TRANSPARENCY INTERNATIONAL
the global coalition against corruption

ANNUAL REPORT 2019

Transparency International is a global movement with one vision: a world in which government, business, civil society and the daily lives of people are free of corruption. With more than 100 chapters worldwide and an international secretariat in Berlin, we are leading the fight against corruption to turn this vision into reality.

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ANNUAL REPORT
2019

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2019 HIGHLIGHTS

+ Following sustained pressure and expert guidance from Transparency International, the European Union (EU) adopted a directive on whistleblower protection in October 2019. Many of our recommendations were included in the agreed text.

+ For the first time, our Global Corruption Barometer included gender-specific questions that revealed the impact of corruption on women in Latin America, the Caribbean, the Middle East and North Africa.

+ Transparency International secured an appraisal of recommendations on beneficial ownership transparency in the Financial Action Task Force's (FATF) strategic review. FATF is a global inter-governmental anti-money laundering standard setter.

+ 3.36 million people visited the Transparency International website to learn more about corruption and how to stop it.

+ We ensured that the European Commission's supranational risk assessment report identified the golden visa industry as a sector that poses money laundering and terrorist financing risks to the EU. It will now be monitored.

+ Our Advocacy and Legal Advice Centres in 58 countries provided free and confidential legal advice to witnesses and victims of corruption. Mobile centres in Latin America and Sub-Saharan Africa travelled to hard-to-reach communities to receive citizens' complaints.

MESSAGE FROM OUR CHAIR

I'm writing this message during extraordinary circumstances. As the Covid-19 crisis deepens, the need for transparency and accountability have rarely been more important. Leaders must act and allocate funds openly and with integrity to keep people safe from the virus and ensure those infected get adequate health care. We cannot let corruption take people's lives. Neither can we let corrupt leaders use the crisis to weaken democracy. While the well-being of people must be our primary collective concern, we cannot lose sight of the terrible impact corruption will have on our efforts if allowed to flourish. We must use all of our resources and knowledge to the full. This includes acting on lessons and building on achievements from previous years.

So what did 2019 teach us and how did we use the year to work toward a corruption-free world? Through protests around the world, citizens made it clear that they've had enough of corrupt leaders and institutions. This had positive results in voting some of the corrupt out of office, but we also saw public trust in democracy eroded in many countries. Weakening democratic norms allowed some leaders to undermine institutions meant to ensure integrity and further restricted the space for civil society to operate. Research showed that dirty money and lack of political integrity made this possible again and again by allowing power to concentrate in the hands of the few.

In 2019, we harnessed the Transparency International movement's expertise and resources to more closely coordinate and develop work on dirty money and political integrity. We advocated for action against illicit flows of dirty money in national, regional and global fora, securing policy change from both governments and organisations like the EU. Our research allowed us to advance our understanding of political integrity issues and how to address them.

To harness public outrage against corruption, strengthen democracy and address key corruption issues, we also made significant progress with our 2020 strategy and its priority areas: people and partners; prevention, enforcement and justice; and a strong movement.

We engaged, empowered and protected people and partners. Our Advocacy and Legal Advice Centres enabled citizens to pursue corruption complaints and strategically litigated around issues they raised. We made it safer for citizens to blow the whistle and ensure transparency. Our movement empowered activists to tackle corruption on issues such as land rights, public procurement and gendered forms of corruption. New and existing partnerships delivered on anti-corruption priorities.

To ensure prevention, enforcement and justice, we assessed numerous countries'

anti-corruption frameworks. Then we worked with them and international organisations to address weaknesses. We also identified shortcomings in justice systems and supported strategic cross-border cases to expose and prosecute corruption.

We have strengthened our global network of anti-corruption experts, developing and sharing our understanding of corruption and how to stop it. To maximise impact, we coordinated our national, regional and global activities and built sustainability through our partnerships and capacity-building. It was a year of exchange and interaction, involving intensive participatory processes to strategise for the years ahead.

It was also a challenging year, but we have made significant progress and face the future with confidence and renewed energy.

We have moved the needle on areas like grand corruption, cross-border cases and partnerships with investigative journalists – progressing from an organisation that raises awareness of corruption through its indices, to one that coordinates efforts at many levels to address the most pressing corruption issues of our time. Our diverse movement holds the corrupt to account to create a more just world.

Delia Ferreira Rubio
Chair of the Board
Transparency International

IMPACT AROUND THE WORLD

18

AMERICAS

13 National chapters

3 Chapters in formation

1 National contact

1 TI Office (TI US)

TI PRESENCE AROUND THE WORLD

27

SUB-SAHARAN AFRICA

16 National chapters

3 National chapters in formation

8 National contacts
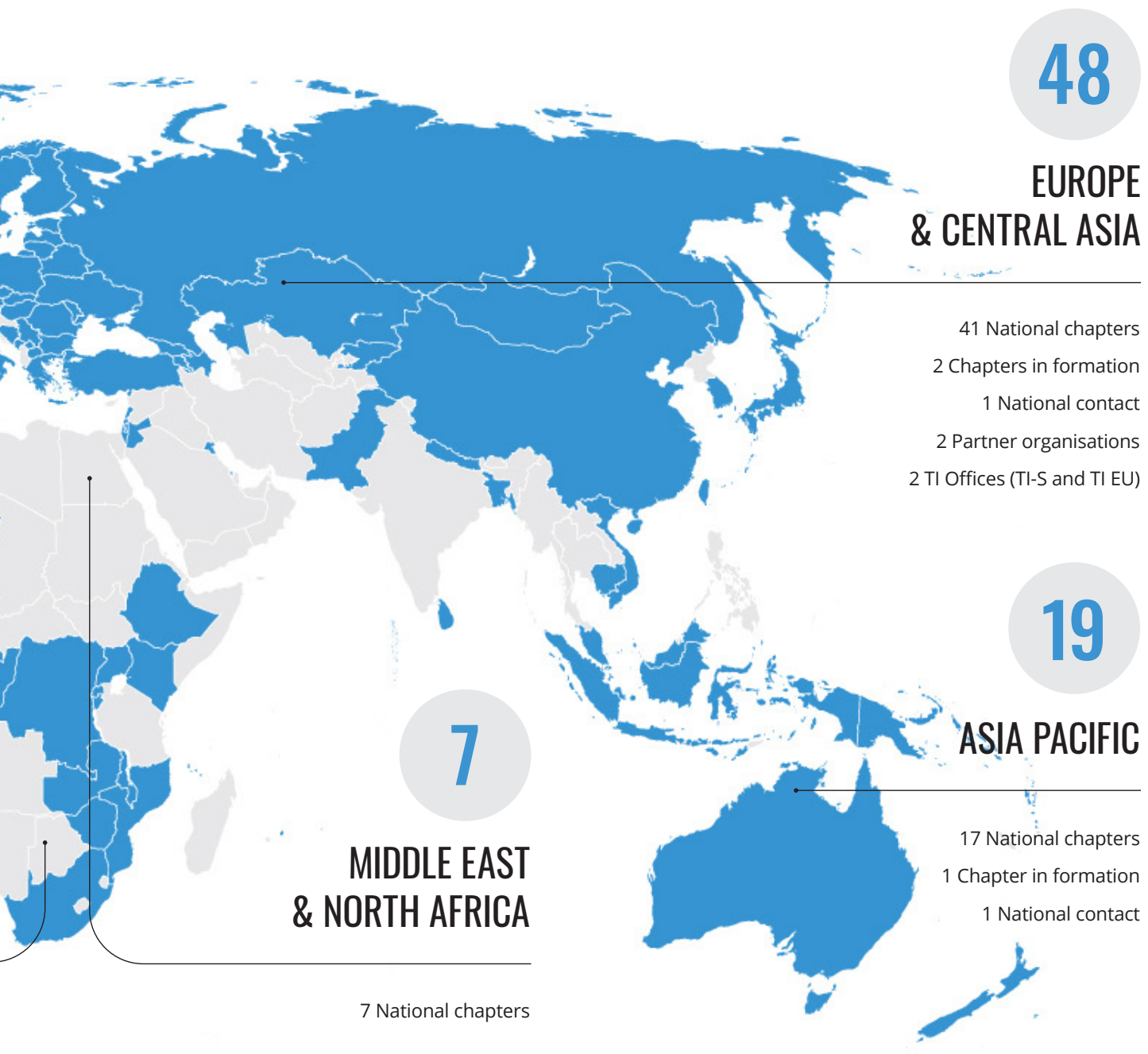
48

EUROPE & CENTRAL ASIA

41 National chapters

2 Chapters in formation

1 National contact

2 Partner organisations

2 TI Offices (TI-S and TI EU)

19

ASIA PACIFIC

17 National chapters

1 Chapter in formation

1 National contact

7

MIDDLE EAST & NORTH AFRICA

7 National chapters

THE YEAR IN REVIEW

AMERICAS

+ In Panama, our Chapter significantly advanced the implementation of their Open Government Partnership (OGP) commitment to develop a citizen observatory of the judiciary.

