



**TRANSPARENCY
INTERNATIONAL**
the global coalition against corruption



ANNUAL REPORT 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. 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

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ANNUAL REPORT

2020

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Thank you to
our supporters

A woman with dark hair tied back, wearing a white blouse with a colorful crocheted collar in blue, yellow, and red. She is wearing a large, colorful floral earring and has sunglasses on her head. She is looking to the right with a slight smile. In the background, another person is partially visible wearing a yellow and floral patterned garment. A sign with the word 'Unidad' is partially visible in the bottom right corner.

The scope of this annual report is to profile the work implemented by the German association Transparency International in 2020, which has offices in Berlin (Secretariat) and Washington and is responsible for coordinating the Transparency International movement. This means that the achievements it mentions are limited to activities and changes to which the Secretariat or the US office can claim a clear contribution. This can take several forms, such as financial support, coordination, advocacy, research, training or other types of technical support and advice. Transparency International 101 independent Chapters all over the world implement their own national strategies, but often we work together as a movement to strengthen our forces in the fight against corruption.

2020 HIGHLIGHTS

- + It's getting harder for the corrupt to find a safe haven in the EU. After two years of campaigning to curb unacceptable corruption risks in EU investor migration schemes, so-called golden visas, the European Commission has taken decisive steps. Cyprus and Malta — two countries with particularly serious cases of abuse — face legal action and Cyprus has suspended its golden visas scheme. The Commission has taken a position that all citizenship migration schemes should be banned.
- + Free access to justice is growing for witnesses and victims of corruption through Transparency International's Advocacy and Legal Advice Centres. In more than 60 countries around the world, we received more than 10,000 reports, many on corruption during the COVID-19 pandemic. Our teams provide free and confidential advice and support to victims and witnesses of corruption and drive systemic change, including through strategic litigation and advocacy.
- + Transparency International is challenging gendered forms of corruption, including by collecting data on sextortion across the world. Through the first published statistics on sextortion in Asia, our Global Corruption Barometer is bringing public and political attention to this harmful issue. With one person in seven experiencing sexual extortion, or knowing someone who has, our work has never been more important.
- + The public are learning more about the devastating impacts of corruption and how to deal with it. In 2020, 3.1 million people from more than 160 countries visited the Transparency International website, highlighting global interest in our work towards a corruption-free world.
- + We secured stronger policing of corruption at a crucial time. Following Transparency International's recommendations, the G20 committed to properly resourcing anti-corruption agencies to fight new corruption threats triggered by the pandemic.
- + It's becoming more difficult for the corrupt to hide behind anonymous companies. We secured legislative change in the United States and Panama, among others, and ensured anti-corruption measures for International Monetary Fund (IMF) emergency loans, to advance beneficial ownership transparency.



MESSAGE FROM OUR CEO

Transparency International is a global coalition at the forefront of the anti-corruption movement. For the last five years, we have been delivering our strategy, *Together Against Corruption*, to build a world free of corruption. This strategy helped define what success would look like and ensured that we took many important steps in key areas. While a lot of progress was made over the five years, there remains a long road ahead to achieve our vision.

At the start of our last strategic cycle in 2016, we were seeing an uptick in citizen activism for social and political change, with “end corruption” as the rallying cry for action. We were recovering from a global financial crisis, which brought renewed calls for transparency and accountability. We saw impunity for corrupt leaders, companies and wealthy individuals. Additionally, space for civil society was under threat. We needed to translate

the awareness of these issues into real change with visible results, ensuring strengthened accountability in all sectors.

Over the past five years, we have made good progress in our 2020 strategic priority areas: people and partners; prevention, enforcement and justice; and a strong movement.

We have cultivated a culture of anti-corruption action, increasing the reach of our Advocacy and Legal Advice Centres and securing the adoption of whistleblower protections — enabling citizens to safely report corruption. Our movement empowered activists to tackle corruption on issues ranging from climate governance and integrity to public procurement and gendered forms of corruption.

To ensure prevention, enforcement and justice, we brought about policy changes against illicit financial flows and

advanced our research into political integrity issues and how to address them. Transparency International also led global efforts to strengthen business integrity standards, tackled shortcomings in justice systems and supported strategic cross-border cases to prosecute corruption.

By better coordinating our activities and ensuring sustainability through capacity-building, we have strengthened our global network of anti-corruption experts. Our flagship tools, the Corruption Perceptions Index and the Global Corruption Barometer, have put corruption under the spotlight, helping shape public and political understanding of corruption challenges and how to deal with them.

As the COVID-19 crisis continues across the globe, and economic pressures increase on countries, civil society and citizens, the



Daniel Eriksson with Transparency International's Chair, Delia Ferreira Rubio
Photo: © Max Kempter, Transparency International

need for transparency and accountability is more vital than ever. The events of 2020 showed us that having these key safeguards is non-negotiable — they are fundamental for safety, democracy and prosperity, and are critical to achieving the Sustainable Development Goals (SDGs).

In December 2020, we transitioned to our new 10-year strategy, *Holding Power to Account*, in the midst of the

COVID-19 pandemic. This brought specific challenges, but it was also an opportunity to better understand our priorities and impact as a global anti-corruption movement. Now, more than ever, we must reflect on our successes, failures and progress, and use what we have learned to most effectively create a world without corruption.

Transparency International has responded in a meaningful way to the challenge of the COVID-19

pandemic. Our strategy 2030 takes account of its unique and heightened corruption risks, and the other most pressing corruption issues of this age. Through this strategy, we show that we are ready to innovate and are prepared to take bold steps to achieve our mission to hold the powerful to account for the common good.

We gratefully acknowledge the invaluable contribution of all our supporters and partners.

A stylized, handwritten signature in black ink, consisting of a large 'D' followed by a vertical line and a large 'E'.

Daniel Eriksson

Transparency International's Chief Executive Officer

OUR GLOBAL REACH

19

AMERICAS

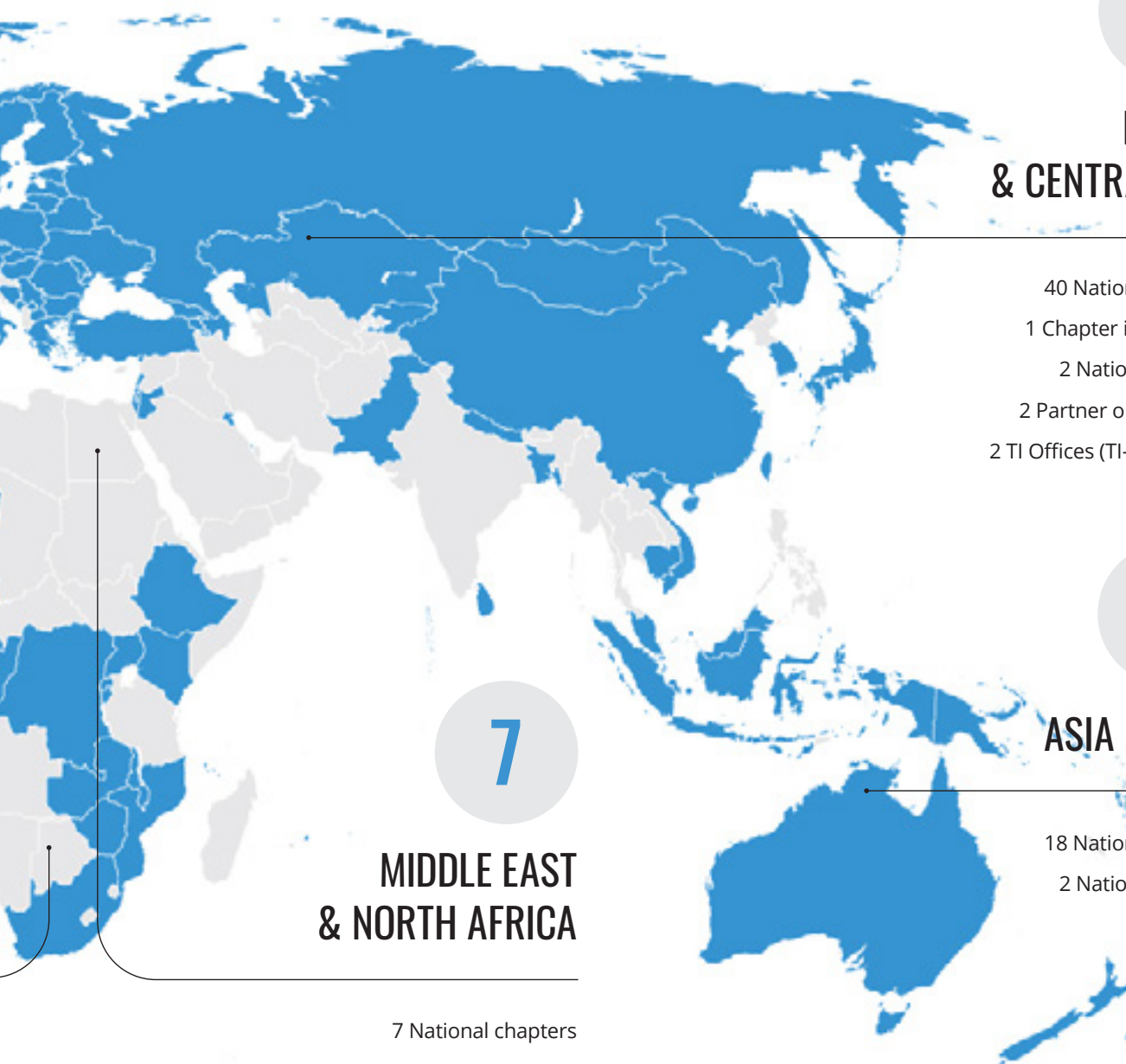
15 National chapters
2 Chapters in formation
1 National contact
1 TI Office (TI US)

