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August 2019

# Transparency International Vision 2030

## Findings Report - Final

Firetail



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# Executive Summary

# Background, purpose and approach of the Vision 2030 process

### Background

Transparency International's vision is “a world in which government, politics, business, civil society and the daily lives of people are free of corruption”.

As TI marks its 25<sup>th</sup> anniversary, the Vision 2030 process brings together the Movement to develop an understanding of key challenges and opportunities in the corruption landscape in the coming decade and implications for TI. This process does not change TI's current vision statement. The Vision 2030 process precedes the development of TI's new strategy and **shall guide the Movement's next strategic cycle.**

### Purpose

The TI Vision 2030 process is a **collective exercise** to understand what the world will look like in the coming decade— defined by the corruption challenges the Movement should address in the coming decade; their cause and contexts; and the likely paths to success and implications for TI.

This comprehensive evidence report brings together the **insights from the Vision 2030 process**. It outlines findings of **Phase 1 of the Vision 2030 process**, and has been enriched based on input received from members of the Movement **in Phase 2** of the process.

### Approach

The Vision 2030 process ran from January to August 2019 and was based on **participation and consultation of internal and external stakeholders. The two project phases, the Diagnostic and the Consultation phase, consisted of the following key activities:**

- Stakeholder engagement, including interviews, a survey, webinars, and 5 Regional Workshops
- **A landscape review of existing research** into trends in the wider corruption landscape



## Executive Summary

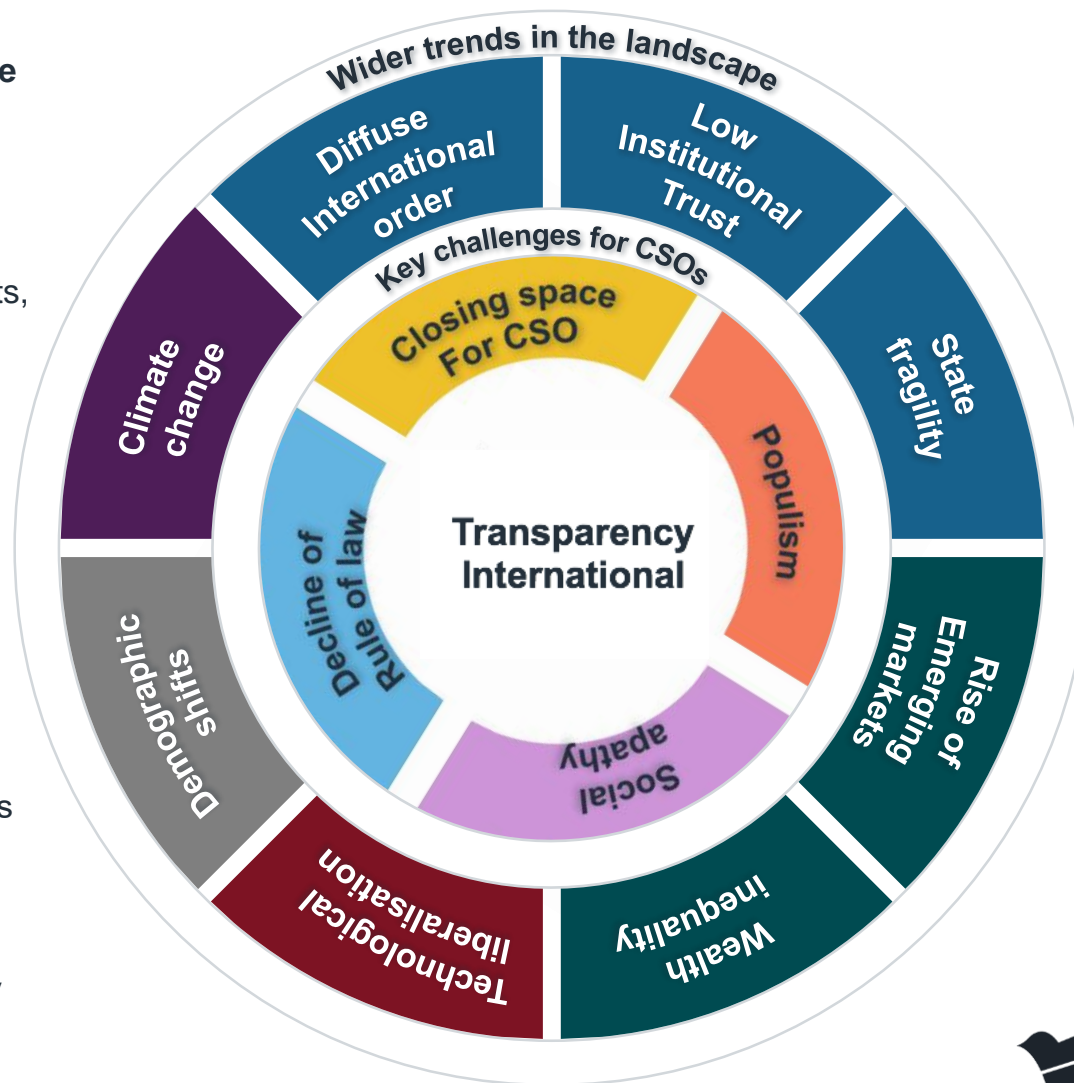
# The Vision 2030 process identifies key dynamics in the wider landscape and challenges that will impact Transparency International in the future.

Over the next decade, the world is confronted with increased complexity. Interrelated and contradicting dynamics will shape the future state of the world:

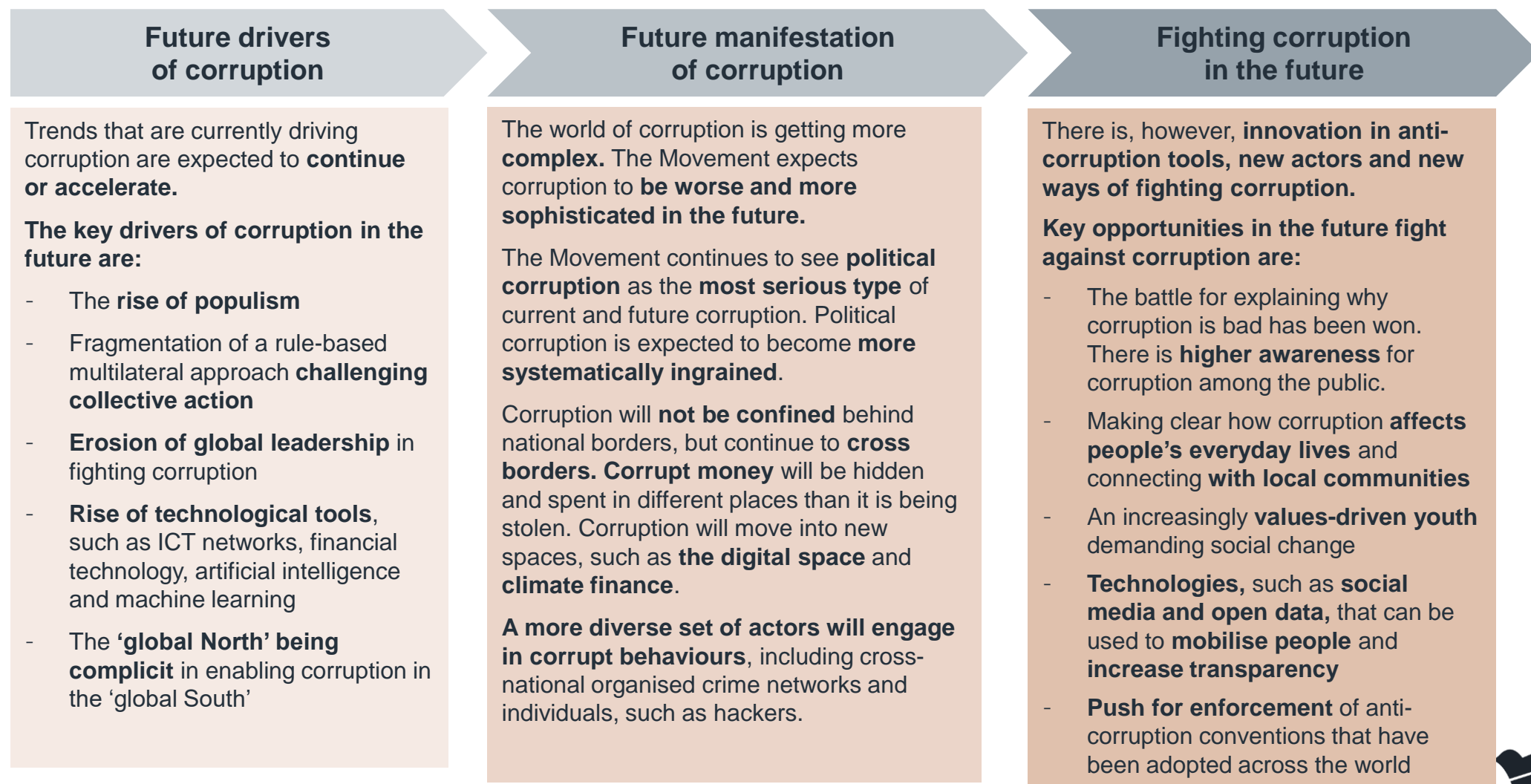
- **Political developments**, such as a more diffuse international order, low levels of institutional trust, and more people living in fragile contexts affected by violence and conflict.
- **Economic shifts**, such as the rise in power of emerging markets, in particular in Asia, and rise in global wealth inequality
- **Technological liberalisation**, through the rise of ICT and financial technology
- **Societal shifts**, driven by widespread ageing and urbanisation
- **Environmental disruption** due to climate change

At the same time, TI will face challenges that are shaping the future role of civil society organisations:

- **Closing civic space** will challenge CSOs' ability to operate effectively
- **The rise of populism** is reducing CSOs' access to governments and is polarising the political debate
- **Increase in social apathy** and indifference towards corruption rises as the public does not see the value of tackling corruption
- **The decline of the rule of law** both nationally and multilaterally will hamper the ability of CSOs to work freely and safely.



**Over the next decade, the corruption landscape will become more complex. Current challenges will continue or accelerate, but there will also be new ways and tools to fight corruption.**



## Executive Summary

**Consultation with the TI Movement highlights that certain challenges and opportunities for fighting corruption will be more pertinent in some regions, while less relevant in others.**

Following Phase 1 of the Vision 2030 process, the Movement was consulted on the key drivers that increase corruption and the key opportunities for fighting corruption in the future through 5 Regional Workshops. Several challenges and opportunities stood thereby out as unique or more pertinent in specific regions. This varying degree of relevance is illustrated in the table below.\*

	Americas	Africa	ECA	MENA	Asia-Pacific
<b>Key drivers increasing corruption:</b>					
<i>Populism</i>	●	●	●	●	●
<i>Decline of rule of law</i>	●	●	●	●	●
<i>Technological liberalisation</i>	●	●	●	●	●
<i>State fragility</i>	●	●	●	●	●
<i>Wealth inequality</i>	●	●	●	●	●
<i>Organised crime</i>	●	●	●	●	●
<b>Key opportunities for fighting corruption:</b>					
<i>Civic activism</i>	●	●	●	●	●
<i>New technology</i>	●	●	●	●	●
<i>Youth</i>	●	●	●	●	●
<i>Checks and balances</i>	●	●	●	●	●

\*Source: The estimated relevance is based on insights from the stakeholder consultation and landscape review ● Low relevance ● Medium relevance ● High Relevance



Executive Summary

The Movement has identified political corruption as the most serious type of current and future corruption. Corruption will take on different forms across the regions that TI operates in.

	Political corruption	Grand Corruption	Petty Corruption	Corruption Prevention	Manifestation of corruption*: <div>○ / ●●●●●</div> <i>*Estimates of the manifestation of corruption are based on insights from stakeholder consultation and landscape review</i>
Global trends	TI sees political corruption as the <b>most severe form and root cause</b> of other forms of corruption. Estimated to persist and possibly grow <b>across all regions</b> due to a decline of rule of law and checks and balances, and populism.	The <b>most systemic abuse</b> of high-level power is seen as a growing challenge in most regions due to populist governments, illicit international financial flows, and technology.	Petty corruption affects <b>people's everyday life</b> as public officials abuse their entrusted power when citizens are trying to access basic goods or services, like hospitals or schools. This continues to be an important challenge in <b>certain regions</b> .	Preventing corruption can become more challenging in the future due to a <b>decline in rule of law</b> and rising <b>state fragility</b> , undermining states' capacity to <b>build integrity</b> .	
Americas	●●●●●	●●●	●●●	●●●●	Corruption seen as systemic, linked to organised crime, actors enabling corruption, and political impunity
Africa	●●●●●	●●●●●	●●●●	●●●	Political and systemic corruption undermines political integrity, the electoral process, and criminal justice
ECA	●●●●●	●●	●	●●●●	Political corruption as key challenge through misuse of public funds and organised crime
MENA	●●●●●	●●●●●	●●●	●●●●	Political corruption is systemic and includes religious institutions, a strong need to build states' integrity
Asia-Pacific	●●●●●	●●●●	●●	●●●	Cross-border crime driving political corruption, close link between private and public sector corruption





# The challenges and opportunities identified in the Vision 2030 process have implications for TI's future approach and role in the landscape

### TI's ambition in the future

Consultation with the TI Movement and external stakeholders highlighted that TI is seen as **well placed** and a leading actor in responding to the challenges in the landscape.

**Political corruption** is most frequently mentioned by stakeholders as the key corruption challenge that TI should address in the next decade. Members of the TI Movement and external stakeholders have **similar views** concerning which corruption challenges TI should address.

### Paths to success

To effectively fight corruption in the future, the Vision 2030 process has revealed **several paths to success for TI**:

- **Deepening its engagement with ordinary citizens and local needs** and for this, leveraging TI's unique access to more than 100 countries across the world as a **grassroots activist**
- Responding to the challenges of rising misinformation by **leading global corruption research**, fostering a well-informed debate, and educating the youth as an **expert and knowledge producer**
- Responding to the rise of technology by becoming a **leading tech expert**, leveraging it for its own work and helping governments to use it for good.
- Addressing the challenge of enforcing the global anti-corruption conventions and calling out those who disregard them, thereby becoming a **driver of accountability**
- Respond to the **growth in actors fighting corruption by becoming a convenor of corruption fighters** who collaborates with diverse stakeholders, including the private sector, to drive change

These paths to success come with **different implications** for TI's capabilities and skills, culture and values, governance, and approach to others in the landscape. To effectively respond to the challenges in the landscape, it will be key for **TI to set itself up as a responsive Movement, that speaks with one voice and has a governance structure that enables it to pursue the chosen paths to success** in addressing the challenges and opportunities in the landscape.



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# Introduction, methodology, and process

# Background and objectives

## Background

**Transparency International (TI)** is an international civil society movement with the mission statement: *“a world in which government, business, civil society and the daily lives of people are free of corruption”*.

As TI marks its 25<sup>th</sup> anniversary, the Vision 2030 process brings the Movement together to develop a shared, actionable understanding of key challenges and opportunities in the corruption landscape in the coming decade and implications for TI. This process will not change TI’s current vision statement.

The **Vision 2030 process is aligned with the Governance Review Phase II**, which explores how TI’s governance could be improved to keep pace with changes in the landscape and to anticipate future needs.

## Objective

The TI Vision 2030 process is a collective exercise to understand what the world will look like in the coming decade— **defined by the corruption challenges the Movement should address in the coming decade; their cause and contexts; and the likely paths to success and implications for TI** - based on participation and consultation of internal and external stakeholders.

The Vision 2030 process precedes the development of TI’s new strategy and shall guide its next strategic cycles.

This comprehensive evidence report brings together the **insights from the Vision 2030 process**. It outlines findings of **Phase 1 of the Vision 2030 process**, and has been enriched based on input received from members of the Movement **in Phase 2** of the process.



# Approach and deliverables for this project

## Phase 1: Diagnostic

## Phase 2: Consultation

### 1 Inception

#### Main activities

- Kick off workshop with TI's Trends and Vision Committee and TI representatives
- Develop detailed project plan
- Put together a document request for internal TI data relevant for analysis
- Draw together a long list of stakeholders for engagement

#### Deliverables

- **Kick off workshop** with the Trends and Vision Committee and key TI representatives
- **Inception report**, incl. project plan and long list of categories for stakeholder consultation
- **Document request**

### 2 Desk research

#### Main activities

- Desk research into trends influencing the manifestation of corruption in the future
- Review of the market in which TI seeks to operate in
- Explore initiatives by competitors, partners and others

### 3 Stakeholder interviews & survey

#### Main activities

- 1:1 interviews with 15-20 primarily external stakeholders and a number of internal stakeholders
- Run an online survey disseminated to a wider set of internal and external stakeholders
- Run a limited set of webinars with members of the TI Movement

#### Deliverables

- Survey and interview discussion guide
- Survey has been fielded
- Webinars have been run

### 4 Report analysis and synthesis

#### Main activities

- Synthesize findings of the diagnostic phase into a final report that includes key trends in the wider landscape, challenges and opportunities for fighting corruption, and implications for TI

#### Deliverables

- **Final PowerPoint report of findings from Phase 1**, including desk research and stakeholder interviews

### 5 Early consultation

#### Main activities

- Engagement with key stakeholders to allow for feedback on the findings of Phase 1 and in preparation for the regional workshops:
  - Webinars that bring together selected members of the Movement
  - Call with the Trends and Vision Committee
- Preparation and conceptualisation of 5 regional workshops

### 6 5 Regional workshops

#### Main activities

- Facilitation and attendance of 5 regional workshops:
  - Americas
  - Sub-Saharan Africa
  - ECA
  - MENA
  - Asia-Pacific
- The objectives of the sessions will be to test the findings of Phase 1 and create a sense of ownership among the movement
- Workshop with the Board as part of June Board meeting

### 7 Final report synthesis

#### Main activities

- Synthesis of the findings from Phase 1 and 2 into a final Vision Note
- Outlining of a tested picture of the future corruption landscape and implications for the future role of TI

#### Deliverables

- **Final report incorporating findings from Phase 1 and 2**



Introduction, methodology and process

In total, 543 stakeholders were consulted in the Diagnostic Phase of the Vision 2030 process

Interviews

23 conversations were held between March 22 and April 15, 2019 with:

8 Internal stakeholders:

- 4 Board members
- 4 Individual Members

15 External stakeholders:

- 3 Partners
- 2 Academics
- 2 Donors
- 2 Experts
- 2 Peers
- 1 Business
- 1 Journalist
- 1 Practitioner
- 1 Think Tank

Interviews were based on a semi-structured discussion guide. Conversations were confidential and quotes are used but not attributed.

Survey

A qualitative survey was answered by 512 respondents:

406 TI Movement\*:

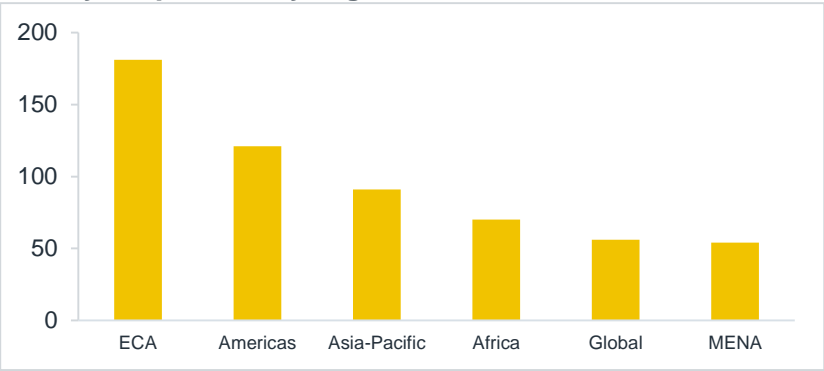
- 298 National Chapter
- 24 Individual Members
- 6 Advisory Council
- 53 TI-S/TI-EU staff/ intern
- 6 TI Board
- 19 Other

106 Externals\*:

- 36 Partners/ supporters
- 70 Stakeholders working on corruption
- 17 Stakeholders not specifically working on corruption

Responses were collected between March 28 and April 12, 2019. The survey included open-ended questions and responses were confidential. Quotes are used but not attributed. The survey was published in English, French, Spanish and Arabic.

Survey responses by region:



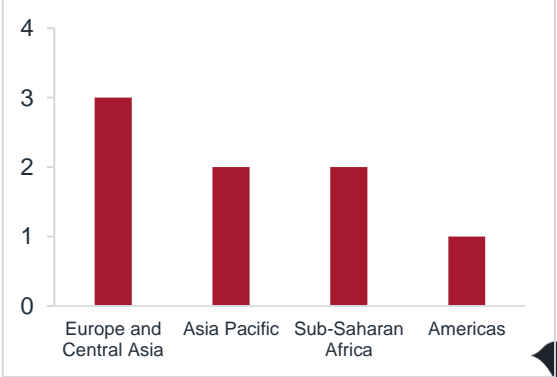
Webinars

3 webinars with 8 internal stakeholders:

- 7 National Chapter
- 1 Individual Members

The webinars were conducted between April 17 and 18, 2019.

Webinar participants by region:



\*Survey respondents self-identified their role in the Movement. TI-S and Board members closely involved in the Vision 2030 process engaged with this process through other means than the survey. In the survey, external stakeholders could select multiple relationship with TI (e.g. ‘partner’ and ‘working on corruption’)



## Introduction, methodology and process

# In Phase 2 of the Vision 2030 process, a wide range of members of the Movement were consulted through webinars, 5 Regional Workshops and a Board Workshop

### Pre-testing webinars

**2 webinars with 4 members of the Movement.**

The webinars were conducted on April 30.

**Attending participants came from the following chapters:**

- TI South Africa
- TI Bahrain
- TI Ireland
- TI Brazil

### Regional Workshops

**5 Regional Workshops** with the Executive Directors and Chairs of National Chapters, as well as Individual Members of TI.

**The workshops were held across the following regions:**

Region	Location	Time
Americas	Panama City	May 19
Africa	Nairobi	June 12
ECA	Berlin	June 19
MENA	Amman	June 22
Asia Pacific	Kuala Lumpur	June 26

### Board Workshop

**A workshop with the Board on the Vision 2030 process and implications for TI.**

The workshop was held on June 14 in Nairobi.

**In Phase 2 of the Vision 2030 process, this Evidence Report was enriched based on input received from members of the Movement in pre-testing webinars, regional workshops and a Board workshop. This final report particularly provides an enriched picture on:**

- **The state of the world in the next decade**, incl. the rise of populism and the growth in wealth inequality
- **Future drivers of corruption**, incl. the rise in state fragility and organised crime, challenges to democratic governance and the use of information and communications technology
- **The manifestation of corruption**, incl. stakeholders' views on different types of corruption, particularly political corruption
- **Fighting corruption in the future**, incl. businesses' approach to anti-corruption, the role of identity politics and gender, and the use of social media for civic activism
- **Implications for TI**, incl. key corruption challenges that the Movement could address over the next decade



# A diversity of qualitative and quantitative studies have informed the landscape analysis

## TI Data and Documents

**Internal data and documents of Transparency International**, among others:

- Current and previous vision work, strategy and planning documents
- Research undertaken or commissioned by TI on trends affecting the corruption and anti-corruption landscape
- Thought leadership pieces by members of the TI community
- Studies on (anti-)corruption published on TI's Knowledge Hub

## Academic literature

**Academic reports, books and other research publications** from leading researchers in the field, on themes such as:

- **Causes** of corruption
- **Consequences** of corruption
- **Control of corruption** and **opportunities of fighting corruption**

## Non-academic studies, reports, and think pieces

**External reports, qualitative and quantitative data and indicators**, among others from:

- **International Organisations**, such as the UN, World Bank, World Economic Forum, OECD
- **Think Tanks**, such as Brookings and Bertelsmann Foundation
- **International NGOs and non-profits**, such as Freedom House, World Justice Project, and Civicus
- **Market research organisations** and consulting firms, such as Pew Research Centre, Edelman, and PricewaterhouseCoopers

**Data, documents and publications that have been reviewed for this report are referenced on the respective pages and in the list of references in the Annex of this report.**



## Upon commencement of the Vision 2030 process, the Trends and Vision Committee and key internal stakeholders highlighted their key questions

### Changes in the wider landscape

- **How is the landscape that Transparency International is facing changing?**
  - How is the global political and economic order changing in the coming decade?
  - How is technology transforming society?
  - How will civil society interact in the coming decade?

### Fighting corruption in the next decade

- **What will the fight against corruption look like in the next decade?**
  - What will be the root causes and drivers of corruption in the coming decade?
  - Who are new players and networks in the fight against corruption?