+ Chile made strong anti-corruption commitments in its national OGP plan.

+ Proética (TI Peru) worked with indigenous leaders, investigative journalists and prosecutors to uncover the role of corruption in deforestation in the Ucayali region. A public official was imprisoned as a result of the probe.

+ TI Mexico secured two government commitments on natural resources governance and beneficial ownership transparency.

+ An event we co-hosted with UN Women gathered national, regional and multilateral actors in Latin America to prioritise and develop an integrated regional strategy for tackling gendered forms of corruption.

ASIA PACIFIC

+ TI Maldives secured over US$1.16 million from the government to compensate and house citizens who had been forcibly evicted from their homes.

+ TI Mongolia and partners lobbied for an amendment to the political party law and political party financing laws, and achieved an important constitutional amendment.

+ TI South Korea conducted an Integrity Leadership Programme with 40 university students to promote a culture of integrity among young adults, strengthening the next generation of private and public sector actors.

+ Our national contact in Afghanistan influenced its government to establish legislation on the recovery of stolen assets.
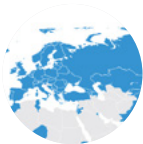
EUROPE & CENTRAL ASIA

+ TI Bosnia and Herzegovina won 30 administrative court disputes against various government ministries that were infringing the law on free access to information.

+ Transparency International Serbia was nominated to be the civil supervisor in the procurement for a public transport service in Belgrade, a contract worth €8.7 million.

+ Seventy mayoral candidates from nine parties adopted TI Turkey's transparency pledge during local elections.

+ The EU adopted a directive on whistleblower protection following sustained pressure and expert guidance from Transparency International.

+ We ensured golden visas will now be monitored as part of the European Commission's supranational risk assessment.

MIDDLE EAST AND NORTH AFRICA

+ The Palestinian government adopted the country's first whistleblower protection system following advocacy from our Chapter.

+ The Jordanian prime minister appointed the Advocacy and Legal Advice Centre coordinator of our Chapter as a member of the national committee for Jordan's UN Convention against Corruption periodic review.

+ On International Women's Day, the BBC Dunyana show aired a Corruption and Sextortion edition, which hosted four panellists from our Middle East and North Africa Chapters and Secretariat. It presented two cases from Moroccan women reporting "sextortion" and discussion on this and other corruption issues.

+ With the advocacy and support of TI Kuwait, Kuwait University confirmed its intention to adopt an anti-corruption curriculum and integrate it into its academic plans.

SUB-SAHARAN AFRICA

+ Our Democratic Republic of Congo and Ghana Chapters reached 33,405 people with anti-corruption awareness-raising.

+ TI Kenya developed a climate change budget coding and tracking handbook with the National Treasury and Planning Ministry and UN Development Programme (UNDP) to enhance transparency in climate finance.

+ TI Sierra Leone got the National Minerals Agency to develop a comprehensive due diligence policy to vet mining licence applicants.

+ We ensured that The Gambia's Truth, Reconciliation and Reparations Commission gave victims of Jammeh-era corruption redress and held perpetrators to account.

+ Cooperation with the Environmental Investigation Agency, TI Madagascar and the Organized Crime and Corruption Reporting Project (OCCRP) resulted in stopping the sale of stocks of an illegally logged endangered species of rosewood.

OUR IMPACT

PRIORITY 1: PEOPLE AND PARTNERS

photo: © Transparency International

Through our Advocacy and Legal Advice Centres (ALACs), Transparency International helped citizens throughout the world to report corruption. We made it safer do so in many countries, through our whistleblower protection advocacy. We also empowered anti-corruption activists to tackle issues including gender, land and political integrity. Our awareness-raising, resources and coordination helped them to effectively identify, monitor and prevent corruption risks. Transparency International also engaged new and existing partners to address corruption, including to change laws and policies, advocate for this or investigate strategically.

ALACs

Our ALACs provided free and confidential legal advice to witnesses and victims of corruption in 58 countries. This enabled them to safely report corruption and tackle injustices. In many countries, ALACs are the only organisations that help them do this. In 2019, we also saw an expansion in our mobile ALACs, namely in Sub-Saharan Africa and Latin America, two regions that combined have received 903 citizens' complaints. Mobile ALACs travel to hard-to-reach communities to raise awareness of corruption and receive citizens' complaints.

ALACs also gathered data to identify systemic corruption issues in their countries. They then advocated and strategically litigated for change. For example, TI Bosnia and Herzegovina won 30 administrative disputes in the courts against various government ministries that were infringing the law on free access to information.

Gender and corruption

Existing research shows some forms of corruption disproportionately affect women, and historically there has been little data on how. In 2019, and for the first time in our history, the Global Corruption Barometer for the Middle East and North Africa and for Latin America and the Caribbean included specific questions to help better understand the impact of corruption on women. Importantly, this allowed us to collect data on "sextortion" – where mostly women are coerced into providing sexual favours for services.

The reports helped raise awareness worldwide, and the Latin America findings were the focus of an event in Guatemala on the effects of corruption on women. Organised in partnership with UN Women and our local Chapter, the event was used to call on national, regional and multilateral actors in the region to prioritise and develop an integrated regional strategy for tackling gendered forms of corruption.

In 2019, Transparency International presented two papers at the G20 Anti-Corruption Working Group (ACWG) meeting, a briefing on gender and corruption and a paper on whistleblowing that included a gender dimension. The outcome was a commitment to include a gender perspective in the G20's high-level principles on whistleblowing.

United action with civil society organisations increased our impact with governments and with international organisations.

Engaging partners and inspiring leaders

In 2019, Transparency International continued to build innovative partnerships in key arenas. The Secretariat and national Chapters had a range of successes with the G20 ACWG. As well as advocacy on gender, we convinced the Group to include in its infrastructure compendium key tools to tackle corruption, such as integrity pacts and beneficial ownership registers. Additionally, we implemented a successful G20 communications strategy, including the publication of blogs, public campaigns and attending the G20 Summit Media Centre in Osaka in June.

The Secretariat had an active role in the C20 in 2019. We were appointed as a member of the steering and international advisory committees, and acted as international chair of the C20 ACWG, leading its discussions

and the preparation of its policy papers. The C20 is an official engagement group of the G20 composed of civil society groups. The Secretariat also participated in high-level panels both at the C20 Working Group Meeting and at the G20 Summit.

We also remained the secretariat of the UN Convention against Corruption coalition, coordinating key activities of the 350 organisations that are part of it.

United action with civil society organisations (CSOs) increased our impact with governments and with international organisations, like the International Monetary Fund (IMF). On the IMF specifically, we informed its anti-corruption approach, namely in relation to beneficial ownership registers and aid modalities. We also appeared on IMF and World Bank panels to provide anti-corruption recommendations on these topics.

photos (left to right): © World Economic Forum/Faruk Pinjo; © LICOCO, TI's national chapter in DR Congo; © Participación Ciudadana, TI's national chapter in Dominican Republic

We have Chapters in 67 of the 79 countries participating in the Open Government Partnership (OGP), and at least 24 are actively participating in the development and monitoring of the OGP action plans. The Secretariat provided coordination and advocacy support to our numerous Chapters engaged in their domestic OGP processes, and also directly to governments developing and implementing anti-corruption-related commitments. Key results in 2019 included Chile and Cote d'Ivoire making a range of strong anti-corruption commitments and Italy addressing beneficial ownership transparency in its national plan.