TI PRESENCE AROUND THE WORLD

28

SUB-SAHARAN AFRICA

16 National chapters
3 National chapters in formation
7 National contacts
2 Partner organisations



THE YEAR IN REVIEW



AMERICAS

- + Our Peruvian Chapter made significant progress in the long fight against land grabbing, violence and corruption. It worked with indigenous organisations to submit four landmark cases to the Inter-American Commission on Human Rights, demonstrating the intersection between corruption and violations of indigenous peoples' human rights in Peru's Amazon. The resulting public hearing was the first ever presentation to a regional body highlighting this link.
- + TI Brazil helped preserve the Amazon Task Force, a specialist public group responsible for fighting environmental corruption. It achieved this by holding a seminar at the Attorney General's Office on the connections between corruption, organised crime and environmental crimes in the Amazon rainforest.
- + To protect and monitor government spending targeted at addressing the pandemic, different chapters in Latin America — among them, Colombia, Guatemala and Honduras — set up mechanisms to track the availability of public information on budgets, social programmes and public procurements.



ASIA PACIFIC

- + Covering 17 countries, the Global Corruption Barometer — Asia was one of the largest and most detailed surveys of people's perceptions and experiences of corruption conducted in the region. The findings were presented at the International Anti-Corruption Conference, informing discussions on sextortion, the impacts of COVID-19 and anti-corruption agencies.
- + TI Papua New Guinea's sustained campaigning — which drew on findings from the Corruption Perceptions Index — secured the country's first anti-corruption agency. This is a breakthrough in a country where institutions have long been plagued by systemic corruption.
- + TI Pakistan prompted three provincial governments and federal government departments to begin publishing information on COVID-19-related procurement. They achieved this through advocacy and an online campaign that reached 32,000 citizens.



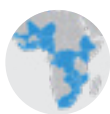
EUROPE & CENTRAL ASIA

- + Our Advocacy and Legal Advice Centre in Montenegro made it safer to secure transparency and accountability during the pandemic by creating a smartphone app that lets anyone submit access to information requests without physically visiting institutions.
- + Twenty-three Chapters built their skills at jointly promoting integrity in political campaigning by attending our bootcamp on political integrity.
- + To stop the corrupt buying luxury property, TI Spain and TI Portugal launched a project to raise awareness of money laundering in real estate. They advised real estate agents and authorities on how to reduce money laundering risks and bring offenders to justice.
- + After two years of sustained pressure from Transparency International, the Cypriot government ended its scandal-ridden citizenship-by-investment programme. We prompted the European Commission to take decisive steps, including legal action against member states whose investor migration schemes jeopardise EU values and objectives, paving the way for EU-wide reform.



MIDDLE EAST AND NORTH AFRICA

- + Our Lebanese Chapter made it harder for public agencies to withhold information from the public. Its recommendations were included in a draft amendment to Lebanon's access to information law, which aims to fill legal gaps that the agencies have been exploiting.
- + Our chapter in Jordan made reporting corruption online more accessible by simplifying digital forms and automating direct referrals to national anti-corruption commissions.
- + TI Morocco, in partnership with the International Women Judges Association, promoted the effective use of the justice system to discuss and address corruption experienced by women, such as sextortion. It also secured a safer corruption reporting mechanism to support people who experience or witness corruption.



SUB-SAHARAN AFRICA

- + To protect the Congo Basin rainforest and reduce carbon emissions, we secured improvements to the governance system of the Central African Forest Initiative (CAFI), such as requiring CAFI board members to state any possible conflicts of interest before each board meeting. This is helping prevent corruption from draining funds set up to reduce deforestation.
- + To optimise implementation of the African Union's anti-corruption convention as a guard against threats to integrity in times of crisis, particularly the COVID-19 pandemic, our Côte d'Ivoire chapter released a retrospective analysis of the convention.
- + Nigeria took a big step forward against anonymous companies. Our chapter influenced the president to sign the Companies and Allied Matters Act, which established the legal framework which will eventually lead to an electronic beneficial ownership registry.
- + Following an investigation by the Organized Crime and Corruption Reporting Project into foreign bribery by Belgian company, Semlex, TI Madagascar made three legal complaints. These are helping prevent impunity for companies offering bribes for government contracts.



Photo: © Transparency International Papua New Guinea

THE COVID-19 PANDEMIC

2020 was an unprecedented year. The outbreak of COVID-19 required innovation and adaption to new challenges. The work of Transparency International was no exception. The Secretariat and our movement responded with necessary urgency to effectively tackle different and enhanced corruption risks.

To understand the implications of the pandemic on anti-corruption and inform our responses, we quickly generated knowledge. This included a report on anti-corruption strategies for development agencies during COVID-19, and another on what the longer-term impact of the pandemic could be on anti-corruption, governance and development.

By providing emergency grant funds to Chapters in need, re-designing activities and initiatives, and adapting work plans, we helped our Chapters adapt to the COVID-19 crisis. We held workshops to share knowledge and evaluate programmes that address the pandemic. We also supported specific COVID-19-related anti-corruption work, such as an analysis of how the African Union Convention on Preventing and Combating Corruption has been implemented during crises.

The vital role of Transparency International's Advocacy and Legal Advice Centres (ALACs) was underlined in 2020 by an increase in corruption reports. Many were related to the pandemic, dealing with numerous cases of violations of human rights and freedoms, as well as of workers' rights. Our ALACs responded to

the limits placed on in-person activities by increasing their digital citizen engagement, which meant citizens could still contact them and receive legal support. They also campaigned for awareness of public spending in response to COVID-19. The Secretariat supported the centres by conducting multiple surveys and facilitating movement-wide webinars for our ALAC network, creating space to share experiences, good practice and ideas for how to work in these times.

To encourage the reporting of corruption during the pandemic, we led a global ALAC campaign and focused on four thematic areas: health care delivery, police corruption, humanitarian aid and gender. This campaign generated a 45 per cent traffic increase to our Report Corruption webpage, and a 90 per cent increase in traffic for our ALAC webpage.

Transparency International re-emphasised the importance of whistleblowers in times of crisis. Alongside over 90 other civil society organisations (CSOs), we issued a joint statement calling on public authorities and private-sector organisations to protect those who expose wrongdoing during the COVID-19 crisis.

Aligning with International Right to Know Day, we drafted and co-signed with 18 other CSOs a global statement on the right to information during the pandemic. We secured greater transparency and accountability for the IMF COVID-19 loans through the "Tracking the Trillions" campaign. This involved advocacy, blogs

with insight from our movement and civil society partners, and a tracker to flag corruption risks in IMF funding agreements. (More details on page 16.)

In the United States, to bring transparency into government-guaranteed loans for helping small businesses survive the pandemic, our Washington DC office provided expert guidance, working with then-Senator Kamala Harris and other partners to draft a bill. We also guided one of the large COVID-19 relief bills to ensure anti-money laundering protections applied to those small business loans.

Just days after the pandemic hit Latin America, 13 Transparency International chapters in the region came together and put out a clear set of recommendations to mitigate the risks of corruption in emergency contracting. Following this, these chapters and many more activated monitoring mechanisms focusing on contracts and social programmes.

By shifting our focus from planned activities to new realities, we remained agile in the face of extraordinary challenges. We will continue our COVID-19 work in ways including globally coordinated advocacy around loans and public contracting, and sub-grants for chapters to develop research and responses to pandemic-related corruption.



OUR IMPACT

PRIORITY 1: PEOPLE AND PARTNERS

Our ALACs adapted their strategies and continued to help citizens around the world report corruption. We safeguarded whistleblower protection through concrete tools and guidelines for policymakers. Transparency International also empowered anti-corruption activists to tackle issues such as climate governance and public procurement. Our sustained advocacy efforts led to a range of successes with key international institutions, including the G20 and the IMF.