### Implications for Transparency International

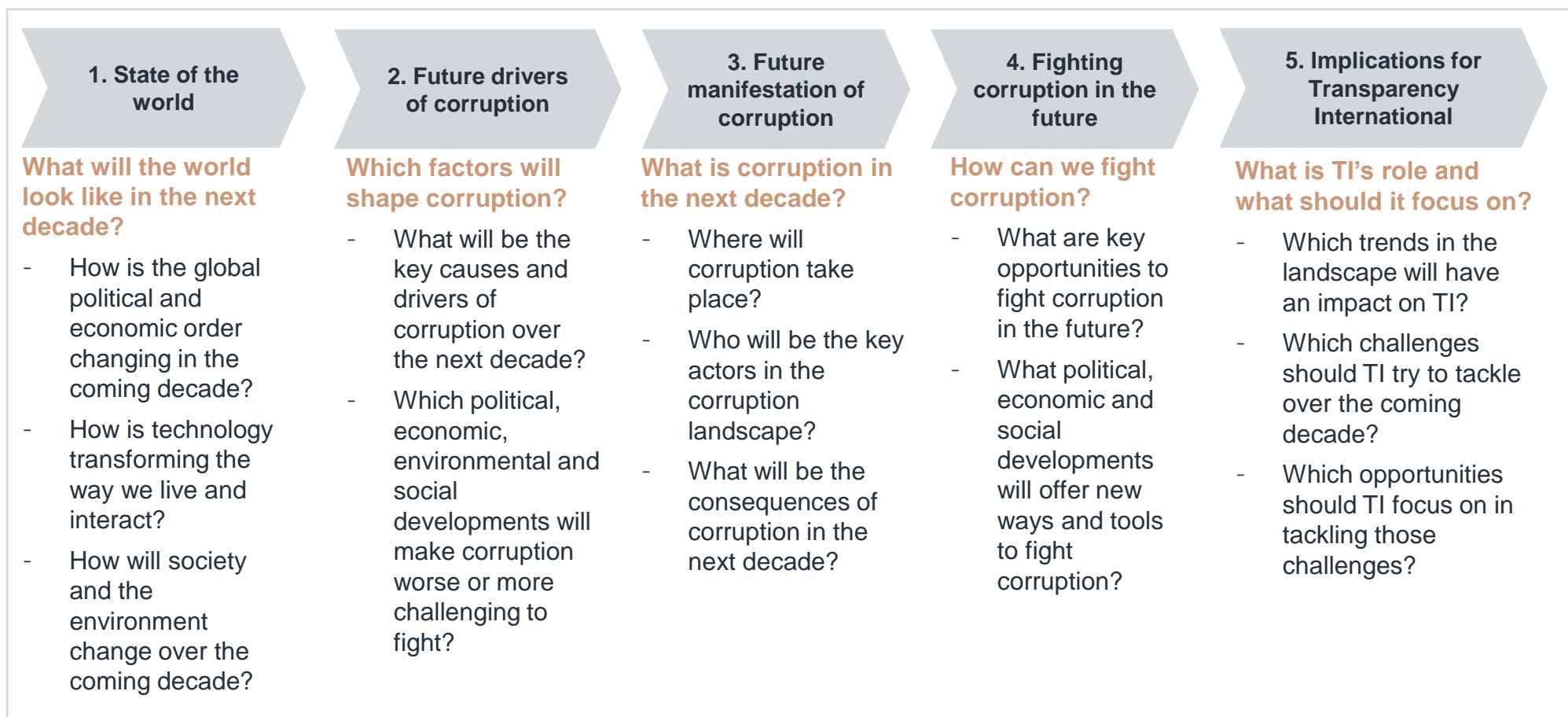
- **What are the implications of these changes for Transparency International?**
  - What is the change that Transparency International wants to see in the coming decade?
  - TI used to coalesce around rule of law, what will TI coalesce around in the coming decade?
  - How can TI engage people in the fight against corruption in the coming decade?





# Overview – structure of the Phase 1: Diagnostic Vision 2030 report

The diagram below outlines the structure and key questions that underpin this report. Each section starts by outlining stakeholders' views, which is thereafter complemented by findings of a landscape analysis.



# Exploring future trends is necessarily a complex exercise, as reflected in the diversity of stakeholder views in this report

This report brings together the **views of external experts and members of the Movement** on the future (corruption) landscape and implications for TI. The insights gained through the stakeholder consultation are complemented by a landscape analysis that brings together **facts and statistics** on key developments surrounding the future (corruption) landscape.

## Stakeholder views

The **comments and reflections of TI's stakeholders** provided invaluable sources of insight into this report. Many stakeholders highlighted that the **future is complex** and were often **hesitant to make predictions of the future**. Several stakeholders stress that how trends develop will **strongly depend on how governments and other actors in the landscape respond to them**.

Stakeholders offer **diverse views in regards to the challenges and opportunities in the future corruption landscape and the implications for TI**. However, there was **no one specific group** of stakeholders (e.g. external stakeholders as opposed to members of the Movement, or stakeholders from a certain region) that consistently had strongly different views than stakeholders from another group. Stakeholders' insights and perspective were rather shaped by their **different professional backgrounds** (e.g. if they have been working on technology, climate, or a different field).

## Landscape Review

Exploring future trends is necessarily a **complex exercise** and the trends and developments outlined in the landscape review are often **strongly interlinked**. One trend can affect corruption while at the same time being influenced by corruption and other trends. When reading this report, these **interlinkages between corruption and other variables** should therefore be **kept in mind**.

In addition, more than in other sectors, **even a small change in regards to one trend** can have implications for several other developments, thereby triggering bigger change to other trends and on a wider scale.



# 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

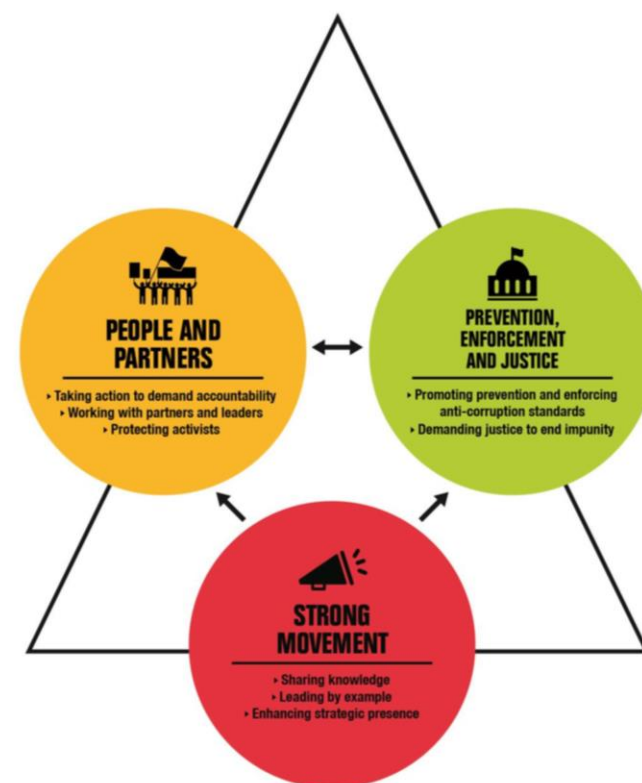


Transparency International is a global Movement with one vision: “**a world in which government, business, civil society and the daily lives of people are free of corruption.**”

Through more than 100 chapters worldwide and an international secretariat, TI leads the fight against corruption to turn this vision into reality. Its mission is to **stop corruption and promote transparency, accountability and integrity** at all levels and across all sectors of society.

Transparency International’s current strategy ‘Together against corruption’ outlines **3 main priorities**:

- **People and partners:** Creating demand for accountability, and empowering action, engaging partners and inspiring leaders, protecting anti-corruption activists
  - Taking action to demand accountability
  - Working with partners and leaders
  - Protecting activists
- **Prevention, enforcement and justice:** Promoting prevention and enforcing anti-corruption standards, achieving justice and ending impunity for corruption
  - Promoting prevention and enforcing anti-corruption standards
  - Demanding justice to end impunity
- **Strong movement:** Sharing what works to stop corruption, building a sustainable movement, and ensuring the relevance of the Movement
  - Sharing knowledge
  - Leading by example
  - Enhancing strategic presence



Source: Transparency International (2015): *Together against Corruption: Transparency International Strategy*



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# Findings

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# The state of the world in the next decade

# Summary - The state of the world in the next decade: Stakeholder views

Stakeholders offer **diverse scenarios** of the state of the world in the next decade. Many see the world confronted with **increased complexity**, with **many interrelated and contradicting dynamics** playing out. **Most stakeholders draw a negative picture of the next 5-10 years.** Only a few suggests that the world will **be a better place**, mainly based on the assumption that the world will rise up to today's challenges and **develop adequate responses, for instance through harnessing the benefits of technology.**

The majority of stakeholders point to **4 key challenges that the world will face: Climate change, demographic shifts, inequality and populism.** Stakeholders highlight that these key challenges have not yet reached their peak and will **pose greater challenges in the future.** External stakeholders and members of the Movement point to the same key challenges, however external stakeholders have a **stronger sense of urgency** and highlight that **current responses to the challenges of the world have been insufficient.**

Politics	Economics	Technology	Society	Environment
<ul style="list-style-type: none"><li>- Most stakeholders see the world in the next decade confronted with <b>new power relations, which could increase political instability.</b></li><li>- Some stakeholders suggest that the world might be on the brink of a significant <b>outbreak of unrest, violence and war</b>, comparing today's world with the 1920s.</li><li>- A few stakeholders point to the rise in <b>illicit transnational funding for weapons of mass destruction and terrorism as a key challenge.</b></li><li>- Most stakeholders highlight the <b>rise of anti-liberal populism as a new way of politics.</b> They suggest that this could lead to a <b>crisis of ethics in public spaces.</b></li></ul>	<ul style="list-style-type: none"><li>- The vast majority of stakeholders see the continuous increase in <b>wealth inequality</b> as a key challenge to society, and point to its <b>potentially negative consequences, such as elite capture and social unrest.</b></li><li>- Stakeholders point to the <b>rise of China</b> as an important driver of economic development in the future.</li></ul>	<ul style="list-style-type: none"><li>- The vast majority of stakeholders refer to <b>tech and data as a disruptive force.</b></li><li>- Most stakeholders refer in particular to <b>Artificial Intelligence, Big Data, Cryptocurrencies, Machine Learning and Social Media</b> as the key disruptive forces.</li><li>- However, stakeholders find it challenging to predict how its influence will change the world, and <b>if it will be a positive or negative force.</b></li></ul>	<ul style="list-style-type: none"><li>- The majority of stakeholders stress that <b>demographic shifts</b> will be felt across the world and will pose new challenges.</li><li>- In this regard, they particular highlight new challenges due to <b>population growth, an ageing society and mass migration.</b></li></ul>	<ul style="list-style-type: none"><li>- The vast majority of stakeholders refer to <b>climate change</b> as one of the <b>defining challenges of the next decade.</b></li><li>- Stakeholders highlight that the world is currently <b>only dealing with its consequences in a superficial manner</b> – and argue that it will require a much more comprehensive response in the next decade.</li></ul>

# Summary - The state of the world in the next decade: Landscape Analysis

Politics	Economics	Technology	Society	Environment
<ul style="list-style-type: none"><li>- The international order is estimated to be more <b>diffuse</b>. Countries that historically fostered control of corruption <b>will have less influence</b>.</li><li>- <b>2.3 billion people</b> are projected to live in <b>fragile context</b> that face <b>violence and conflict</b>.</li><li>- In 2019, trust in institutions was <b>less than 50%</b> across the world. <b>Trust is shifting</b> towards relationships with peers and friends.</li><li>- The last 20 years have seen a significant increase in <b>right-wing populist votes, with populist governments being more prone corruption</b>. There is no indication that this trend will not continue over the next decade.</li></ul>	<ul style="list-style-type: none"><li>- Global economic power will have <b>shifted towards emerging markets</b>, which are set to account for <b>c. 50%</b> of global GDP.</li><li>- <b>63% of the world's population in 2030 will be middle class, 65% of which will live in the Asia-Pacific region</b>.</li><li>- <b>Wealth inequalities will rise</b>: The world's richest 1% will own two-thirds of global wealth, leading to an increased concentration in power. <b>Latin America and the MENA region</b> currently face the highest levels of wealth inequality across the world.</li></ul>	<ul style="list-style-type: none"><li>- The world's population will be <b>more connected than ever</b> and have access to <b>unprecedented amounts of data</b> – however, to <b>varying degree depending on the region</b>.</li><li>- In 2018, 7 of the 10 largest companies in the world were technology firms. <b>By 2022, 60% of global GDP is estimated to be digitized</b>.</li><li>- The size of the global AI market is estimated to grow to <b>c. \$90b in 2025</b>. AI and machine learning will enable the automation of human decision-making processes.</li></ul>	<ul style="list-style-type: none"><li>- Widespread ageing and urbanization will <b>change the outlook of society</b>: By 2030, <b>60%</b> of the world's population will live in urban areas, and <b>16%</b> will be above 60 years old.</li><li>- <b>In 6 out of 10 countries</b> worldwide, civil society currently is under serious attack.</li><li>- The state of civil society in 2030 will depend on a <b>multitude of factors</b>, including the extent of geopolitical stability and governments' response to technology.</li></ul>	<ul style="list-style-type: none"><li>- <b>Climate change</b> will have significant consequences on the environment, politics, economics and society.</li><li>- It will lead to an increased <b>severity of natural disaster</b> and accelerate <b>competition for resources</b> and resource scarcity. It could drive <b>migration</b> and lead to <b>political unrest</b>.</li></ul>

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# Stakeholders on the state of the world in the next decade



## Stakeholders offer diverse scenarios of the state of the world in the next decade. Many argue that the challenges the world faces today are likely to persist or worsen.

The majority of stakeholders see the world in the next decade confronted with **increased complexity**, with **many interrelated dynamics** playing out in the realm of politics, economics, environment and technology. Many stress that **one small factor**, e.g. the election of a new US president, could have a significant impact on other dynamics.

External stakeholders and members of the Movement point to similar key challenges, however external stakeholders have a **stronger sense of urgency** and highlight that **current responses to the challenges of the world have been insufficient**.

Despite the diversity of scenarios that stakeholders describe, **most stakeholders draw a negative picture of the next 5-10 years ahead**. They highlight that a number of key challenges of today, such as **climate change, the rise of populism and wealth inequalities**, have not reached their peak and will likely pose greater challenges in the future.

A few external stakeholders suggest that the world might be on the brink of a significant **outbreak of unrest, violence and economic crisis**, comparing today's world with the 1920s.

In contrast, other stakeholders suggests that the world in the next decade will **be a better place**, mainly based on the assumption that the world will rise up to today's challenges and **develop adequate responses, for instance through harnessing the benefits of technology**.

"Just the addition of **one extra element could change the entire dynamic** of the current trends" (Interviewee, Journalist)

"We have created something very similar to the 1920s." (Interviewee, Academia)

"I hope that within the next decade, people will realise that the **world is currently going down the wrong path** and that it will then reverse the negative leadership." (Interviewee, Partner)

"We are going to go into five rocky years, where things will not go well, but I believe **we will be in a better shape in 2030**. It all depends on the response by institutions to today's challenges." (Interviewee, Partner)

## The majority of stakeholders point to 4 key challenges that the world will face in the next decade: Climate change, demographic shifts, inequality and populism

### Climate change

The vast majority of stakeholders refer to climate change as one of the defining challenges of the next decade due to causing natural disasters and accelerating resource scarcity, poverty, and mass migration. Stakeholders highlight that the world is currently **only dealing with its consequences in a superficial manner** – and argue that it will require a much more comprehensive response.

**"The effects of climate change will be more pronounced** – This will occupy our mind, this will define how we live and how we do public policy." (Interviewee, TI Movement)

### Demographic shifts

The majority of stakeholders stress that demographic shifts, such as **population growth, an ageing society and mass migration**, will be felt across the world.

**"A big trend – the issue of migration and displacement** of people around the world, both within and across regions. This will have a significant impact on the economy and the functioning of society" (Interviewee, Think Thank)

**"Mass movement and urbanisation** will continue to force questions around economic, social and environmental sustainability" (Survey respondent)

### Wealth inequality

Within countries, the vast majority of stakeholders see the continuous increase in **wealth inequality** as a key challenge to society, and point to **potentially negative consequences, such as elite capture and social unrest**.

**"Individuals are having more money than countries"** (Interviewee, Donor)

### Populism

Most stakeholders highlight the **rise of populism as a new way of politics**. They suggest that this could lead to a **crisis of ethics in public spaces**. Related, many stakeholders point to persistent challenges to **liberal democratic values**, the rise of authoritarianism, and to a lesser extent to a **decline in trust** in institutions.

**"We are seeing a rise of populist politics – politics not based on principles** but with more people getting into office whose only claim to leadership is their **populist claim to power**" (Interviewee, TI Movement)



## The majority of stakeholders see the world in the next decade confronted with new power relations. Some argue that this could increase political instability

Many stakeholders suggest that the global order will be characterized by **shifted powers towards the developing world**, in particular driven by the rise of China, India and other emerging economies.

As one stakeholder points out this will not just concern governments but also **companies**: While currently Western companies still hold significant power, this will change over the next decade.

As a consequence, stakeholders suggest that the global order could become more **complex and with more diffuse power relations**. Many expect the current global norms and international institutions become under pressure, with organisations like the UN and OECD having to work increasingly hard to remain relevant.

A few stakeholders suggest that national governments will come under increased pressure from **non-state actors**, including companies, secession movements and international coalitions.

“The power balance globally that puts **every country in a competitive mode** and guided by national interests and crisis. **Political instability** is going to shape the agenda.”  
(Survey respondent)

“The undermining /ravelling of post-1945 settlement, will **change some of the fundamental pieces of the chessboard**.” (Survey respondent)

“There will **no longer be a north and south divide**, but rather a “dislocation” - There will be some countries in both the developed and developing regions losing ground.”  
(Interviewee, Partner)

“The main nation states are **under stress from above and from below**.” (Interviewee, Academia)



## The vast majority of stakeholders refer to tech and data as a disruptive force, but views diverge if this will be positive or negative development

The rise of new technologies and its implications is highlighted by a vast majority of stakeholders. **Most agree that technology will impact all areas of our life in the next decade.** Many suggest that it will disrupt governance systems, the way we work and interact with each other.

Most stakeholders refer in particular to **Artificial Intelligence, Big Data, Cryptocurrencies, Machine Learning and Social Media** as the key disruptive forces. Many highlight that it is **impossible to predict how new forms of technology will shape our lives in the next decade.**

Some stakeholders highlight the **positive impact** of technologies: by increasing connectivity, transparency, access to information and new forms of community activism.

Others argue that technology could have **more negative impacts**, by offering new ways of warfare, undermining formal political structures, bypassing channels of representative democracies, and by offering digital spaces in which it is easy to hide crime.

Several stakeholders point out that **technology should be considered as a tool** and if it will have negative or positive implications for society will depend on which actors will **learn how to use it better.**

“In regards to technology – the truth of the matter is that **no one knows where we will be in 2030**”  
(Interviewee, TI Movement)

“The key developments that will shape the world we live in will be based on AI (artificial intelligence) and Big Data, with robots & bots replacing humans in most of the jobs we know today, AR (Augmented Reality) and VR (Virtual Reality) which will change the world of Entertainment, Advertising, Education, etc. as we know today.” (Survey respondent)

“Tech is not a silver bullet – **it can go both ways**”  
(Interviewee, Donor)

“**Technology is a wild card** – can assume there are forms of tech that I didn’t even dream of last week”  
(Interviewee, Academia)



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# Landscape Analysis: The state of the world in the next decade - Politics

## Landscape Analysis: The state of the world in the next decade

**In the coming decade, the international order will likely be more diffuse. Asia will have surpassed the US and Europe in terms of global power.**

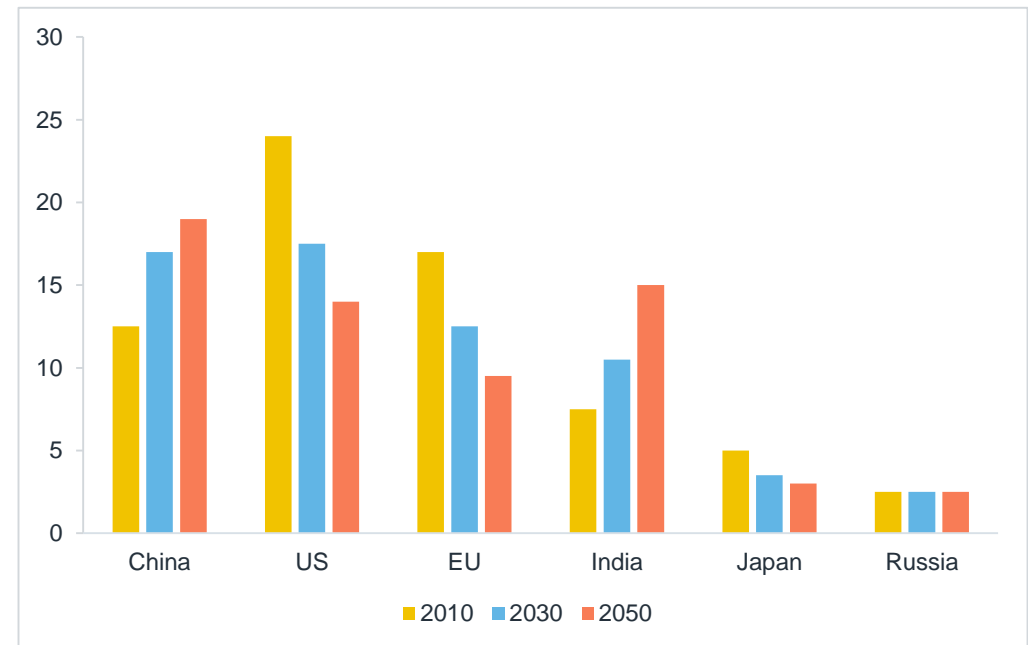
By 2030, **Asia will have surpassed the US and Europe combined in terms of global power**, as measured by GDP, population size, military spending and technological investment.

Emerging markets are estimated to **surpass Europe, Japan and Russia in terms of global power**. Countries that have traditionally advocated for **greater democracy will no longer be the drivers of globalisation**.

A study by ESPAS (2015) finds that the absence of one dominant power could lead to **increased geopolitical fragility**. With increased dispersion of power, multilateral institutions could see their ability to influence and set international norms reduced. Power might increasingly shift to **networks, coalitions and non-state actors**.

Research by the UK government suggests that as a result, **"non-compliance and subversion of international laws are likely to increase"**.

**Four Component Global Power Index Forecast, 2010, 2030 and 2050**



Sources: Graph and Text: US National Intelligence Council (2014): *Global Trends 2030: Alternative Worlds*; Text: ESPAS (2015): *Global Trends to 2030: Can the EU meet the challenges ahead?*; UK Ministry of Defence (2018): *Global Strategic Trends – The Future Starts Today*

## Landscape Analysis: The state of the world in the next decade

**The last 20 years have seen a significant increase in right-wing populist votes. There is no indication that this trend will not continue over the next decade.**

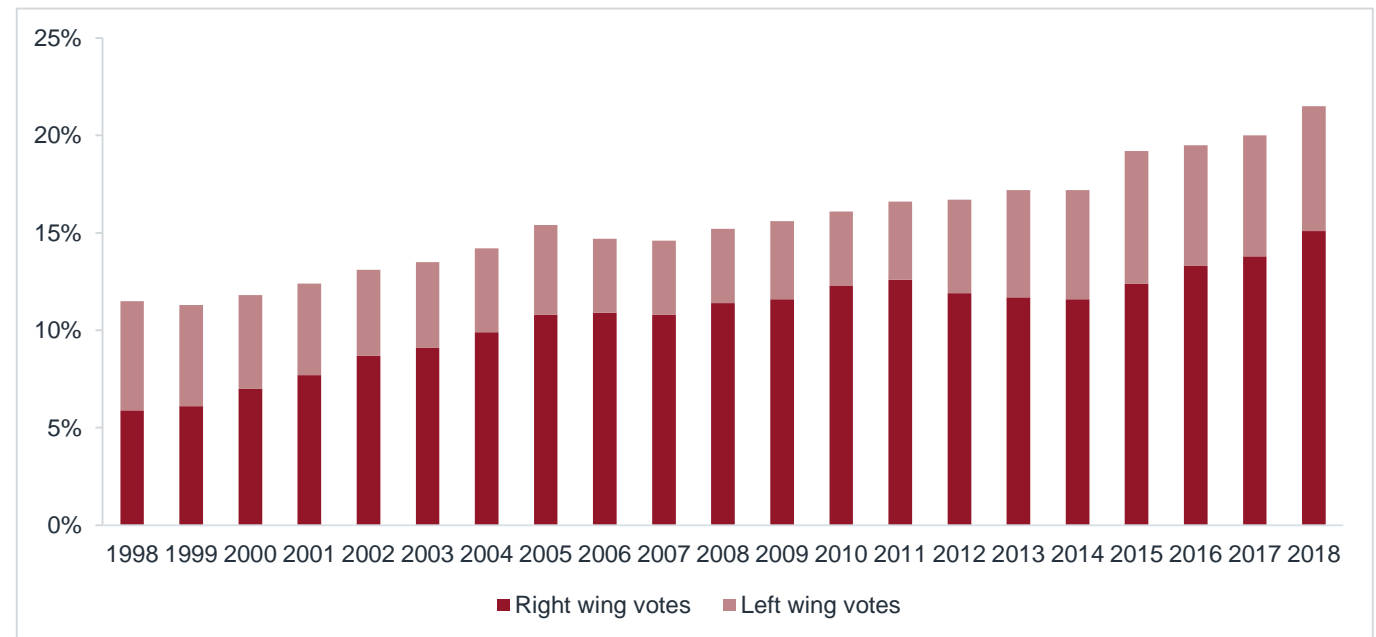
In recent years, **populist governments have risen to power** in countries across the world such as Brazil, Mexico, the Philippines and the US, and in Europe. The share of populist votes across 33 European countries has increased from **11.4% in 1998 to 21.5% over the last 20 years**, driven in particular by a **growth of right-wing votes**, according to the TIMBRO Populist Index. A study by Barclays finds that **the centre vote share** across the world's advanced economies has **declined by 12 percentage points** since the 1990s.

Manifold definitions of populism exist. This report follows the definition of political scientist Cas Mudde as outlined in Kossow (2019): "A political ideology dividing society into two groups: the people on one side and the elite on the other" with populists claiming to "represent the will of the 'pure people' against the 'corrupt elite'."

**Anti-liberal populist movements** that reject core principles of democratic governance, such as the **separation of powers**, challenge a country's ability to constrain corruption.

Research by TI (2017) highlights that populist movements often exploit the challenges of current government systems to **campaign to fight corruption**. However, once in office, they tend to **significantly increase corruption**.