We were also at the centre of regional fora like the Africa Multi-Sectoral Working Group on Corruption and UN Economic and Social Commission for Western Asia. This enabled us to influence governments and organisations, like the African Union.

Transparency International participated in and facilitated at the third Africa Regional Anti-Corruption Dialogue for the African Union, organised by the African Union Advisory Board on Corruption. The theme of the 2019 Anti-Corruption Dialogue was "Towards a Common African Position on Asset Recovery". The Dialogue reflected on challenges and developments in the asset recovery landscape with the broad objective of using shared experiences and lessons learned to inform the development of the Common African Position on Asset Recovery.

Transparency International and ARADO (Arab Organisation for Administrative Development) continued to support administrations and civil service throughout the Arab world to adapt to new circumstances and integrate new thinking on governance under the framework of the Memorandum

of Understanding signed in 2011. Our Middle East and North Africa regional advisor participated in ARADO's annual conference in Oman with interventions on Sustainable Development Goals (SDGs) and corruption.

As part of the Global Anti-Corruption Consortium, we partnered with investigative journalists to expose corruption and use data on it for advocacy campaigns, focusing on the Azerbaijan Laundromat, golden visas in Europe and financial enablers of corruption.

Anti-corruption activism

We empowered activists at various levels to create change on a range of topics. With a delegation of 10 Chapters, we co-organised side events at the UN Climate Change Conference (COP25) in Madrid to raise awareness of corruption and climate, protecting civil space and undue influence in climate policy.

Transparency International furthermore produced research and good practice publications to empower action against land corruption. We also informed citizens about their land rights and how to legally acquire private land, exposed corruption and advocated for change. TI Maldives went as far as securing over US$1.16 million from the government to compensate and house citizens who had been forcibly evicted from their homes.

On political integrity, we deployed Integrity Watch, an online tool that provides harmonised access to datasets on lobbying, conflicts of interest, and asset and income declarations, to a further eight chapters in Europe. The project has gathered significant traction within the movement as the adoption of an Integrity Watch platform has often been followed by a national discussion on political integrity with journalists, academia and national enforcement authorities. It has also empowered law enforcement agencies, CSOs and journalists to hold public officials to account and assisted in sanctioning political corruption cases.

Transparency International integrity pacts (under the Civil Control Mechanism for Safeguarding EU Funds Project) have been running for three years and thus far achieved important results. In June, the initiative received an EU Ombudsman's Award for Good Administration in the category "Excellence in open administration". During the G20 Summit in Osaka, the G20 Compendium of Good Practices for Promoting Integrity and Transparency in Infrastructure Development was published, which featured integrity pacts as an effective collaborative approach to assessing and mitigating the risk of corruption in infrastructure development.

photos (left to right): © Transparency International Bangladesh; © Asociación para una Sociedad más Justa, TI's national chapter in Honduras; © Transparency International

Following sustained pressure and expert guidance from Transparency International, the EU adopted a directive on whistleblower protection.

Protecting activists

We advocated for and secured policy and legislation to protect whistleblowers. Through a C20 communiqué and the first joint statement with the Labour 20 (L20), we called upon G20 leaders to take action to protect whistleblowers from retaliation. This resulted in the G20's High Level Principles for the Effective Protection of Whistleblowers. These principles provide the basis for establishing and implementing a more effective protection framework for whistleblowers in G20 countries, especially ones with weak or even absent legislation on the issue.

Following sustained pressure and expert guidance from Transparency International, the EU adopted a directive on whistleblower protection in October 2019. Many of our recommendations were included in the agreed text – including all of our red lines – and the legislation is stronger than anyone had realistically anticipated. All EU Member States as well as EU candidate countries will have to adopt whistleblower protection legislation in line with the directive by December 2021, and we are guiding the implementation process. This is a key development toward ensuring that people can safely report corruption and our Chapters are pushing governments around the world to adopt similar legislation.

OUR IMPACT

PRIORITY 2: PREVENTION, ENFORCEMENT AND JUSTICE

photo: © Asociación para una Sociedad más Justa, TI's national chapter in Honduras

Transparency International assessed countries' anti-corruption frameworks – particularly relating to the fulfilment of their commitments under SDG 16 (on peace, justice and strong institutions) – and worked with them and international organisations to address gaps and weak points. We also identified shortcomings in justice systems, namely along the cocaine route in Latin America and West Africa, and in the Western Balkans and Turkey to inform advocacy for targeted reforms. Importantly, we continued making strides in relevant cross-border cases, strengthening even further Transparency International's expertise on grand corruption issues, specifically those involving illicit financial flows.

Promoting prevention and enforcing anti-corruption standards

Focusing on SDG 16, Transparency International advocated for sustainable development, free of corruption, at the local, regional and global level. This included attending and organising side events at the World Bank's Land and Poverty Conference and the UN's High-Level Political Forum (HLPF). During the HLPF in New York Transparency International effectively displayed and raised greater awareness around findings of its 43 parallel SDG shadow reports among key government delegations. The research and advocacy allowed international organisations to have a clearer picture of the anti-corruption situation at the national level. Among other Chapters, TI Mongolia attended the HLPF "Empowering people

and ensuring inclusiveness and equality" integration segment and presented a country case on Mongolia. It also presented its preliminary spotlight report during side events organised by ADA, TAP, UNDP and Forus. The Mongolian government drafted a VNR on progress toward achieving the SDGs and – following our Chapter's advocacy – will draft a long- and medium-term strategy for achieving these goals on the national level.

In 2019, Transparency International helped increase the accountability standards on revenue transparency for the oil, gas and mining sector. We engaged with the European Commission throughout an ongoing legislative review process in collaboration with a European coalition of CSOs, which TI-EU coordinated. The coalition also stepped up engagement with the business sector.

Achieving justice: ending impunity for corruption

To help address the problem of institutional weaknesses and high corruption levels that enable drug trafficking, Transparency International developed the Justice and Law Enforcement Accountability Dashboard (JustLEAD). This approach has allowed our Chapters to identify and address integrity gaps in criminal justice institutions fighting organised crime and drug trafficking in nine countries along the cocaine route in Latin America as well as West Africa. Based on the integrity gaps analysis, Chapters made recommendations to their respective criminal justice institutions and are working with them to implement the necessary changes.

photo: © Gambia Participates

To improve governance in the seven EU accession countries in the Western Balkans and Turkey, we addressed impunity for grand corruption, an entry point to tackling state capture. Project partners and the Secretariat identified and analysed 107 grand corruption cases and 77 tailor-made laws, which will soon be published in searchable databases. This will support awareness-raising, advocacy and accountability campaigns with journalists, CSOs, academics, public officials and citizens who are working to draw attention to and address grand corruption issues. Six initiatives to improve laws and policies were drafted during the research process of identifying gaps in the legislative decision-making process. None of

these submitted initiatives were adopted in the reporting period, but our chapters continue to push their governments to do so.

To mainstream anti-corruption efforts in EU policy, TI EU has been advocating for a mechanism that would make EU funding for Member States conditional on respect for and promotion of the rule of law and good governance. TI EU ensured that this featured in discussions around the next EU budget and incorporated this policy recommendation in a European election pledge that all lead candidates endorsed in writing.

Following the European Commission's legislative proposal for corporate tax transparency

three years ago and the European elections in 2019, TI EU engaged members of the committees responsible for the file (ECON and JURI). The EU's aim was to introduce the legislative proposal and sensitise the MEPs to the background, state of play and technical requirements for effective corporate tax transparency. The work on tax transparency faced delays due to a lack of political will from a number of governments coupled with strong resistance by several EU Member States. Nonetheless, some progress was made throughout 2019 and Transparency International EU will engage the Croatian and German presidencies in 2020 to build upon it.