Safe mechanisms for victims and witnesses of corruption

Empowering individuals and communities to safely report corruption, our ALACs are now active in over 60 countries. They received more than 10,000 reports of corruption in 2020 and supported over 2,500 people directly in hard-to-reach communities through the mobile ALAC services.

They didn't only help with individual cases. Through strategic litigation, communications and advocacy, our ALACs secured wider and systemic change on a range of key corruption issues. (Read about three broader ALAC successes at tackling COVID-19-related corruption on page 19.)

Enhancing outreach via digital channels proved crucial for remaining available to citizens

during the pandemic. This was achieved in several ways, including developing an online guide for reporting corruption, and launching the ALAC Digital Tools project, which provides online case management using the GlobaLeaks whistleblowing platform. Our Montenegro ALAC also designed a smartphone app which was downloaded over 500 times, enabling citizens, journalists and civil society to request information without physically visiting institutions. In 2020, almost 200 requests were made through the app.

To make it safer to expose corruption, we advocated for better whistleblower protection and created tools to support it. Building on the 2019 adoption of the EU Directive on Whistleblower Protection, Transparency International published a new tool called *Assessing Whistleblowing Legislation*. It helps policymakers and advocates

identify where their current legal frameworks or draft laws do not comply with the Directive or go beyond it to meet best practice. The tool can assess any country, not just those in the EU, and facilitates more strategic and targeted advocacy.

To mark World Whistleblower Day, we also ran an online campaign celebrating the importance and bravery of whistleblowers, sharing real stories to highlight their critical role in many anti-corruption cases.

Transparency International's active participation in the working group in charge of developing the International Organization for Standardization (ISO) Guidelines for Whistleblowing Management Systems ensured that the new standards are aligned with best practice and follow many of our recommendations. The Open Government Partnership



(OGP) also published a guide on Whistleblower Protection and Scientific Integrity, which includes Transparency International's recommendations and references our *Best Practice Guide for Whistleblowing Legislation*.

Guidelines and tools such as these make reporting corruption safer and strengthen the institutions responsible for safeguarding these critical protections. This creates a more secure system for whistleblowers and contributes towards SDG 16, which aims to promote peaceful and inclusive societies.

Promote public demand for accountability

Transparency International empowered activists worldwide

to create change and improve integrity in climate governance. In the EU, we joined coalitions calling on the European Commission to do more to protect forests and ensure good climate governance, and on EU policymakers to ensure a green response to COVID-19. Elsewhere, we held panel sessions at the International Anti-Corruption Convention, contributed to a course for the United Nations Framework Convention on Climate Change, and conducted assessments of current forest initiatives to highlight the link between climate and corruption.

In Africa, our governance assessment of the Central African Forest Initiative (CAFI) and the Democratic Republic of Congo's National REDD+ Fund recommended improvements to

transparency and accountability in the initiative's operations and spending. Some reforms have already been adopted by the CAFI board (including on conflict of interest) and several others are being considered. TI Maldives advocated for the national Parliament to declare a climate emergency and called on the government to ensure the Maldivian Environmental Protection Agency remains independent. Both these measures were implemented. Our Peruvian chapter promoted the Escazú Agreement, the first environmental human rights treaty in Latin America and the Caribbean, which seeks to guarantee rights regarding transparency and access to information on environmental matters, the promotion of environmental justice, and the



Photos (left to right): © Transparency International Pakistan, Towards Transparency, Asociación para una Sociedad más Justa

protection of environmental defenders. Following a landmark hearing on corruption and human rights violations against indigenous peoples at the Inter-American Commission of Human Rights, police protection has been issued in Peru for threatened environmental defenders.

To better protect public funds, our Integrity Pacts continued to gain momentum. These tools increase transparency in public contracting, and recommendations for their use were included in reports from the UN Working Group on Business and Human Rights and the UN Office on Drugs and Crime. Working to embed Integrity Pacts in the European Structural and Investment Funds, Transparency International joined 27 CSOs in a joint letter to EU leaders calling

for tougher anti-corruption measures in the next round of EU public financing. The update of the Integrity Pacts webpage, including a new tracker and a new online hub (co-created with the Basel Institute of Governance), allows anyone to easily browse information on projects monitored through an Integrity Pact.

Transparency International grew decision-makers' uptake of anti-corruption solutions worldwide, while allowing for national contexts to drive approaches at country level. This was achieved through collaborating with the OGP to support ambitious anti-corruption reforms, enable cross-country learning on key thematic areas, and identify innovative anti-corruption themes. Fifteen Chapters have been co-creating

OGP National Action Plans as part of the participatory process in which government and civil society develop commitments towards open government reforms. Together with the OGP and other CSOs, we hosted virtual events on implementing these reforms.

Promotion of civil society space for anti-corruption activists

To ensure concerted action against corruption by governments and organisations, Transparency International built and strengthened partnerships in key areas. Our sustained advocacy efforts at the G20 led to a range of successes. As a result of a joint statement with Amnesty International



and CIVICUS , G20 leaders committed to sharing timely and transparent information on addressing the COVID-19 crisis. They also promised that all the emergency measures aimed at protecting health will be targeted, proportionate, transparent and temporary. Additionally, in line with our recommendations, the G20 committed to resourcing anti-corruption authorities to function effectively. This was the first time since the outbreak of COVID-19 that a global forum made this kind of pledge.

Our advocacy in the C20 took a different direction, as alongside Amnesty International and CIVICUS , we chose not to be part of the process this year, due to the shrinking space for civil society in Saudi Arabia , which held the G20 presidency. Since

publication of a joint statement outlining the reasons for this decision — including Saudi Arabia's human rights abuses, censorship and inability to guarantee the C20's fundamental principles — we united with hundreds of CSOs that shared our concerns and issued a second joint statement underlining our position.

We provided rapid support in dozens of cases where Chapters or allies were threatened, attacked or at risk in other ways. These included speaking out against the arrest of investigative journalist Hopewell Chin'ono in Zimbabwe, pushing back against laws that seek to undermine access to information, calling out attacks on democratic institutions and addressing smear campaigns against our Chapters. Our

responses involved a range of communications, legal processes and security actions.

The first ever virtual edition of the 19th International Anti-Corruption Conference (IACC) took place in December with more than 500 speakers and 7500 participants. The IACC is the world's premier global forum for bringing together heads of state, civil society, the private sector and others to tackle the increasingly sophisticated challenges posed by corruption.

Other coordinated advocacy increased our impact with international organisations in positions to allow or prevent huge corruption risks, such as the IMF. Following our recommendations, more than 80 of the IMF emergency loans



Photos (left to right): © Asociación para una Sociedad más Justa, Transparency International Papua New Guinea, Transparencia Por Colombia

given to over 60 countries include specific anti-corruption measures linked to beneficial ownership transparency and public procurement, and the IMF has started publishing details regarding these commitments as part of COVID-19 loan agreements. On receiving our joint letter with Human Rights Watch and Global Witness, the IMF's managing director sent clear messages to governments receiving COVID-19 financial assistance on the importance of ensuring that transparency and accountability are not lost during these challenging times.

Supporting anti-corruption experts in holding their governments to account, we continued to closely monitor IMF funding agreements and created a tracker that flags the presence

or lack of anti-corruption and transparency measures. This IMF-focused activity was part of our "Tracking the Trillions" campaign, which also involved blogs on how the IMF can more effectively tackle corruption.

Gender and corruption

We took important steps to mainstream gender perspectives across anti-corruption activities, as well as raise awareness of the links between gender inequality and corruption. We published one of the most comprehensive reports to date on the phenomenon of sextortion — or sexual extortion — shining much-needed light on this highly prevalent but little addressed form of corruption. Our advocates made

recommendations on women against corruption for OGP action plans. We also conducted a gender analysis of data from the Global Corruption Barometer — Asia. This identified trends in experiences and perceptions of corruption by women and men across the region.

Throughout the year, in several virtual workshops and webinars, including at the IACC, we held discussions about the impacts of COVID-19 on the limited gains made in the past decades on gender equality. These gains are at risk of being rolled back by the failure of many countries to promote gender-sensitive measures in response to the pandemic.

Through our advocacy efforts at the G20, we requested that the

G20 Anti-Corruption Working Group adopt and implement specific measures — such as recognising sextortion as one of the main forms of corruption affecting women and publishing gender-disaggregated data — in order to reduce the disproportionate impact that corruption has on women. The resulting G20 Leaders' Declaration included a specific anti-corruption paragraph which, while welcome recognition, lacks concrete measures so fails to address these challenges.

We also published a joint statement with UN Women that women must be included in the anti-corruption response to COVID-19 in Latin America and the Caribbean.



ALACS IN ACTION

Acting on reports by victims and witnesses of corruption, ALACs protect citizens' rights and ensure people have access to the services they're entitled to. This has rarely been more important than during the pandemic, when emergency measures have exacerbated corruption risks. In 2020, ALACs around the world both supported the individuals who contacted them, and worked strategically to create wider change. This helped build fairer societies and ensure that those in power acted with integrity.

