, reducing business incentives to proactively pursue and invest in ambitious corporate integrity agendas.

Outcomes: To tackle these problems in the four coming years, the Transparency International Secretariat will pursue a multi-dimensional approach to drive integrity in business. We will **strengthen businesses' capacity to build a culture of integrity in their operations and supply chains**, and for them to adequately disclose information and data in relation to environmental and social goals. We will also advocate for **improved, smarter and more comprehensive government regulatory frameworks and compliance control mechanisms** on corporate anti-corruption disclosure in relation to ESG reporting, underpinned by effective systems of incentives and sanctions. To secure such reforms, we will **foster businesses' capacity to engage in multi-stakeholder collective action and to cooperate with policymakers and civil society**. These outcomes will help create a critical mass of business leadership fulfilling strong integrity commitments – our ambition under Strategy 2030.

Our contribution: We will achieve this by developing guidance, principles and training programmes to build companies' capacity to establish a solid culture of corporate integrity, carry out responsible political engagement and tackle corruption risks across supply chains – particularly in kleptocratic and authoritarian political environments. We will also develop global performance indicators on anti-corruption information and data disclosure in relation to ESG reporting, as well as mechanisms to monitor their implementation over time. In our advocacy work, we will engage policymakers, impact investors, business associations and civil society organisations to identify country reform agendas as well as launch or support collective action initiatives – such as standard-setting coalitions and integrity pacts – designed to deliver on them.

5. PURSUE ENFORCEMENT AND JUSTICE

Despite the growing exposure of large-scale corruption schemes, and increasing public demand for accountability, enforcement efforts remain hamstrung when it comes to complex, cross-border cases of financial crime. When perpetrators of grand corruption, foreign bribery and money laundering don't face justice, they continue to plunder vital resources or bribe officials. Meanwhile, the victims of their crimes are denied their rights and entire societies are robbed of the opportunity for sustainable development.

Problem: Enforcement and justice systems are meant to deter corruption, hold the corrupt to account and ensure that victims – who ultimately bear the cost of corruption – achieve redress. Yet all too often, national authorities are unwilling to prosecute and adjudicate such crimes, or they abuse their powers by applying justice selectively. In other cases, national prosecutors and judges lack the capacity, resources or independence to initiate investigations and deliver full accountability. What's more, national laws and international standards do not currently provide sufficient avenues to achieve justice in complex cross-border cases of corruption, or to provide remedies to the victims.

Outcomes: In the next four years, the Transparency International Secretariat will further build on our case-based legal and policy advocacy to advance accountability of high-level officials and companies involved in corruption schemes. We will **increase effective enforcement by relevant authorities** against such schemes, including through submissions and advocacy. We will also **equip our partners to better contribute to enforcement** through greater capacity to undertake legal action, including on behalf of victims and witnesses of corruption. This will bring us closer to our Strategy 2030 aspiration of greater equity, consistency and removal of bias in corruption prosecutions and judicial outcomes. In addition, we will work to **improve global standards and national measures to address grand corruption and**

ensure that the rights of victims of corruption are recognised. This work will contribute to another Strategy 2030 outcome – an effective international anti-corruption enforcement framework.

Our contribution: In the next four years, the Secretariat will scale up our case-based and legal advocacy by bringing more cases of cross-border corruption to court in jurisdictions with strong respect for the rule of law and a track record of prosecuting such crimes. This approach has been critical to achieving accountability elsewhere when local authorities are unwilling or unable to deliver it. At the same time, we will test this approach in countries where the rule of law is generally respected and there are sufficient resources for enforcement, but where addressing grand corruption has not been a priority so far. We will also do more to claim the rights of victims before national authorities and through international human rights mechanisms, such as regional human rights courts and UN treaty bodies. Encouraged by our results in the first strategic cycle, we will continue to build capacity and share lessons within the Transparency International movement, as well as provide technical and financial support to strengthen our chapters' and partners' casework. To make accountability a norm rather than an exception, and to unlock new legal avenues for enforcement and justice, the Secretariat will expose loopholes in laws and standards and push for ways to close them. Together with our chapters, we will strengthen our calls for new standards and measures – both at national and multilateral levels – so that perpetrators of corruption are brought to justice and victims receive redress for the harms and abuses they experience.

6. EXPAND CIVIC SPACE FOR ACCOUNTABILITY

Civil society plays a key role in holding power to account. Integrity and accountability rely on the ability of people, community groups, whistleblowers and the media to stand up for what is right, expose abuses of power, pursue remedies and trigger political change. However, for this to happen, civic actors must be able to operate freely and participate meaningfully in their societies. 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.