THE GREAT GAMBIA HEIST

Yahya Jammeh ruled The Gambia for 22 long years. Acting with impunity, his government looted the country's assets, committed egregious human rights violations and passed repressive laws to disempower citizens.

In 2019, the Organized Crime and Corruption Reporting Project (OCCRP) documented the previously unknown scale of grand corruption under Jammeh. The Great Gambia Heist investigations[1] exposed how he and his cronies allegedly stole government funds, draining state-owned enterprises, the country's pension fund and natural resources. A sadly familiar pattern emerged, involving Western professional enablers and foreign companies facilitating Jammeh's theft of public monies out of The Gambia.

On the back of these investigations, Transparency International's Global Anti-Corruption Consortium (GACC) team and local civil society group Gambia Participates engaged with communities through an innovative "participatory video" filmmaking technique. The resulting film contains stories from citizens harmed by Jammeh-era corruption that serve as testimonies to the human cost of corruption and to people's perseverance.

Members of the national assembly, CSOs and the media attended the film's premiere. It was then aired and discussed on several Gambian television channels, on many social media threads and at community and university screenings.

A significant impact was that the Truth, Reconciliation and Reparations Commission (TRRC) invited three people interviewed in the film to testify about the harm they had suffered. This gave them a voice and some redress. The film was screened at two TRRC hearings to direct the line of questioning, and it was also admitted as evidence.

It also encouraged the Commission to hold perpetrators of corruption to account, leading to two former officials being questioned by the TRRC about their actions during the Jammeh era.

This and other GACC work in The Gambia continue to achieve justice and push for a system that is better equipped to prevent and stop corruption.

Transparency International's film was screened at two Truth, Reconciliation and Reparations Commission hearings and it was also admitted as evidence.

OUR IMPACT

PRIORITY 3: STRONG MOVEMENT

Transparency International continued to strengthen its global network of anti-corruption experts. To do this we developed our understanding of corruption and how to stop it, and shared knowledge. We coordinated our national, regional and global activities and ensured sustainability through strong partnerships, and skills- and capacity-building. We also brought our movement together to strategise on key contemporary corruption trends and wider integrity issues.

Sharing what works to stop corruption

Through our research products, the Corruption Perceptions Index (CPI) and the Global Corruption Barometer (GCB), we provided insight into corruption and ensured that it was a high-profile topic in news outlets and on social media platforms throughout the world. The CPI ranks 180 countries and territories by their perceived levels of public sector corruption, according to experts and businesspeople. The GCB in 2019 focused on citizens' views on and experiences of corruption in Latin America and the Caribbean, the Middle East and North Africa, and Sub-Saharan Africa. This also led to widespread discussion of corruption in the regions and globally, including on topics that the GCB covered for the first time: gender and political integrity.

Some more specific findings are below.

+ CPI 2019: This year's analysis showed corruption is more pervasive in countries where big money can flow freely into electoral campaigns and where governments listen only to the voices of wealthy or well-connected individuals.

+ GCB Latin America and the Caribbean: Bribery in some institutions – such as the police and in other basic public service providers, including health care and education – remains an issue and barrier to progress and development. It impacts heavily on the poorest, the most vulnerable, and on specific groups like women.

+ GCB Middle East and North Africa: Around two-thirds of all people in six countries surveyed think that corruption is getting worse in their country, and that governments are not doing enough to tackle it. One in five people experiences "sextortion" when accessing a government service.

+ GCB Africa: While most people in Africa feel corruption has increased in their country, the majority of participating citizens also feel optimistic that they can make a difference in the fight against corruption.

Our Anti-Corruption Helpdesk supported an evidence-based approach to anti-corruption by providing internal and external stakeholders with tailor-made answers to these issues. This needs-based approach to knowledge development informs

photo: © Transparency International

We provided insight into corruption and ensured that it was a high-profile topic in news outlets and on social media platforms throughout the world.

decision-making processes at the sensitive time when policies are being developed: of the 54 Helpdesk answers we published in the Anti-Corruption Knowledge Hub in 2019, 18 were used as an input to policy or legislative processes. For example, based on the knowledge shared by the Helpdesk, along with other inputs, TI Turkey developed recommendations for legislative amendments on local government integrity. During the local elections in March 2019 70 mayoral candidates from nine parties pledged to make these amendments.

We also ensured that our Secretariat, Chapters and partners from our wider network built vital knowledge and skills through various workshops. These covered subjects like money laundering and beneficial ownership transparency, digital

security, investigation of cross-border corruption cases, how to mainstream gender in anti-corruption programmes, land and corruption, political integrity and whistleblowing. We also built our skills in service delivery and development, advocacy and communications.

An important highlight of 2019 was the long exchange programme, which covered our global priorities, SDGs and other equally important topics. During these exchanges staff from two Transparency International entities (either the Secretariat and Chapters, or two Chapters) spent time in each other's organisation for learning purposes. They focused on particular topics, but did more than building knowledge and skills – they strengthened relationships and therefore collaboration. It is likely that some of these experiences will lead to

joint projects and approaches. The ACTION grant directly supported a total of 28 exchanges.

Building a sustainable movement

Our Annual Membership Meeting (AMM) is key for aligning the Transparency International movement. The 2019 meeting took place in Berlin and – making use of our vision 2030 report findings – explored what our common vision and strategy for the next 10 years could be. (It also adapted our governance model – see page 28.)

Additionally, 12 global and regional coordination events occurred last year. These ensured that projects like the Global Anti-Corruption Consortium and ALACs are effectively organised and contributing to our shared goals.

Through the continuation of mini grants that the Secretariat made available to Chapters, we brought our movement's capacity for and competency in advocacy to a higher level – in some cases not just nationally but regionally or globally. Nineteen mini grants were awarded in 2019, which helped Chapters to strengthen processes, combining learning with action and stakeholder interaction. Many of them significantly improved collaboration on the regional level, but have also positioned themselves to collaborate more

effectively with the movement and other international actors and forums. A key success was that TI Mongolia and partners lobbied for an amendment to the political party law and political party financing laws and achieved an important constitutional amendment.

In 2019, the Secretariat commissioned a review of the impact and lessons learned from the mini grants, as part of our wider monitoring, evaluation and learning (MEL) activities. The MEL team also provided direct support to 25 Chapters, while 28 Chapters applied the Transparency International impact monitoring approach.[2]

As key players or watchdogs of anti-corruption, many Transparency International Chapters are faced with an increasingly curtailed space for their operations. We must proactively reclaim and safeguard civil society space. Consequently, we initiated the development of four regional advocacy strategies to achieve this in Europe and Central Asia, Latin America, the Middle East and North Africa, and Sub-Saharan Africa. We also developed concrete mappings of existing regionally-based resources for these regions and one global report with concrete recommendations on what we as a movement can do to reclaim and once again expand civil society space for anti-corruption activists.

Ensuring the relevance of our movement

At the AMM, the Secretariat made sure that the most important, common and contemporary trends around corruption received proper attention. These included sessions that focused on shrinking civic space issues, young people as drivers of change and the connection between environment and corruption.

We are also increasingly aware of the need to more systematically mainstream gender concerns in our work and operations. A number of steps were taken in this direction, such as ensuring sessions on gender and corruption both at the AMM and regional meetings, and collecting gender-disaggregated data on our work and operations.

Our global presence is key to our relevance and aside from bringing Chapter staff together, the Secretariat's regional advisors regularly visit Chapters in their regions to identify and ensure action to address pressing corruption issues at national levels.

BUILDING A WHISTLEBLOWING CULTURE IN PALESTINE

By revealing extensive corruption in a Palestinian ministry, a courageous employee helped bring in the country's first whistleblower protection system.

In 2015, Sami Khalidi* was employed as a financial auditor in a Palestinian ministry when his work uncovered extensive embezzlement by officials. The perpetrators had disguised their fraud cleverly, working as individuals and in different networks, rising to a very senior level.

Sami immediately reported his findings to his supervisor, but no action was taken against those behind the web of corruption. Instead, Sami was told to leave his job, under a new law for early retirement — widely used by officials to get rid of unwanted staff.