**Aggregated populist votes in 33 European countries, 1998 - 2018**



Sources: Graph and text: TIMBRO Populist Index, 2018; Text: Barclays (2017): *Politics of Rage*; Kossow (2019): *Populism and corruption – Transparency International Anti-Corruption Helpdesk Answer*; Freedom House (2019): *Freedom in the World 2019*; Transparency International (2017): *Corruption and Inequality: How populists mislead people*





## Landscape Analysis: The state of the world in the next decade

**In 2018, trust in government was less than 50% across the world. Trust has shifted away from institutions and towards horizontal relationships with peers and friends**

In 2018, the Edelman Trust Barometer found that trust in institutions remained low across the world. Distrust is particularly high towards **government (48%)** and the **media (47%)**.

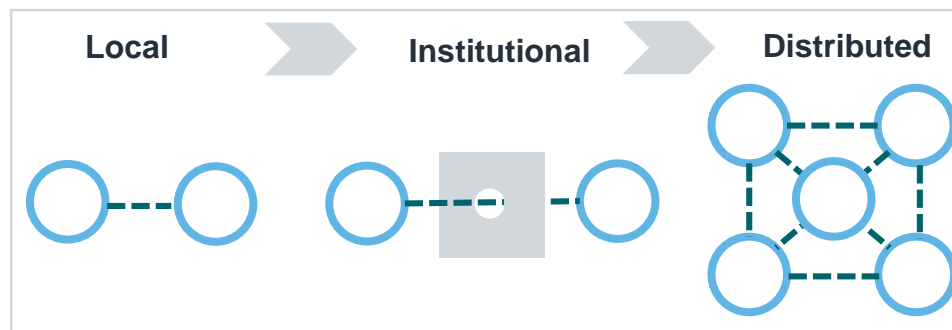
The OECD (2013) found that the **global financial crises contributed to a significant loss of trust in government**. The study argues that maintaining trust has moreover become increasingly complicated by “**a faster and more diversified flow of information across society**”, due to the rise of the Internet and social networks.

Rachel Botsman (World Economic Forum, 2017) argues that **trust will evolve over the next decade driven by a shift towards distributed trust in horizontal relationships with peers, friends and colleagues**. A trend that is exemplified in:

- **The rise of the sharing economy**, where people use tech platforms such as Airbnb, and Uber that depend on **strangers trusting each other instead of institutions**
- Growth of **peer review and rating systems** (e.g. Amazon, Tripadvisor)

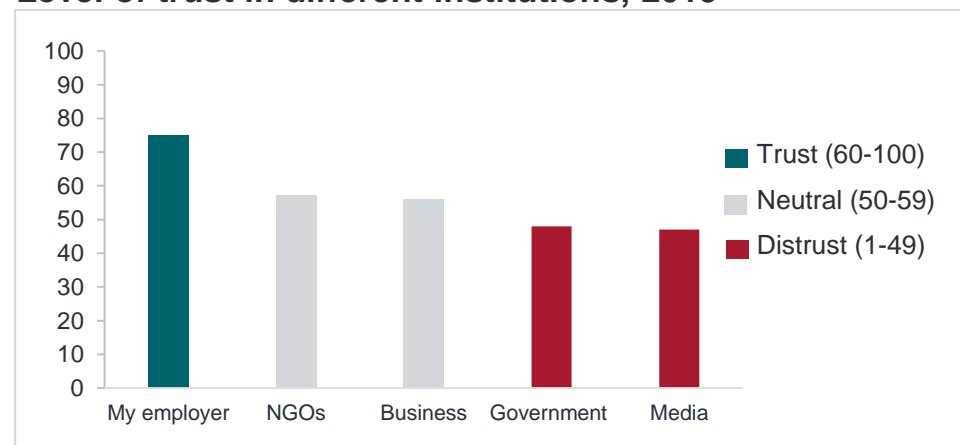
Trust in institutions is a **complex concept**. Research by **van der Meer (2017)** and **Norris (1999)** shows that trust is influenced by corruption, procedural fairness, economic performance, inclusive institutions, and socialisation. Scholars diverge in their interpretation of the consequences of declining levels of trust: Some argue that it can undermine democratic values, while others argue that it can be a positive development, leading to the rise of ‘critical citizens’.

### The evolution of trust towards 2030



Source: World Economic Forum (2017): Trust in 2030 – from institutions to individuals

### Level of trust in different institutions, 2019



Source Graph and text: 2019 Edelman Trust Barometer; Text: OECD (2013): Government at a Glance 2013; Van der Meer (2017): Political Trust and the “Crisis of Democracy”; Norris (1999): Critical Citizens: Global Support for Democratic Government





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# Landscape Analysis: The state of the world in the next decade - Economics

## Landscape Analysis: The state of the world in the next decade

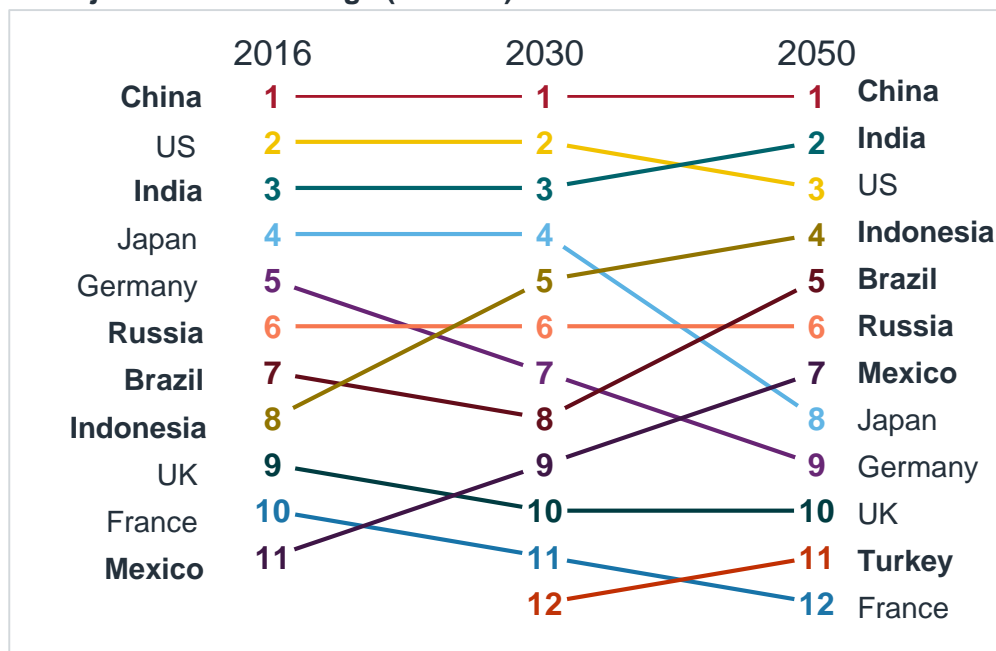
**By 2030, global economic power will have shifted towards emerging markets, which are set to account for c. 50% of global GDP and for 70% of global growth**

**By 2030, global economic power will have significantly shifted towards emerging markets:**

- China will be world's largest economy with its GDP estimated to more than double from \$11.4t in 2016 to **\$26t**
- By 2050, China and India together are estimated to account for **35% of global GDP**
- **The GDP of the E7** (China, India, Indonesia, Brazil, Russia, Mexico, and Turkey) will grow from around the **same size to the G7 in 2015** to **double its size in 2040**

The shift in global economic power towards emerging markets will come with increased influence of the **E7 on global governance**.

Projected GDP rankings (at PPPs)\*



Sources: Graph and text: PWC (2017): *The long view: how will the global economic order change by 2050?*, \*emerging markets highlighted in bold; Text: HSBC (2018): *The world in 2030*



## Landscape Analysis: The state of the world in the next decade

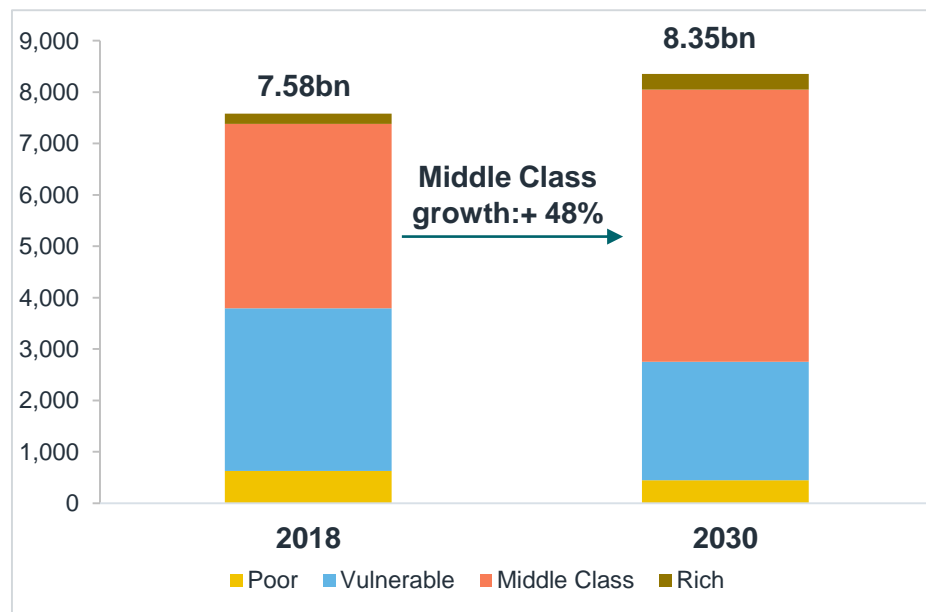
**63% of the world's population in 2030 will be middle class, a growth by 48% from 2018. The majority of this growth will occur in Asia.**

Driven by the economic growth in emerging markets, **the world's middle class is estimated to grow by 48% until 2030**. While more people will move out of poverty, the new middle class will be **less wealthy and inequalities within countries will increase worldwide**.

### Developments by region

**By 2030, 80% of the world's middle class will reside in developing countries**, with the majority of growth concentrated in Asia. Asia's share of the global middle class is estimated to grow from 46% in 2015 to **65% in 2030**. Sub-Saharan Africa and Middle East and North Africa are estimated to continue to have the lowest share of global middle class – amounting to **4% and 5% respectively**.

Global population by income group, 2018 and 2030 (in mil.)



Source: Brookings (2018): *A global tipping point: Half the world is now middle class or wealthier*

Number (in mil.) and share of global middle class by region

	2015		2030	
	#	%	#	%
North America	335	11%	354	7%
Europe	724	24%	733	14%
Central and South America	285	9%	335	6%
Asia Pacific	1,380	46%	3,492	65%
Sub-Saharan Africa	114	4%	212	4%
MENA	192	6%	285	5%

Source: Brookings (2017): *The unprecedented expansion of the global middle class – An Update*



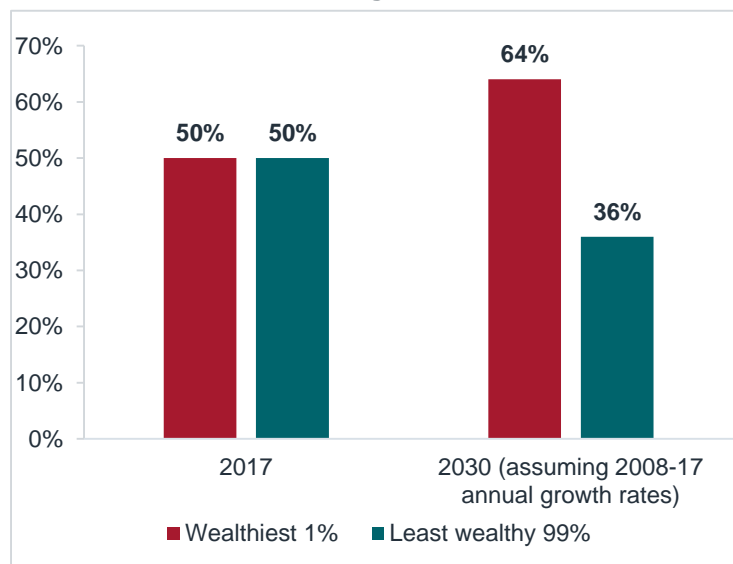
## Landscape Analysis: The state of the world in the next decade

# Wealth inequalities will rise within and across countries. The world's richest 1% will own two-thirds of global wealth, leading to an increased concentration in power

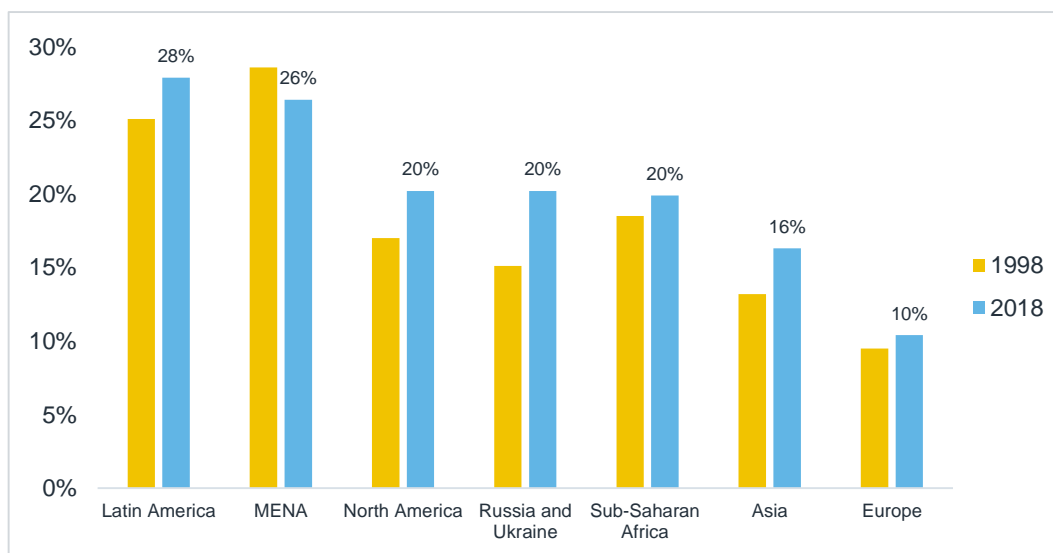
**Distribution of global wealth:** 71% of the world's population currently lives in countries where income inequality is rising. Assuming 2008-10 annual growth rates, the world's **wealthiest 1%** will grow their share in **global wealth** from **50%** in 2017 to **64% (\$305t)** by 2030 (UK House of Commons Library, 2018).

**Distribution of wealth within countries:** The extent to which wealth is unequally distributed **within countries** varies by region. **Latin America and MENA** are the two regions with the highest income inequality within countries - with the wealthiest 1% owning **28%** and **26%** of **national wealth** respectively. National income inequality is lowest in Europe - with the wealthiest 1% owning **10%** of national wealth in 2018.

1. Estimated distribution of global wealth, 2017 & 2030



2. Distribution of wealth within countries: Top 1% National Income Share, 1998 and 2018, by region



### Methodological Note:

**Graph 1** measures the aggregate total wealth share of the wealthiest top 1% **globally**.

**Graph 2** measures the pre-tax **national** income share of the top 1% **within countries**, by region.

Sources: Graph and Text: UK House of Commons Library, April 2018; World Inequality Lab (2018): World Inequality Database; Text: World Inequality Lab (2018): World Inequality Report



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# Landscape Analysis: The state of the world in the next decade - Technology

## Landscape Analysis: The state of the world in the next decade

**By 2030, the world's population will be more connected than ever before. C.75% of people will have mobile connectivity and c.60% broadband access.**

**50% of world's population are now online.** This number is set to rise to **60% in 2022** (Cisco, 2017).

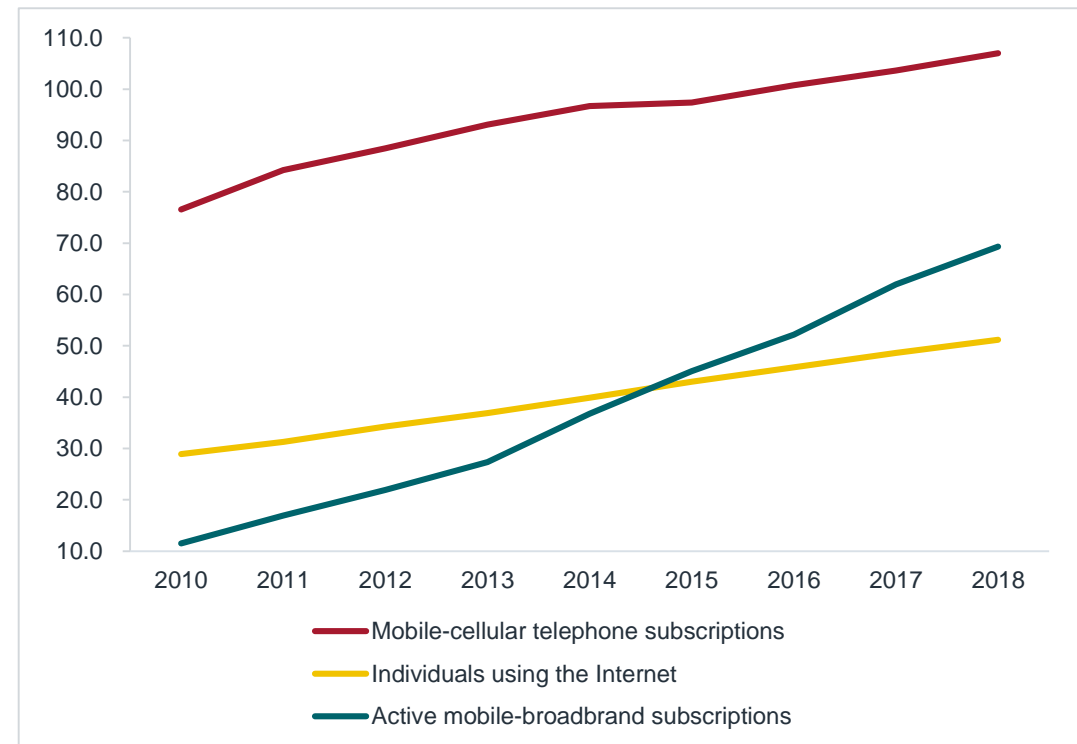
However, while more and more people are going online, **growth and penetration rates vary significantly across the world:** In developed countries, internet penetration grew from 51% in 2005 to **81% in 2018**. In developing countries, it increased from 7.7% to **45% (ITU, 2018)**.

Nevertheless, a survey by the World Economic Forum found that 79% of people believe that **90% of the world's population will have regular internet access by 2024**.

**More data and information is freely available and sharable online.** However, this trend **varies again significantly by region.** The World Wide Web Foundation's Open Data Barometer (2017), which assesses 115 countries globally for the amount of government data available, finds that the **top 10 Barometer countries are all developed countries**. Many countries across the world continue to struggle with data collection and quality.

Through the increasing access to the Internet, social media, mobile phone technology and Open Data, more individuals can **access information, express their opinions, and organise themselves**.

**Global ICT developments, per 100 inhabitants, 2010 – 2018\***



Sources: Graph and text: International Telecommunication Union (2018): Statistics \* 2018 estimate; Text: World Wide Web Foundation (2017); World Economic Forum (2015): Deep Shift: Technology Tipping Points and Societal Impact; CISCO (2017): VNI Complete Forecast Highlights; ESPAS (2019): Global Trends to 2030



## Landscape Analysis: The state of the world in the next decade

**In 2018, seven of the ten largest companies in the world were technology firms. By 2022, 60% of global GDP is estimated to be digitized.**

In 2008, **only one tech company** was represented in the top 10 largest companies in the world. Over the last decade, this number has risen to **seven in 2018**.

**The leading technology firms hold significant shares in their respective markets:**

- Amazon owns **c.50%** of e-commerce
- Google owns **c.90%** of the Internet search market
- Facebook owns **c.66%** of the social media market

These large technology firms are providing the **infrastructure** for a significant share of the digital economy, thus **exerting power over the market while facing low levels of regulation**.

As leading tech firms are driving forward Artificial Intelligence innovations, studies suggest that **their power to influence society** (e.g. through influencing newsfeeds and search results) and to provide **basic services that were previously provided by the government grows**.

### Top 10 largest companies in the world, 2008 and 2018\*

2008		2018
PetroChina	1 <sup>st</sup>	Apple
Exxon Mobile	2 <sup>nd</sup>	Alphabet
General Electric	3 <sup>rd</sup>	Microsoft
China Mobile	4 <sup>th</sup>	Amazon.com
ICBC	5 <sup>th</sup>	Facebook
Gazprom	6 <sup>th</sup>	Tencent Holdings
Microsoft	7 <sup>th</sup>	Berkshire Hathaway
Royal Dutch Shell	8 <sup>th</sup>	Alibaba
Sinopec	9 <sup>th</sup>	Johnson & Johnson
AT&T	10 <sup>th</sup>	JPMorgan Chase

Sources: Graph: Milford Asset Management (2018)\*Technology companies highlighted in blue.; Text: Economist (2018): How to tame the tech giants; Forbes (2018): Apple, Google, Microsoft, Amazon and Facebook own huge market shares



## The size of the global AI market is estimated to grow from \$3b in 2016 to c. \$90b in 2025. AI and machine learning enable the automation of human decision-making processes

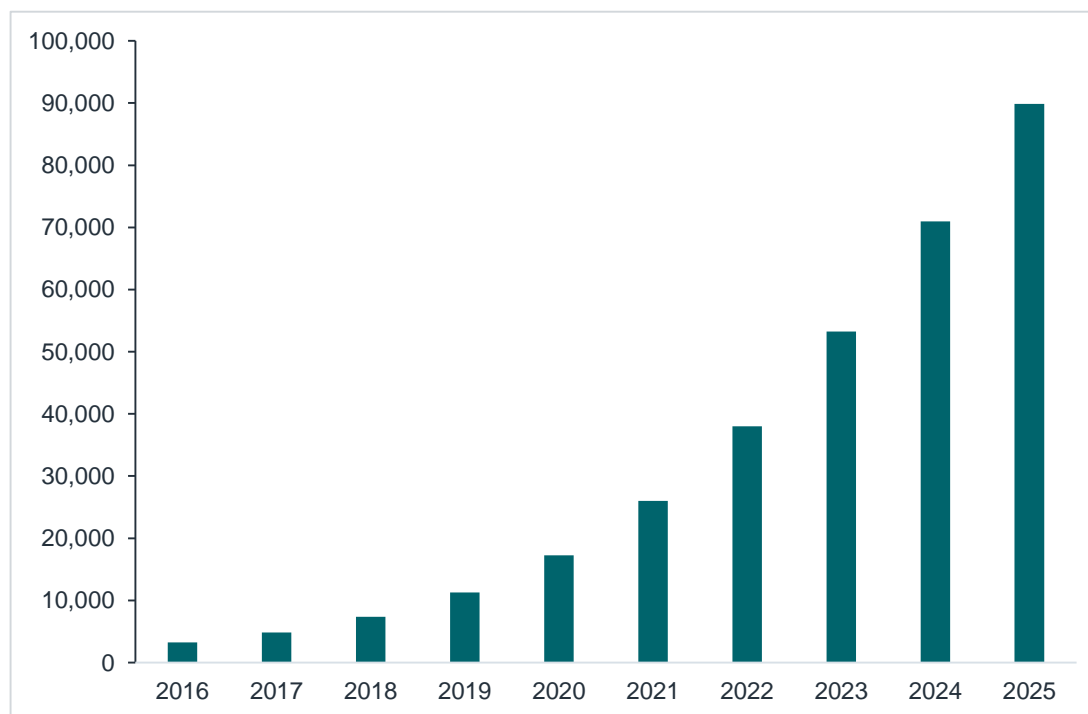
Artificial Intelligence are “*machines that respond to stimulation consistent with the traditional responses from humans*”. AI algorithms are designed to “*make decisions, often using real-time data*” (Brookings, 2018).

The size of the global AI market is estimated to grow rapidly over the next decade. Tractica’s (2017) *Artificial Intelligence Market Forecast* (2017) suggest that the AI market could grow to contribute c. **US \$90b to the global economy in 2025.**

Algorithms can **supplement and automate human decision-making processes in the public and private sector.**

In the next decade, AI combined with automation could significantly transform the labour market. A McKinsey study predicts that it **will eliminate up to 30% of the world’s human labour** (McKinsey, Global Institute, 2017).

Size of global AI market (in billion USD), 2016 – 2025\*



Sources: Graph and text: Tractica (2017): *Artificial Intelligence Market Forecast* \* For 2017-2025, numbers are estimates; Text: Brookings (2018): *How Artificial Intelligence is transforming the world*; McKinsey Global Institute (2018): *AI, automation, and the future of work*





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# Landscape Analysis: The state of the world in the next decade - Society

## Widespread ageing and urbanization will change the outlook of society over the next decade: By 2030, 60% of the world's population will live in urban areas, and 16% will be above 60 years old

Higher life expectancy and decreasing rates of fertility are increasing the proportion of older people across the world, thereby **increasing pressure on health care systems and changing the outlook of the labour market.**

**Almost two-thirds of the world's population will live in cities by 2030**, exerting pressure on infrastructure and increasing the size of informal settlement and slum populations if cities do not provide adequate responses to this trend.

2018	2030	2050
World population: <b>7.6 billion</b>	World population: <b>8.6 billion</b>	World population: <b>9.7 billion</b>
<b>13%</b> of the population is 60+	<b>16%</b> of the population is 60+	<b>25%</b> of the population is 60+
<b>55%</b> living in urban areas	<b>60%</b> living in urban areas	<b>68.4%</b> living in urban areas
<b>33</b> megacities with +10m people	<b>43</b> megacities with +10m people	<b>50</b> megacities with +10m people

Sources: UN (2017): *World Population Ageing*; UN (2017): *World population projected to reach 9.8 billion in 2050, and 11.2 billion in 2100*, UN (2017): *Ageing*, UNESCO: *Global Trend Towards Urbanisation*, UK Ministry of Defence (2018): *Global Strategic Trends – The Future Starts Today*



## In 6 out of 10 countries worldwide, civil society is under serious attack and only 4% of the world's population live in countries with open space for civic activism.

