



# TRANSPARENCY INTERNATIONAL SECRETARIAT IMPLEMENTATION PLAN

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for Together against Corruption:  
Transparency International Strategy 2020

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. Through more than 100 chapters worldwide and an international secretariat in Berlin, we are leading the fight against corruption to turn this vision into reality.

Transparency International's **mission** is to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society.

Our **core values** are transparency, accountability, integrity, solidarity, courage, justice and democracy.

**[www.transparency.org](http://www.transparency.org)**

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# FOREWORD

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It is my great pleasure to present the Transparency International Secretariat's (TI-S) Implementation Plan for *Together against Corruption: Transparency International Strategy 2020*. This Implementation Plan is the road map the Secretariat will use to contribute to the ambitious goals that our movement has collectively set out in our strategy.

*Together against Corruption* offers bold answers to some persistent questions: How can we stop corruption more effectively in the years to come? How can we respond to the frustration of billions of people around the world about the toll that corruption takes on their lives? How do we help them demand accountability? How do we stop the flow of corrupt money and end impunity for corruption?

Our answers to the above questions depend on the ability of our movement to remain resilient. If civil society space is diminished, our very capacity to tackle corruption will be tested.

As we embark on this Implementation Plan and the strategy behind it, the UN Sustainable Development Goals have just been adopted, obliging all countries, north and south, wealthy and poor, to stop corruption as a priority. With this as a backdrop, our movement's efforts are more relevant than ever around the world. Through *Together against Corruption*, we hope to rise to the fundamental challenges that corruption poses to human rights, equality, security and justice.

At TI-S, we have the privilege to serve and lead the Transparency International movement. In this Implementation Plan, we identify the ways we believe TI-S can most make a difference in changing the world, together with our movement, and *Together against Corruption*.

I look forward to your support and welcome you to take part in our call for change!



Cobus de Swardt  
Managing Director  
Transparency International Secretariat

# ABOUT THIS PLAN

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This Implementation Plan sets out how the Transparency International Secretariat will contribute to the TI movement's strategy, *Together against Corruption*, in the years leading up to 2020.

While the Implementation Plan provides a road map for the Secretariat's work over the next five years, it does not describe everything the Secretariat does. Rather, the Implementation Plan specifies how the TI Secretariat will focus its efforts to help the TI movement achieve its collective ambition in the three areas identified as priorities by the TI 2020 strategy: 1) People and Partners; 2) Prevention, Enforcement and Justice and 3) Strong Movement.

We commit to prioritising TI-S work on these strategic priorities. At the same time, we will allow ourselves the flexibility to react to opportunities and events as they may emerge, and to adapt our focus based on regular reviews of our progress and the context of our work.

As the International Secretariat to the TI movement, TI-S fulfills particular roles that determine the contributions we will make to our strategy, *Together against Corruption*. Our primary roles on behalf of the TI movement are as follows:

- **Leading global and regional advocacy, including policy, communications and campaigning.**

TI-S focuses on achieving transformational change on selected issues of global and regional relevance. Building on the work of TI chapters on the ground, and working through a range of alliances and partnerships, we drive targeted anti-corruption advocacy priorities, providing both thought leadership and bottom-up, evidence-based voice to the TI movement's demands for change around the world. TI-S ensures that the TI movement is a key point of reference in the global debate on anti-corruption.

- **Advancing the development, dissemination and use of innovative anti-corruption knowledge, tools and approaches.**

TI-S identifies the specific knowledge, tools and approaches that are of value to our internal and external stakeholders, and ensures that these are contextualised and effectively shared. Our focus is on learning from what has worked to stop corruption. We also identify knowledge gaps, facilitating innovation in new tools and approaches to assist the TI movement in achieving its collective ambition via action-orientated research. At the same time, we support enhanced and targeted learning across the field of anti-corruption researchers and practitioners.

- **Promoting national advocacy and establishing strategic presence.**

TI-S support 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. We also lead in establishing TI presence in strategic locations, as identified in *Together against Corruption*.