Fighting police corruption in Kenya's COVID-19 response

At the beginning of the pandemic, the Kenyan government set up mandatory quarantine centres for all incoming travellers.

Soon after, our four ALACs in Kenya began hearing from people whom the police had detained in quarantine centres for minor infractions, such as violating the curfew or not wearing a mask. The police forced these people to spend at least 14 days in quarantine, and made them pay US\$20 per day.

People who could not afford to pay were not allowed to leave the facilities. Instead of isolating potentially sick people from the general population, this corrupt behaviour was putting healthy people at risk.

The Kenyan ALACs realised that the number of cases was too great to take on individually, so they joined forces with partner

organisations to pressure the Kenyan government to clarify its quarantine policies. As a result, the government eliminated the unfair fees in quarantine centres, a move it hopes will encourage more people to get tested.

Ensuring COVID-19 relief reaches Sri Lanka's people

In March 2020, the economic hardships from Sri Lanka's COVID-19 lockdown began to bite. Many people lost their jobs, and Tamil villagers in the rural Vavuniya district were among millions relying on financial support promised by the government — a vital buffer for preventing extreme hunger.

The government put local consuls in charge of aid distribution, but reports of malpractice soon began to surface. In Vavuniya, 28 people were not given the application form for the essential allowance. Among them was 68-year-old Theivanaiyamma,

who, although eligible for support, was told by the village consul that her "name could not be included and he was not obliged to explain why".

With no clear accountability mechanisms, the villagers contacted their national ALAC. Staff immediately recognised a pattern: they had received 40 complaints about the diversion of payments. Some consuls claimed never to have received the money and one was alleged to have stolen the funds. There were also allegations of political manipulation. These were clear cases of corruption.

In response, the ALAC team helped the 28 villagers draft a letter to the divisional secretariat — the level of government above the local consul — to report the undelivered aid. Action was taken and the benefits owed were paid, including to Theivanaiyamma.

Through similar approaches, the ALAC was able to resolve all 40 complaints it received about

the diversion of COVID-19 relief payments, helping people stay out of poverty.

Keeping health care workers safe in Venezuela

The pandemic has pushed Venezuela's health care system to the limit. With the theft of health care funds limiting access to soap and running water, let alone masks and other essential personal protective equipment (PPE), it's no surprise that doctors make up more than 14 per cent of the national COVID-19 death toll.

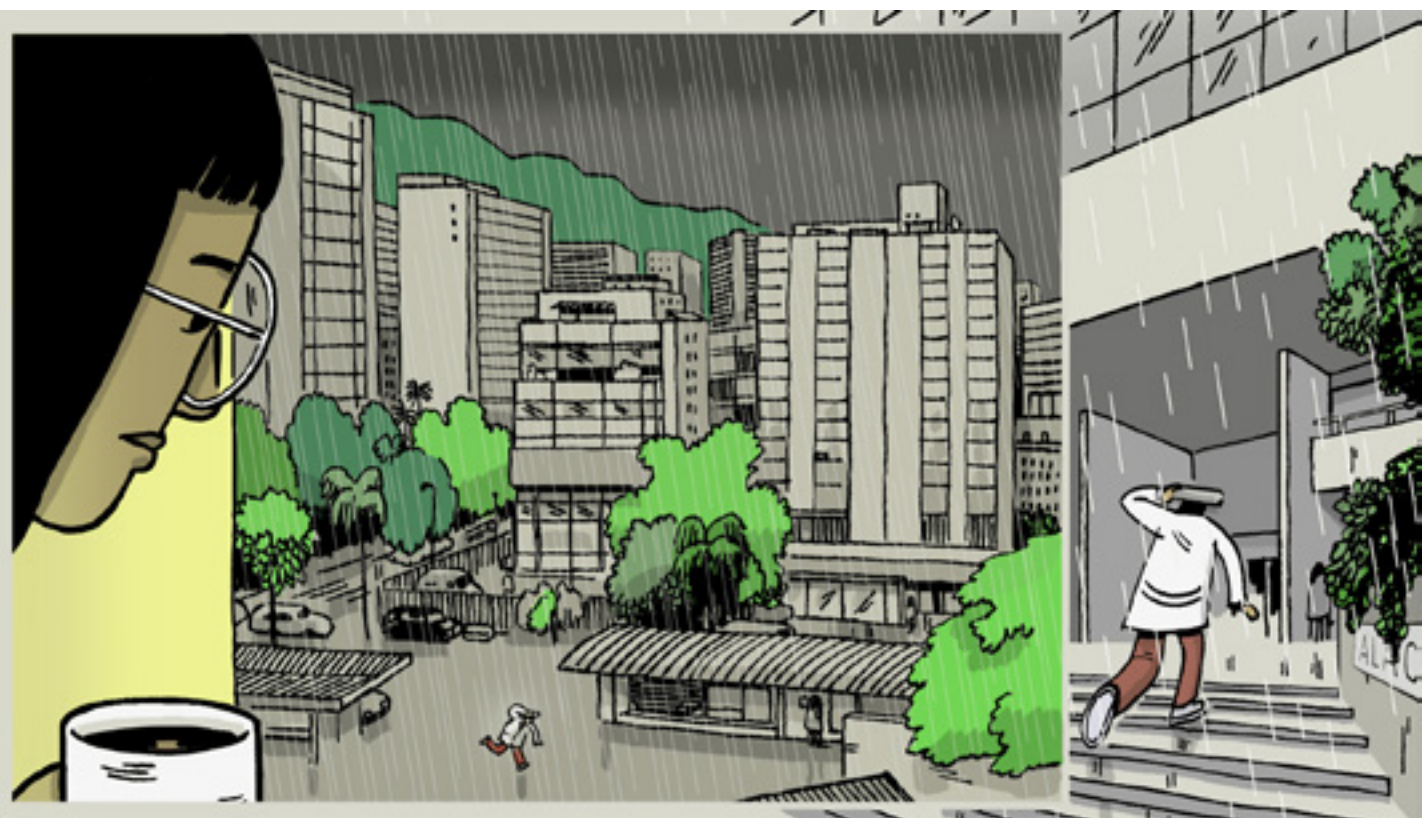
In July 2020, José*, a doctor at a public hospital, contacted the local ALAC, worried that without adequate PPE, he would become sick and spread the virus to his family. If his wife or children became infected, he feared he couldn't afford to pay for their care.

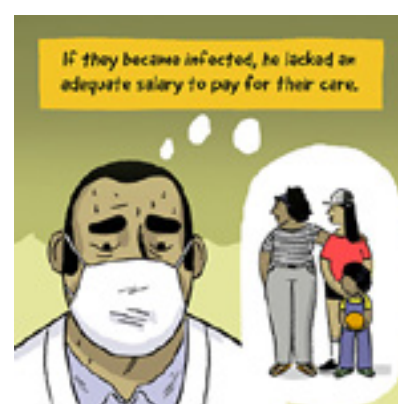
José tried handing in his resignation, but it was refused. When he insisted, he was threatened by officers from the Special Action Forces, a branch of the national police implicated in extrajudicial killings.

Through the ALAC, TI Venezuela secured a public hearing on corruption in the Venezuelan

health sector before the Inter-American Commission on Human Rights. Among other concerns, the chapter testified about the lack of PPE and the dangerous state of hospitals, creating momentum for better legal protections and working conditions.

*Name has been changed to protect privacy.





Corruption in Venezuelan health care illustrated for Transparency International's CPI 2020 launch
Illustrations: Clayton Junior © Transparency International

OUR IMPACT

PRIORITY 2: PREVENTION, ENFORCEMENT AND JUSTICE

Transparency International addressed the lack of integrity in politics through support to Chapters, the facilitation of expert-driven thought leadership and policy recommendations. We drove international advocacy to strengthen the enforcement of global standards in business integrity. We drew widespread attention to many cases of grand corruption, particularly by highlighting the role of professional enablers in cross-border corruption.



Movement-wide initiative on money in politics

Data on political integrity issues became more accessible to citizens, journalists and law enforcement agencies as a result of our Brussels office's highly successful Integrity Watch EU project. Eight Transparency International Chapters in the EU developed their own Integrity Watch platforms. These help to detect political corruption risks and are the single largest political integrity database in Europe. In addition to eight national reports, our regional publication, *Debugging Democracy: Open Data for Political Integrity in Europe*, highlighted that most of the countries analysed lack basic measures to prevent conflicts of interest in their public institutions. The urgent need to develop and roll out international open-data standards is one of our key recommendations, and we underlined their importance to political actors at the IACC.

We also held a political integrity global vision workshop with experts from 14 national Chapters. Establishing a pool of experts to advise on the issue, the workshop resulted in a common understanding of political integrity across the Transparency International movement. It was also used to identify priority policy areas, and kicked off the process of developing recommendations so that we coordinate globally on solutions to corruption in politics. To better understand and tackle key risk areas for political integrity, we

produced research on online political advertising, capture of state resources and lobbying and tax incentives, which will be launched in 2021.