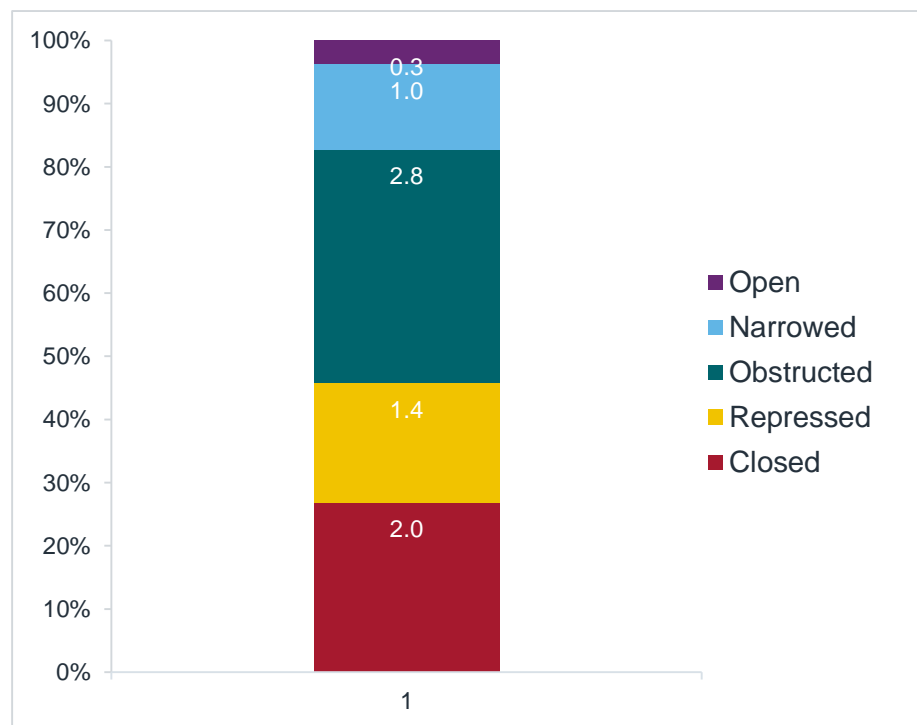
**27%** of the world's population now live in countries with closed space for civil society, while only **4%** live in countries with **open space for civic activism**.

Civil society is under serious attack in **111 countries worldwide**. The most frequent violations of civic space are attacks on journalists, censorship, harassment, and excessive force during protests

Rising levels of inequality, increased regulation, greater reporting requirements and curtailing activities on behalf of the government have been identified as the key drivers of the shrinking space over the last **5 years**.

**At the same time, technology is opening up new routes of social engagement and grassroots activism.**

Number of people (in billion) living in different civil society spaces, in 2018



Source: CIVICUS (2019): State of Civil Society Report 2019 – The Year in Review



## Landscape Analysis: The state of the world in the next decade

# Four scenarios of the state of the world in 2030 outline possible challenges and opportunities that civil society will face in the next decade

	<i>Mad Max</i>	<i>Transparently Blurred</i>	<i>Turbulence &amp; Trust Deficits</i>	<i>Privatized World</i>
<b>Funding for civil society stakeholders</b>	- <b>Low levels</b> of funding outside of security area	- <b>High level of funding for development</b> but dependent on measurable outcomes	- <b>Fluctuating funding for development</b> (fairly steady bilateral-foundation, but volatile private funding)	- <b>Low levels of funding</b> due to second major economic crises
<b>Technology</b>	- <b>Tightly controlled</b> by governments	- <b>Complete transparency</b>	- <b>New forms of online activism</b>	- The internet is regionally fragmented and <b>governed by a few global companies</b>
<b>Citizen engagement</b>	- <b>Disengaged on global level, highly engaged locally</b>	- <b>High levels of individual engagement</b> , increasingly in East and South	- <b>High level of engagement</b> due to resurgence of social solidarity, but mostly locally	- <b>Very diverse engagement globally</b>
<b>Geopolitical stability</b>	- Governments are more <b>nationalistic</b> due to high levels of global insecurity and instability	- Following turbulent period, <b>more positive global economic outlook</b>	- A turbulent global environment with <b>significant tensions</b> but no major physical conflicts	- A <b>turbulent global environment</b> where online conflict, cyber attacks and intellectual property are major concerns
<b>Environmental issues</b>	- <b>Climate change-related disasters are the norm</b> , but overshadowed by national security threats and fossil fuel resource concerns	- Climate change-related disasters have begun to emerge, but with high levels of awareness, <b>adaptation is underway</b>	- Climate change-related disasters are the norm, and floods and hurricanes have resulted in <b>significant migrations</b>	- Climate change-related disasters are the norm, and floods and hurricanes have resulted in <b>significant migrations</b>
<b>Trust</b>	- <b>Trust fragmented nationally</b> due to conflict, foreign organizations distrusted. Trust in governments relatively high	- <b>Relatively high levels of trust</b> in an increasingly engaged global private sector, particularly in the East and South	- Private sector trying to be engaged with societal challenges, but <b>relatively distrusted</b> by populations	- <b>High levels of trust in the private sector, low levels of trust in government</b> ; businesses take on many public service roles

Source: Adapted from World Economic Forum (2013): *The Future Role of Civil Society*, p.22



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# Landscape Analysis: The state of the world in the next decade - Environment

## In the coming decade, climate change will have significant consequences on society, driving increased severity of natural disaster and accelerating resource scarcity and migration

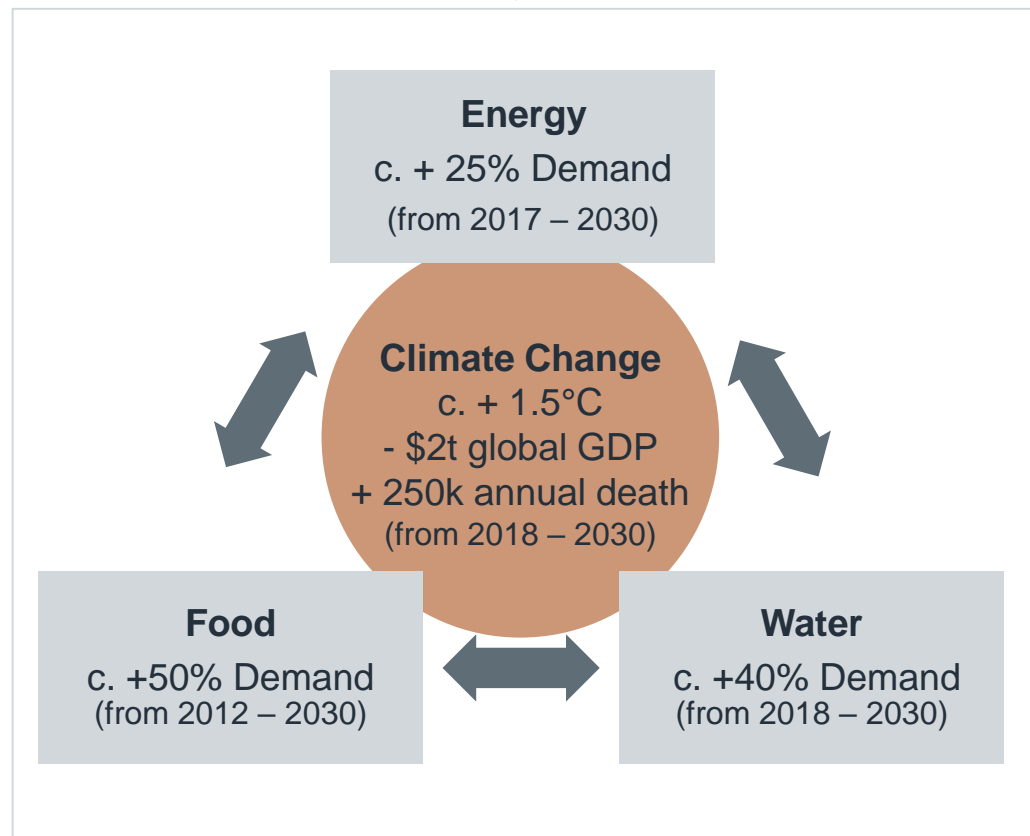
In the coming decade, **managing scarcity will be a growing challenge for food and water supply**, with demand estimated to rise by c.50% and c.40% respectively by 2030.

Resource scarcity poses the risk of **increasing geo-political tensions and instability** as the large-scale exploitation and extraction of natural resources will still be concentrated in a small number of producer countries.

Rising resource scarcity will be accelerated by **climate change**. Global warming of c. 1.5°C will **disproportionately affect the poor and vulnerable**. Climate-related political disputes could increase at the national and global level.

Managing the impact of climate change will require **unprecedented coordinated efforts and investments on a global scale**.

### Climate and resource nexus, 2030



Sources: World Bank: *Farming for the Future*; IEA (2018): *World Energy Outlook*; Voa News (2015): *UN Report: World Faces 40% Water Shortfall by 2030*; World Health Organisation (2018): *Climate change and health*



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# Future drivers of corruption

# Summary: Future drivers of corruption

## Stakeholder views

Stakeholders from within and outside the TI Movement offer **diverse views** in regards to the most important challenges that might make corruption worse over the next decade. Most of the drivers identified by stakeholders are **not new drivers, but already existing drivers that could continue or accelerate due to trends in the landscape.**

### Increased pressure on democracy and rise of populism

- Many stakeholders see the **rise of populism and the increased pressure on democracy as a key driver making corruption worse.** In particular members of the TI Movement suggest that this contributes to a **sense of apathy** among citizens.

### Fragmentation of rule- based multilateral approach

- Many external and internal stakeholders point to a **fragmentation of the rule-based multilateral approach and an erosion of global leadership** as key future challenges.

### Technology

- Stakeholders' views **if technology will become a key enabler of corruption are split.** Many stakeholders see the usage of technology for corrupt purposes **still in its infancy**, but argue that **cryptocurrencies, AI, Big Data and Machine Learning** will make it engage in corrupt conduct.

### Climate change

- Stakeholders highlight that the consequences of climate change, and the efforts to address it, will mean that corruption will take on new forms. In particular, they stress that corruption could become widespread in the field of **climate and environmental funding.**

## Landscape Analysis

### Increased pressure on democracy and rise of corruption

- For 13 years, **global freedom has declined** across authoritarian and partially free regimes and established democracies. This is correlated to a **reduction in barriers to corruption** by weakening state oversight and checks and balances. There has been a particularly strong decline in **rule of law and the freedom of expression.**
- By 2030, 2.3 billion people are projected to live in fragile **contexts facing conflict and violence**, which are prone to corruption. Organised crime – a key driver of corruption – is estimated to expand significantly in size, scope and influence.
- **Anti-liberal populists** are increasingly running political campaigns on the promise of fighting corruption, but **tend to increase corruption**, once in office.

### Fragmentation of rule- based multilateral approach

- While many countries have adopted conventions to combat corruption, a shift in global power towards non-democratic states could **challenge collective action** and **hollow out the international regulatory framework.**

### Technology

- The use of **information and communication technology**, digital currencies and Artificial Intelligence offer **new tools and routes to engage in corrupt behaviour.** Artificial intelligence and machine learning could **enable a system of corruption** that can perpetuate itself without human assistance, if not designed in an ethical manner.

### Climate change

- **Driven by climate change, increased resource scarcity, rising levels of inequality and insecurity could further increase the potential for corruption to flourish.** The **significant amount of resources needed** to mitigate climate change poses additional corruption risks.





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# Stakeholders on future drivers of corruption

## Stakeholder views: Future drivers of corruption

**Stakeholders offer diverse views in regards to the most important challenges that might make corruption worse over the next decade. Most of these are not new drivers, but could accelerate or manifest due to trends in the landscape.**

Key challenges, risks, and threats that might make corruption worse over the next decade according to a representative sample of survey responses:

**“Political instability** that triggers **weak law enforcement**” (Survey respondent)

**“A crisis of world democracy** with an increase in the inequality of economic opportunities, combined with a questioning of fundamental moral values.” (Survey respondent)

**“Misuse of new technologies** (if law enforcement does not regulate them and use them to its advantage)” (Survey respondent)

**“Expansion of the gap between the rich and poor**” (Survey respondent)

“Based on the prediction of devastating effects of **climate change** and increased (global and local) inequalities, I think corruption in the environmental sector (business interests vs investment in renewables e.g.) but also in refugee / migration field will increase because the highest profits can be made here.” (Survey respondent)

**“Rise of far right**, repression of freedom of speech/ free press” (Survey respondent)

“The growing number of tax havens and offshore companies might make tracing money flow more difficult and can result in increasing global inequality. Moreover, as financial instruments are becoming even more complex, this increases the risks of abuses.” (Survey respondent)

“More countries falling to **populism**, with more protectionism, reducing the potentially positive influence of international fora and organisations” (Survey respondent)

**“Shrinking of civil society space**” (Survey respondent)

Many of these developments are **inter-connected and manifestations of key underlying dynamics**. An example for this is the lack of trust in political systems and the rise of populism, which can both be seen as consequences of rising wealth inequalities.



## Many stakeholders see the rise of populism and the increased pressure on democracy as a growing challenge. Related risks are the decline in trust in institutions and acceptance of corruption as a norm

Increased pressure on **democratic governance worldwide** and the **rise of populism** is mentioned by many stakeholders as a key challenge over the next decade.

**Related challenges, mentioned by most stakeholders, are:**

- a decline in trust in government institutions
- an erosion of rule of law
- shrinking space for civil society, and
- increased challenges to freedom of the press.

Some stakeholders argue that the decline in democracy and rise of populism is contributing to a **sense of apathy among citizens**, as they lose the belief that corruption is being tackled.

Other stakeholders contradict argue that the erosion of the current liberal democratic model has led to **more widespread outreach, anger and activism against corruption among citizens**.

“The one [trend] that is probably dangerous in the short-term is the **‘failure of democracy’**, where a multi-party approach which has been better than anything else so far, has reached a stage where in most countries, this is being opposed” (Interviewee, TI Movement)

“The lack of control and lack of a separation of power will affect the face of corruption, this is **not a new trend but still persists.**” (Interviewee, TI Movement)

“**Cynicism and loss of public confidence** that corruption can be put into check.” (Survey respondent)

“**Social apathy - diminished citizen willingness** to oppose corruption or corrupted governments as a result of impunity; shrunk space for integrity heroes.” (Survey respondent)

“Over the past years, **a lot of trust in governmental institutions as well as business has eroded.** People see more shitty things happening” (Interviewee, Practitioner)



# Many stakeholders point to a fragmentation of the rule-based multilateral approach and an erosion of global leadership as a key driver of corruption in the future

The majority of stakeholders mention the increased risk of a **decline in the power of established institutions and global standards**. They argue that those countries that have historically been upholding the anti-corruption agenda, such as the UK and US **are moving away from this role**. Several stakeholders suggest that there is **no else filling the spot of a moral global leader**.

As the **international system is becoming more fragmented and opaque**, they suggest that this poses a new **collective action problem** to tackle corruption and is **undermining the rule based global value system**. As the fight against corruption has so far relied on **peer pressure to be enforced**, the absence of leadership is leading to a **decline in pressure to comply with norms**.

"If it is not just an anomaly, the current relaxation of ethical standards in the leadership of the developed powers (USA), could impact on global standards, **generating regressive tendencies** that the governments of other countries would embrace with relief." (Survey respondent)

"The established order of institutions and global standards is decreasing in power. It is not clear what will replace them, **there is currently a vacuum**." (Interviewee, TI Movement)

"A lot of anti-corruption codes and standards are followed because people think that there is **peer pressure**. **If we are losing this peer pressure**, e.g. if Saudi Arabia [...] is playing by a different rule book, no one will care much." (Interviewee, Partner)

"Shifts in power are contributing to a greater fragmentation of an already fragmented system, in which **common rules are increasingly absent and secrecy is enhanced**. Further fragmentation might be a plausible scenario." (Interviewee, Partner)

"[The most important challenge that might make corruption worse is] the **shift of powers in international fora**" (Survey respondent)

"People think 'Well China has different standards, so why are we complying'? We have underestimated that so many things were **only done because they are norms**, which are now eroding." (Interviewee, Donor)

"We can no longer depend on developed countries as [...] their **leadership is weak and disappearing**." (Interviewee, Partner)

"The loss of legitimacy of international organizations that spend large resources and do not show results" (Survey respondent)

"It will be more challenging to cooperate, China will grow and will not provide any conditions.[...] The **absence of strong leadership in the fight against corruption** will be a major trigger of success and failure." (Interviewee, TI Movement)



## Stakeholder views: Future drivers of corruption

# Stakeholders see an increased importance of the global dynamics of corruption – with the ‘global north’ enabling and fostering corruption in the ‘global south’

Most stakeholders consider the **same trends driving the global and national corruption landscape**. A few stakeholders point to **distinct trends at the national/regional level**.

### Global drivers

With increased globalisation, most stakeholders argue that key **challenges affect most countries across the world** (climate change, technology, decline in international cooperation, etc.).

Stakeholders in particular point to global dynamics that create fertile ground for corruption with **countries in the ‘global north’ complicit in enabling corruption**.

“Reinforcing corrupt governments – you can find entire countries driven by **neo-colonialist corrupt attitudes**” (Interviewee, TI Movement)

“The corrupt “in the south” but the **enablers “in the north”**” (Survey respondent)

“In regions like Africa and South America, corrupt money is stolen, but in the West, these people accept money [...] really permitting the flow of money from one corrupt region to another. **We need to look at the broader scheme of things.**” (Interviewee, TI Movement)

### National/regional drivers

Stakeholders argue that the **presence or absence of a strong civil society** will be an important determinant of corruption – which varies significantly by country.

Further national drivers that have been pointed out by many stakeholders and vary by region and country are the **strength of governance institutions, an independent judiciary** and free media and related political instability.

**Religion** has been mentioned by a few stakeholders as a distinct regional/national driver.

“In the global south, but not so much globally, there is an agitation for the **decentralisation of power** in governance structure and more privatisation of public goods and services.” (Interviewee, TI Movement)

“The regional situation is different as **Islam shows an important internal issue** on the scene and may be the solution or an input to deepen the crisis.” (Survey respondent)



## Stakeholder views: Future drivers of corruption

# Stakeholders offer diverse views on the implications of new technological tools on corruption. Some argue that cryptocurrencies, AI, Big Data and Machine Learning will make it easier to steal, hide and spend corrupt money

**Many stakeholders agree** that the usage of technology for corrupt purposes is **still in its infancy**, but that cases of corruption using technology is increasing. They see the key challenge in that corrupt actors are **ahead in the usage of technology** while for governments and CSO it is still a **“black box”**.

“There are going to be major changes. We have only **just began to see corruption using modern digital methods**” (Interviewee, TI Movement)

“I think a lot of corruption will move into technology – be online or so. More [companies] will have machine learning and AI at their core. **Which can mean – it is a lot more black box unless we do something.**” (Interviewee, Practitioner)

“In regards to the rapid advancement of new technologies, **we are lagging behind**. Most of those behind new tech have bad motives, this is a major challenge” (Interviewee, TI Movement)

**Those stakeholders warning that technology poses a significant risk for the future corruption landscape argue that it will make it easier to steal, hide and spend illicit money and can create new forms of corruption.**

“**Algocracy**– government by algorithm – this is new. We have been using mobile phone since 20 years, but from the political point of view, **people in the streets are not aware how they are manipulated by algorithm**” (Interviewee, TI Movement)

“The bots that can influence corruption, especially regarding elections, and can also influence media by **creating fake news, thus influencing the people's opinions.**” (Survey respondent)

“The rapid development of technology, especially in the cyber arena can influence the world by **cyber attacks on high sensitive systems** and infrastructures worldwide, including risks of shutting down the websites of leading stock exchange institutions, or leading banks, thus harming drastically the economies of those countries.” (Survey respondent)

“Technologies – cryptocurrencies, there will be new tools to **hide money and to make it more complicated to investigate corruption**” (Interviewee, TI Movement)

“In 10 years, it isn't actually moving money around that is the issue. **It is about changing data.** You will be able to hack into a database and own a £10m house.” (Interviewee, Expert)



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# Future drivers of corruption: Landscape Analysis



## Landscape Analysis: Future drivers of corruption

**Over the last 13 years, freedom has declined across the world, including in established democracies. The decline in global freedom indicates that barriers to corruption are weakened**

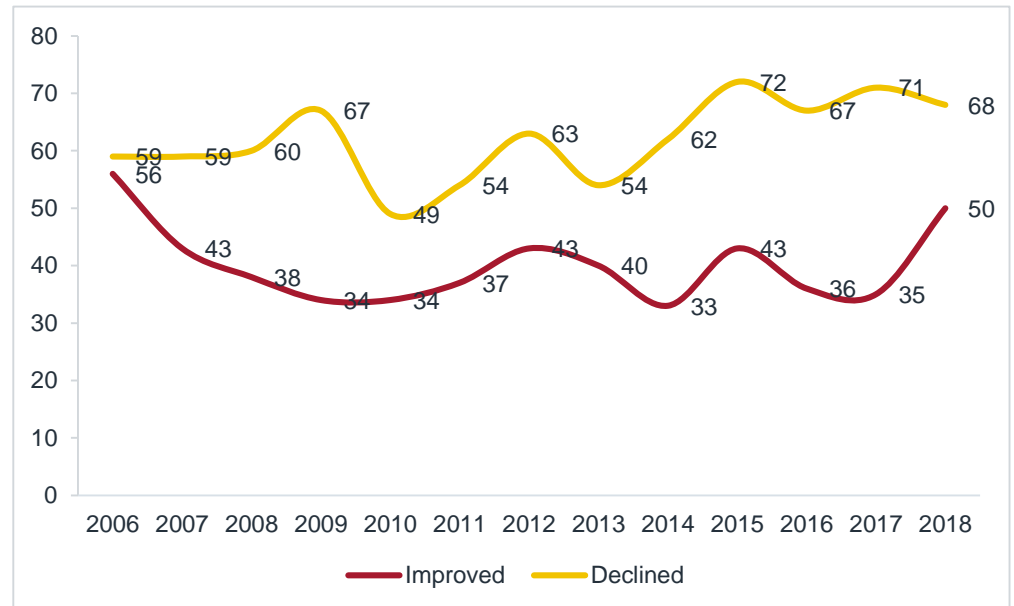
In 2018, **44%** of countries were considered free based on their political rights and civil liberties (2008: **46%**). **30%** were partially free in 2018 and **26% not free** (2008: **22%**):

- **Authoritarian governments** further reduced democratic elements and are reducing the freedom of media and expression
- Many countries that **democratized following the end of the Cold War** have regressed due to a breakdown in rule of law and anti-liberal populist movements
- **Well-established democracy** have become under increased pressure from anti-liberal populists that reject a separation of state power.

The number of countries with **declining levels** of freedom has **consistently exceeded** the number of those with improvements. However, while the global decline in freedom continued in 2018, **it has slowed**, with more countries experiencing large improvements and fewer large declines.

Research by Saha and Campbell (2007), Mungiu-Pippidi (2015) and Kalenborn and Lessmann (2013) shows that sound democratic institutions, including an independent judiciary and media, are **crucial to reduce corruption**. The decline in global freedom indicates that **state oversight institutions** are becoming **weaker**, and freedom of expression is being challenging – **which weakens barriers to corrupt conduct**.

**Number of countries with improvements and decline in global freedom, 2006 - 2018**



Sources: Graph and text: Freedom House, *Freedom in the World 2019*, 2019; Text: Saha and Campbell (2007): *Studies on the Effect of Democracy on Corruption*; Mungiu-Pippidi (2015): *The Quest for Good Governance: How Societies Develop Control of Corruption*; Kalenborn & Lessmann (2013). *The Impact of Democracy and Press Freedom on Corruption: Conditionality Matters*



## Landscape Analysis: Future drivers of corruption

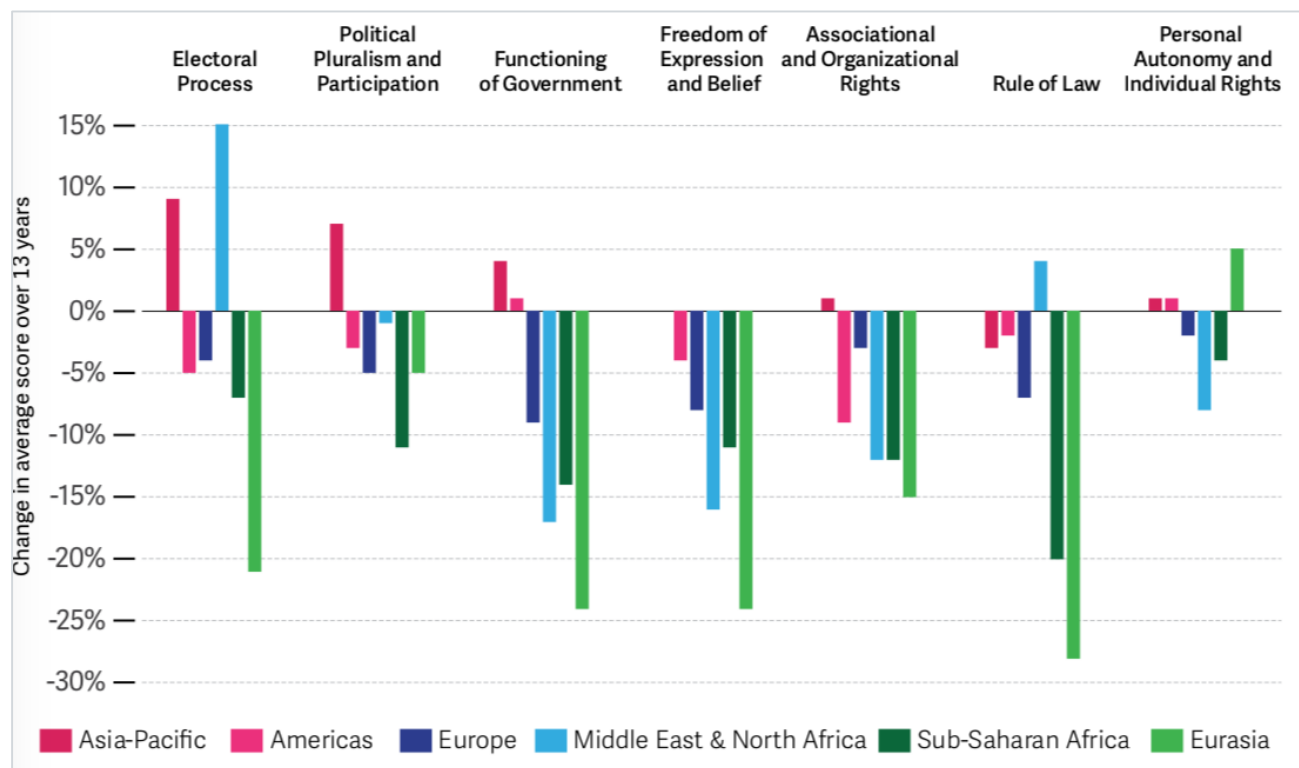
**Over the last decade, rule of law declined across the world, except in the MENA region. Rule of law has been found to be positively correlated to control of corruption.**

The World Justice Project's 2018 Rule of Law Index highlights that **rule of law declined in the most countries around the world from 2016 to 2018.**

More countries' overall rule of law score declined (34%) than improved (29%). The two indicators that declined the most were **fundamental rights** and **constraints on government powers**.