- **Supporting a TI movement that is professional, accountable and sustainable in its impact.**

TI-S supports a movement that itself upholds the governance standards that it advocates for and that continuously strives for organisational excellence. The Secretariat invests in human resources, training and learning to raise professional standards and foster resilience across the Transparency International movement. We also help members of the movement focus on achieving the changes and impact identified in our common strategy, *Together against Corruption*.

Many of the Secretariat's contributions to *Together against Corruption*, identified in the pages that follow, involve more than one of the above roles. These roles distinguish TI-S and its contributions from those of other parts of the movement, yet the roles are supportive of each other and of a movement that is much more than the sum of its parts.

The TI-S Implementation Plan concludes with key elements of our approach to monitor our impact and how we will make this plan happen, as well as a financial forecast to 2020. Overall, the Implementation Plan remains high-level, thereby fulfilling its remit of a five-year, forward-looking document. It will be complemented by annual plans and budgets that are more operational in focus, but that derive from the contributions set out in this document.

# NEW WAYS OF WORKING

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The implementation of a new strategy offers a range of opportunities for change at TI-S. As the International Secretariat to the TI movement, TI-S recognises the need to improve and enhance our ways of working together – across TI-S and our movement. We will draw on a range of evaluations of TI-S and TI-S programmes carried out in recent years to help us improve our ways of working, many of them interconnected, so they enable us to implement our contribution to the Strategy 2020.

For example, we will put new focus on building our capacity to publicly campaign. As our drive is to reach people and stimulate demand for anti-corruption, we need to innovate in our methods to communicate and connect via state-of-the-art campaign techniques. We must use campaigns to widen our appeal and establish a broad movement of those who are like-minded and constitute a global supporters' base.

TI-S will intensify its partnerships, as a way of increasing our impact. While we are already actively cooperating with dozens of international organisations, governments, business, research and civil society groups, we will actively pursue a range of strategic partners to support our priority work. This will provide us with additional expertise, leadership and reach, and will open up opportunities for the transformational, sustainable change we seek in *Together against Corruption*.

We will integrate our Information, Communication and Technology (ICT) systems, embracing new digital technologies. This will not only enable an improved work environment, but will provide us the means to engage on social media platforms, to develop web-based and mobile anti-corruption tools and to reach new audiences and social movements in digital spaces as they evolve. We want our ICT to lead us to deepened public engagement, yet we also want it to reflect who we are: a global reference point and a space for dialogue, debate and learning on corruption.

We will enhance our internal communications, both for TI-S and for the entire TI movement, with the aim of increasing the frequency and quality of connectivity and exchange. Our movement is keen to share its experiences and expertise with purpose; TI-S will dedicate itself to a step change in how we create, post and share information and ideas in Transparency International.

TI-S will revise our approach to fundraising, putting greater efforts than ever before into movement fundraising. We seek to transform the ability of TI chapters to raise money, including via new methods for our movement, such as public campaigns and crowd-funding, as part of enhanced sustainability for our movement. In five years' time, we aim for much less of the movement's income to flow through TI-S and more to be raised in our network. On the basis of this Implementation Plan, we will initiate a major push toward new sources of income for TI-S, with a particular focus on fundraising from the private sector, foundations and high net-worth individuals.

Finally, with this Implementation Plan, we need to ensure that our organisational choices create the best possible information flows, opportunities for innovation in thinking and action and value-added to our movement's aims. Not only does our Secretariat's structure need to strengthen our ability to deliver on our strategy, but we need to adjust the processes that can most help us to navigate our roles efficiently and effectively, on behalf of our movement. Overall, we want our ways of working at TI-S to help us focus and create impact for *Together against Corruption*.