Global standards for business integrity

Building global momentum toward corruption-free business and enabling exchange on trends, opportunities and challenges, our Business Integrity Team built its network of key external NGOs. These included regular conversations with the UN Global Compact, the Alliance for Integrity and the World Economic Forum's Partnering Against Corruption Initiative.

To create a permanent forum for businesses, academia, regulators and civil society to discuss and drive business integrity, our team made progress toward a new Business Integrity Platform. This was partly through a consultation webinar with Business Principles Steering Committee members — a range of business experts, companies and other actors — where we built support and developed ideas for the platform.

We campaigned to reposition business integrity as a focus area, calling for business leaders' commitment ahead of the Davos 2020 conference and sharing indicators that would demonstrate responsible business conduct in the context of the 2020 Davos Manifesto.

Together with a diverse group of colleagues from the

movement, we helped connect the business, human rights and anti-corruption fields through two submissions to the UN Working Group on Business and Human Rights (UNWG). Transparency International's inputs and recommendations were referenced in the final report prepared by the UNWG. Our second submission in November 2020 was related to UNWG's project on "Business and human rights: towards a decade of global implementation", with concrete recommendations for implementation of the UN Guiding Principles on Business and Human Rights.

We also organised panel discussions and presentations on responsible business, anti-corruption and risk management at the IACC, the TI Italy Business Integrity Forum and the International Integrated Reporting Council annual conference.

Supporting our movement with various webinars, our Business Integrity Team facilitated Chapter to Chapter exchanges on business integrity, which involved sharing learning on private-sector engagement and other initiatives. The team also helped chapters create a body of evidence on business integrity in their countries and use this research to advocate for change.

The Secretariat also supported the Accountable Mining Project led by our Global Thematic Network Initiative for Mining. This included monitoring, evaluation, learning and project management

support for a mid-term review, as well as helping organise the annual Accountable Mining Programme workshop.

Our Washington DC office also worked to build transparency among US oil, gas and mining companies. It gave expert guidance to the Securities and Exchange Commission on a proposed rule requiring extractive companies to disclose payments to governments. The office continues to coordinate with the leading coalition on the issue, Publish What You Pay US, on next steps toward extractives integrity in the United States.

Ending impunity for grand corruption

Transparency International's Global Anti-Corruption Consortium (GACC) team

significantly advanced three international campaigns, on the Azerbaijan Laundromat scandal, EU golden visas and professional enablers of corrupt money flows. GACC advocates for change and justice based on investigations of cross-border corruption published by our partner network of journalists, the Organized Crime and Corruption Reporting Project (OCCRP).

With these campaigns, Transparency International not only brought attention to perpetrators of corruption and the direct legal loopholes that enabled it, but also showed the role of professional enablers. These are individuals or entities that through their services enable or facilitate corruption and money laundering. The Luanda Leaks investigation, for example, highlighted the role of banks and professional enablers,

and we used the opportunity to emphasise weakness in anti-money laundering supervision and prompt authorities to act on it. Following pressure from Transparency International, an investigation into the Bank of Portugal by the European Banking Authority is ongoing and we continue to advocate on this case.

Overall, in 2020, 23 legal complaints were submitted by GACC's legal accountability team or Chapters involved in the project, providing authorities with evidence and information on perpetrators and enablers of cross-border corruption. In July 2020 — following a submission we made the year before — the US Department of Justice began proceedings to confiscate a property connected to former Gambian dictator Yahya Jammeh. Later, Jammeh's wife, Zineb —



Photo: © Gareth Benest

who is believed to control most of Jammeh's assets around the world — had her US assets blocked.

Our Washington DC office made it significantly harder for criminals to hide money in the US financial system, by securing a law that effectively bans anonymous shell companies. The team helped progress a long-stagnated bill to create a beneficial ownership directory, negotiated its text and led a wide coalition that ensured the bill passed. The Washington DC office also addressed flows of dirty money by preventing COVID-19 response legislation from weakening anti-money laundering rules and by protecting the Foreign Corrupt Practices Act from attacks by the president and members of his cabinet. We secured commitments from congressional leaders that they would not move

any bills to undermine this anti-corruption law, which prevents foreign bribery.

We also pursued anti-foreign bribery advocacy around the world, producing research on which countries need to do more to stop companies bribing abroad, and pushing them in international fora to follow our recommendations. The 13th edition of the Exporting Corruption report was launched in 2020, covering 47 countries with a focus on foreign bribery enforcement. Recommendations from the report on beneficial ownership transparency, victims' compensation and other areas were shared during a panel at the Organisation for Economic Co-operation and Development Working Group on Bribery consultation. Additionally, Transparency International made two written submissions and

statements to the UN General Assembly Special Session against Corruption on the international legal framework and infrastructure to address grand corruption impunity and asset recovery.

In the Western Balkans and Turkey, Transparency International worked on the design of two searchable online databases of grand corruption cases and tailor-made laws (launched in early 2021). These will support journalists, CSOs, academics and public officials who are raising awareness of and addressing grand corruption issues. Additionally, a report examined key enabling factors of state capture in the region and provided recommendations for EU and national decision-makers, and other stakeholders.



Transparency International activists can go where reporters can't, and can greatly amplify an investigative project. I believe this kind of partnership is the future, if done right and with clear demarcations between activism and journalism.

Paul Radu

Co-founder and chief of innovation at OCCRP

THE AZERBAIJAN LAUNDROMAT: EXPOSING A COVER UP OF HUMAN RIGHTS ABUSE

Following the exposure of a multi-billion-dollar corruption scheme, Transparency International made it harder for Azerbaijan's rulers to launder their country's reputation with bribes to European parliamentarians.

In 2017, the Danish newspaper, *berlingske*, received a leak of 17,000 banking transactions worth US\$2.9 billion. The records involved the Danske Bank accounts of four shell companies from the UK and suggested a secretive flow of dirty money from an Azerbaijani slush fund.

Reporters from *berlingske* teamed up with our partner, the Organized Crime and Corruption Reporting Project (OCCRP), to investigate the transactions. Their joint analysis uncovered a startling scheme.

Azerbaijan's government is known for imprisoning human rights activists, journalists and opposition politicians. The country is also a member of the Council of Europe, which was created to uphold human rights, democracy and the rule of law. The investigation found that the Danske Bank transactions indicated Azerbaijan's rulers were bribing European and US lobbyists, journalists and members of the Parliamentary Assembly of the Council of Europe (PACE) to turn a blind eye to the government's abuses. The ensuing scandal became known as the "Azerbaijani Laundromat" for the huge amount of money being laundered to clean up the country's image.

Transparency International and several human rights NGOs pressured PACE to investigate the bribes and implement reforms. We used our national and global channels to mobilise European citizens to write to their country's representatives at PACE and call for full investigations.

Transparency International UK managed to prompt questions in Parliament about the scandal and bolster its own investigations into money laundering through UK shell companies. Transparency International Germany worked with a pro bono lawyer to file a criminal complaint against two former German MPs implicated in the scheme. Frankfurt prosecutors raided their offices in January 2020 and German authorities continued to investigate MPs throughout the year. In October 2020, Deutsche Bank was fined for late reporting on suspected money laundering transactions in connection with both the Azerbaijani Laundromat and another similar scheme.

PACE eventually agreed to launch an independent investigation, which identified numerous MPs who breached PACE codes of conduct and several who were implicated in corrupt activities. These included former PACE president, Pedro Agramunt, who

resigned at the last moment before he would have been impeached. Fourteen of the politicians were permanently banned from the Council of Europe. "With Transparency International working publicly and the Group of States Against Corruption (GRECO) working internally, they created pressure that the Council of Europe could not ignore," said Gerald Knaus of the European Stability Initiative.

The Azerbaijani Laundromat exposed how defenceless Europe's most important human rights body was against corruption. PACE requested that GRECO review the PACE integrity structure. Although GRECO proposed improvements to PACE's integrity framework, several of the changes have not yet been adopted. Transparency International is also continuing to campaign for the Council of Europe to establish a permanent and independent body to investigate corruption and other wrongdoing in PACE.



Photo: Council of Europe Palais de l'Europe / CC BY 3.0

OUR IMPACT

PRIORITY 3: STRONG MOVEMENT

Transparency International further developed its global network of anti-corruption experts. We advanced our understanding of what works to stop corruption and shared our learning. By creating a unified response to COVID-19 and a collective strategy for the next 10 years, we coordinated and targeted our movement's activities. We built skills and capacity to ensure sustainability and strengthened our presence in strategic locations to maximise impact.