Problem: There are increased restrictions on civil society both at national and international levels, including through laws that target them or limit their work, the arbitrary use of judicial systems against civil society groups, or measures such as arrest, detention, intimidation and smear campaigns. Reporting and acting against corruption remain dangerous, especially for marginalised groups. There is also a lack of meaningful and inclusive public participation in decision-making in areas such as budgetary and policy processes. Yet the response by the international community to these challenges remains weak.

Outcomes: In the next four years, the Transparency International Secretariat will **strengthen our chapters' capacity to address civic space issues at the national level**, and assess, support and create **more opportunities for meaningful and inclusive public participation in decision-making**. We will continue to **enhance the security and protection of anti-corruption activists, journalists, whistleblowers** and those reporting corruption, including through the creation of safe reporting channels. Finally, we will **expand civil society participation in international fora** and pressure the international community to increase funding and political support for civil society organisations (CSOs) working in restrictive environments.

Our contribution: In order to achieve progress in these areas, we will advocate in global spaces and with the donor community for protection initiatives, building on previous work to have anti-corruption activists recognised as human rights defenders. We will continue to speak strongly for CSO participation in international fora, and will support our movement's efforts at national level by fostering cross-chapter and cross-regional knowledge exchange and learning on effective strategies to open up civic space and increase public participation. We will generate evidence to underpin our advocacy for stronger standards on participation and transparency, and for dedicated protection initiatives. We will leverage partnerships and provide financial, technical and capacity-building support to our chapters.

7. BUILD COMMUNITY LEADERSHIP AGAINST CORRUPTION

As our 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. Young people see corruption and understand how it is hindering their individual lives and societies. Many also actively reject it – whether through organising online or protesting in the streets. Our *Global Corruption Barometer* surveys show that younger people tend to be more optimistic than other generations about their ability to make a difference in the fight against corruption. Supporting their efforts to hold power to account is critical to advancing the common good – both today and tomorrow.

Problem: Our studies show that, to varying degrees across regions, young people feel that governments do not take their views into account when making decisions. They often lack the tools, opportunities and power to influence change – especially when it comes to groups at the intersection of gender, disability, ethnicity and other grounds of discrimination. And yet, young people are also more exposed to bribery and other forms of corruption: all too often, young women become vulnerable to sextortion, while LGBTQI+ youth are denied justice for the hate-driven violence they experience. Marginalisation can further undermine young people's ability to meaningfully participate in public life. Unsurprisingly, young people are growing more and more disenchanted with traditional institutions, which means even greater exclusion and missed opportunities for political change.

Outcomes: More than half of our national chapters work directly with young people through dedicated initiatives. Many are also planning to further scale up their youth work. To support these and future efforts, the Secretariat will build an **improved understanding of attitudes towards corruption and barriers to the participation of young people**, particularly at the intersection of other grounds of discrimination. This will help ensure that engagement of young people increasingly happens on their terms, while efforts to fight discriminatory corruption carefully consider their lived realities. To help them more meaningfully challenge the status quo, we will also **increase opportunities for young people from different walks of life to demand transparency, integrity and accountability**. These efforts will contribute to achieving our Strategy 2030 ambition of fostering a next generation of civic, public and business leaders better equipped to fight corruption.

Our contribution: The Secretariat is uniquely positioned to facilitate learning across the movement, as well as to generate evidence and unpack trends when it comes to attitudes towards corruption and barriers to young people's participation. In the next four years, we will dedicate more internal resources to facilitating such exchange and learning within our movement. We will support interested chapters in designing interventions to overcome identified barriers – including through piloting and testing non-traditional ways of engaging with young people. We will also do more to capture and understand young people's attitudes and experiences of corruption – especially those at risk of multiple and intersecting forms of discrimination. Through our multi-country projects, the Secretariat will work with our chapters to more proactively engage young people on specific issues of concern and create opportunities for greater participation. What's more, we will build on previous successes and leverage the International Anti-Corruption Conference – along with key initiatives such as Journalists for Transparency and Fair Play Anti-Corruption Music – to offer a unique global platform to young people from all walks of life to have their voices heard by leaders and become a force for positive change.

MAKING IT HAPPEN

As the coordinating hub for over 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.

AGILE TIMEFRAMES

Our 10-year Strategy 2030 is divided into three strategic cycles, providing much-needed agility in responding to the most pressing challenges and opportunities, and enabling us to work in the most impactful way. Our strategic plans follow these same cycles. At the end of every strategic cycle, we undergo a movement-wide review, which helps us to course-correct and sharpen our priorities for the next cycle.

CONNECTED GLOBAL AND NATIONAL STRATEGIES

In the next four years, we will be aligning our planning and decision-making processes more tightly, from project level right through to organisational goals. Together with our chapters, we are making Transparency International into an even stronger global movement that consistently achieves more than the sum of its parts – and can show it. To this end, we are focusing on creating collaborative space for all members to exchange, plan and coordinate action, supported by the right training and information.