# TI-S CONTRIBUTIONS TO TOGETHER AGAINST CORRUPTION: TI STRATEGY 2020

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## 1. PEOPLE AND PARTNERS

In the coming five years, Transparency International will foster a culture of anti-corruption action. We will increasingly support individuals and groups of people to act and demand accountability – and we will work to protect them when they are at risk. We will extend the boundaries of our anti-corruption movement to include a wide range of people and partners, including citizens and leaders.

As the TI movement, *Together against Corruption*, we have committed in our strategy to:

- **Create demand for accountability and empower action** by working with a wide range of people to act to confront corruption, demand accountability and contribute to anti-corruption approaches that are systemic and sustainable; the change we seek is that **people around the world denounce corruption and take increased action to confront it.**
- **Engage partners and inspire leaders** by working with and promoting anti-corruption leaders and leadership, and fostering strong partnerships in anti-corruption related fields most relevant to our priorities; the change we seek is that **a growing number of key partners and leaders drive anti-corruption progress.**
- **Protect anti-corruption activists** by defending and supporting TI activists under threat, standing in solidarity with those whose work to expose corruption puts them at risk, and pushing back against the limits put on civil society space; the change we seek is **greater freedom of action and voice for anti-corruption activists.**

The TI Secretariat will add value to these ambitions, seeking the changes identified in our movement's strategy, with the following contributions:

### 1. TI-S will support the creation of safe mechanisms for victims and witnesses of corruption to denounce corruption and seek redress.

TI-S will facilitate the sharing of experience in how to run Advocacy and Legal Advice Centres (ALACs) efficiently and safely, for staff and for corruption victims, so that ALACs can be taken to scale across the movement. We will make greater use of ALACs case information for understanding corruption, for communications, and for advocacy that can lead to systemic change. TI-S will support the use of ALAC-created knowledge in other priority areas, especially those focused on working with and protecting people. We will explore and support the piloting of new models of engagement of witnesses and victims of corruption, so that more people can be reached, including women and marginalised groups.

In addition, TI-S will lead in the advocacy for whistleblower protection standards in both the public and private sector, to ensure that those who speak up are given full protection under the law and are not wrongfully punished for their courage to confront corruption.



## **2. TI-S will support chapters' efforts to create public demand for accountability**

TI-S will facilitate knowledge exchange, resources, tools and best practices to assist chapters in enabling the ability of people, especially young people, women and social activists, to actively reject corruption and take concerted action against it. We will support chapters' work in areas that affect people's daily lives most, such as the delivery of basic services, encouraging innovation in both the tools developed and their use. The areas most vulnerable where our chapters want to engage people include land rights, education, human security and safety, and health. We will also support efforts to demand accountability around public budgeting and budget allocation, which are both vulnerable to corruption and, when administered well, central to the quality of people's lives everywhere.

Using this bottom-up demand for accountability, TI-S will lead the TI movement's ongoing global advocacy on the critical role of anti-corruption in sustainable development. We will assist chapters in making the UN Sustainable Development Goals – which will affect the lives of billions of people around the world – a relevant advocacy tool in their country, by drawing on local accountability experiences from around the world relating to the Goals. In addition, TI-S will ensure that anti-corruption remains a core aspect of the 2030 development agenda and that leaders are held accountable for achieving Goal 16, with its focus on just, peaceful and inclusive societies.

## **3. TI-S will lead in the promotion of civil society space for our anti-corruption activists**

Given the growing political threats and legal actions, TI-S will lead advocacy to protect activists and defend the integrity of civil society space, linking our individual members and chapters into these efforts. We will strengthen our relationships with the broader human rights community, and make greater use of the legal frameworks available to human rights in defending the rights and safety of those engaged in anti-corruption.

TI-S will work to prevent and respond rapidly to threats on our activists who are at the frontline of our movement. We will further develop our early detection mechanisms, the integrated risk management reflected in our SAFE (Safeguarding Anti-corruption Fighters' Efforts) programme, our media team's rapid response unit, and the resourcing of a chapter emergency fund. We will also share guidance with chapters on how to work safely in difficult environments or on sensitive cases. When needed, we will also provide legal advice to chapters and provide in-country safety and security support.