Correspondingly, Freedom House's Freedom in the World Index shows that across its indicators for freedom, **rule of law has declined the most over the last 13 years.**

Research by Bertelsman shows that rule of law, the predominance of regular law, and citizens' trust in state institutions and their representatives is crucial for the fight against corruption. In the absence of rule of law, corruption and bribery have been found to be prevalent as citizens are not considered equal before the law.



Sources: Graph and text: Freedom House, Freedom in the World 2019, 2019; Text: World Justice Project (2018): Rule of Law Index; Bertelsman Stiftung: Rule of Law and Fighting Corruption; Corruption Watch (2015): Rule of Law must exist for effective corruption fighting



## Landscape Analysis: Future drivers of corruption

**By 2030, 2.3 billion people are projected to live in fragile contexts facing conflict and violence, which are prone to corruption.**

**Around 1.8 billion people currently live in fragile contexts facing conflict and violence:**

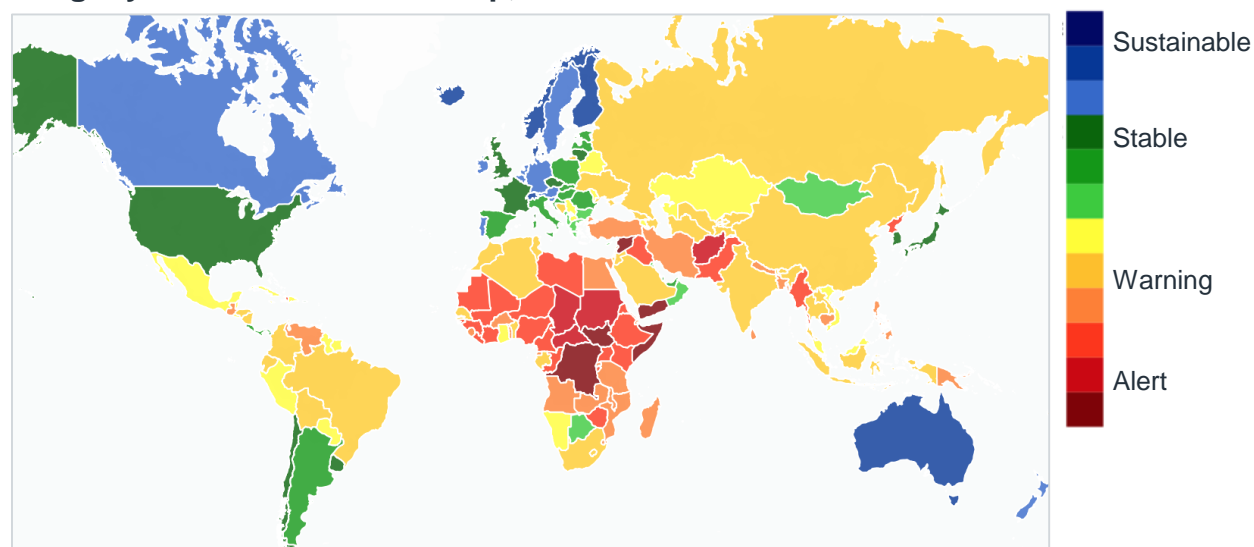
- In 2016, more countries experienced **violent conflict** than at any time in the past 30 years
- Around 26.000 people died from **terrorist attacks**
- **560.000 people** lost their lives because of **violence**
- In 2017, **30.6m people were displaced**. The highest number since the end of World War II

### Regional developments

The majority of fragile contexts are situated in **sub-Saharan Africa**, followed by MENA. 20 of all fragile contexts (58) were considered **natural resource rich**.

**The number of people living in fragile contexts is estimated to increase to 2.3 billion in 2030** (OECD, 2018).

**Fragility in the World - Heat Map, 2019**



Sources: Fund For Peace (2019): *Fragility in the World*; OECD (2018): *States of Fragility*; CMI (2008): *Corruption in fragile states*

Corruption is closely interlinked with state fragility. Corruption creates instability and inefficiency. At the same, fragile states which lack effective checks and balances, are **prone to corruption by those in power**, which further destabilises the governance system (CMI, 2008).

Tackling corruption in fragile context in the absence of functioning institutions is highly challenging. When addressing corruption in those contexts, organisations can not rely on the rule of law. In light of rising levels of state fragility, developing the tools to effectively address corruption in these contexts will be of increasing importance over the next decade (CMI, 2008).



## Landscape Analysis: Future drivers of corruption

# Organised crime – a key driver of corruption – is estimated to expand significantly in size, scope and influence over the next decade

Organised crime has **transformed and grown over the last 20 years**. Driven by globalisation and international financial flows facing limited regulation and new technologies, it has become more **globalised and diversified**.

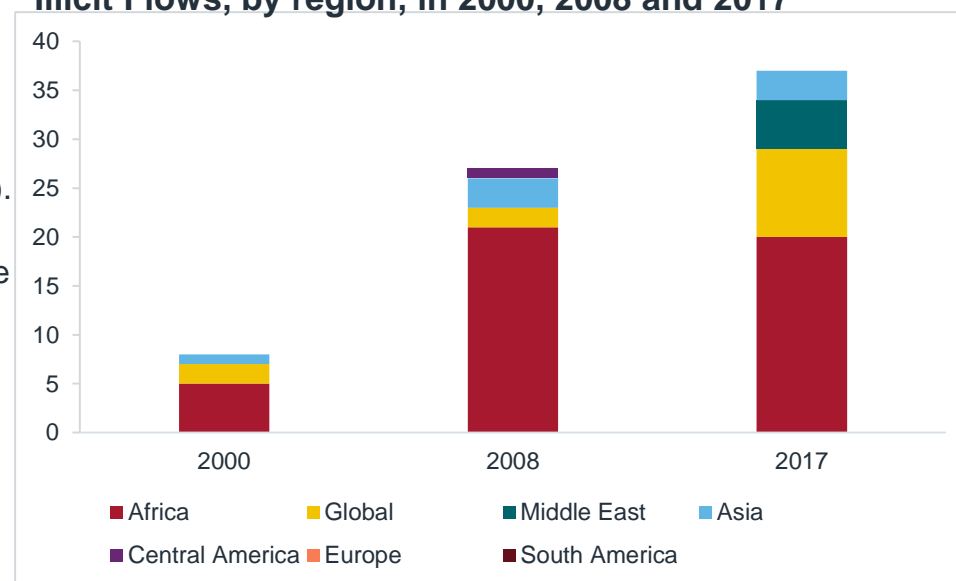
In 2017, transnational crime was estimated to have generated **around US \$1.6-2.2 trillion of illicit revenues** (Global Financial Integrity, 2017).

Research by the Global Initiative against Transnational Organised Crime shows that in response, the number of UN Security Council resolutions on organised crime has increased from **8 in 2000 to 37 in 2017**, with most resolutions being concerned with **Africa**.

Europol (2015) depicts the **future state** of organised crime as:

- Being primarily **virtual and global in nature**
- Being driven by **individual criminal entrepreneurs**
- The use of **crime-as-a-service business models**
- Relying on **digital infrastructure**, and **virtual currencies**
- Being fuelled by exploitation of Big Data and personal data for fraud, and increased competition for natural resources

**Number of UNSC Resolutions on Organised Crime and Illicit Flows, by region, in 2000, 2008 and 2017**



Sources: *Global Initiative against transnational organised crime* (2018); *Global Financial Integrity* (2017): *Transnational Crime and the Developing World*; *TI UK* (2011): *Organised crime, corruption and the vulnerability of defence and security forces*; *Europol* (2015): *Exploring tomorrow's organised crime*

According to a study by TI (2011), “corruption feeds organised crime and organised crime feeds corruption”: Criminal networks use corruption to carry out their criminal acts and avoid prosecution. At the same time, corruption becomes more ingrained in society if commonly used by organised crime. Organised crime is seen as a key driver of corruption in the defence and security sector.



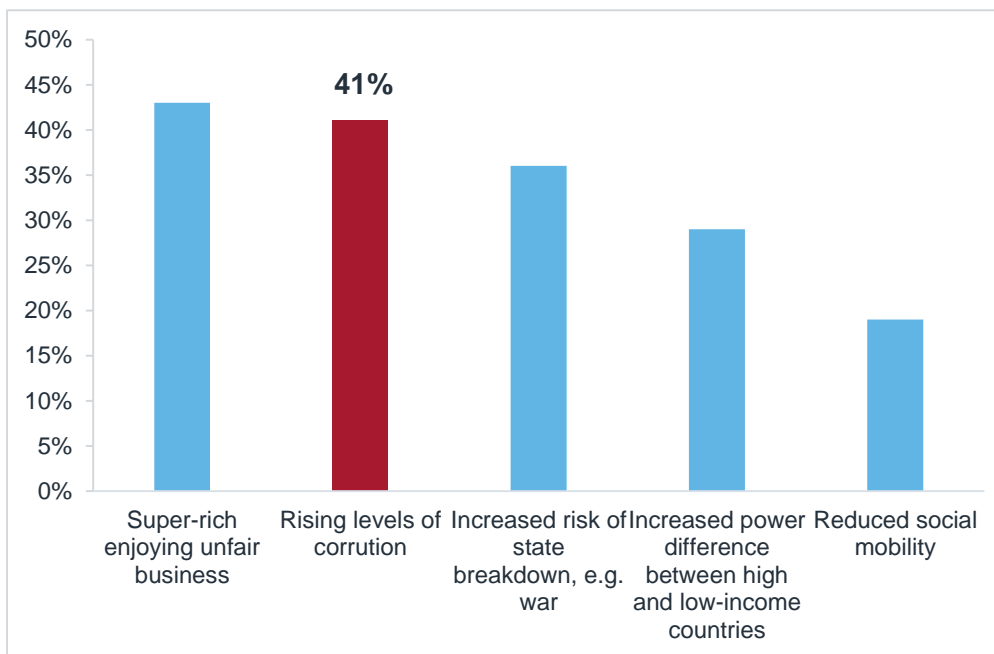
## Rising levels of global inequality may in the future lead to increasing the opportunities and motivation for corruption

Research by Jong-Sung and Khagram (2005) shows that **inequality fosters corruption by increasing both the opportunities and motivation for corrupt behaviour:**

- Inequality comes with an increase in access to power and influence of the wealthy, thus **offering more opportunities for them to abuse power for their private gain**
- The wealthy elites can be **motivated to buy political influence and exercise political corruption to protect their wealth**. This may be accelerated if society responds by demanding a redistribution of income and higher levels of taxes.
- With rising levels of corruption among the elites, their wealth is likely to grow further, **leading to a vicious circle between corruption and an unequal distribution of wealth**.

A 2018 survey conducted among UK citizens found that 41% of UK citizens are worried that corruption will increase as a consequence of rising inequality.

**“If global inequality were to rise, which consequences would worry you?”**



Sources: Graph: UK Government, All-Party Parliamentary Group on Inclusive Growth, 2018; Text: You and Khagram (2005): A Comparative Study of Inequality and Corruption



## **The shift in global power towards non-democratic states and rise in nationalism could in the future erode international anti-corruption norms and challenge collective action.**

Research that approaches corruption as a collective action problem understands governments and other stakeholders as self-maximizers, whose **behaviour is highly dependent on shared expectations about the behaviour of others**. The calculation of the costs of corruption are then derived from the **cost of being the first to opt out the norm** (Development Leadership Program, 2015).

While countries across the world have now adopted **international conventions** that aim to strengthen and promote measures to combat corruption, such as the United Nations Convention against Corruption (UNCAC), these documents require in-country implementation of anticorruption measures to effectively fight corruption.

A study by Khaghaghordyan (2014) outlines that countries ratify international treaties due to **pressure from the international communities or pressure from donor countries**.

As by 2030, the international order will likely be more diffuse and fragile, **established democracies that historically fostered control of corruption will have less influence on pushing for the adherence to international anti-corruption norms**.

**At the same time, non-democratic states may be more able to prevent international collective action.**

Sources: Development Leadership Program (2015): Corruption and Collective Action; Khaghaghordyan (2014): Anti-Corruption Policies Revisited

## Digital currencies, the use of digital information and communication networks, and Artificial Intelligence offer new tools to engage in corrupt behaviour

### Information and communication technology

Information and Communication Technology (ICT) tools, such as **distributed ledger technology, and big data**, are providing new opportunities for corruption:

- The rise of ICT is enabling the centralisation of **financial transaction databases**, thereby also concentrating the risk for abuse
- **Big data and the increasing amount of personal data** that is being stored and accessed online, can be abused by corrupt actors
- Well-intended technologies, such as digital public services, can offer **new routes for corrupt behaviour**

### Illicit financial flows

Between 2005 and 2014, illicit financial flows (IFF) **grew at an average rate of between 8.5% and 10.1%** a year and are estimated to have accounted for an average of around 14.1% to 24% of total developing country trade.

**The use of digital information and communications networks as a tool for facilitating illicit financial flows** is rising as one of the key challenges in tackling the problem of the movement of illegal funds.

Research by the U4 Anti-Corruption Resource Centre shows that **access to data** can create a much more sophisticated manifestation of illicit financial flows or tax evasion schemes.

### Artificial Intelligence & machine learning

A study by the World Economic Forum (2015) estimates that there will be the first AI machine on a corporate board of directors by 2026.

Artificial intelligence and machine learning could **enable a system of corruption that can perpetuate itself without human assistance**, if not designed in an ethical manner.

When governments use AI to make decisions that have previously been made by policy-makers, AI can undermine the accountability and control of governments.

*Sources: U4 Anti-Corruption Resource Centre (2018): Improving Coherence in the illicit financial flow agenda; Global Financial Integrity (2017): Illicit financial flows to and from developing countries; World Economic Forum (2015): Deep Shift – Technology Tipping Points and Societal Impact; Pathways for Prosperity Commission (2018): Are emerging technologies helping win the fight against corruption in developing countries?*





## The growing challenges posed by climate change and the continued global mitigation efforts could create new opportunities for corruption over the next decade

Climate change will pose a **significant threat to global development and governance over the next decade**. Communities across the world are already experiencing the consequences of climate change and it is expected that droughts, floods, intense weather and natural disasters will intensify in the future.

The World Bank (2019) estimates that an additional **100 million people could fall into poverty** as a consequence of climate change. **143 million people could become climate migrants** by 2050. Many countries that are vulnerable to climate migration are those that are also **facing widespread corruption. Increased resource scarcity, rising levels of inequality and insecurity as a consequence of climate change, could further increase the potential for corruption to flourish** in these countries (Transparency International, 2011).

Transparency International (2011) finds that a global response to climate change will require **unprecedented levels of international cooperation, economic shifts and resource transfers**.

It estimates that total climate change investments in mitigation efforts alone could amount to **US\$700bn by 2020** and that public investment of around **US\$250bn annually** will flow through “new, relatively uncoordinated and untested channels”. The **significant amount of resources needed and new channels through which these investments will be made** poses significant corruption risks, which will be accelerated by the **urgency of responding to climate change quickly**.

*Source: Transparency International (2011): Global Corruption Report; The World Bank (2019): Climate Change*

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# The manifestation of corruption in the future



# Summary: The manifestation of corruption in the future

## Stakeholder views

The majority of stakeholders think that corruption will be **worse and more sophisticated in the future**, as current trends will manifest and as they see the responses to current threats as inadequate.

### Types and definition of corruption

- **Political corruption** is most frequently cited by both external and internal stakeholders as the **most serious type of current and future corruption**. Survey respondents see diverse forms of political corruption as the most serious, including campaign and party financing, embezzlement and cronyism. Only a few mention **'new' types**, such as digital corruption.
- A number of external stakeholders reject the distinction between petty, grand and political corruption and see the **different types increasingly as part of an interlinked and systemic problem**.

### Who will be the key actors driving corruption? Where will it manifest?

- Stakeholders point to **non-state actors, such as international networks, individuals and companies** as increasingly important actors in the future corruption landscape.
- Many stakeholders suggest that there will be **more cross-border corruption** in the next decade, while few argue that the **rise of nationalism** will curb this development.
- Some external stakeholders argue that the international corruption community has so far predominantly focused on **where corrupt money is stolen and should adopt a more holistic approach that also considers where it is hidden and spent**.

### Consequences

- Many stakeholders point to **severe consequences of the continued manifestation of corruption**, including a decline in trust in governments, rise of violent extremism, and an **acceleration of climate change and migration**.

## Landscape Analysis

### Types and definition of corruption

- The definition of corruption has always been a matter of debate. A **diversity of definitions of the concept of corruption** exist and as corruption has many different faces, how corruption manifests itself is likely to be defined differently depending on the context.

### Who will be key actors driving corruption? Where will it manifest?

- In the future, there will be a **more diverse set of powerful actors engaging in corruption**. **Non-state actors** will be of **increasing importance**. Corruption can be **increasingly transnational** as corrupt actors take advantage of the **weaknesses of the global financial system**.
- According to the Corruption Perception Index, **more than two-thirds of countries are perceived as 'more corrupt'**. In the majority of countries, there was **little to no progress** compared to previous years.
- In 2030, the majority of economic activities will be in **emerging markets** that currently have **weak control of corruption**. **6 of 10** of those countries that will be the largest economies in 2030 currently have negative control of corruption indicators.

### Consequences

- The annual costs of corruption are estimated to amount to US \$2.6 trillion - **accounting for around 5% of global GDP**.
- The U.N. lists corruption as **"one of the biggest impediments" to achieving the 2030 Sustainable Development Goals**.
- **72% of young people think that corruption is holding their country back**. A similar percentage of young people thinks that corruption is causing lost opportunities for their generation.



## Summary: The manifestation of corruption in the future

**Historically, TI has approached corruption mainly as something that occurs within national borders. In the future, there will be more diverse actors engaging in corruption both within and across borders**

### TI's historical approach to corruption

#### Actors

Transparency International has primarily focused on the state as the **core unit** through its flagship projects such as the Corruption Perception Index (CPI) and the Global Corruption Barometer and its work through National Chapters. Key actors driving corruption identified by the CPI are governments that **abuse entrusted power**.

#### Place in value chain

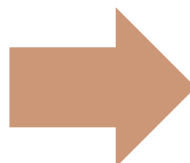
The focus of Transparency International has historically been on **preventing and stopping corrupt actors from stealing**, e.g. by pushing for the adoption of laws and conventions that make corruption illegal and by **calling out those who have 'stolen'**.

#### How corruption is perceived and approached

Transparency International has historically approached corruption as a **policy challenge** and has worked with international organisations to address this. It has successfully become a **technical expert** in the corruption landscape.

#### Location

Transparency International has approached corruption through various approaches. Its Corruption Perception Index approaches corruption as something that **occurs within national borders**.



### Corruption over the next decade

#### Actors

There will be a **more diverse set of powerful actors**. **Non-state actors will be of increasing importance**, e.g. big companies that are taking on the provision of services previously in the responsibility of governments. Key actors could include wealthy oligarch and individuals acting alone, e.g. through the use of new technologies, and other non-state actors.

#### Place in the value chain

With transnational corruption expanding in the globalised economy, it has to be considered not just where corrupt money is being stolen, but also where it is **being hidden and spent**.

#### How corruption is perceived and approached

With rising levels of inequality, corruption can be increasingly seen as a **social justice issue** that constitutes a **key challenge in people's everyday lives**, and no longer primarily as a high-level technical policy issue.

#### Location

There could be more corruption on a **global level**, crossing countries and moving **into the digital space**. **Developed market and democratic countries** constitute key recipients of corrupt money.



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# Stakeholders on the future manifestation of corruption

## Stakeholder views: Future manifestation of corruption

**The majority of stakeholders think that corruption will be worse and more sophisticated in the future, as they expect current trends to manifest. Only a few stakeholders suggest that corruption will decline.**

Many stakeholders highlight that there has been **limited or no progress in recent years to tackle corruption**. A few stakeholders argue that while there have been some improvements, these have come from unexpected sources. Most stakeholders agree that corruption to **some extent will always be there**.

Looking towards the future, most stakeholders believe that corruption **will become worse, due to negative developments manifesting and accelerating**.

Many stakeholders think that the manifestation will not be due to new trends, but rather due to **inadequate responses to current threats**.

Some stakeholders suggest that corruption will pose an **existential threat** to society over the next decade.

**Only a few stakeholders are optimistic in regards to the future and think that corruption might be reduced in the future.**

"We see **now ¾ of the world performing badly** because corruption is more systemic than ever before, government paying very little interest on fighting corruption. **People no longer have corruption on their mind**" (Interviewee, TI Movement)

"Corruption seems quite stable, it has certainly not gone down." (Webinar participant, TI Movement)

"Corruption is literally the **greatest threat faced by human race**. I am not convinced we are on path to compete it." (Interviewee, Expert)

"Even in face of more challenging environment, there **is more appetite for reform**" (Interviewee, Partner)

"In my view I don't think corruption has changed much in the past years [...] **Lots of people say it has gotten worse.**" (Interviewee, TI Movement)

"Gaging the size of the challenge – We face **increasing problems** that you cannot deal with them all simultaneously" (Interviewee, TI Movement)

"The worst case scenario would be accelerating on the path we are already on, taking power of people, rising xenophobia and racism, nothing being done about climate change" (Interviewee, Peer Organisation)

"Some countries have gradually done better, but often **progress came from unexpected sources**" (Interviewee, Academia)



## Political corruption is most frequently cited by survey respondents as the most serious type of corruption currently and in the future.

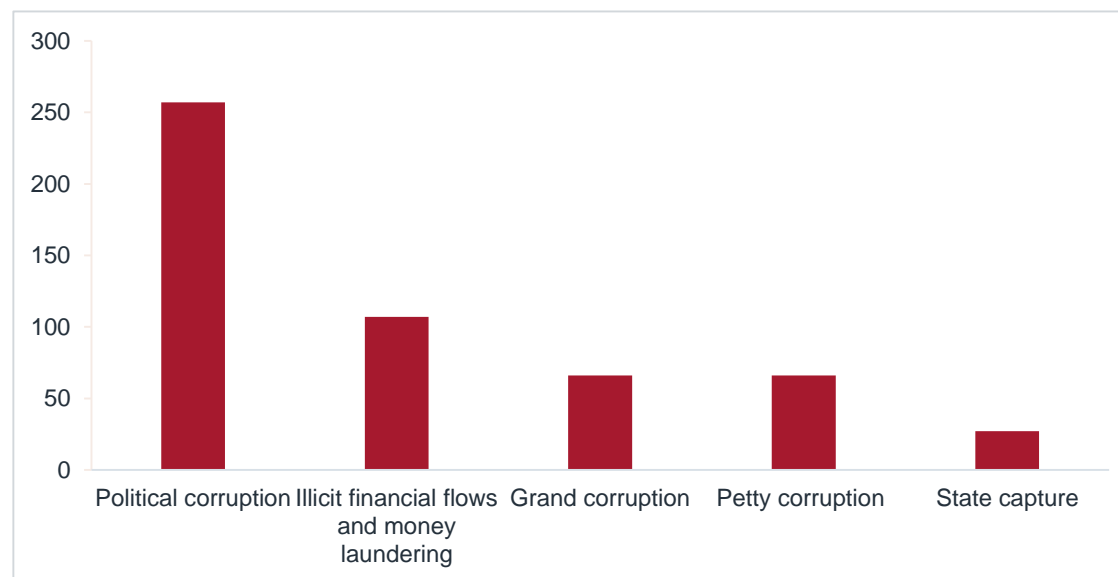
In the survey, respondents provided a **diversity of responses** when asked about what they consider to be the **most serious types of corruption** now and in the future.

However, the most frequently cited type of corruption is **political corruption** in its different forms, such as corruption by public officials, favouritism, political party finance, revolving door and undue influence.

Stakeholders moreover frequently mentioned:

- **illicit financial flows and money laundering**
- **grand corruption,**
- **petty corruption, and**
- **state capture**

“What do you see as the most serious types of corruption, currently or in the future, that society faces over the next decade?” - 5 most frequently cited types:



Source: Firetail analysis of survey responses using the Word Cloud function and thorough review of individual answers on Survey Monkey.