With no whistleblower protection law to safeguard his position, Sami had no choice but to "retire" – in his 30s and with children to raise.

> **The ALAC informed the Palestinian Attorney General that they were going to go public with the case to win support and help protect Sami.**

A familiar pattern of corruption and cover-up

It's a situation all too familiar across Palestine, where people who speak out against corruption have often paid a high personal price – including stigma, intimidation and job loss.

Sami did not want to stay silent though. He approached Transparency International Palestine (TI Palestine) for help. Staff receive frequent reports of reprisals against people brave enough to blow the whistle on corruption, so they immediately recognised his story as part of a wider picture.

According to the latest GCB Middle East and North Africa, 44 per cent of citizens think government officials are corrupt. In Palestine, the figure is even higher, at 47 per cent – almost half of all citizens.

Trying to expose corruption

TI Palestine's ALAC investigated the allegations and contacted government bodies including the cabinet, the ministry concerned and the State Audit and Administrative Control Bureau, asking them to verify the story.

The initial response seemed positive. The cabinet asked the ministry involved to officially investigate the situation, and the minister told the ALAC that he had formed an investigation committee and was pursuing the case with the country's anti-corruption commission.

Despite early optimism, instead of clearing Sami's name and shining a spotlight on the embezzlement he'd uncovered, the process led to Sami being arrested for libel. Some of the accused officials had filed a case against him, accusing him of misusing his position, and leading to his imprisonment.

Overcoming resistance

In response, the ALAC informed the Palestinian Attorney General that they were going to go public with the case to win support and help protect Sami if public bodies weren't protecting him. After three days in jail, he was released and all charges against him were dropped.

Investigations by the anti-corruption commission into

the high-level embezzlement in the ministry remain ongoing, but the case has already had a lasting impact on the fight against corruption in Palestine.

Based on Sami's case and those of many other whistleblowers who have suffered negative consequences, the ALAC advocated with the cabinet and the anti-corruption commission for a national whistleblower protection system. Staff also ran a media and social media campaign, winning strong public support as they raised awareness of the ill-treatment endured by people trying to expose corruption.

Legal protection for whistleblowers

As a result, in October 2019, the government adopted the country's first whistleblower protection system. The system covers both public and private entities, protecting anyone who reports corruption from reprisal or losing their job, and guaranteeing their anonymity where necessary.

TI Palestine hopes the whistleblower protection system will remove the barrier of fear and encourage more citizens to report corruption. The ALAC is now monitoring its

implementation carefully to see how well it is enforced.

The protection system comes too late for Sami, but he now has a new job in the private sector, and he knows his case has had a lasting impact, helping people to blow the whistle safely. The GCB shows that 51 per cent of Palestinians think they can make a difference in the fight against corruption. If the new law is well enforced, that figure will soon be even higher, with more people speaking out and driving positive change.

Name has been changed.

photo: Unsplash.com/Toa Heftiba

TWO GLOBAL PRIORITIES

DIRTY MONEY AND POLITICAL INTEGRITY

To bring more focus to the wide range of issues that Transparency International works on, the movement chose two advocacy priorities to consolidate our work in 2019: dirty money (illicit financial flows) and political integrity.

Dirty money work focused on the systems, actors and methods that facilitate the transactions, transfers and investments stemming from corrupt deals. Political integrity looked at the legislative, policy and enforcement gaps that hinder transparency and accountability in political decision-making processes.

In both these areas, a significant number of Chapters across regions developed expertise, policy messaging and research analysis, and successfully engaged decision-makers to drive initial change. Throughout 2019, the Secretariat convened Chapters to more closely coordinate and further develop these areas of work, achieving impact under our dirty money priority and laying a strong conceptual foundation for tackling the complex issue of political integrity.

Financial Action Task Force

In October 2019, members of the Financial Action Task Force (FATF), the global anti-money laundering standard-setter, met in Paris. As CSOs and experts from civil society are not allowed to participate in these meetings, Transparency International organised a parallel event with experts from the media, academia, think tanks and CSOs, including our chapters, Global Witness and Open Ownership. The meeting's main objectives were to demonstrate the value and expertise that civil society can bring to the debate around illicit flows and anti-money laundering, to share specific proposals for reform and changes to the global anti-money laundering system, and to contribute to increasing media and policy attention about the role FATF and its member countries play.

Transparency International has since been coordinating advocacy to ensure that the current FATF strategic review includes an appraisal of its recommendations on beneficial ownership transparency. We issued a joint communication – with BTeam, Global Witness, Open Ownership and Tax Justice Network – ahead of key meetings to put pressure on member states to support the review of the recommendations and we also made use of our presence in key countries like the United States. FATF has subsequently confirmed that its strategic review includes an appraisal of its recommendations on beneficial ownership transparency.

IMF/World Bank

In 2018, the IMF unveiled its framework for enhanced engagement with countries on corruption and governance issues. Since then Transparency International has been working at the national and global levels with IMF representatives and other stakeholders to make sure that the Fund lives up to its promises. In 2019, Transparency International attended the World Bank and IMF annual meetings and organised three sessions to discuss the importance and benefits of beneficial ownership registers in the fight against corruption and to discuss how to embed integrity across all aid modalities, especially blended finance.

Golden visas

In 2018, Transparency International and Global Witness started a campaign on European investment migration schemes, known as "golden visas". This

followed investigations carried out by our partner, OCCRP. In July 2019, the European Commission released its new supranational risk assessment report that identified the golden visa industry as a new sector that poses money laundering and terrorist financing risks to the EU. Considering that golden visa schemes have existed far longer than two years, it is a clear outcome of our advocacy that this industry will now be monitored as part of the supranational risk assessment, a recommendation in our European Getaway report and campaigning.

Transparency International was selected to provide expert input to the rapporteur for the European Economic and Social Council (EESC) report on golden visas. We submitted a comprehensive report and recommendations to the EESC in July 2019, urging the Council to adopt common approaches in addressing corruption risks. The EESC subsequently recognised that golden visas pose corruption and money laundering risks and

urged member states to phase out these schemes. It recommended strict due diligence and a series of measures to improve the governance and transparency of the schemes, in line with our recommendations.

Beneficial ownership

Transparency International has been advocating at the national and global levels for public beneficial ownership registers. We called on FATF to review its recommendation 24 on beneficial ownership transparency. In October 2019, we published a report – *Who is behind the wheel? - Fixing the Global Standards on Company Ownership*[3] – providing further evidence of the importance of public beneficial ownership registers to ensure the effective implementation of FATF recommendation 24. Prior to the publication of the report, Transparency International had presented the same argument at the FATF

photo: © World Economic Forum/Faruk Pinjo

Private Sector Consultative Forum. Later in October, FATF published a report, *Best Practices on Beneficial Ownership for Legal Persons* [4], where it recognised that the approach advocated by Transparency International is the best way of ensuring adequate and reliable beneficial ownership information is available to competent authorities.

Banking supervision in the EU

Recent corruption and money laundering scandals have shown weaknesses in anti-money laundering supervision in EU Member States. Transparency International and its EU office have been advocating for a reform of the current EU anti-money laundering infrastructure. We have held meetings with EU officials and published articles with recommendations on policy and institutional reforms to address the problem. In December 2019, the European

Council adopted conclusions on strategic priorities on anti-money laundering and countering the financing of terrorism, which include an invitation to the European Commission to explore possible further actions to enhance the existing anti-money laundering rules.

Political integrity moving forward

Based on our work and findings in 2019, we have begun working towards a movement-wide, global understanding of what constitutes political integrity, laying a foundation for a shared approach to policy reform, potentially in six areas: corporate political engagement; digital political advertisement; extractive political institutions and resource allocation; ineffective and unequal influence in policy consultation; systemic and interoperable political integrity transparency; and comprehensive accountability for political corruption.

Our advocacy ensured that golden visas will now be monitored as part of the EU's supranational risk assessment.

COLLABORATING FOR GREATER IMPACT

As a coalition of over 100 independent anti-corruption organisations, collaboration is in our DNA. From leading a ground-breaking partnership with investigative journalists, to facilitating CSOs' joint efforts to advance good governance around the world, 2019 was another year that showed we really are stronger together.