EFFECTIVE COORDINATION, ADVOCACY AND SUPPORT

Our greatest asset is our ability to combine deep local knowledge with regional and global technical expertise, while offering access to advocacy opportunities and fora. As a movement, we listen closely to each other's needs and challenges, to better incorporate responses to these into our work. In the next four years, we will be continuously expanding our tools to better embed chapter perspectives in our projects and programmes, shaping our annual Movement Summit – the highlight of our internal calendar – into a space dedicated to learning and planning for action, and creating new platforms and mechanisms for the movement to exchange knowledge and spark ideas.

STRONGER PARTNERSHIPS AND PRESENCE

We are ramping up our global impact by supporting our national chapters to become more viable, sustainable and effective, while also expanding our strategic partnerships. Over the next four years, we will focus on developing creative – and where possible, low-cost – solutions to fill in the gaps we have identified as a movement, so we will have stronger chapters and consultation mechanisms, and can establish new forms of collaboration at the global, regional and local levels.

IMPACT AND LEARNING

As a movement that spans community interventions to global campaigns, how we evaluate our work must be both streamlined and adaptable to local contexts. The Secretariat is creating common frameworks to assess progress against the global strategy, and to build an even stronger case for what works in fighting corruption. Over the next four years, 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.

CORE PRINCIPLES

A. Inclusive and intersectional

The strength of our movement is the rich diversity of perspectives and experiences that we bring to the fight against corruption. We are committed to doing even better: building an ever-more inclusive anti-corruption movement that harnesses this diversity and acknowledges how corruption affects particular groups differently. In the next four years, this includes making sure that all our structures are better representative of the world we live in, while operations, strategic priorities and programmes pay particular attention to the specific impact of corruption on women, girls and other groups at risk of discrimination.

B. Climate and environment conscious

We want to consider the environment and climate in all that we do, embedding this into our projects and articulating ways that we can contribute to climate justice. In the next four years, this means establishing shared global advocacy initiatives and providing direct guidance to national chapters that want to include climate perspectives in their workplans and proposals. We will also be continuing our efforts to measure and reduce our environmental footprint at the Secretariat level.

C. Evidence-based

Evidence must be at the heart of all our plans and policy recommendations. Over the next four years, this means carefully evaluating our theories of change, investing more in our research capacity at Secretariat and national levels, and developing innovative tools to measure corruption and the effectiveness of our responses. It also means leveraging our flagship research products, such as the *Corruption Perceptions Index* and the *Global Corruption Barometer*, to support our overall strategic goals. Finally, we will be strengthening partnerships with key academic circles, to learn from and contribute to the latest developments in the field.

D. Tech savvy

Technology and digitalisation are critical to our ability to detect and counter corruption. At the same time, rapid advances in technology can enable new forms of corruption. In the next four years, we will work with our chapters, technologists and engineers to develop tools such as open-data platforms, algorithms for corruption risk detection, and safe channels for reporting and whistleblowing. We will continue to examine and understand the risks and potential of emerging issues, including the use of artificial intelligence in governance, the role of big tech in democratic processes, and the use of cryptocurrencies in corruption schemes.

E. Protective of our people

Over the next four years, we will step up our measures to safeguard anti-corruption fighters and support the protection needs of both the Secretariat and our national chapters. Specifically, we are building more robust support for all our people through our initiative, Safeguarding Anti-Corruption Fighters' Efforts

(SAFE). This includes strengthening digital security; identifying and budgeting for potential risks during development of all new projects; tightening up cross-team coordination on security issues within the Secretariat, and improving risk management, knowledge sharing and peer exchange within the movement.

F. Ethical and accountable

To hold power to account, Transparency International must uphold the highest standards of internal accountability. In the next four years, we are focusing on 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.

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 also helps us to be a healthy, effective and impactful organisation and to contribute to learning in the wider anti-corruption sector.

To measure the progress and effectiveness of this strategic plan, we will complement it with the *Transparency International Secretariat's Road Map 2023-2026*, which describes the specific outcomes we aim to achieve by 2026 for each of the seven strategic objectives. The road map includes a baseline, annual progress markers, and targets for all outcomes and outputs. The road map allows us to clarify the progression towards our long-term ambitions and will help us focus on how to deliver the impact we aim for. It describes the priorities, activities and milestones for our commitments, and principles on how we work.

We will regularly assess these goals and progress markers and, if needed, adapt them based on learning about how we are progressing and the new changing realities.

Specifically, 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** 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 an independent mid-term review** to assess to what extent the TI Secretariat is successful in implementing the TI-S Strategic Plan 2023-2026 and to record lessons learned
- **facilitate a participatory implementation review** towards the end of the second strategic cycle to assess progress against this strategic plan and whether our ways of working strengthen our ability to achieve impact. This will inform our planning towards 2030.

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.

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