**Methodological note:** This Survey question was an open-ended question, thus answers are based on what survey respondents considered to be 'types of corruption'. To derive the estimates of most cited types of corruption, the number of occurrence of specific words, was counted. This was complemented by a thorough review of individual answers to account for responses which may refer to a type of corruption, but not use the term itself'. For 'political corruption', these words also included the following terms: corruption by public officials, favouritism, political party finance, cronyism, revolving door, embezzlement, undue influence, political influence via donations. For 'petty corruption', these words also included bribery and wasta. For "illicit financial flows and money laundering", these words also included: financial crime, offshore funding, global financial corruption, and tax evasion. The numbers should be considered as estimates as survey respondents may have used different terms to refer to a certain type of corruption. Moreover, some stakeholders may have considered one type of corruption as part of another umbrella term for corruption, e.g. grand corruption as a form of political corruption, while others considered them as two separate forms.



## Stakeholder views: Future manifestation of corruption

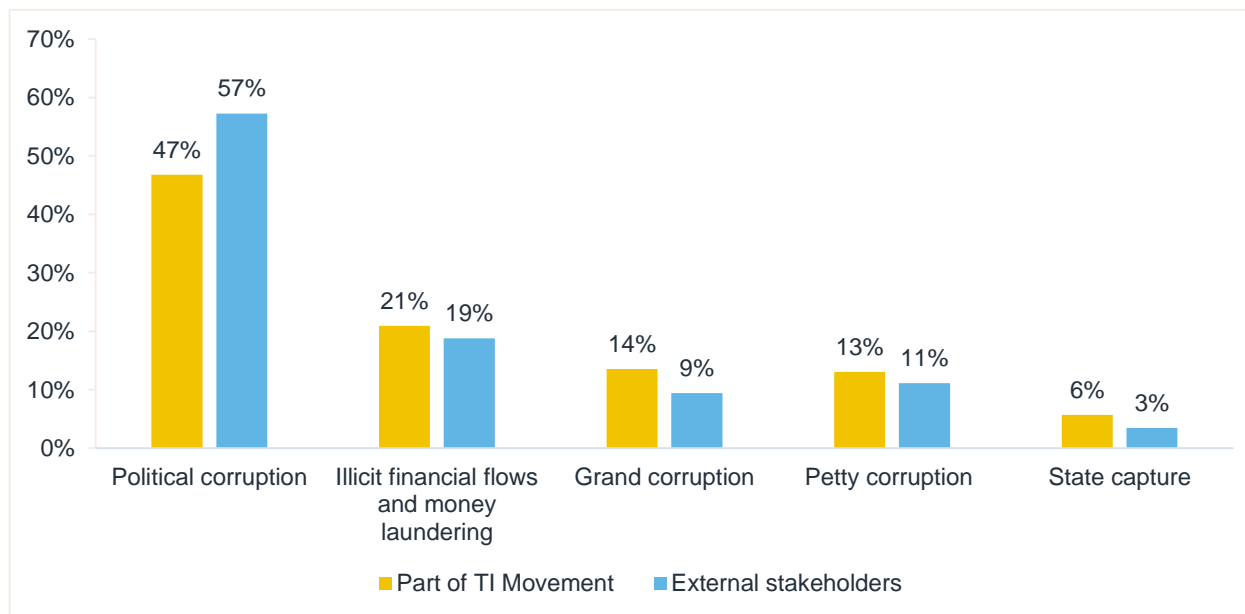
# Members of the TI Movement and external stakeholders have similar views considering the most serious types of corruption now and in the future

When comparing the responses by members of the TI Movement with those of external stakeholders, it is clear that both groups have **similar views** with regards to the most serious types of corruptions are considered.

**External stakeholders cite political corruption slightly more frequently than internal stakeholders (57% compared to 47%), and internal stakeholders cite grand corruption slightly more frequently than external stakeholders (14% compared to 9%).**

However, overall the distribution of answers is **very similar**, indicating that external and internal stakeholders have similar views when it comes to the most serious types of corruption.

**“What do you see as the most serious types of corruption, currently or in the future, that society faces over the next decade?” - Comparison of responses by internal and external stakeholders:**



*Source: Firetail analysis of survey responses using the Word Cloud function and thorough review of individual answers on Survey Monkey.*

**Methodological note:** This Survey question was an open-ended question, thus answers are based on what survey respondents considered to be 'types of corruption'. To derive the estimates of most cited types of corruption, the number of occurrence of specific words, was counted. This was complemented by a thorough review of individual answers to account for responses which may refer to a type of corruption, but not use the term itself'. For 'political corruption', these words also included the following terms: corruption by public officials, favouritism, political party finance, cronyism, revolving door, embezzlement, undue influence, political influence via donations. For 'petty corruption', these words included bribery and wasta. For "illicit financial flows and money laundering", these words also included: financial crime, offshore funding, global financial corruption, and tax evasion. The numbers should be considered as estimates as survey respondents may have used different terms to refer to a certain type of corruption. Moreover, some stakeholders may have considered one type of corruption as part of another umbrella term for corruption, e.g. grand corruption as a form of political corruption, while others considered them as two separate forms.



Stakeholder views: Future manifestation of corruption

Across different regions, stakeholders agree that political corruption is the most serious type of corruption now and in the future. A few manifestations of corruption are more frequently mentioned by stakeholders of specific regions.

When comparing stakeholders’ responses by region, it is clear that stakeholders **across all regions consider political corruption as the most serious type of corruption** now and in the future. Grand and petty corruption are also mentioned frequently across the regions. In addition to these similarities, a few types or manifestations of corruption are more frequently mentioned by **stakeholders of specific regions**:

Americas	Africa	ECA	MENA	Asia-Pacific
<ul style="list-style-type: none"><li>- Grand corruption</li><li>- Obstruction of justice</li><li>- Narcotrafficking</li><li>- Human trafficking</li><li>- Organised crime</li><li>- Campaign finance</li></ul>	<ul style="list-style-type: none"><li>- Corruption in the military</li><li>- Human trafficking</li><li>- Arms trafficking</li><li>- Natural respuce corruption</li><li>- Money in politics</li></ul>	<ul style="list-style-type: none"><li>- Corruption in the cyber space</li><li>- Lobbying</li><li>- Revolving door</li></ul>	<ul style="list-style-type: none"><li>- Weakness of parliamentary institutions</li><li>- Drug trafficking</li><li>- Corruption in the health and education sector</li><li>- Corruption in the military and security sector</li><li>- Corruption surrounding arms trade</li></ul>	<ul style="list-style-type: none"><li>- Corruption surrounding climate finance</li><li>- Corruption in the state business nexus</li></ul>

Source: Firetail analysis of survey responses using the Word Cloud function and thorough review of individual answers on Survey Monkey.

**Methodological note:** This Survey question was an open-ended question, thus answers are based on what survey respondents considered to be 'types of corruption'. The highlighted "types of corruption" are those manifestations of corruption that have been mentioned by stakeholders of specific regions more frequently than in other regions.



## Stakeholder views: Future manifestation of corruption

# Survey respondents see diverse forms of political corruption as the most serious, including campaign and political party financing, embezzlement and cronyism

### Survey responses on forms of political corruption

Stakeholders see **political corruption** as the **most severe** form of corruption now and in the future.

However, survey respondents point to **diverse forms of political** corruption as key challenges. In particular, they point to **campaign and political party financing, favouritism, embezzlement and cronyism**. A few include **state capture** as a form of severe political corruption.

“Political capture - rising undue influence by economically powerful individual and groups on political decision.” (Survey respondent)

“Political corruption (including State capture, illegal political financing, revolving doors, etc.).” (Survey respondent)

“Political influence via donations.” (Survey respondent)

“Political corruption -- involving campaign finance and political party finance.” (Survey respondent)

### Survey responses on consequence of political corruption

Stakeholders in particular highlight the negative consequences of political corruption including **the deterioration of political values**.

Stakeholders stress that political corruption can **undermine people’s trust in democracy** and reduces resources available for the provision of public services.

“Political corruption - ruins lives, countries, takes people's faith in democracy.” (Survey respondent)

“Political corruption (generates large value abuses).” (Survey respondent)





## A number of interviewees reject the distinction between petty, grand and political corruption and see the different types increasingly as part of an interlinked and systemic problem

A number of interviewees **challenged the distinction between different types of corruption** and argue that most types of corruption are part of a systemic problem and question the distinction between different types.

Others suggested that there will be **new types of corruption**, such as digital corruption, and more corruption in regards to **the use of natural resources**.

A few other stakeholders **rejected that the concept of corruption will change**.

“Corruption has been **too narrowly defined**, especially as a **transactional exchange between the holder of office and business interests**. I profoundly challenge the distinction between petty and grand corruption, they are vertically linked.” (Interviewee, Expert)

“**The grand vs. petty definition is useless**. For instance if there is a policeman being corrupt does not mean it will only be petty corruption if he has the protection from above” (Interviewee, Academia)

“**We probably also need a different definition of corruption**. [...] If you want to get involved in discovering where the **real problems lie in global governance – you have to look at the globalised economy**, which has practically become autonomous and does not accept any social control.” (Interviewee, TI Movement)

“Corruption – is such a broad term. It is such a broad term, so **thinking about the different definitions is not that useful**.” (Interviewee, Peer organisation)

“**The concept of corruption will not change**” (Interviewee, TI Movement)

“**Defining corruption as something that happens behind borders is wrong**. This is excluding the type of corruption that happens in rich countries. It is like defining international narcotics trade, only by looking at street dealing. ” (Interviewee, Journalist)

## Several stakeholders argue that corruption will become more ingrained in the system in the form of kleptocracy as a consequence of rising inequality across the world

Some stakeholders highlight the the current trend towards more kleptocratic regimes is likely to continue, **where the powerful elite capture the state in several countries.**

While stakeholders stress that a trend towards elite capture in a country **could change with a new ruler**, some stakeholders think it is **part of a wider trend, driven by rising inequality that is making corruption more ingrained in the system and leading to the erosion of the rule of law.**

According to these stakeholders, fighting corruption that is fully ingrained in the political and economic system of a country, will be **more complex and difficult.**

“Corruption is much more sophisticated and ingrained. It is actually embedded in the systems, **making it more difficult to unpick.**” (Interviewee, Expert)

“[An important challenge is the] capture of state institutions by moneyed interests” (Survey respondent)

We are living globally through the recurrence of phenomenon that we last saw at end of 19<sup>th</sup> century, the **capture of institutions by what you could call integrated kleptocratic networks [...]** The **displacement of social values by the sole value of money**” (Interviewee, Expert)

“Social media provides a platform for corrupt individuals to fragment the society and **capture the state more easily**” (Survey respondent)

“**The laws in many countries are skewed to work for the rich and powerful and not for ordinary people.** The trend towards elite capture has the biggest impact as wealthy elites are **making laws for themselves and capture business interests.** You can even see that in amount of taxes that Amazon and other tech giants are paying.” (Interviewee, Peer organisation)



## Stakeholders point to non-state actors, such as international networks, individuals and companies as increasingly important actors in the future corruption landscape

### International networks

“Some international actors that can play this game, **institutional and informal coalitions of people**” (Interviewee, TI Movement)

“We see the **liberalisation of financial flows** – apparatus of corruption is not compromised, with new tax havens emerging in Asia” (Interviewee, Partner)

“**Illicit financial flows, money laundering and crime through the banking system** [...] Major flows from poor to rich. It all tends to end up in the most respected banks in the North.” (Interviewee, TI Movement)

### Individuals

“Certainly there will be a new class of corrupt people - **hackers**.” (Interviewee, Donor)

“There will be **more individuals instead of collective actors**” (Interviewee, TI Movement)

“State actors are still a thing, but we will see **more individuals and companies acting corrupt**.” (Interviewee, Practitioner)

“There are **professional individuals** that we have not taken care of – that will facilitate corruption in the future” (Interviewee, TI Movement)

### Companies

“Corporations will continue to take advantage of their **alliances with national governments** to boost their projects and this will continue to fuel corruption.” (Survey respondent)

“International commercial and financial companies will be playing with the law by using, in particular, all the **weaknesses of the national regulations and tax evasion facilities** offered by many countries.” (Survey respondent)

“These international companies have **battalions of compliance departments**. They will be working very hard to find ways in which they can continue to corrupt decision-makers without violating new rules.” (Interviewee, TI Movement)



## Stakeholder views: Future manifestation of corruption

**Many stakeholders suggest that there will be more cross-border corruption in the next decade facilitated by a rise in international financial flows, while few argue that the rise of nationalism will curb this development**

**Stakeholders' views diverge if corruption will increasingly cross borders.** Many agree that in the future there will be **more cross-border corruption**, due to an increase in globalisation and **international financial flows**. Other argue corruption will not just move offshore but also into the **cyber space**. This will make corruption increasingly **complex and multi-layered**.

However, a few stakeholders reject the notion that there will be more cross-border corruption. They argue that due to the **rise of nationalism**, corrupt activities will shift again towards happening primarily **behind borders**. Some stakeholders suggest that another factor that might reduce cross-border corruption is the **increased establishment of international rules curtailing illicit financial flows**.

### Cross-country corruption

"The non-national level, operating in between countries, **that's where the big money will be**, abuses enabled by corruption" (Interviewee, Academia)

"The scale of illicit financial flows **across national borders** will be **substantially greater** than the current annual volume in excess of \$1 trillion (i.e. proceeds of governmental corruption, organized crime and tax evasion)." (Survey respondent)

"The world will become much smaller. **It will be much easier** for not only a large company, but also a small family sized company to **have accounts in a tax haven**." (Interviewee, TI Movement)

"**Lots of countries only waking up to reality of illicit flows through their systems**" (Interviewee, Partner)

"**Transboundary nature of corruption** – currently still used to dealing with corruption within regions [...] but it will increasingly also be cross-boundaries, e.g. Zambia will be connected to Panama where corrupted banks take their money." (Interviewee, TI Movement)

"There will be geographic shifts, e.g. **tax evasion transcend borders**, easier to hid tax evasion in London real estate" (Interviewee, Donor)

### Corruption at the national level

"**Due to the trend towards nationalism, populism, people will do more bad things behind borders**" (Interviewee, Partner)

"**Most corruption will remain at national level. We are still a group of states.** The money comes from a country government at the moment." (Interviewee, TI Movement)

"We should not forget that for half of the world, pressing corruption is the corruption in **housing, the provision of medicine** and other aspect's of **people's daily lives**" (Webinar participant, TI Movement)



## Some stakeholders argue that there should be a more holistic approach towards looking at the manifestation of corruption by increasingly focusing on where corrupt money is spent

Some stakeholders argue that the international corruption community so far has predominantly focused on **where corrupt money is stolen**, and **less on where it is hidden and spent thereafter**.

These stakeholders highlight that the **rise of illicit financial flows** and **development of new tax haven** exemplifies the importance of considering where money is hidden.

They argue that if governments do not adopt comprehensive laws to curtail these international financial flows, this will strengthen those who hide money through offshore finance.

Several stakeholders point out that **corrupt money is spent in countries that are currently perceived as transparent** and that therefore their active role in the global corruption landscape **has not received sufficient attention** as a manifestation of corruption.

**“We need to call out developed countries, we are currently *only* focused on developing countries”** (Interviewee, Partner)

**“It is also about how to *store money that is stolen*, you cannot be rich if you do not have any where to put it. One has to consider the enabling and gatekeeper industries and private sector role, not just in terms of banks and advisors but also in terms of governance.”** (Interviewee, Partner)

**“We have to think about poor countries as being stolen from and about rich countries, that are currently being perceived as more transparent and rule compliant, as fact *countries that are facilitating corruption.*”** (Interviewee, TI Movement)

**“The focus should also be on where corrupt money is hid and spent. If a globally respected organisation like TI says, we will putt the US, UK and Singapore on top of the corruption index, you will scandalize a lot of people - that would be not just intellectually honest, but also good tactics.”** (Interviewee, Journalist)



## Many stakeholders point to severe consequences of the continued manifestation of corruption, including a decline in trust, rise of violent extremism, acceleration of climate change and migration

“The efforts to curb the effects of climate change will play major roles as corruption will take on other forms. **Corruption will be widespread in the areas of climate and environmental funding**, which are intended to protect communities and mitigate the environmental effects”  
(Survey respondent)

“Corruption will increasingly become a **weapon to win political elections**. The minute you win it, it takes another turn and corruption will be trivialised.”  
(Interviewee, Academia)

“Corruption will play a **tremendous role in maintaining power and keeping the urban elites rich**. We will see a lot of bloodshed, misery and killing in the next 20-40 years” (Interviewee, Academia)

“In response to the manifestation of corruption, there could be **revolutions spinning out of control and violent extremism rooted in combatting corruption could erupt**”  
(Interviewee, Expert)

“Corruption is one of the root causes that contribute to continue the **vicious cycle of poverty while hinders development**.” (Survey respondent)

“Corruption will continue to be a core contributing factor to **global insecurity, environmental destruction and human rights abuse**. The combination of all those factors has an impact on sustainable public trust and leadership.” (Interviewee, TI Movement)



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# The future manifestation of corruption: Landscape Analysis

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## Landscape Analysis: The future manifestation of corruption

**A diversity of definitions of the concept of corruption exist. As corruption has many different faces, how corruption manifests itself is often defined differently depending on the context.**

Corruption can be classified depending on the **sector in which it occurs**, the **amount of money lost** or the extent to which it is **incidental, instrumental or systemic**.

Transparency International (2018) defines corruption as **the abuse of entrusted power for private gain**. This definition **captures three elements of corruption**:

1. Corruption occurs in both the **public and private sectors**. Actors can be individuals, companies, or organisations such as political parties
2. Corruption involves **abusing power** held in a state or private organisations
3. Both sides involved in the corrupt act benefit, either in form of money or undue advantage

The mid-term review of TI's current strategy highlights that "power needs to be held in check to ensure that no de facto corruption exists" and **"any power not kept in check – whether entrusted or hidden – will inevitably corrupt"**.

**Transparency International distinguishes between three main forms of corruption:**

- **Petty corruption:** Small-scale everyday corruption at the interface between public institutions and citizens
- **Political corruption:** perverts the political process
- **Grand corruption:** Gross abuse of high-level power for private gain involving leaders and government

According to the U4 Anti-Corruption Resource Centre, it is however **often not clear where one type of corruption ends and another begins**, as the small-scale corruption of a government official might be driven by a **more systematic corruption scheme in government**.

*Sources: Website of Transparency International (2018); Mid-Term Review of Transparency International's Movement Strategy 2020; U4 Anti-Corruption Resource Centre: What is corruption?*





In the future, there will be a more diverse set of powerful corrupt actors. Corruption can be increasingly transnational as corrupt actors take advantage of the weaknesses of the global financial system

Who will be corrupt?

Historically, the core actor engaging in corrupt behaviour has been the **state that is abusing ‘entrusted power’**. As **companies and other non-state actors** are taking on the role of the state and increasing their power and influence, it can be expected that they will also engage in more corrupt behaviour **if left unchecked**.

How will corruption manifest itself?

Steal

The abuse of power to steal money or gain undue influence **happens across the world to varying degrees**. With the rise of new actors, such as individual hackers, and new sectors, such as climate governance, corruption can be expected to also manifest itself in these areas.

Hide

According to Oliver Bullough (2018), modern corruption is inherently **transnational** as it exploits the weaknesses of the global financial system. Money is hidden in **offshore financial systems**, exemplified in the **manifestation in increased illicit financial flows across the world**, as the reach of the law is still limited to states.

Spend

Due to the mismatch in national laws but transnational corruption, corrupt money is often spend in countries other than those where it has been stolen, including in real estate and luxury goods markets **in countries that have historically been considered as less corrupt**.

Source: Firetail Analysis and adaptation of Oliver Bullough, Moneyland (2018)

## Landscape Analysis: The future manifestation of corruption

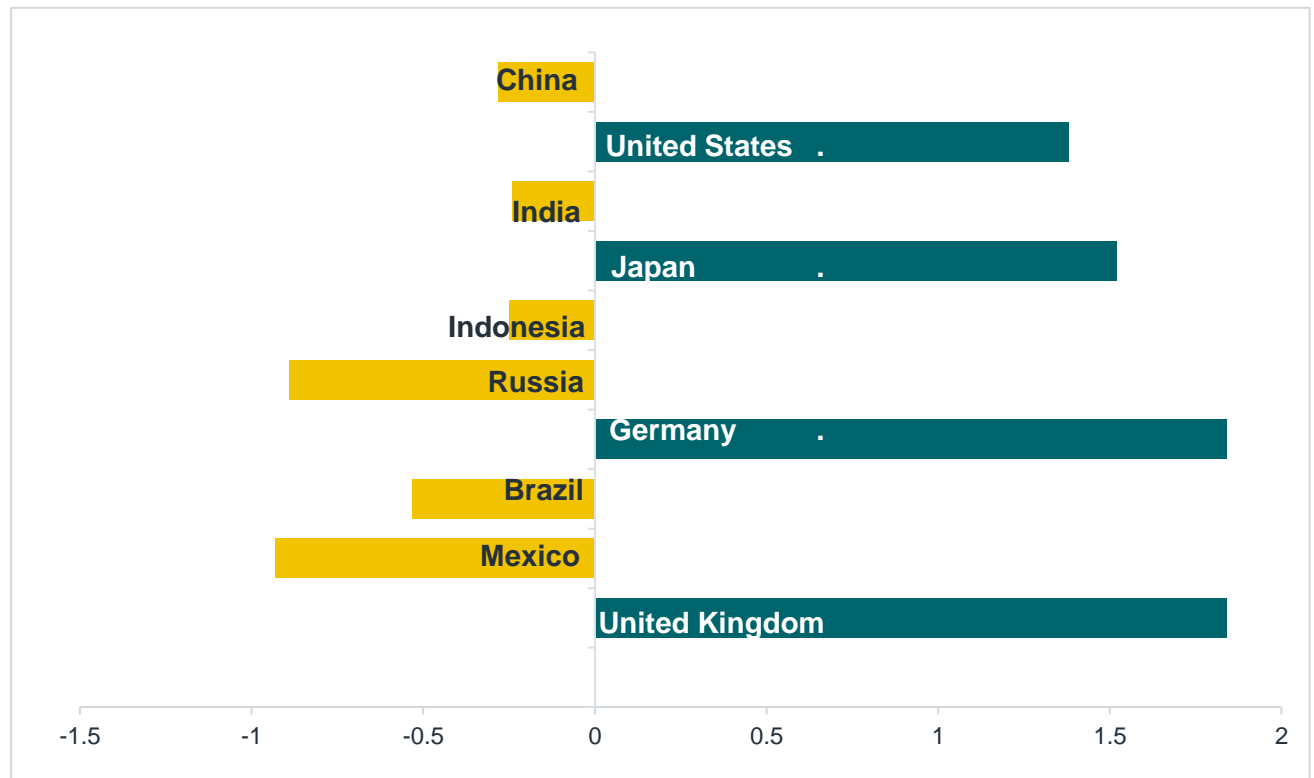
**By 2030, the majority of economic activities will happen in emerging markets that currently have weaker control of corruption. More people will live in countries with lower levels of control of corruption**

A study by the World Bank (1997) shows that emerging markets are **more vulnerable to corruption** as established institutions may not work well, **rule of law is less established** and civil society is more restricted in these countries

6 of 10 of those countries that will be the largest economies in 2030 currently have **negative control of corruption indicators**.

As population growth in these countries also exceeds population growth in established Western democracies, **there will be more people living in countries with weaker control of corruption in 2030** – if the countries do not strengthen their ability to control corruption corresponding to their growth.

**Control of corruption in those countries that will be the 10 largest economies in 2030, 2017\***



Sources: Graph and text: Adapted from World Bank TCdata360, 2019, \* control of corruption is defined as “perceptions of the extent to which public power is exercised for private gain, including both petty and grand forms of corruption, as well as “capture” of the state by elites and private interests. 2 indicates the highest control of corruption, -2 the lowest control of corruption; Text: World Bank Group (1997): Helping Countries Combat Corruption: The Role of the World Bank



## According to the Corruption Perception Index, more than two-thirds of countries are perceived as ‘more corrupt’. In the majority of countries, there was little to no progress

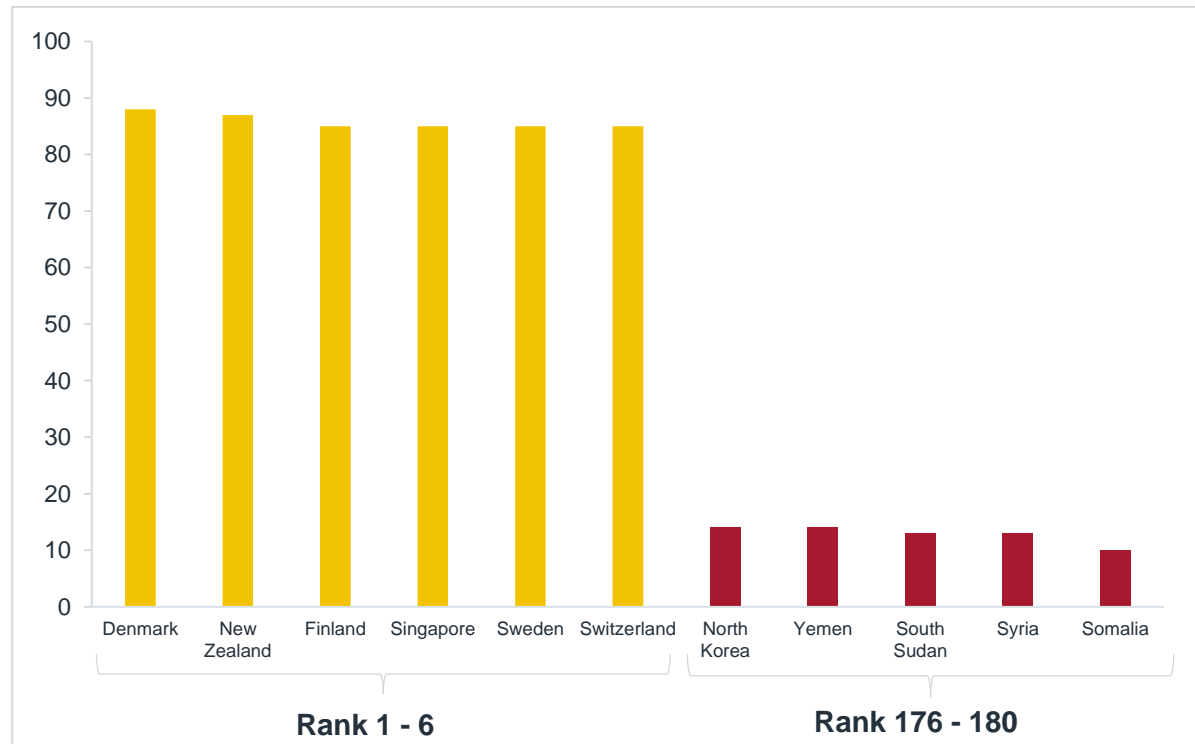
According to Transparency International's 2018 Corruption Perception Index, **more than two-thirds of countries scored below 50** and the average score is just **43**.