## 2. PREVENTION, ENFORCEMENT AND JUSTICE

In the coming years, TI will contribute to strengthening the prevention of corruption by promoting the development and implementation of the best available laws, regulations, standards and training. At the same time, we will increase our engagement when both law enforcement and justice systems fail to pursue cases of corruption, resulting in impunity.

As a movement, Transparency International has committed in our strategy to:

- **Develop, monitor and advocate for key anti-corruption standards and practices, including the cross-cutting mechanisms that support them such as open data and access to information;** the change we seek is that **public and private institutions implement the highest transparency, accountability and integrity standards** to prevent and confront corruption.
- **Apply increased pressure on law enforcement and justice systems** to punish crimes of corruption and **encouraging people to take action when justice is not served;** the change we seek is that **the corrupt are increasingly being held to account and punished.**

The TI Secretariat will add value to these ambitions, seeking the changes identified in our movement's strategy, with the following contributions:

### 1. TI-S will lead a TI movement-wide initiative in the area of Money in Politics

TI-S will lead a joined-up effort to leverage and expand the TI movement's work on Money in Politics. This includes innovation in research, policy and advocacy on clean elections, political finance, regulatory and policy capture, conflict of interest, asset declarations, revolving doors and lobbying. We will support chapters and individual members in working on these issues, facilitating the exchange of tools, knowledge, know-how and good practice that is available within our movement and beyond. We will lead in developing and promoting global standards where these are found to be lacking, and will ensure TI's grows its influence on Money in Politics advocacy at relevant international fora.

### 2. TI-S will set global standards for business integrity, with special focus on the banking sector.

TI-S will drive international advocacy efforts to strengthen the development, promotion and enforcement of global standards in business integrity, leading on anti-corruption efforts in the banking sector. TI-S will also support opportunities for our movement to make an impact on sectors at high risk of corruption, such as the extractive, pharmaceutical, defence and construction sectors.

In the banking sector, TI-S will focus on both the supply and demand of corrupt money flows, including redress. We will promote the enforcement of anti-money laundering regulation, including greater due diligence and stronger commitments to integrity by financial institutions. We will assess and advocate for global standards on transparency in beneficial ownership and the extension of country-by-country reporting to all sectors. Finally, we will support demands for the recovery of stolen assets.

TI-S will facilitate a network of chapters actively working on business integrity issues, working to transform the nature and quality of the movement's engagement with the business sector. To achieve this we will support chapters in building effective approaches to work on private sector corruption, both in advanced and emerging markets. This will include identifying the key obstacles to business integrity in countries and promoting necessary regulatory reform, as well as anti-corruption standards and prevention systems.

### **3. TI-S will lead the TI movement in a global effort to end impunity for Grand Corruption.**

TI-S will raise the profile of cases of Grand Corruption, advocating for their resolution. We will work across the TI movement and beyond to demonstrate the impact of Grand Corruption. We will collaborate with legal and academic experts to create a legal definition of Grand Corruption and to establish international legal accountability for this crime. At the same time, we will intensify our efforts on behalf of our chapters to leverage existing human rights bodies and frameworks to address corruption, including Grand Corruption, to protect victims and witnesses via these established pathways to redress.

Where law enforcement and justice systems continue to be ineffective, TI-S will lead public campaigns that will focus on internationally relevant cases of impunity for corruption. We will use latest technology, media and mobilisation methods to bring public pressure for change, including social sanctions, drawing on and sharing TI chapter experiences in mobilising people for change.

### 3. STRONG MOVEMENT

In the coming years, Transparency International will draw on its global reach and grow its influence further, securing TI presence where it matters most. We will innovate in our work, to find new tools and new ways to understand what works to stop corruption. Above all, we will better equip the TI movement for the challenges ahead, focusing on strong accountability, performance, and human resources.