Launched in 2017, the Global Anti-Corruption Consortium (GACC) brings together investigative journalism spearheaded by OCCRP and advocacy driven by Transparency International. The GACC partnership connects key Transparency International Chapters with experienced networks of investigative reporters across the world, including CONNECTAS in Latin America and Arab Reporters for Investigative Journalism in the Middle East. This collaboration allows OCCRP's global network of local journalists and Transparency International's 100+ Chapters to share data and knowledge, informing advocacy with actionable data generated through cross-border investigations.

In 2019, the Secretariat's GACC team continued to work on its three ongoing international campaigns: the Azerbaijan Laundromat, golden visas in Europe, and financial enablers of corruption and money laundering. While these campaigns are led by the Secretariat team, selected Chapters have fed into them through national-level research or advocacy campaigning.

For example, TI Greece and TI Moldova carried out research and advocacy at the national level for the golden visas campaign.

Teaming up with other CSOs has long been an essential component of Transparency International's strategic approach to engaging national governments and international

institutions. As described earlier, we are the secretariat for the UN Convention against Corruption coalition and are a member of C20 – forming part of its steering and international advisory committees and being co-chair of the C20 ACWG. We also engage with the IMF to ensure coherence and consistency in the way it addresses corruption.

Transparency International also works closely with the Open Government Partnership (OGP) where we promote the adoption of new OGP commitments related to anti-corruption and push for implementation of old commitments. Through our active participation in regional and global events such as the OGP Global Summit, Transparency International keeps anti-corruption on the OGP agenda.

photo: © Transparency International

Through our active participation in regional and global events, Transparency International keeps anti-corruption on the OGP agenda.

At the regional level, another important partnership for Transparency International is our engagement with the Africa Multi-Sectoral Working Group on Corruption. We are one of the founding members of this group of leading CSOs working on governance and accountability issues and are also part of its steering committee. This network leverages the influence and resources of its membership to bring a common civil society voice on anti-corruption issues to engage with continental stakeholders like the African Union.

In addition, we have strengthened our partnership with the UN Economic and Social Commission for Western Asia by introducing a steering committee for its NGO forum. This independent

body consists of several regional networks, including our movement, and is tasked with providing recommendations to high-level officials and ministries in support of the SDGs' implementation. Furthermore, the steering committee guides the engagement of CSOs and informs their strategies and decisions. It also contributes to the formulation of interventions for SDG implementation progress reporting at the High-Level Political Forum.

OUR MOVEMENT

Governance

To go into the next strategic cycle prepared for new challenges, Transparency International initiated a governance review process.

The discussions and decisions taken at the Annual Membership Meeting (AMM) constitute important milestones in the life and history of the movement as it is the event with the broadest representation. In 2019, the AMM in Berlin had approximately 250 participants (42 per cent female) from 114 countries. At the 2019 AMM, informed by the governance review, the movement agreed to a number of very important

governance changes, namely the creation of a new International Council comprised of up to 60 external experts who will support Transparency International's objectives and activities. The Board of Directors will consist of members of the International Council and representatives of Transparency International's national Chapters.

In addition, the movement shared knowledge and views on relevant thematic issues, including political integrity, illicit financial flows, the environment, youth, security, the SDGs, gender, whistleblowing and shrinking space for civil society.

In 2019, regional meetings followed the same format in all

five regions. As Transparency International inched closer to the end of our 2016-2020 strategy, a process of formulating a new strategy started. To consult the movement and allow for a participatory process, the regional meetings focused on: the vision 2030 and the governance review, our global advocacy priorities – political integrity and illicit financial flows – and regional issues and updates. The regional meetings provide an important moment for regional exchange and for agreement on certain regional approaches and strategies. Apart from the global advocacy priorities, civic space was one of the most debated themes across most regions.

photo: © Transparency International

KEY CHALLENGES

Three of our key challenges in 2019 related to funding sustainability, advocacy and our ability to capture and articulate our impact.

Funding sustainability for our most vulnerable chapters

Not a small number of Transparency International chapters suffer from insufficient funding to meet demands in their countries. While the chapters are mandated to fundraise for their own sustainability, external factors in addition to underdeveloped fundraising capacity, result in a weak financial position. The secretariat has mitigated this situation by allocating small grants to chapters within the limitations of its own funding scheme.

This has helped achieve certain priorities and goals but is not viable in the longer term, particularly in certain regions where the sustainability of our work is under threat, for example in the Americas and the Caribbean. Despite serious corruption issues in this region, many funders are redirecting their attention to other parts of the world resulting in an even more uncertain outlook for chapters there.

Building the capacity of Chapters to fundraise from other sources – for example, the public, the diaspora, high net worth individuals and the private sector – requires investment and funding for follow up. We were to date unable to identify funding instruments that would allow us to focus specifically on this issue.

Advocacy capacity

Transparency International is an advocacy organisation and in 2018, we conducted a review of this activity. The review concluded that from a movement perspective, advocacy is most effective in cases where the different levels – national, regional and global – influence each other. That is, in cases where global agendas clearly drive national and regional ones, and vice-versa. The review's recommendation was to prioritise two areas of work where the movement either had the expertise or was already doing recognisable work globally – respectively, political integrity and dirty money. However, in the process of attempting to focus our advocacy work based on the 2018 recommendations, by 2019 we realised that we faced a number of challenges, namely:

+ Uneven capacity across the movement: While there appears to be strong advocacy capacity in some parts, other parts struggle in terms of numbers and expertise.

+ Projectisation of some of chapters' advocacy work, resulting in significant time and financial constraints.

+ Competing demands where low hanging fruit – i.e. practical solutions that generate a more immediate result – are prioritised over longer-term, unpredictable advocacy for systematic change.

+ Lack of agility and flexibility to respond to changes in the environment as well as the insights generated through learning.

We have therefore devoted considerable efforts to harmonising the advocacy agendas of our different projects while working with and building capacity in the Chapters to work on the two global advocacy priorities.

Monitoring impact

Capturing the impact of what we do as a movement remains an area with room for improvement. Formerly, Transparency International conceptualised an approach to monitor and capture impact specific to advocacy work. Ideally, the Secretariat would roll out this approach and invest in a web-based tool to support data collection before going into the next strategy cycle that starts in 2021. Based on the current funding realities, we are assessing the viability of collecting some of this data through our membership accreditation process.

SECRETARIAT

Human resources

In 2019, the Human Resources Department completed the first design and initial internal negotiations for our new HR framework, which will focus on compensation, including clarity around career development, salary placement and progression. Among other significant achievements were fully piloting our performance management tool, developing our talent management strategy, a general review of policies, procedures and prioritisation, and the implementation of proactive workforce planning, which reduced uncertainty around contract renewals. The average number of Secretariat staff in 2019 was 113, of whom 60.7 per cent were female and 39.3 per cent were male.

Technology

We improved our server infrastructure with the vision to migrate fully to the cloud. Fifty-six Chapters have now been migrated to Office365. The Technology Team also started the process of onboarding teams across the Secretariat to Salesforce, to improve cross-team working, analysis and ultimately fundraising

success. Finally, we improved our web security infrastructure. In 2019, Transparency International was the target of significant state-sponsored hacking attempts. However, there were minimal breaches and no sensitive information was lost, while systems maintained their operations.

Fundraising

Over 2019, we strengthened and increased our fundraising capacity and skills. We have developed a new three-year fundraising strategy, which aims to significantly diversify Transparency International's income and reduce reliance on one predominant stream of funding – institutional donors – along with ensuring sustainable processes and systems are in place to build for the future.

Strategic presence abroad – Washington DC

We launched a new multi-disciplinary, investigative initiative in the United States last year to delve into concrete corruption cases in the areas of real estate and private investment funds. Transparency International's

presence in the United States was crucial for securing funding for expanded activities there, including setting up an office in Washington DC that became operational in January 2020.