The CPI shows that despite some progress, most countries continue to **fail to improve their control of corruption**.

The fact there has been **limited progress despite international and national efforts to curb corruption in many countries** suggests that previous efforts have not had the desired impact and that there might be a **need to reconsider current approaches** in light of their limited effectiveness.

There are no full democracies that score below 50 on the CPI. Similarly, **very few countries which have autocratic characteristics score higher than 50**.

Countries with the highest and lowest score on the 2018 CPI\*



Source: Transparency International, 2018, \* The CPI uses a scale of 0 – 100 where zero is highly corrupt and 100 is very clean

# The annual costs of corruption are estimated to amount to US \$2.6 trillion - accounting for around 5% of global GDP.

Corruption costs the global economy around

50%

In world gross domestic product.

Sources: Multiple sources including United Nations (2018); World Bank (2018): Combatting corruption; Transparency International (2018): What is corruption?

It is estimated that more than **\$1 trillion US Dollar** is paid **each year in bribes globally** and that in total, **\$2.6 trillion** is lost to corruption.

The U.N. lists corruption as "**one of the biggest impediments**" to achieving the **2030 Sustainable Development Goals**.

Corruption depletes **public funds that should pay for education, healthcare and other basic services in those countries most affected by it**. Corruption erodes trust in government and impedes investment.

According to the World Bank (2018), corruption has a disproportionate impact on the poor and most vulnerable, increasing costs and reducing access to basic services. Studies found that **the poor pay the highest percentage of their income in bribes**.

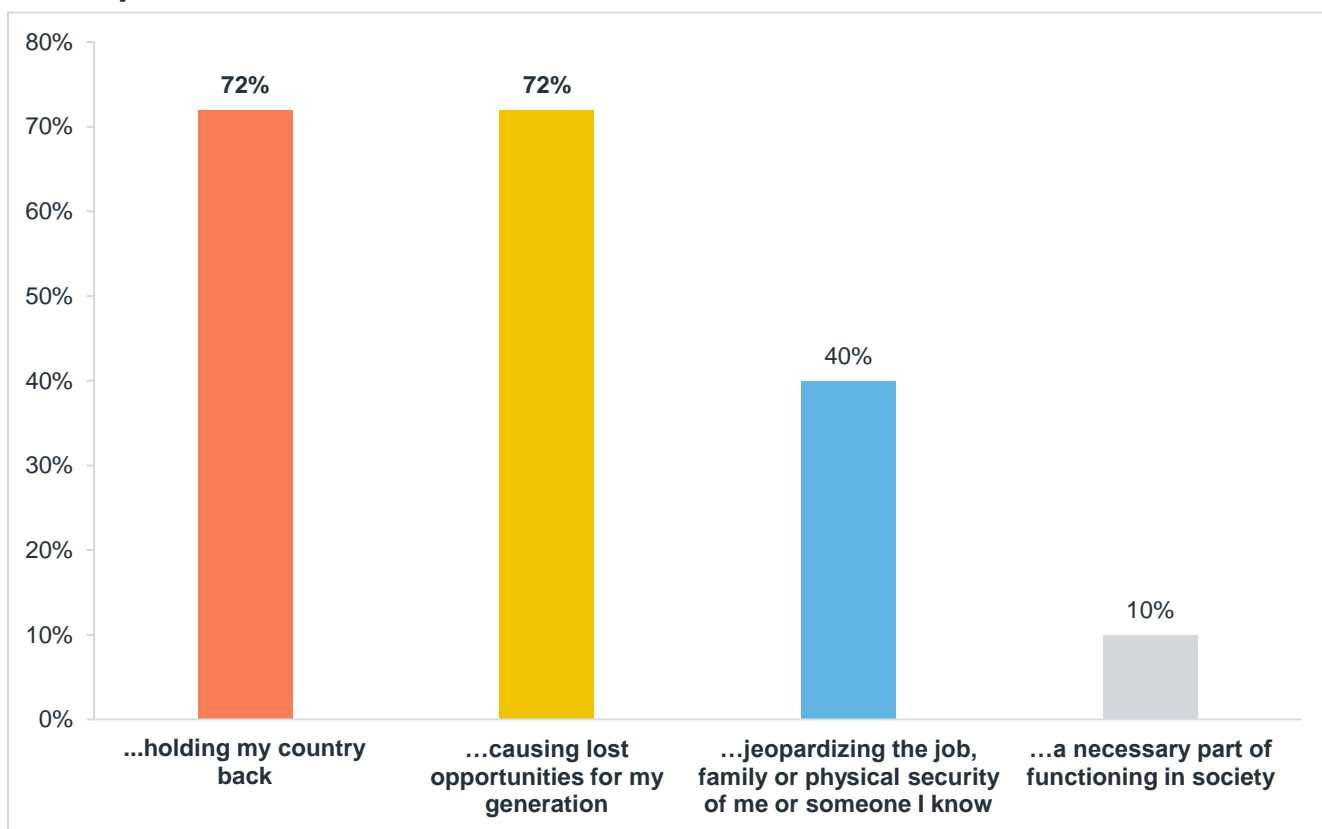
**According to TI, environmental degradation** is another consequence of corrupt systems. The lack of, or non-enforcement of, environmental regulations and legislation means that natural resources are exploited, and ecological systems are ravaged.



## Landscape Analysis: The future manifestation of corruption

**72% of young people think that corruption is holding their country back. A similar percentage of young people thinks that corruption is causing lost opportunities for their generation**

### Corruption is...



Research shows that corruption moreover leads to popular disenchantment with traditional institutions (Uslaner, 2004)

**Decreased levels of trust in governance institutions** can help the rise of **populist leaders**, who run campaigns based on empty anti-corruption promises, that they do not implement once in power (Kossow, 2019).

**Methodological note:** The survey was conducted between 18 September and 22 October 2014. 814 valid responses from people aged 18 – 34 and from 102 countries across the world form the basis of the survey results.

Sources: Graph: World Economic Forum (2014): How young people are turning the tide against corruption; Text: Uslaner (2004): Trust and Corruption, Kossow (2019): Populism and corruption



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# Fighting corruption in the coming decade

# Summary: Fighting corruption in the coming decade

## Stakeholder views

Stakeholders offer a **diversity of views** in regards to future opportunities in fighting corruption. Many say there is **no longer a 'one size fits all' solution**.

### Engaging grassroots, young people

- Most stakeholders stress that there is a **much higher awareness for corruption and that the battle for explaining why corruption is bad has been won**.
- However, many stakeholders highlight the need to make a **strong link between corruption and the challenges in people's daily lives**. The majority of stakeholders say **that new forms and ways of civic activism at a grassroots level** will offer important opportunities to fight corruption – in particular through leveraging the support of a **value-driven youth**.

### Technology

- Many stakeholders say **that technological solutions, such as blockchain and open data, can be an important tool in the future fight against corruption** – if those actors fighting corruption become experts in its usage.
- **A few stakeholders suggest that the big international CSOs might come under increased pressure**, if unable to **shift their focus to external challenges and to regain trust by citizens in their work**.

### Enforcing anti-corruption commitments

- After the successful adoption of international anti-corruption conventions, the next crucial step is to **hold governments' feet to the fire to ensure their enforcement**, according to several stakeholders.

### Lessons from others

- Stakeholders point to a diversity of organisations that provide important lessons in regards to effectively **connecting with local communities**, working with **young people, leveraging technology** and **speaking up boldly**. Survey respondents mention most frequently Global Witness and Amnesty International.

### Differences between views from external stakeholders and TI Movement

- Many external stakeholders argue that fighting corruption will **require stronger responses and a wider focus** than previously. They particularly highlight that focusing on states as the main actors and pursuing a rules-driven approach **will no longer suffice**. In addition, they argue that a stronger approach towards **working on a grassroots level, addressing local needs** and forcefully **calling out those that fail** to enforce uphold anti-corruption standards is needed.

## Landscape Analysis

### Engaging grassroots, young people, women and businesses

- **Nearly half of young people** see corruption as the **most serious issue** affecting their country, but **53%** do not think that they have the **tools they need to fight corruption**. The rise in perception of corruption as a major challenge offers opportunities to **rally more support** for fighting corruption in the future.
- Across the world, levels of **political participation by women** is expanding, with women's political participation linked to lower levels of corruption
- **Businesses** are increasingly taking on the role of advocates for **anti-corruption**. **91%** of the businesses that are part of the UN Global Compact now have anti-corruption policies and practices in place

### Technology

The rise of new technologies such as **open data, e-government and new financial technology** offers **both new challenges and new opportunities** for the control of corruption in the future:

- The size of the **Open Data** market is expected to grow **to €75.7b by 2020**.
- The value of **blockchain** is estimated to reach **\$462b by 2030**.
- The share of countries with **low e-government levels** dropped by **50%** from 2016 to 2018
- **Social media platforms** are increasingly being used by social movements to raise awareness and mobilise support.

### Enforcing anti-corruption commitments

- As of today, **186 countries have ratified the UN Convention against Corruption**. Research suggests there has not just been a rise in anti-bribery legislation, but also **increases in anti-bribery enforcement**.

### Lessons from others

- **Global Witness, the #Metoo Movement, and the 'new' climate movement** offer lessons in regards to fighting a specific issue, **engaging youth, working with grassroots, spreading awareness and accelerating social change**



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# Stakeholders on fighting corruption in the next decade



## Stakeholders offer a diversity of views in regards to future opportunities in the fight against corruption. Many suggest that there is no ‘one size fits all’ solution.

**“It’s a puzzle** – In an increasingly complex environment it can be counterproductive to identify simple trends and solutions.” (Interviewee, Partner)

“There is the emerging – and rather important and somewhat new perspective – which **moves away from assuming that there is a standard solution,**” (Interviewee, Peer Organisation)

**“Fighting corruption is like a chess game** – other actors will try to push back, and those pushing back are much more powerful than in the past and receiving more protection” (Interviewee, TI Movement)

“We should construct a **model of activity that would make it more difficult for corrupt actors to be corrupt.**” (Interviewee, Expert)

Many stakeholders highlight that in an increasingly complex and multi-layered environment, there is **no longer a ‘one size fits all’ solutions in terms of good governance**, but rather that the fight against corruption has to be **adjusted to local circumstances**.

Stakeholders offer a **diversity of opinions in regards to possible opportunities** that might accelerate the fight against corruption in the future.

However, there are a few opportunities that **many stakeholders considered as positive developments that should be leveraged:**

- **Technology and digitalisation**
- **Civic activism** in general and more specifically **mobilisation against corruption**
- **Youth engagement**
- Rising levels of **education** and **access to information**

And to a lesser extent, but **still frequently mentioned opportunities are:**

- **Global/international partnerships**
- **Increased whistleblowing protection**

## Stakeholders views: Fighting corruption in the coming decade

# Most stakeholders stress that there is now a much higher awareness for corruption. Bringing it closer to people's daily lives is seen as an important opportunity to foster popular support for fighting it

The vast majority of stakeholders agree that **there is now a much higher awareness about corruption and its impact**. Many point to **Transparency International's work as a driver behind this achievement**. Stakeholders highlight that now **many politicians now win elections based on anti-corruption campaigns** and some stakeholders point to **an increase in mass movements against corrupt governments**.

However, many stakeholders also highlight that while the increased awareness offers more opportunities for engagement, it also poses a risk as the call for fighting corruption is increasingly **being abused by populist leaders to win elections**. At the same time, many stakeholders argue that although corruption is on everyone's mind, people do not associate its negative impact with their daily lives. They suggest that making a **strong link between corruption and people's daily challenges will be key to fighting it effectively in the future**.

"One reason for hope is that the **defining issue of election results across the world** in the last two years was corruption. Anti-corruption is on top of the mind for most people." (Interviewee, Partner)

"[The most opportunity that might accelerate progress in anti corruption -] **Increasing perceptions of corruption and awareness of the problem among common citizens**." (Survey respondent)

"[The most opportunity that might accelerate progress in anti corruption -] **Big leaks, investigations and scandals raising awareness**." (Survey respondent)

"The impressive thing is – and that is one of TI's successes – **everyone now wants to get on the anti-corruption bandwagon**; Even if what people are doing is harmful, they want to be seen as fighting corruption." (Interviewee, Academia)

"We have been caught up in a high-level debate. People cannot relate to corruption causing a loss to the economy of more than £2trillion. We need to break this number down to **something they can relate to in their daily lives**, e.g. how many water holes have not been fixed in their community due to corruption." (Interviewee, TI Movement)

"We have to find ways to **bring it back to the average citizen**. We were asking too much of the citizen, as there was so much focus on the big scale, but not on what citizens are experiencing on a daily basis" (Interviewee, Donor)

## Stakeholders views: Fighting corruption in the coming decade

The majority of stakeholders say that new forms and ways of civic activism will offer important opportunities to fight corruption – in particular through leveraging the support of a value-driven youth

### Youth - Driven

"In the global south, over 70% of the people are young people [...]. These young people do not have the same hopes compared to our generation. They will **show their frustration with the state**. What young people are looking for now is **believable information to move their issues forward**" (Interviewee, TI Movement)

"The most effective way of responding to the challenges in the corruption landscape is citizen engagement [...] You need to have an awoken citizenship. I think **there will be more citizen engagement in 2030 because of the demographic trends** in Africa and Asia." (Interviewee, Partner)

"[The most opportunity that might accelerate progress in anti corruption -] **vibrant youth**" (Survey respondent)

### Value - Driven

"The scale of mass mobilisation will be bigger due to the scale of corruption. [...] **We are seeing mass levels of mobilisation to defend certain good values that we have never seen before** – where this goes, what it produces and how it is channelled is the big question." (Interviewee, TI Movement)

"[The most opportunity that might accelerate progress in anti corruption -] the **new generation which has greater values.**" (Survey respondent)

"In some ways citizens are able to get **more involved at the local level**. Millennials **care about this**. [...] In the private sector, employees are beginning to challenge their companies." (Interviewee, Donor)

### Grassroots - Based

"The engagement of the next generation will be different in terms of how willing they are to participate and the way in which they participate. [...] The massive movements in the street, **they are not initiated by political parties, they are initiated by individuals.**" (Interviewee, TI Movement)

"**Bottom-up approaches will soar** and it will be harder for corrupt individuals to have impunity." (Survey respondent)

"We might see **more organic movements like the student climate change movement.**" (Interviewee, Peer organisation)



## Several stakeholders argue that after the successful spread of international anti-corruption conventions, the next crucial step is to ensure their enforcement

Many stakeholders, both within the TI Movement and external stakeholders, say that while the majority of states have signed anti-corruption legislation, **enforcing these laws over the next decade will be crucial.**

A few stakeholders point to examples where civil society organisations have been able to **successfully act in court when corruption statues have been infringed**, underlining the ability of civil society organisations to enforce implementation.

However, a few other – mainly external - stakeholders suggest that enforcing conventions and laws will not lead to better control of corruption **as long as social norms of a society do not change.**

These stakeholders argue that a change in norms and **a better understanding of society of the harmful consequences of corruption is needed** to ensure that the laws will be adhered to.

“[An important opportunity is the] concerted transnational / **international cooperation on enforcement** of anti-corruption frameworks and policies.” (Survey respondent, TI Movement)

“An important opportunity is to ensure that countries that have ratified international conventions actually **implement them to realise their potential.**” (Interviewee, Donor)

“[An important opportunity is the] enhanced implementation of laws and policies.” (Survey respondent, TI Movement)

“A key opportunity that exist and is not yet being exploited is to **increase enforcement on those who facilitate corruption**, e.g. in certain segments of the financial service industry.” (Interviewee, Partner)

“We have a mountain of anti-corruption legislation, but **who is holding the feet against the fire?** Most countries that have signed the UNCAC do not do anything.” (Interviewee, TI Movement)

“Look at the social norms in the UK: The change in smoking attitudes – it was not the passage of the laws (banning smoking in public places), the law just enabled us to enforce a latent concern in society.” (Interviewee, Expert)



## Many stakeholders say that technology can be an important tool in the future fight against corruption – if those actors fighting corruption become experts in its usage

The majority of **survey respondents** see technology as offering important opportunities to fighting corruption in the future. While some interviewees also agree with this assessment, many highlighted that **technology is only a tool**, which can be used by actors fighting corruption, but also by those engaging in corrupt conduct. Several stakeholders highlight that it is not so much about a certain applications, but more about **becoming an expert in discovering new tools swiftly**, as there will be constantly new ones.

### Open Data and Blockchain

“Technology can help with more open transactions, e.g. through blockchain. This is the biggest opportunity for the future of corruption” (Interviewee, Partner)

“[A great opportunity is the] development of open data and civic monitoring mechanisms (hopefully with lower set up and operating costs) to **actively engage citizens in corruption monitoring** and reporting.” (Survey respondent)

“**The transparency revolution** – that is the genie in the bottle. More people now know more things than they every have in the past.” (Interviewee, TI Movement)

### Tech companies

“In all the big technology companies, there is now more pushing towards the ethical use of data and machine learning.” (Interviewee, Practitioner)

“The tech companies have the reach. They can be a force for good.” (Interviewee, TI Movement)

### Transparency of beneficial ownership

“The hope is that with an increased push towards verified transparency - public registers of ownership will be available for everyone and that the information will be verified.” (Interviewee, Journalist)

“[A great opportunity are] registries of Beneficial Ownership.” (Survey respondent)

### Social media

“The rise of hashtag chapters – the hashtag will determine the future. Through twitter governance bills can change, without the need for an institutional framework.” (Interviewee, TI Movement)

“Through the rise of social media, one sees more exposes, leaks, and revelations like the Panama Papers. The question is how to deal with the legitimate vs. the fake exposes.” (Interviewee, TI Movement)

“[A great opportunity are] mechanisms that connect between local initiatives and national change in a way that engages millions of people - the **new form of advocacy enabled by social media.**” (Survey respondent)



# Stakeholders stress that the closing of civic space, and the related rise of populism, decline of rule of law and social apathy will pose the biggest challenges for CSOs fighting corruption over the next decade

## Closing civic space

The majority of stakeholders agree that the shrinking civic space will challenge CSOs' **ability to effectively operate**.

However, some argue that the closing space is a **positive sign**, as it shows CSOs are succeeding in **pressuring governments**.

"The shrinking of civil society space and financial pressure – it simply impacts the **capacities of CSOs to perform its role**" (Survey respondent)

"The narrowing space for civil society because populist leaders [...] decide to **narrow independent voices**, will require a lot more thinking" (Interviewee, TI Movement)

"The closing space is more an illustration that our pressure is working – **this should continue**" (Interviewee, Expert)

## Populism

Stakeholders see the rise of populism as an **important driver behind the closing civic space**.

Several stakeholders argue that it will **reduce CSOs' access governments**, and lead to an **increased polarization** of the corruption debate.

"Populism and media-capture will limit or even compromise **CSO's capacities to mobilise citizens**" (Survey respondent)

"Our **operating space will diminish** as you have more populist in office." (Interviewee, TI Movement)

"The raise of populism in democratic countries is allowing for narratives (e.g. racism, self-interest) that were once a taboo. Civil society organizations must operate in a **highly polarized world**." (Survey respondent)

## Social apathy

In particular survey respondents suggested that citizens might become **more indifferent towards corrupt behavior**.

However, other stakeholders argue that the **demand by citizens for accountability and transparency** will intensify.

"Social apathy - **diminished citizen willingness to oppose corruption** or corrupted governments as a result of impunity." (Survey respondent)

"Lack of trust in institutions which might affect CSOs if we do not connect again with people and engage citizens in our fight." (Survey respondent)

"**Indifference and social apathy can be [...] difficult to tackle**, especially when the space for civil society is shrinking and rights are threatened by governments and police state" (Survey respondent)

## Decline of rule of law

Many stakeholders point to the decline in rule of law as a challenge that will increase over the next decade.

In particular, they point to implications in regards to the **safety of activists**.

"The weakening of the rule of law globally, which will have an impact on civil society's work due to: A) the shrinking space for civil society organisations [...]; B) **state capture**; C) the decrease of funding from the public sector." (Survey respondent)

"The potential further rise of authoritarian regimes poses an enormous **danger to the safety of civil society activists** and journalists and their ability to work for freedom and for transparency and accountability in government" (Survey respondent)



## Stakeholders views: Fighting corruption in the coming decade

# Most stakeholders agree that CSOs will continue to play a key role in fighting corruption, while a few argue that the role of international CSOs might decline

**Most stakeholders stress the important role that CSOs will continue to play in fighting corruption in the future.** Many stakeholders argue that **technology** in particular will offer new opportunities for CSOs to **engage with people and fight corruption**:

“The technology revolution will equip civil society organizations **stronger tools to monitor the governance.**” (Survey respondent)

“Social media and AI gave so much **voice to the powerless** to stand up and report corruption. it will be developed more to what I believe will help serve anti-corruption efforts (Survey respondent)

“All factors and developments that lead to greater access to information will have a positive impact to the work of the civil society.” (Survey respondent)

“Connectivity, ICT, apps that enable much better link to grassroots and citizen engagement”. (Survey respondent)

**However, a few stakeholders suggest that the big international CSOs might come under increased pressure, if unable to shift their focus from internal to external challenges and regaining trust by citizens in their work:**

“People want new, fresh, leadership. The old, **stuffy, top-down and unaccountable charity is untrustworthy to many people.** The **era of big INGOs may be coming to an end** as local CSOs which are more closely connected to local advocacy efforts become more successful.” (Survey respondent)

“A common thing that **the big NGOs are facing** – an uneasiness, **middle age crisis of these organisations** in terms of governance and internal problems. [...] Why are we all talking about our governance issues instead of being more focused on external issues?” (Interviewee, TI Movement)

“Civil society has become **too dependent on pleasing donors** and undertake projects that are "safe" to donor interest **even when it serves better to be critical** of policies based on how lawful they are” (Survey respondent)



## Stakeholders point to a diversity of organisations that TI could learn from. Survey respondents mention most frequently Global Witness and Amnesty International.

Stakeholders point to a **diversity of organisations** that TI could learn from. In particular, they frequently mention organisations that are effective in **connecting with local communities** and **mobilising grassroots movements**, working with **young people** and **investigative journalists**, **leverage technology successfully** and are **speaking up boldly**.

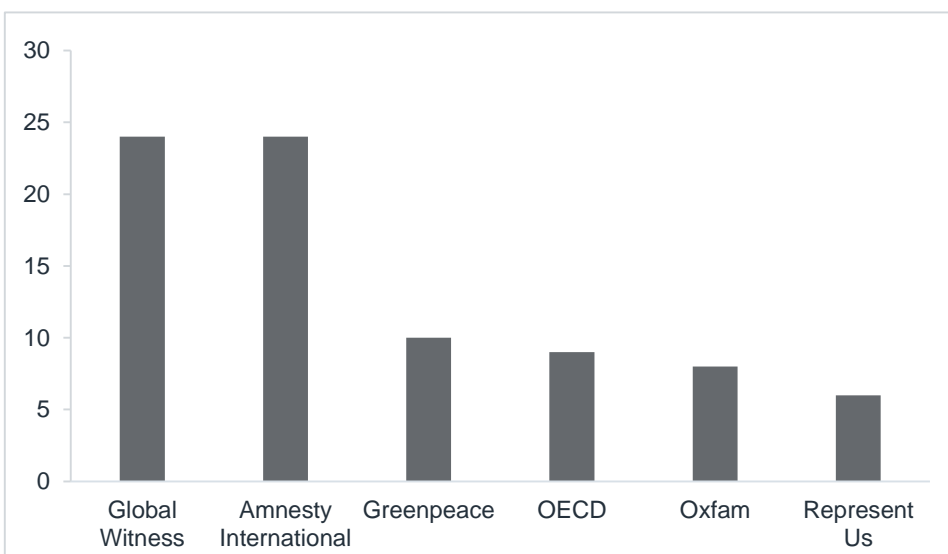
“The Green Movement has been very successful in working in **subtle ways to educate the younger generations**. 20 years later, we have a huge generation that are absolutely aware of the green agenda” (Interviewee, TI Movement)

“TI should also learn from smaller organizations for their **dynamic and smart ways of promoting social media engagement**.” (Survey respondent)

“Global Witness have a really good model of **getting people on the ground**.” (Interviewee, Academia)

“Represent Us have been very successful in focusing on the **sub-national level** and working in a **non-partisan way**.” (Interviewee, Expert)

6 most cited organisations that TI could learn from according to survey respondents\*



Source: Firetail analysis of survey responses, \*Numbers are estimates based on a count of specific words used by survey responses. Survey respondents may have used different terms to refer to a certain organisation.