As a movement, we have committed in our global strategy to:

- **Share expertise and knowledge on what works to stop corruption** by facilitating needs-based knowledge exchange within and outside the TI movement; the change we seek is that **an increased body of knowledge of the interventions to stop corruption is readily available**.
- **Build a sustainable movement** by investing in our organisational capacity in a targeted way to achieve best practice in both management and governance, with a special focus on promoting leaders within the TI movement; the change we seek is that the **TI movement is professional and leads by example**.
- **Ensure the relevance of our movement** by developing and implementing new organisational models to ensure our presence and relevance in strategic locations around the world; the change we seek is that **TI serves as the point of reference on corruption issues in key countries** – notably G20, BRICS and MINT countries.

The TI Secretariat will add value to these ambitions, seeking the changes identified in our movement's strategy, with the following contributions:

**1. TI-S will advance our collective understanding about what works to stop corruption and support our TI global priorities with action-oriented research.**

Drawing on academia, innovative research methods and our own monitoring and evaluation system, our knowledge production and brokering will advance understanding of what engages people in anti-corruption and what works to stop corruption. TI-S will strengthen our research in support of the priorities in our global strategy, such as Money in Politics, Grand Corruption and corruption in international financial flows, building in an awareness of the gender dimension of corruption. Global research such as the CPI and Global Corruption Barometer will also be increasingly focused on supporting our strategic advocacy efforts. While continuing to offer demand-driven knowledge products to our stakeholders, we will diversify our range of contributions and innovate in our methods of creating knowledge and in designing research for action, such as by matchmaking experts from across the anti-corruption community with the knowledge needs of the TI movement.

**2. TI-S will support the development and sharing of best governance and organisational standards and practices across the TI movement.**

TI-S will ensure the exchange of best practice in governance policies and their implementation across the TI movement. Together with the international Board of Directors, we will review and further strengthen TI's accreditation system, linking it over time to our impact monitoring. TI-S will also support the uptake of best organisational and management practices. We will develop, promote and implement financial management performance benchmarks and related risk assessment tools, in preparation for the challenges we expect in delivering our strategic goals as a movement. Finally, we will invest in and nurture anti-corruption leadership in the TI Secretariat and across the global movement, including by providing support to chapter-led global initiatives.

**3. TI-S will lead on strengthening TI's presence in Brazil, China, India, and the United States, in global and regional advocacy hubs, and in locations where crisis demands immediate action.**

Working closely with TI chapters and contacts in these four countries, all of which are key countries where our relevance is deemed crucial in *Together against Corruption*, and guided by the TI international Board of Directors, TI-S will design and implement country-specific strategies for growth and impact by 2020. Responding to the need for us to extend our presence, voice and impact, TI-S will also lead in establishing a wider range of modalities for global and regional transparency hubs in the coming years. Finally, TI-S will strengthen our movement's presence in places where corruption crises demand bold action, ensuring we are responsive when needed.

# MONITORING IMPACT

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TI-S will pursue an active programme of monitoring, evaluation and learning to accompany its Implementation Plan of *Together against Corruption*, including monitoring the impact of our work. In our global strategy, the Transparency International movement made a bold commitment to focusing on impact, as well as to providing accountability to all stakeholders and to learning from what works and does not work in stopping corruption. To achieve this ambition, the TI Secretariat will contribute to the movement's effort to monitoring, evaluation and learning with the following:

- **Baseline:** coordinating and participating in the *Together against Corruption* baseline for the TI movement.
- **Impact Monitoring:** monitoring the impact of externally-focused TI-S initiatives, programmes and projects using our impact monitoring approach, notably an impact monitoring matrix.
- **KPIs and Value for Money:** evaluating the performance of our core services and functions, such as Human Resources, Finance and Accounting, Project Management, in terms of their effectiveness, efficiency and economy, via Key Performance Indicators and establishing a Value for Money framework.
- **Review:** coordinating and participating in a mid-term review of the TI-S and TI movement's progress toward *Together against Corruption*.
- **Reflection and recommendations for change:** in all of the above, formulating recommendations for 'course correction' in TI-S contributions, to better enable the changes we seek as part of *Together against Corruption*.