Communications

The Communications Team drew global attention to Transparency International's activities and research, and to the key corruption issues and scandals of 2019. It also shone a spotlight on situations that threatened our Chapters and their countries, which helped to ensure safety and uphold integrity systems. The team secured 3,834 unique A-grade media mentions worldwide and 3.36 million visitors to the website. It also built newsletter subscribers to around 43,500 and social media followers to approximately 834,000. The team developed the new website ahead of a Q2 2020 launch, guided the production of reports, policy papers and toolkits, and built the communications capacity of chapters.

Monitoring, Evaluation and Learning (MEL)

The MEL Team has been developing an e-learning MEL course to advance the capacity of the movement to carry out appropriate monitoring of their work and articulate their impact. It will allow the Secretariat to respond to the needs of the Chapters at lower cost, with greater reach and adaptability.

Based on a needs assessment and scoping exercises, the course is structured into five modules: (i) an overview of MEL; (ii) key frameworks and approaches to support MEL; (iii) setting and using performance indicators; (iv) data collection, analysis and use; and (v) evaluation and learning. To ensure a wider outreach, the course will be available in three languages, English, Spanish and French. The e-learning course will be launched at the end of Q1 2020. Additionally, the MEL Team also supported 10 Chapters in building their MEL capacities, and did 12 evaluations of various areas, from mid-term reviews of specific projects and initiatives to learning reviews of anti-corruption tools and approaches.

Finance

During 2019, the Finance Team performed Chapter Financial Risk Assessments on 96 Chapters and Chapters in formation. The assessment culminated in written reports for each Chapter, focusing on the quality of financial reporting and Chapters' financial sustainability. Four capacity-building visits were made to Chapters in Cambodia, Australia, Spain and Indonesia, aiming to strengthen financial policies and procedures. Additionally, in December 2019, 12 finance managers from across the movement attended a workshop in Bangkok, facilitating peer to peer learning and the development of financial tools for the movement.
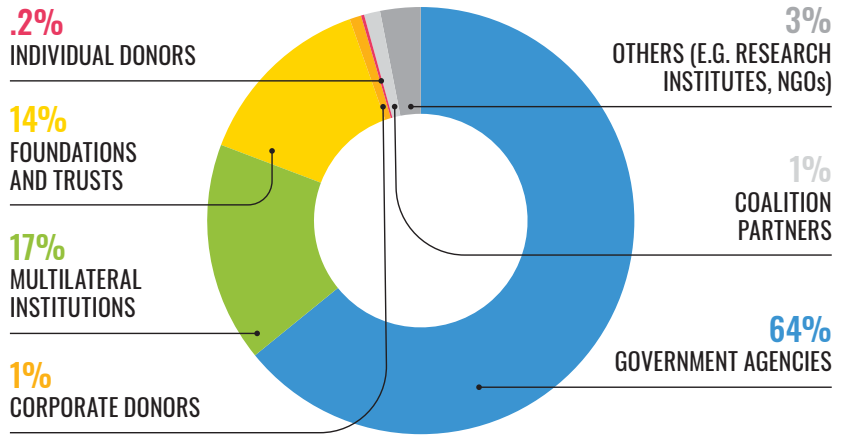
Income

Operating income in 2019 reached €25.7 million, with a €2.5 million or 10.5 per cent increase compared to 2018. It is the highest income value of the past four years. Restricted income increased to over €21 million, about €1 million higher than in 2018, confirming the steady growth trend observed in recent years.

Operating income	2016	2017	2018	2019
Amounts in thousands of euros				
Unrestricted	7,185	3,874	2,915	4,528
Restricted	16,727	18,127	20,380	21,212
Total income	**23,911**	**22,001**	**23,295**	**25,740**

Unrestricted income increased from €2.9 to €4.5 million, which represents the regained spending capacity of the Secretariat after the internal challenges that hindered operations in 2017-18.

Finance income was significant in 2019, due to the higher valuation of the asset portfolio. The accounting loss of €157 thousand realised in 2018 was compensated by the accounting gain of €505 thousand. However, the value of the portfolio is going to be subject to volatile markets in 2020.

DONOR BY FUNDING STREAM

.2% INDIVIDUAL DONORS

14% FOUNDATIONS AND TRUSTS

17% MULTILATERAL INSTITUTIONS

1% CORPORATE DONORS

3% OTHERS (E.G. RESEARCH INSTITUTES, NGOs)

1% COALITION PARTNERS

64% GOVERNMENT AGENCIES

Expenditure

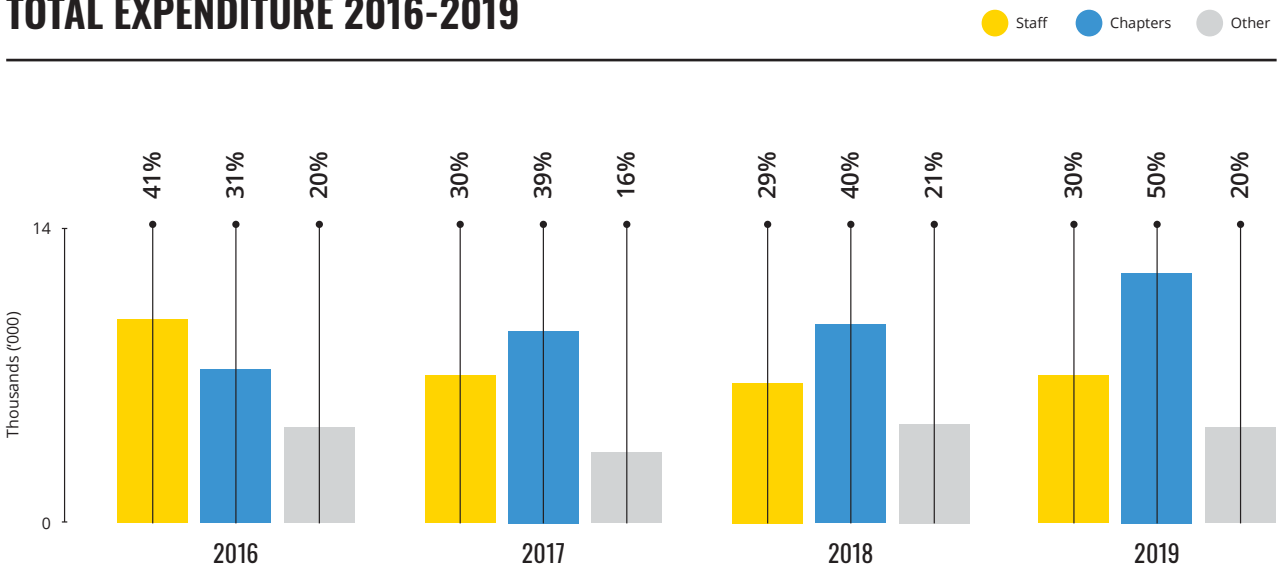Operating expenditure grows to €26.0 million, with an increase of €2.6 million or 11 per cent.

The increase is driven by the increase of transfers to project partners, which represent 50 per cent of the Secretariat's total expenditure, whereas four years ago they added up to only 33 per cent of total expenditure.

Staff costs moderately increased, reflecting the consolidation of the organisational structure, but remain well below the levels of 2016.

Other costs related to the Secretariat decreased slightly, which was mostly due to reduced travel costs (-€610 thousand or -33 per cent), partly offset by higher costs for professional fees (+€350 thousand or 15 per

cent). Travel costs were higher in 2018 due to the occurrence of the International Anti-Corruption Conference, which is planned every other year. The increased fees for professional services reflect the work done in 2019 on reviewing some key internal processes (ethics, governance, accreditation, HR framework) and the investment in staff training.

TOTAL EXPENDITURE 2016-2019

Staff   Chapters   Other

	2016	2017	2018	2019
Staff	41%	30%	29%	30%
Chapters	31%	39%	40%	50%
Other	20%	16%	21%	20%

Thousands ('000)

14

0

Safeguarding

Transparency International's Secretariat started 2019 amid an ongoing organisational change process, which commenced in mid-2018 with the aim of reinstalling management structures. This change process led to increased staff turnover and other internal challenges, which culminated in an article being published in *The Guardian* that raised serious allegations relating to organisational behaviours, culture and management at the Secretariat. As a response, the Board of Directors commissioned an independent investigation and encouraged additional wellbeing options to be offered to staff to support the recently strengthened integrity infrastructure.