Sharing what works to stop corruption

Our flagship global measurement tools, the Corruption Perceptions Index (CPI) and the Global Corruption Barometer (GCB), raise awareness of corruption and our advocacy priorities throughout the world. They receive significant press and social media attention. The CPI ranks 180 countries and territories based on their perceived levels of public-sector corruption, according to experts and businesspeople. The GCB in 2020 surveyed citizens' views on and experiences of corruption in Asia, the European Union and, for the first time, the Pacific. While the GCB — Asia was launched in 2020, the finalisation of the GCB — EU and GCB — Pacific was delayed due to COVID-19, but both are scheduled for 2021.

Specific findings include:

- + CPI 2019: The CPI 2019 was launched in January 2020 and focused on political integrity, which is defined as political power consistently being exercised in the public interest. The CPI landing page attracted 250,000 visitors during the first week after launch. The index also received extensive media coverage, with more than 5,000 articles and features during the first week, in print, online and in broadcast media. We also worked on the CPI 2020 (launched in early 2021), including an analysis of the impact of corruption on government responses to COVID-19.
- + GCB — Asia: Nearly three out of four people think corruption is a big problem in

their country and nearly one in five people who accessed public services, such as health care and education, paid a bribe in the last year.

- + GCB — Asia: For the first time, our report highlighted data on sextortion — the abuse of power to obtain a sexual benefit, often in exchange for public services like health care or education. Citizens in Indonesia, Sri Lanka and Thailand experience the highest rates of sextortion when accessing a government service. Across the region, 8 per cent of citizens (1 in 7) experienced sextortion or knows someone who has.
- + GCB — Asia: To guide 10 Chapters in the region to better use the GCB findings, we held data literacy training



Photo: © Transparency International Cambodia

in partnership with Open Knowledge International. A handbook is currently being produced as a resource for Chapters on how to make best use of GCB data for advocacy.

Our Anti-Corruption Helpdesk informs action against corruption by providing the evidence and insight decision-makers and practitioners need to develop laws, policies and anti-corruption programmes. It provides evidence-based, tailor-made answers to relevant anti-corruption issues raised by internal and external stakeholders. In 2020, the helpdesk responded to 85 queries and published 43 fully developed answers. These were published in the Anti-Corruption Knowledge Hub, alongside 18 additional publications. Topics include the impact of COVID-19

on anti-corruption, gender sensitive anti-corruption reforms, SDG 16 monitoring efforts, and discrimination and corruption. The Anti-Corruption Knowledge Hub was visited almost 200,000 times last year.

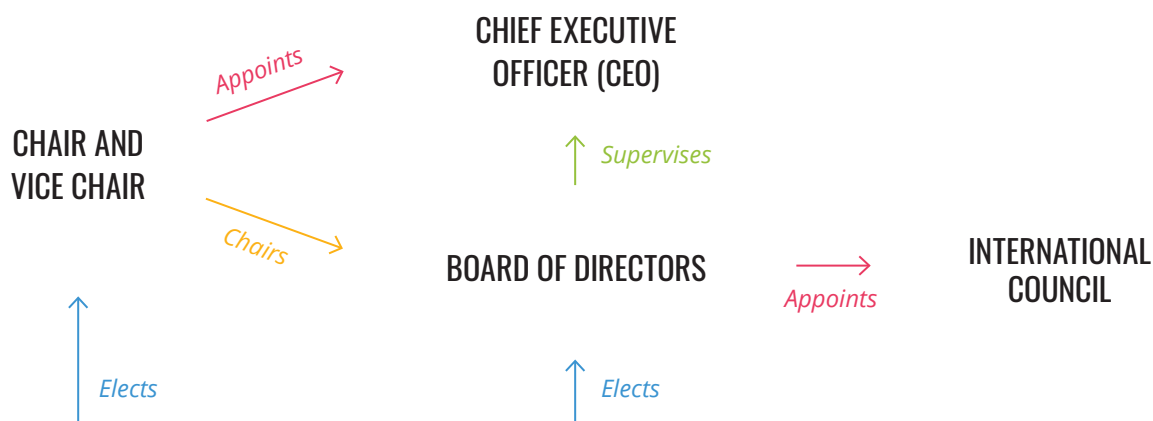
The IACC Monitor, a peer-reviewed methodology to monitor the commitments made at the 18th IACC, was piloted in 2020 among seven countries and three international organisations, with an aim of strategically linking advocacy efforts by national chapters as a key route to effecting change and ensuring implementation of anti-corruption commitments. An online platform to compile the data was designed and the launch of the first round of evaluations occurred at the 19th IACC in December 2020.

Best governance and organisational standards

Transparency International is a German association with offices in Berlin (our Secretariat) and Washington, and 101 independent members around the world. Transparency International is led by the Chair, Vice-Chair and CEO, who are supervised by the Board of Directors. In 2019, the International Council was established, a group of independent experts who support our objectives and activities.

In 2020, despite the challenges of COVID-19, we devised creative, forward-thinking solutions that enabled us to progress with a range of activities, including our Annual Membership Meeting (AMM) and the IACC.

TRANSPARENCY INTERNATIONAL'S GOVERNANCE STRUCTURE



We redesigned the AMM in a virtual setting and ensured it was carried out to a high and accurate standard. Among other AMM taskforce work, we ensured secure voting in the Chairs and Board election process, and coordinated internal movement-wide communications. Holding the meeting virtually led to a 36 per cent reduction in our total air travel emissions compared to 2019, a significant reduction in our CO2 footprint.

Attended by 197 participants from 90 countries, the meeting marked the end of our strategy 2016-2020, Together Against Corruption, and the endorsement of our new Strategy 2030. The movement also agreed to several important governance changes, including clarifications on the roles of the Board and the CEO, as well as a new staggered model for elections of Board members to ensure greater stability from year to year. Due to the success of the virtual membership meeting, we are now developing

concepts to use this format more frequently in the future.

The Secretariat continued to advise and support the work of the Board, the Board Appointment Committee and the Governance Committee, and drafted charter changes that strengthen the Board and interaction between the Board and the CEO. It is also supporting the Chair in developing the International Council as an active and meaningful element of Transparency International's governance.

To maintain the strength of our movement and ensure it is fit for purpose, we undertook 37 Chapter accreditation reviews. These involved the assessment of data submitted by Chapters, production of an accreditation report for each review, discussions at monthly Membership Accreditation Committee meetings and the obtaining of Board approval.

Through two global webinars, 10 regional virtual meetings and the AMM, we shared knowledge across the movement. These fora provided opportunities to advance our thematic priorities, develop recommendations and guidelines, strengthen COVID-19 responses and initiate new research areas. We also used these events to establish a new strategic direction for the Transparency International movement, which guided formulation of our latest strategy. (See page 37).

Through financial support to Chapters, we continued to bring our movement's capacity and competence to a higher level, particularly in the face of emergencies, such as the COVID-19 pandemic and the explosion in Beirut, Lebanon.

As a key player in anti-corruption, the Transparency International movement is frequently faced with security threats and the reduction of



Photo: © Transparencia Por Colombia

space for civil society. The Secretariat proactively worked to safeguard this space and support our Chapters through the strengthening of safety policies and procedures, the development of an e-learning course on security, and direct support to Chapters struggling with security incidents or concerns.

Strengthening strategic presence

We increased our movement's presence in strategic locations. Our newly established office in Washington DC secured significant advances in anti-corruption legislation, responded influentially to developments and was welcomed into all the relevant leading US-based anti-corruption coalitions — assuming leadership of several. (See page 33 for more on our US office.)

Our newly accredited Brazilian chapter advanced our work in the areas of dirty money,

business integrity and the COVID-19 response. We continue to research the role of China in shaping anti-corruption norms and will finalise a report in 2021, which will feed into our global advocacy strategy to guide Chapters' activities. Although the COVID-19 pandemic stalled our work to establish a greater presence in India, we continue to work with our regional partners to pursue this as we deliver our new strategy. The Secretariat also supported our increased presence and activity in the Pacific and recruited two full-time staff based in the region to provide ongoing support.

SECRETARIAT



Photo: © Max Kempter, Transparency International

Human Resources

In 2020, a new HR framework was implemented, realigning functions to recognise where jobs had changed over time and improving our organisational design. It formalised structural changes, such as the dissolution of the Senior Management Team and the introduction of a chief administrative officer to oversee day-to-day operations at the Secretariat.

The HR Team adopted an applicant tracking system to speed up the recruitment

process and improve candidate experience. The system also strengthened compliance with the EU's General Data Protection Regulation (GDPR) and enhanced recruitment data analytics. Our child protection policy was reviewed and updated this year, and a policy on prevention of sexual exploitation, abuse and harassment was developed and finalised. The average number of Secretariat staff in 2020 was 118, of whom 55.4 per cent were female, and 44.6 per cent were male.