A critical aspect of the success of our monitoring, evaluation and learning will be the swift and effective implementation of our impact monitoring approach, which has been developed by TI-S in close collaboration with Transparency International chapters and external experts. The core of this approach is our impact matrix, through which we can map our advocacy impact along two trajectories, one for policy and legislative change and the other for behavioural change.

Transparency International recognises the essential need for better evidence in the drive to eradicate corruption, including the evidence and learning we can draw from our own evaluations. Therefore, TI-S will fully disclose all our monitoring and evaluation results to the public, making them available on our website and disseminating them as widely as possible.

# MAKING IT HAPPEN

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As the International Secretariat of a diverse global network including chapters and members, TI-S will build on our roles in leading global and regional advocacy, facilitating knowledge and expert exchange, supporting national advocacy and presence, and coordinating a professional, well-governed, and impactful movement to ensure that we ourselves are managed with excellence. Our aim is for TI-S to operate in a way that is not only accountable, but also helps the entire TI movement to be effective and achieve the changes sought in *Together against Corruption*.

## Leadership and Management

The Secretariat's management team will be responsible for leading TI-S and overseeing delivery of this Implementation Plan. This team will ensure that the Secretariat maintains the flexibility required to adapt and evolve in response to changing contexts and newly emerging opportunities. TI-S leadership is committed to having strong accountability at all levels, internal and external.

The management team at TI-S is driven by a strong commitment to service the TI movement and its needs, and by a quest to take our anti-corruption efforts to scale via the strengthening of the TI movement. The team seeks to foster innovative anti-corruption approaches and to continue to lead an International Secretariat that adheres to highest professional standards. It aspires to work with humility, as a responsible and integrated team that embodies the core values of TI and its people, and to act in the best interests of the organisation and movement it serves.

## Our people

TI Secretariat staff members are integral to the movement as a whole. As part of our approach to working *Together against Corruption*, we will intensify our efforts to attract, retain and develop the right people whose ethics and ambitions are in line with our core values. We will create an environment that enables TI-S staff to work collaboratively and effectively within and across teams and organisational boundaries. As a part of our commitment to a Strong Movement, we will implement the training and learning opportunities that help our staff develop the skills they need to contribute effectively to our efforts. We will also seek to offer greater horizontal mobility and opportunities for personal and professional growth and the nurturing of leadership and management skills among TI-S staff.

## Our organisation

This Implementation Plan is focused on describing the specific contributions of the TI Secretariat to the TI movement's global strategy, *Together against Corruption*. The work that is described in the previous sections is what will be visible to our movement, stakeholders and supporters. A range of core services at TI-S is essential to making these contributions possible. Only with strong and professional support from across our organisation, including from finance and accounting, human resources, office administration, IT, monitoring, evaluation and learning and legal affairs are we able to focus our broader efforts on the Strategy 2020. To create a sustainable and resilient Secretariat, we will continue to resource and strengthen these core services that enable our success as an organisation and our ability to carry out our roles for the TI movement.



## Prioritising and Sequencing

Given the number and complexity of contributions highlighted in this Implementation Plan, it is critical that we are ambitious but realistic in terms of moving ahead with them in the coming years. For that reason, we are developing a prioritisation and sequencing for our work on *Together against Corruption*, based on political imperative, opportunity, urgency, preparedness, and the likelihood of resources and impact. We will use this prioritisation and sequencing to make strategic investments in certain contributions and to build annual work plans and budgets.

## Resources

Our ability to contribute to the TI movement's global strategy will depend on the resources available to do our work. First and foremost, we need to make choices about how we allocate resources in support of our contributions, especially those we have identified as immediate priorities. We also need to make sure we secure sufficient additional resources, including from new funders, to match our ambition over the five years. Only with a fundamental diversification of our resource base will we create the sustainability that is crucial to the success of *Together against Corruption*.