Transparency International continues to work openly and honestly with staff to review current practices, address all issues identified, and take any action necessary to prevent issues happening in future. Transparency International's staff are the heart of our organisation. Safeguarding staff wellbeing is our top priority, and the Board of Directors and management will continue to work hard to ensure we are following international best practices – of the kind that Transparency International itself promotes.

INTEGRITY INFRASTRUCTURE PROCESS

The compliance practice ensures that integrity violations are prevented, and when they occur, they are properly dealt with.

In 2018, a comprehensive independent review of the ethics and integrity framework of the Secretariat was conducted. Based on the recommendations of the review, a new integrity system was designed and implemented in 2019. It comprises two subsystems: the moral learning process, to help the Secretariat make decisions in accordance with justice, and the compliance practice, to ensure that integrity violations are prevented, and when they occur, they are properly dealt with.

In 2019, Transparency International appointed a new integrity officer for advice on ethics and integrity matters. The integrity officer is the main point of contact for confidentially reporting any alleged, suspected or actual integrity violations pertaining to the Secretariat. Aside from this, the integrity officer supports the review and update of relevant integrity policies.

Additionally, the Secretariat has installed a reporting system composed of three channels. One of those is to the integrity officer, the second is through line management and the third is through the external whistleblowing point. This external whistleblowing point has been implemented and installed in Frankfurt am Main. In addition, the Board of Directors' ethics committee provides advice and oversight on ethical questions to the Board, the Chapters and the Secretariat. It also handles any reports of suspected or actual integrity violations involving the managing director, senior management or the integrity officer of the Secretariat.

LOOKING AHEAD

STRATEGY 2030

Our current strategy, *Together Against Corruption*, is coming to its end in 2020. In 2018, Transparency International began the process of transitioning to a new strategic cycle. Since *Together Against Corruption*, the world has changed considerably. Therefore, in 2019, we commissioned a background research piece on the state of the world and future trends.

The ultimate goal was to understand what the world would look like in 2030 and generate a movement-wide discussion on what role Transparency International can play in achieving a positive and alternative future. The result of this background piece was a complex baseline picture where:

+   We see the growing pressure on freedom, democracy and rule of law across the world.

+   Wealth inequality is on the rise worldwide, contributing to unequal access to power and undermining trust in government.

+   The fragmentation of a rule-based multilateral approach is challenging collective action; concentration after fragmentation is leading to a shifting power landscape that does not conform with the existing regulatory ecosystem.

+   Technological tools, such as ICT networks, financial technology, artificial intelligence and machine learning offer new opportunities for corruption.

In terms of what this potentially means for anti-corruption work, we may see:

+   Normalisation of political corruption enabled by and enabling corrupt money flows, amplified by new forms of lobbying.

+   Intensification of cross-border corruption taking advantage of new forms of power concentration and the decrease in global coordination.

+   Corruption in new spaces, such as the digital space and in new, relatively unknown areas, such as financing of climate protection.

+   Complex ecosystems of enablers, including cross-national organised crime networks and individuals.

Picturing these trends happening right up to 2030, one is likely to find a very dystopian and unstable world. This is a world where unregulated and unaccountable powers take hold and dominate because our foundations of checks and balances were unable to flexibly update and adapt. It's a world where the big generational challenges – for example, climate change, wealth inequality and unequal development – are ignored mostly due to the lack of a concerted global effort to address them. It's a world where civil society is either increasingly silenced or atomised, and to an extent radicalised because of multiple sources of alternative information. It may also be a world where the sense of doing things for the common good is simply lost.

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However, we believe in the agency of human beings to bring about change, and we believe that Transparency International is strategically positioned to ensure that by the end of 2030 all power is held to account for the common good. This is, and will be, our ultimate goal for the next decade. This will be the change we want to see, and will commit to, as a movement.

In 2019 we began consolidating the building blocks to embark on our strategy development process, which is highly complex due to the nature of Transparency International as a movement, requiring a high level of consultation and background work. The Secretariat Strategy and Impact Team is coordinating this process, supported by a Secretariat-wide strategy working group (SWG). Additionally, the Board of Directors endorsed the creation of a Movement Strategy

Task Force (MSTF) made up of 11 Chapter representatives nominated by the ovement. The MSTF and the Secretariat's SWG work closely together and ensure the effectiveness and consistency of the process.

Like most organisations in the civil society sector, Transparency International has been preparing for and following five-year strategic cycles for much of its history. However, and as noted above, particularly the last five years have proven challenging in terms of the pace of social transformation. This pace is not decided by neatly arranged strategic cycles, and it is the reality. Rather than ignore reality, we want to change it.

Therefore, for the next strategic cycle we aim to agree on the main movement priorities for the next 10 years while breaking this long cycle into three three-year

sub-cycles with transition periods in between for evaluation and learning. Before each three-year sub-cycle – based on previous learning – we will agree on the global and regional strategic agendas for the coming three years that will help us fulfil our long-term priorities. Our aim is to become more focused, while remaining agile, flexible and adaptable to fast-paced social change.

THANK YOU TO OUR SUPPORTERS

Government agencies

+ Department for International Development (DFID), United Kingdom

+ Department of Foreign Affairs and Trade (DFAT), Australia

+ Federal Foreign Office (AA), Germany

+ Federal Ministry for Economic Cooperation and Development (BMZ), Germany

+ Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), Germany

+ Foreign Affairs, Foreign Trade and Development Cooperation, Belgium

+ German Agency for International Development (GIZ)

+ Global Affairs Canada

+ Irish Aid

+ Ministry for Europe and Foreign Affairs, France

+ Ministry of Foreign Affairs of Denmark (DANIDA)

+ Ministry of Foreign Affairs, Estonia

+ Government of the Republic of Korea

+ Ministry of Foreign Affairs, The Netherlands

+ Ministry of Foreign Affairs and Trade, New Zealand

+ Swedish International Development Cooperation Agency (SIDA)

+ Swiss Agency for Development and Cooperation (SDC)

+ US Department of State

Multilateral institutions

+ European Bank for Reconstruction and Development (EBRD)

+ European Commission (EC)

+ Inter-American Development Bank

+ United Nations Office on Drugs and Crime (UNODC)

+ United Nations Women

Foundations and trusts

+ Adessium Foundation

+ Sigrid Rausing Trust (SRT)

+ BHP Foundation

+ OSI Development Foundation

+ Open Society Foundations (OSF)

+ William and Flora Hewlett Foundation

+ John D. and Catherine T. MacArthur Foundation

Businesses

+ Equinor ASA

+ Ernst & Young LLP

+ Norsk Hydro ASA

+ Sanlam Life Insurance Limited

+ Snam S.p.A.

+ Stora Enso OYJ

Other organisations, institutions and coalition partners

+ Christian Michelsen Institute (CMI)

+ Friends of Transparency International (FOTI)

+ International Association of Women Judges (IAWJ)

+ Journalism Development Network (JDN)

+ Consejo Nacional para la Etica Publica-Proética

+ Rencontre pour la paix et les droits de l'homme (RPDH)

+ Task Force for Financial Integrity

+ Transparency International France

+ Transparency International UK

Individuals (over €1,000)

Nicolas Nemery, Soren Fabian Heupel, Patrick Kinsch, Giovanna Longo, Rolf Hellenbrand, Joachin Terschluesen, Johannes Wery, Johann Peter Jessen, R. Broscious JR, Gregory Thomas, Mellennesse Blackbird, Laurenz Reichl, Hildegard Wiemer

END NOTES

1 https://www.occrp.org/en/
greatgambiaheist/

2 https://www.transparency.org/
whoweare/accountability/impact_
monitoring/4

3 https://www.transparency.org/
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ownership

4 https://www.fatf-gafi.org/media/
fatf/documents/Best-Practices-
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Persons.pdf

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