Technology

The Technology Team helped us adapt to the pandemic by providing additional equipment and training to support working from home. It managed this transition with minimal disruption to the Secretariat and the movement. E-learning modules for Office365 were created in English, French and Spanish to support training for chapters, with two more chapters added to the platform this year. The team implemented the customer relationship management (CRM) system, Salesforce, as

well as Pardot for our mass communications, improving our ability to comply with the GDPR.

Fundraising

Transparency International invested in building fundraising capacity in the Secretariat, increasing the fundraising team from two to six people, as well as upgrading the CRM architecture to deliver an integrated fundraising and communications platform. Taking advantage of the new virtual environment, we institutionalised more regular interaction with our donor group, which proved valuable for information sharing and cost effectiveness. A robust fundraising programme was established, with connections across the movement, resulting in our winning numerous European Commission and US State Department multi-country grants in 2020. More than 40 Transparency International Chapters are due to participate in these projects.

Strategic presence abroad — Washington DC

In its first full year of operations, the Washington DC office played a key role in addressing shell companies, foreign bribery and corruption risks in aid, while supporting anti-money laundering laws, whistleblower protection and transparency in government contracting. It also produced a comprehensive collection of policies for the new US administration on combatting corruption at home and abroad.

To mobilise effectively, the US team hired key staff, launched

its website and began building key relationships to establish Transparency International as the leading voice on anti-corruption in the United States. The creation of an Anti-Corruption Legislation Lab, a programme engaging pro bono attorneys to research and draft legislative history memos, briefing papers and legislative text, generated more than US\$100,000-worth of free legal help.

Communications

The Communications Team drove global attention to our work, advocacy priorities and the key corruption issues of 2020. The team reached 50,000 newsletter subscribers and 900,000 social media followers. The redesign of our website, launched in May, followed the 2.0 Web Content Accessibility Guidelines to improve accessibility, garnering 3.1 million visitors in 2020. Despite challenges due to COVID-19 and the media's singular focus on covering it, we secured 2,239 unique high-profile media mentions worldwide. The team also oversaw the successful transition of the IACC to a completely virtual environment, hosting over 7,500 registered participants from 182 countries in 130 sessions.

Monitoring, Evaluation and Learning (MEL)

The MEL Team spent much of the year coordinating the development of Transparency International's new movement-wide strategy, including through a participatory stakeholder consultation. The team also produced the Secretariat's implementation plan for the first

strategic cycle from 2021 to 2022. (Read more about Strategy 2030 on page 37.)

In a year when digital solutions were particularly necessary, the MEL team finalised and launched its multilingual e-learning course, with 52 participants attending the first round. The course will take place again in 2021 and further build Chapters' capacity to monitor work and share impact. We also conducted learning reviews and independent evaluations to assess the effectiveness of our projects and programmes, and to improve our learning and internal accountability processes. These included an assessment of Transparency International's involvement with the IMF and a review of the impact and learning from our Action Grant, an EU fund that built capacity and alignment across our movement.

Looking ahead, we reorganised the Strategy and MEL Team, defining clear roles and commitments on how to effectively monitor Strategy 2030.

Finance

The pandemic meant the Finance Team had to find new approaches to transaction processing, liaising with auditors and capacity building with Chapters. Our Chapter Financial Risk Assessment process posed a significant challenge for our Chapters during this time, but their compliance reached 80 per cent by November 2020. While our yearly workshop with finance managers could not take place, we were able to deliver anti-fraud training remotely to 15 Chapters. Additionally, our accounting software was updated at the end

of the year, as were our travel and procurement policies.

Safeguarding

Following independent investigations into allegations relating to organisational behaviours, culture and management at the Transparency International Secretariat in Berlin in 2019, as well as staff input, the organisation undertook a change process to address the issues raised and prevent similar situations arising in the future. An interim Chief Executive Officer (CEO) was appointed in May 2020 following the departure of the former Managing Director. The process for recruiting a

permanent CEO began after the election of a new Board of Directors at the AMM in November 2020.

The COVID-19 pandemic triggered an organisation-wide transition to working from home. Summer and autumn saw two staff surveys to assess workload and wellbeing during this period. In both surveys, staff reported difficulties managing increased workload resulting from the pandemic, but also felt a significant improvement with regards to overall staff welfare and organisational leadership. Measures to support staff wellbeing, such as working-from-home support and additional help for members with young

families, as well as regular discussions at management level were implemented. More communication tools were rolled out, such as Yammer, to facilitate better communication within and between teams and the wider movement, and open “ask me anything” sessions with the interim CEO were regular features of 2020.

Safeguarding staff wellbeing remains a top priority of Transparency International, and we continue to work to ensure we are following international best practices — of the kind that we, ourselves, promote.

INTEGRITY INFRASTRUCTURE PROCESS

Following the overhaul of the ethics infrastructure of the Transparency International Secretariat in 2019, a permanent integrity officer was recruited in 2020. He is the dedicated point of contact for confidentially reporting any alleged, suspected or actual integrity violations pertaining to the Secretariat, and while the officer reports to the CEO, he also has direct access to the Board of Directors. Significant

progress was made in the review and update of relevant integrity policies — including the code of conduct and the Integrity Violation Reporting Policy — as well as discussions with the Works Council on implementing the new integrity system. The full implementation is expected to be rolled out in the first half of 2021.

Delays due to the pandemic and recruitment meant that

movement-wide discussions on the development of common standards for integrity management were stalled. These are anticipated to resume in 2021.



Photo: © Max Kempter, Transparency International

Income

Operating income in 2020 reached €22.4 million, with a €2.6 million or 10 per cent decrease compared to 2019. The reduction is mainly due to reduced spending by partners and affected projects, with restricted income decreasing by €3.6 million or 21 per cent.

Unrestricted income increased by €1.1 million or 26 per cent, catching up significantly on the underspend accumulated in 2017-18.

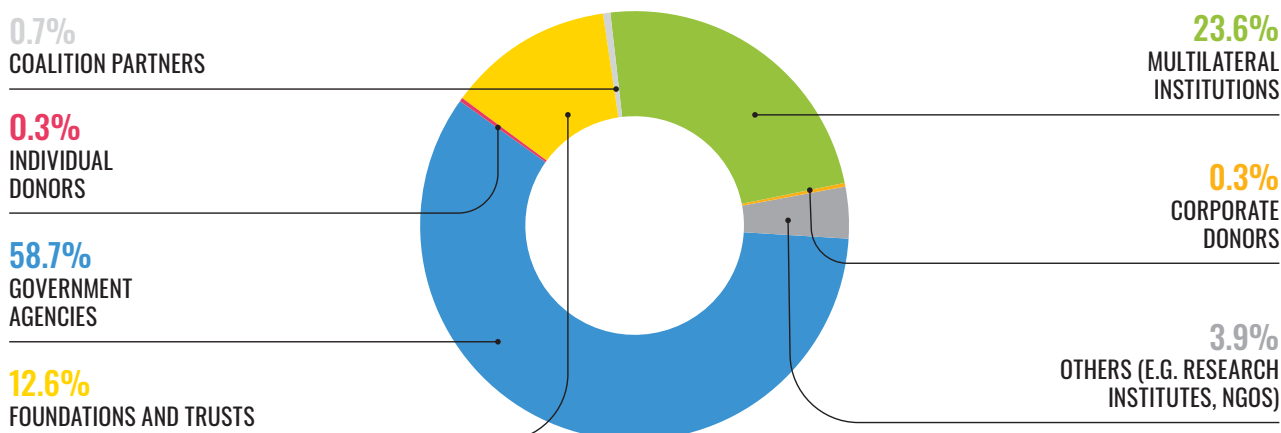
The accounts present a finance loss of €41,000 resulting from the sale of a managed asset portfolio. The accounting loss of 2020 partly offsets the accounting gain of

€505,000 realised in 2019. The asset portfolio was sold during 2020 to minimise exposure to market volatility, with a net gain of over €350,000 since inception in 2016.

Operating income	2017	2018	2019	2020
<i>Amounts in thousands of euros</i>				
Unrestricted	3,553	2,712	4,288	5,400
Restricted	17,297	19,646	20,573	16,969
Other income	109	358	93	21
Total income	20,939	22,716	24,954	22,390

In line with this report, these figures do not include balances related to TI-EU and therefore differ from our audited financial statements.