As TI-S, we will increase efficiency and effectiveness in the use of existing resources by allocating staff and budget to support the contributions identified in this Implementation Plan. Where necessary to achieve our goals, we will reallocate existing resources, allocate additional core income, and fundraise for these contributions.

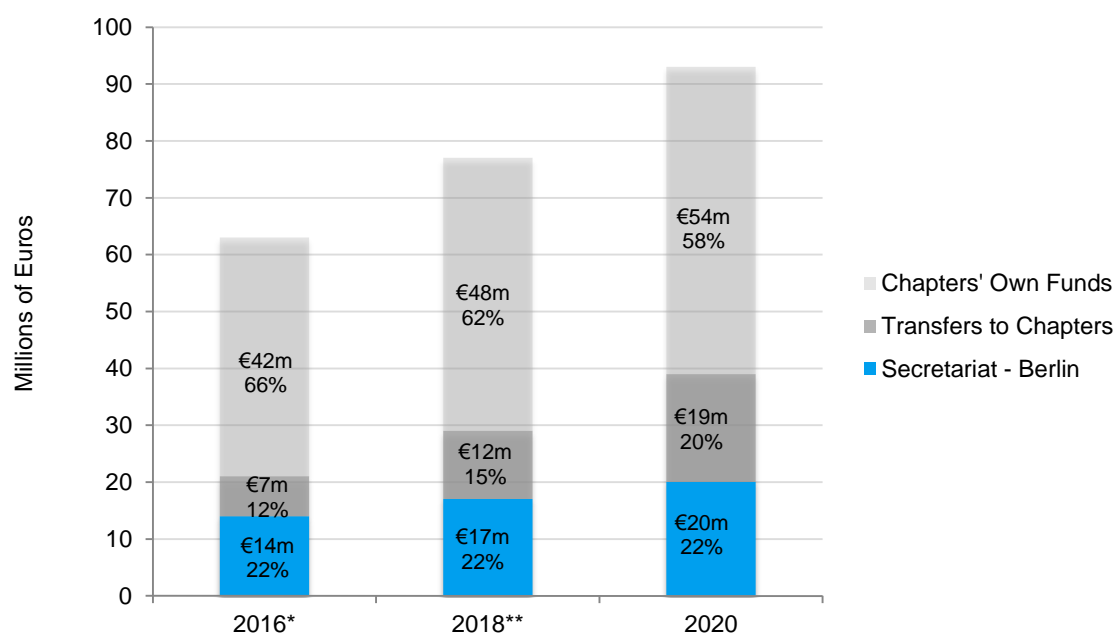
Over the five-year period to 2020, TI-S will aim to support budget growth across the movement in such a way that the TI-S budget (minus the amount allocated to national chapters) does not exceed 25% of the movement income overall.

Below we present a forecast of TI-S income to 2020, presented by funding type. We also show TI-S predicted income relative to TI movement income.

### A. Income Projections 2016-2020 (in thousands of Euros)

	2016*	%	2018**	%	2020	%	AVG. ANNUAL INCREASE
Bilaterals - Current	€18,301	84.7%	€20,700	71.7%	€23,400	60.5%	5%
Bilaterals - New		0.0%	€2,070	7.2%	€3,600	9.3%	25%
Foundations	€1,808	8.4%	€3,200	11.1%	€5,600	14.5%	25%
Corporate	€1,304	6.0%	€2,100	7.3%	€3,300	8.5%	20%
Other Development Organisations	€203	0.9%	€600	2.1%	€1,700	4.4%	50%
General Public + HNWI	-	0.0%	€200	0.7%	€1,100	2.8%	100%
	<b>€21,615</b>	<b>100.0%</b>	<b>€28,870</b>	<b>100.0%</b>	<b>€38,700</b>	<b>100.0%</b>	<b>12.4%</b>

### B. Income Projections 2016-2020, Relative to the Movement



Note: \*Beginning and \*\*middle of the financial year.

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