DONOR BY FUNDING STREAM



Expenditure

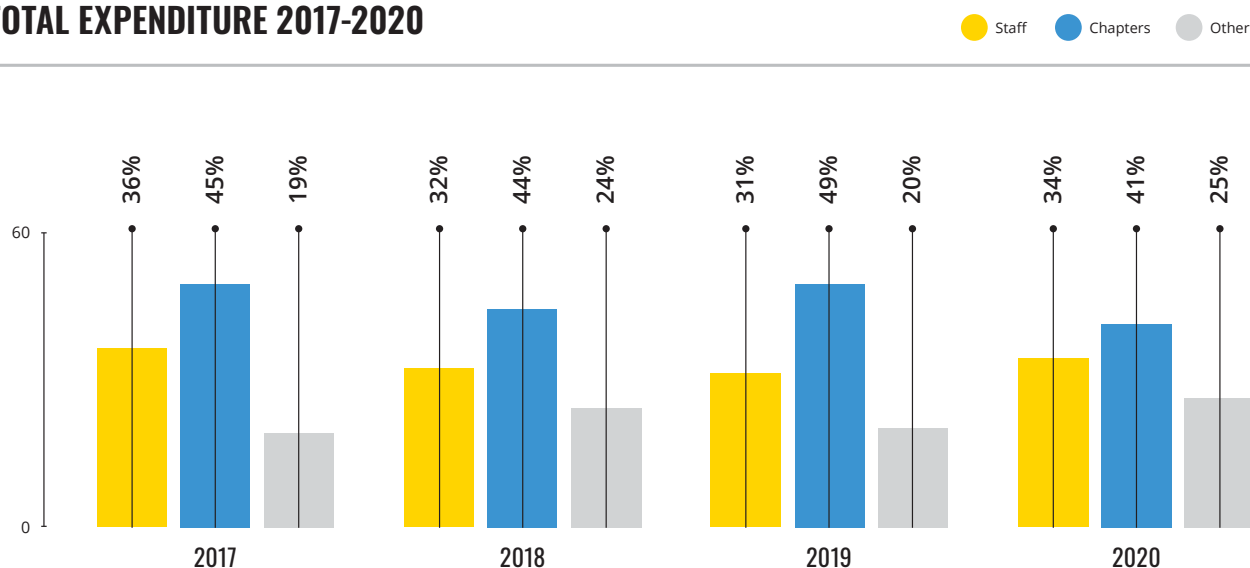
Operating expenditure totalled €22.3 million, with a decrease of €2.8 million or 11 per cent.

The decrease is driven by the reduction in transfers to project partners, which decreased by €4.1 million or 31 per cent. This reduction has two causes: firstly, transfers to project partners were exceptionally high in 2019 due to the lifecycle of some

large projects; secondly, the pandemic hindered partners' ability to spend their yearly 2020 budget on activities. Significant reductions in spending were promptly discussed with donors, who supported reorganising project budgets in recognition of the current exceptional situation. Staff costs moderately increased, reflecting the consolidation of the organisational structure.

Other costs (consultancy fees, travel costs and taxes) increased by €800,000 or 17 per cent, due to the performance of large surveys in Asia and Europe as part of the GCB. We commissioned external firms to perform the surveys, driving consultancy fees from €1.9 to €3.9 million (+95 per cent). This increase was partly offset by reduced travel expenses, which decreased from €1.2 million to €320,000 (-74 per cent) due to the impact of the pandemic.

TOTAL EXPENDITURE 2017-2020



LOOKING AHEAD

STRATEGY 2030



Photo: © Alyson Marczynski, Transparency International

Holding power to account for the common good

At the AMM on 8 November 2020, Transparency International members endorsed its new strategy: *Holding Power to Account. A Global Strategy Against Corruption 2021-2030*. This 10-year strategy describes our ambition for a world in which power is held to account for the common good, and lays out a path for how we will get there.

The year 2020 was dedicated to the development of the

strategy. Building on work in 2019 to understand key trends, opportunities and challenges — consolidated in our Vision 2030 — we engaged as a movement in a highly participatory process to develop a new strategy that will guide our work in the coming years.

The result of this process is an ambitious 10-year strategy. It acknowledges that the fight against corruption requires a systemic, long-term approach that ensures sustainability. We are confronting the real scope of change needed by planning for

impact over a 10-year timeframe, phased in three strategic cycles that will allow us to respond to the rapidly changing contexts in which over 100 Transparency International Chapters and the Secretariat work.

The world we need

Our new strategy provides a framework with a long-term aim for our work: power is held to account for the common good. What do we mean by “common good”? For us, the common good is defined by the outcomes set

out by the United Nations' 2030 Sustainable Development Goals (SDGs). These outcomes serve humanity as a whole, for the long term. They are our guiding stars for remembering the common good, which must be served by those with entrusted power.

Our aim refers to all forms of entrusted power — not only public power and the authority of the state, but also private power held by business or not-for-profit organisations. Power holders within all sectors should serve the common good by choosing — or having no alternative but to choose — integrity over corruption.

Despite the diversity of the contexts we work in, our movement is united by three interrelated long-term goals:

1. The creation and defence of institutional systems of checks and balances to control the concentration of power.
2. The implementation and enforcement of agreed standards and laws.

3. The ability of civil society to drive accountability through social actions based on the fundamental human freedoms to organise, associate, access information and speak up — as well as to mobilise across borders.

These goals drive the progress we need to make towards a world in which power is held to account, for the common good. We will rely on partners in government, business and civil society and on ordinary people to help create the world we want.

What will get us there?

To achieve our aim, the Transparency International movement has identified seven objectives to guide our actions to 2030:

1. Protect public resources
2. Stop flows of dirty money
3. Secure integrity in politics

4. Drive integrity in business

5. Pursue enforcement and justice

6. Expand civic space for accountability

7. Build community leadership against corruption

These seven objectives cover any impact we want to achieve, from the immediate and specific to the broader and longer-term. All require action in the coming 10 years — with differing levels of priority for different contexts.

The strategy also sets out how we want to achieve this, committing our movement to:

Respond with agility to the most pressing challenges and opportunities, and to work in the most impactful way to achieve our aim.

1. Connect global and national strategies to create a common programme for change.



2. Coordinate effectively between chapters and the Secretariat, focused on collaboration and balanced leadership with regard to advocacy, fundraising, knowledge sharing and capacity development across the movement.
3. Build stronger partnerships which are more strategic, outcome focused and connected to the community level, establishing new forms of presence in regions and countries of critical importance.
4. Follow core principles and methods that will keep gender and inclusion at the heart of our work, support our evidence-based approach and make us more conscious of our environmental impact. We will leverage the power of technology for good, invest in the safety of our own activists, and work transparently, accountably and with integrity.
5. Show what impact we are making. We will develop robust,

streamlined ways of monitoring and evaluating our achievements, to strengthen our learning on what works against corruption.

Strategy implementation

From implementing previous strategies, we have learned that there is no such thing as a self-implementing movement-wide strategy. To be more than the sum of our parts and increase our impact, we need stronger commitment and alignment with the strategy at all levels. The operationalisation of our new strategy is a process that the Secretariat started with its *Implementation Plan for the First Strategic Cycle 2021-2022*, our roadmap to contribute to the ambitious goals that our movement has collectively set out in its strategy. Overall, the implementation plan remains high-level and will be complemented by annual plans and budgets that are operational in focus.

Our Chapters will continue to base their own strategies and plans on their unique contexts, but these will be informed and reinforced by the collective movement strategy. The Secretariat will facilitate strategic priority-setting processes across the movement to define the global goals for the first strategic cycle, and beyond.



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Government agencies

- + Auswärtiges Amt, Germany
- + Bundesministerium für Umwelt, Naturschutz und nukleare Sicherheit (BMU), Germany
- + Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ), Germany
- + Department of Foreign Affairs and Trade (DFAT), Australia
- + Department of Foreign Affairs, Trade and Development (DFATD), Canada
- + Gesellschaft für internationale Zusammenarbeit (GIZ), Germany
- + Government of the Republic of Korea, South Korea
- + Irish Aid, Ireland
- + Ministère des Affaires étrangères et du Développement international, France
- + Ministry of Foreign Affairs and Trade, New Zealand
- + Ministry of Foreign Affairs of Denmark (Danida)
- + Ministry of Foreign Affairs, Estonia
- + Ministry of Foreign Affairs, Netherlands
- + Swedish International Development Cooperation Agency (SIDA), Sweden
- + Swiss Agency for Development and Cooperation (SDC), Switzerland
- + U.S. Department of State, United States
- + UK Foreign, Commonwealth & Development Office (FCDO), United Kingdom

Multilateral institutions

- + European Commission
- + European Bank for Reconstruction and Development (EBRD)
- + United Nations Office on Drugs and Crime (UNODC)

Foundations and Trusts

- + BHP Foundation
- + Foundation Open Society Institute (FOSI)
- + Open Society Institute, Development Foundation
- + William and Flora Hewlett Foundation



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- | | |
|---|--|
| + Foundation to Promote Open Society | + Financial Transparency Coalition |
| + Open Society Initiative for Europe | + International Republican Institute (IRI) |
| + John D. and Catherine T. MacArthur Foundation | + International Association of Women Judges (IAWJ) |
| + Fund for the City of New York | + Transparency International France |
| | + Transparency International UK |

Businesses

- + SNAM S.p.A.
- + Duff & Phelps

Other institutions and coalition partners

- + Journalism Development Network (JDN)
- + Christian Michelsen Institute (CMI)

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