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# Fighting corruption in the coming decade: Landscape Analysis

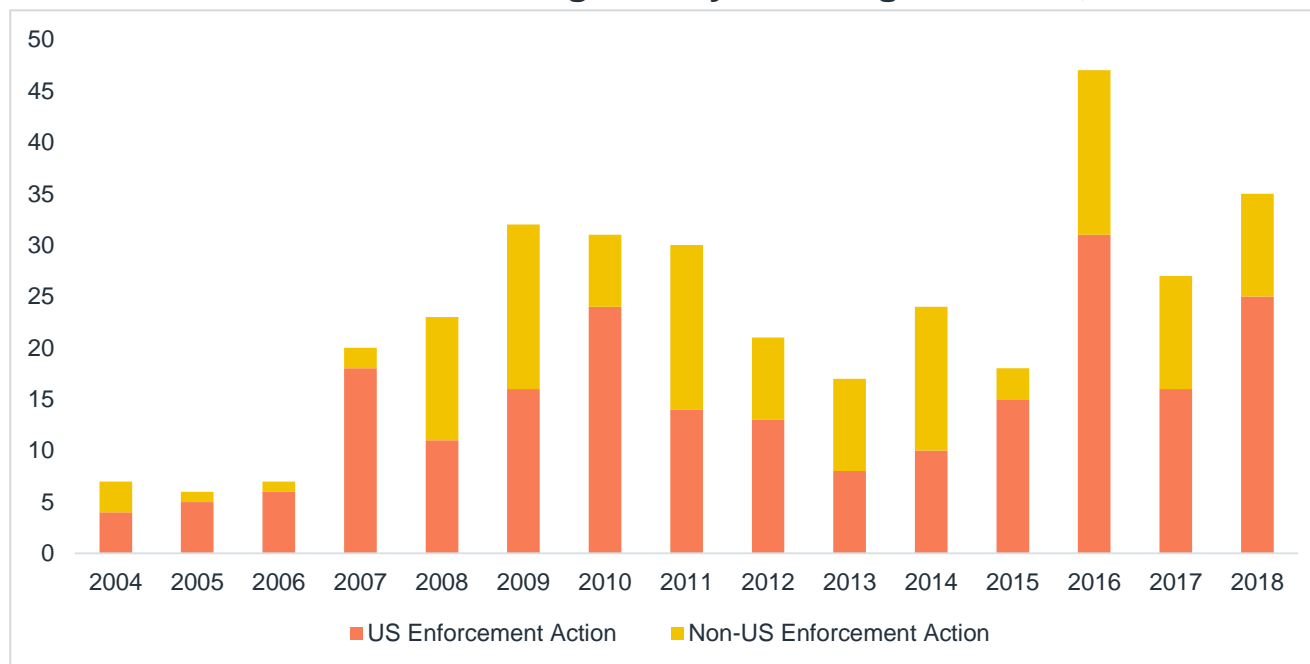
## Landscape Analysis: Fighting corruption in the coming decade

**As of today, nearly every country is a party to the UN Convention against Corruption. Research suggests there has not just been a rise in anti-bribery legislation, but also increases in anti-bribery enforcement**

The UN Convention against Corruption has been ratified by **186 countries** and the number of international and national anti-corruption conventions has increased significantly over the last decades.

The *TRACE – Global Enforcement Report* (2018) suggest that there has also been an **increase in enforcement action against bribery**. From 2017 to 2018, the number of open investigations into foreign-bribery allegations grew in Europe by c. 37% and there was a notable increase in the number of open investigations worldwide.

**Enforcement Action Concerning Bribery of Foreign Officials, 2004 - 2018**



Sources: Graph and text: *TRACE (2018): Global Enforcement Report*; UNODC (2019): *United Nations Convention against Corruption*

## Landscape Analysis: Fighting corruption in the coming decade

# Businesses are increasingly taking on the role of advocates for anti-corruption. 91% of the businesses, that are part of the UN Global Compact, now have anti-corruption policies and practices in place

Over the last 20 years, the corporate social responsibility and ethics sector has significantly grown and a **range of benchmarking tools, frameworks and networks now exist** in which businesses engage in the fight against corruption, such as the UN Global Compact.

In 2018, **51% of businesses**, which are part of the UN Global Compact, had anti-corruption **training and awareness programmes** for employees and **49% have management systems addressing bribery and anti-corruption in place**.

Businesses increasingly collaborate with stakeholders from different sectors to drive forward ethical behaviour. This trend can be expected to **continue in the future** as businesses are responding to consumer demands with regards to ethical and sustainable practices:

- **97% of companies across the world** recognise the importance of operating with integrity, which is seen as a **business advantage**.
- The number of millennials across the world who believe that businesses are behaving in an ethical manner increased from 52% in 2015 to **65% in 2017**.

### Actions taken by companies to implement the UN Global Compact's anti-corruption principle, 2018



Source: Graph and text: 2018 UN Global Compact Progress Report; Text: Ernst and Young (2018): *Integrity in the spotlight*; Deloitte (2017): *The Global Millennial Survey*



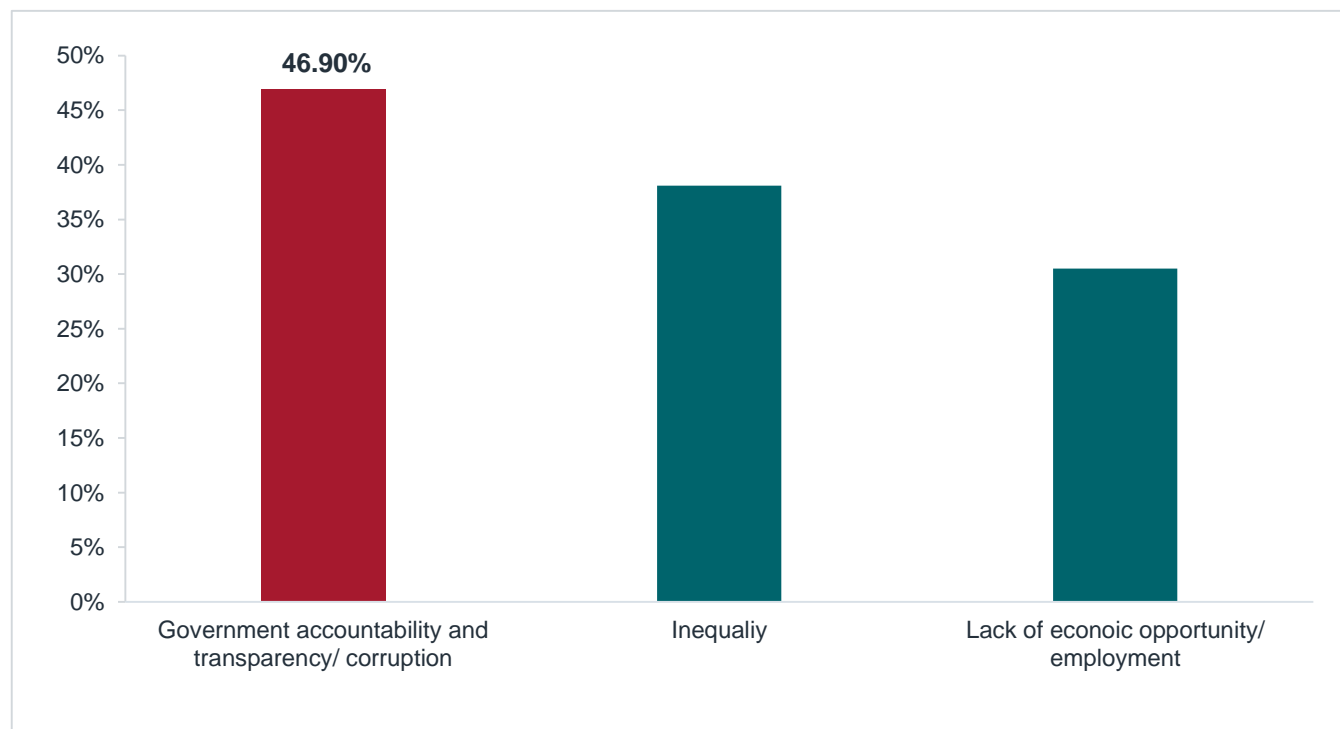
## Landscape Analysis: Fighting corruption in the coming decade

**Nearly half of young people see corruption as the most serious issue affecting their country. The rise in perception of corruption as a major challenge offers opportunities to rally more support for fighting corruption in the future**

**46.90% of young people across the world consider corruption as the most serious issue** affecting their country today, according to the World Economic Forum's 2018 Global Shapers Survey.

On a global level, corruption is still considered to be the **most serious issue by 22.7% of young people**, and many of the issues that more young people consider the most serious issues are aggravated by corruption, such as climate change (49%), inequality (31%), and poverty (29%).

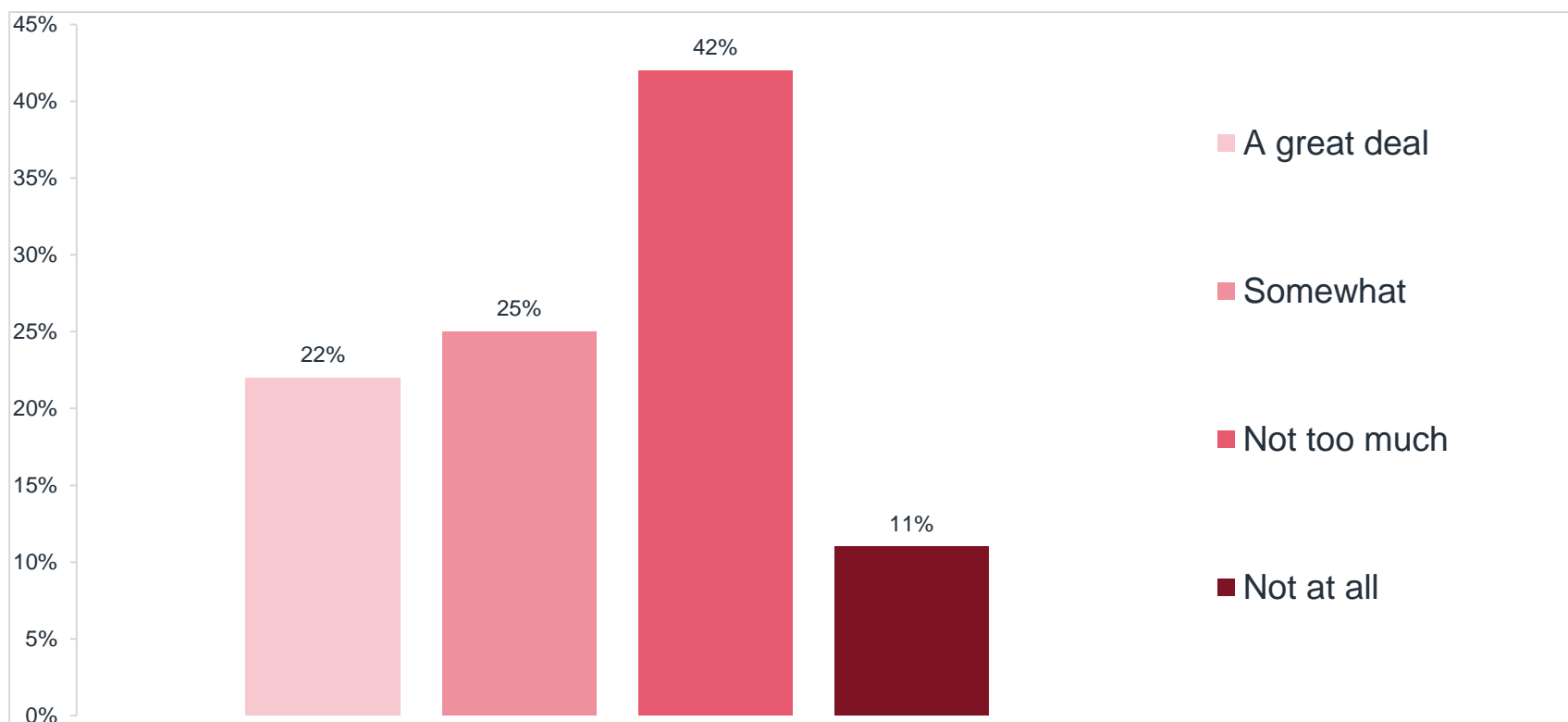
**“What are the most serious issues affecting your country today?”**



Source: World Economic Forum (2018): Global Shapers Survey 2017

## While many young people consider it to be a key challenge to their lives, they do not think that they have the tools they need to fight corruption

To what extent do you feel you and your friends have the tools you need to fight corruption in your community?



Source: World Economic Forum (2014): Young people are turning the tide against corruption



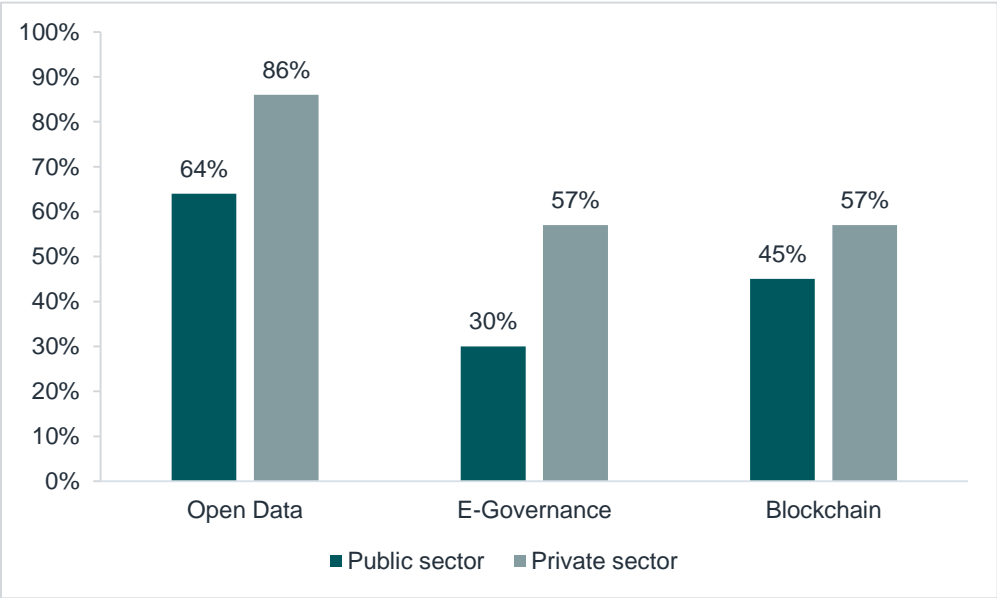
Landscape Analysis: Fighting corruption in the coming decade

The rise of open data, new financial technology and e-government offers new opportunities to enhance control of corruption in the future

	Open Data	Blockchain	E-Government
Trend	<p>The size of Open Data is estimated to increase between 2016 and 2020 by 36% to €75.7b.</p> <p>Governments are making more data openly available. However, the commitment to open data has slowed and stalled across the world.</p>	<p>In 2017, the value of blockchain was \$1.9b and by 2030, it is estimated to reach \$462b.</p> <p>Studies find that transactions in physical cash could fall by 30% within 5 years due to the rise of e-payment systems and cryptocurrencies.</p>	<p>Globally, almost two-thirds of the UN Member States now demonstrate high-level of e-government* development.</p> <p>The share of countries with low e-government levels dropped by 50% from 2016 to 2018</p>
Impact on corruption	<p>Open Data can make lobbying more transparent, exposing preferential treatment towards companies, and revealing pattern of corrupt conduct.</p>	<p>The more traceable and auditable nature of electronic money means its rising usage could reduce bribes and facilitation payments.</p>	<p>Research finds that e-government maturity significantly contributes to corruption control by increasing transparency and reducing opportunities for corruption.</p>

\*E-government is defined as the use of electronic communications devises to provide public services to citizens

Percentage of experts who believe new technologies will be a 'powerful enabler' of trust and integrity



Sources: Graph: World Economic Forum (2018): The Future of Trust and Integrity; Text: Open Data Barometer (2018), IHS Markit (2019): Blockchain in Finance Report, World Bank (2018): Can cryptocurrencies and blockchain help fight corruption? UN E-Government Survey 2018, Mungiu-Pippidi (2013): The Good, the Bad, and the Ugly: Controlling Corruption in the European Union



## Landscape Analysis: Fighting corruption in the coming decade

**Over the last 60 years, women's political participation has expanded significantly. Research shows that a high level of women's political participation is linked to lower levels of corruption.**

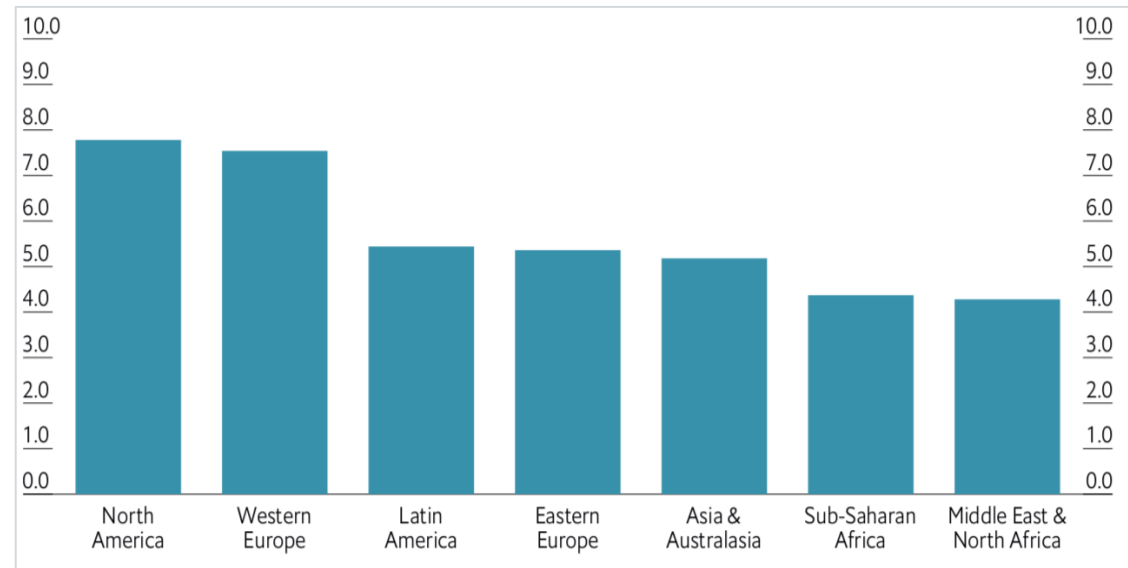
Research by The Economist highlights that **women's political participation** has improved significantly over the past 60 years - **more than any other single indicator in The Economist's Democracy Index.**

TI research shows that **higher levels of women's rights and participation** have been found to be positively associated with better governance and **lower corruption levels.**

Recent years did not just see the rise in women's political participation but also more widely a growth in **identity politics**, as civic movements – often using social media - are raising awareness about discriminatory behaviour and are driving action towards social change.

This is exemplified in the **#Metoo** and **#BlackLivesMatter Movements** that respectively campaign against sexual harassment and systemic racism respectively.

**Political participation, by region, 2018: Index score out of 10, 10 being best**



Sources: Graph and text: *The Economist* (2018): *Democracy Index 2018: me too? Political participation, protest and democracy – A report by The Economist Intelligence Unit*; Text: *Transparency International* (2016): *Gender and corruption – Topic guide*

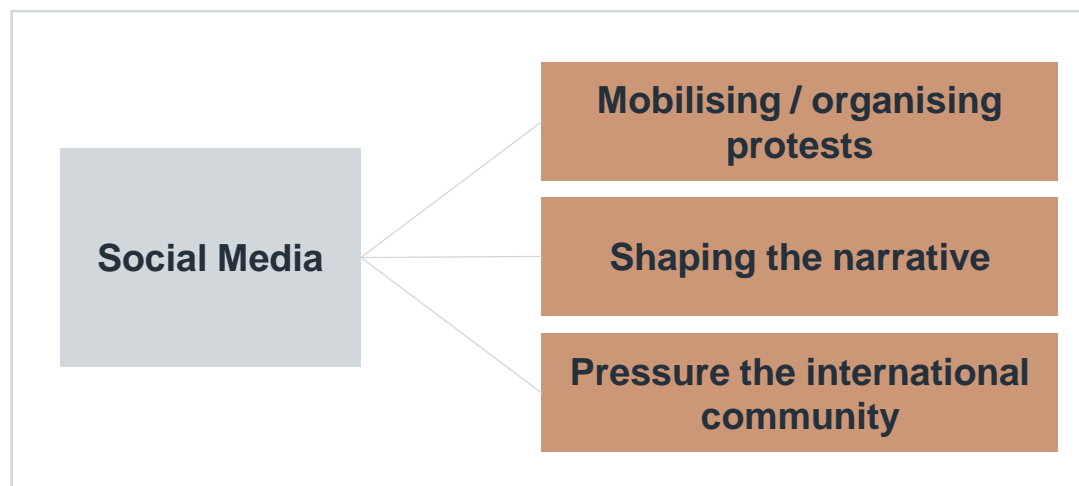
## Social media platforms are increasingly being used by social movements to raise awareness and mobilize support across the world.

The rise of worldwide internet connectivity has been accompanied by a **growth in social media usage** across the world, that enables millions of people to **connect and communicate** on social media platforms such as Twitter, Facebook, Youtube and Instagram.

As the internet enables users to **share information in real time** and **reach millions of people in an instant**, social movements are increasingly using social media platforms to campaign for social change.

It offer **new opportunities** for people to organise themselves, shape the narrative and increase pressure on the international community to drive forward social change.

**Hashtag activism**, the "discursive protest on social media united through a hashtagged word, phrase or sentence" can have a **strong impact on raising visibility and awareness around issues and lead to social change**, exemplified in the use of social media by the "Me too", 'Times Up' and 'Black Lives Matter' Movements.



Sources: Demos (2018): *Plugged in – Social Action on Social Media*; Yang (2016): *Narrative Agency in Hashtag Activism*; ESRI: *Social Media for Social Justice* (<https://www.arcgis.com/apps/MapJournal/index.html?appid=08cc03132282432ba95acde5cbdc7449>)





# Case studies provide examples of organisations TI could learn from around fighting a specific issue, spreading awareness and accelerating change



### Global Witness

global witness

*Global Witness is an international NGO established in 1993 that works to break the links between natural resource exploitation, conflict, poverty, corruption, and human rights abuses worldwide.*

Global Witness works in around **30 priority countries**, and campaigns on specific topics including money-laundering, land rights and conflict diamonds. Its approach focuses on **investigations using various new technologies and data analysis**, and demonstrating concrete consequences and drivers of exploitation.

### *Lessons for Transparency International*

Global Witness has been seen as **successfully engaging local needs** and **making corruption more tangible** for people in their daily lives and for **using new technologies effectively**.



### #Me too movement

*The #Metoo movement is a movement against sexual harassment and sexual assault. The movement was founded in the US in 2006 but spread virally globally in October 2017 as a hashtag on social media following a number of celebrity cases of sexual harassment*

The #Metoo Movement is an umbrella-term embraced by various organisations. Its success stemmed from the fact that individuals used it as a **organising concept to speak out against all sorts of sexual harassment**.

The movement has been called an impressive example for bringing a **wide variety of individuals** to speak out boldly against a particular form of injustice, often in **difficult environments**.

### The 'new' climate Movement

*The 'new' climate Movement refers to recent activities in the climate space whereby young people are playing an active, leading role in pushing for action on climate change.*

The climate movement encompasses a range of different organisations, movements and actions. At its core is the initiative taken by **young people across the world to protest and advocate for their leaders to take more action on climate change**.

The new climate Movement is seen to be driven by a change in **social norms and values** in an entire generation of young people that the 'Green' movement has been educating over the last 2 decades.



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# Implications of the future challenges and opportunities for Transparency International

## Summary: Implications for Transparency International – Stakeholder views

### TI's ambition in the future

Consultation with the TI Movement and external stakeholders highlighted that TI is seen as **well placed** and a leading actor in responding to the challenges in the landscape.

**Political corruption** is most frequently mentioned by stakeholders as the key corruption challenge that TI should address in the next decade. Members of the TI Movement and external stakeholders have **similar views** concerning which corruption challenges TI should address.

### Paths to success

To effectively fight corruption in the future, the Vision 2030 process has revealed **several paths to success for TI:**

- **Deepening its engagement with ordinary citizens and local needs** and for this, leveraging TI's unique access to more than 100 countries across the world as a **grassroots activist**
- Responding to the challenges of rising misinformation by **leading global corruption research**, fostering a well-informed debate, and educating the youth as an **expert and knowledge producer**
- Responding to the rise of technology by becoming a **leading tech expert**, leveraging it for its own work and helping governments to use it for good.
- Addressing the challenge of enforcing the global anti-corruption conventions and calling out those who disregard them, thereby becoming a **driver of accountability**
- Respond to the **growth in actors fighting corruption by becoming a convenor of corruption fighters** who collaborates with diverse stakeholders, including the private sector, to drive change

These paths to success come with **different implications** for TI's capabilities and skills, culture and values, governance, and approach to others in the landscape. To effectively respond to the challenges in the landscape, it will be key for **TI to set itself up as a responsive Movement, that speaks with one voice and has a governance structure that enables it to pursue the chosen paths to success** in addressing the challenges and opportunities in the landscape.



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# Stakeholders on the implications for Transparency International

# The majority of stakeholders agree that TI is well placed to respond to the challenges in the landscape and continues to be a leading actor – in a landscape that includes increasingly a multitude of actors

The majority of stakeholders agree that Transparency International has been the **key international CSO** in the fight against corruption over the last two decades. Many highlight that **TI is still leading the global efforts** in this fight. They in particular give TI credit for **succeeding in getting the issue on the agenda**.

Most stakeholders agree that TI continues to be the **most visible** actor with a **strong brand**. Many highlight that TI is well placed for the future due to the fact that it is **very well known** and has a **global spread**.

However, many stakeholders stress that TI is now operating in a **very different landscape**. They highlight that the **space of anti-corruption actors is now much more crowded, and includes a diversity of actors**, including businesses and CSOs with a stronger grassroots approach.

Many stakeholders suggest that while TI has succeeded in putting corruption on the global agenda, so far **levels of corruption have not decreased**. Stakeholders therefore argue that TI's approach could become under pressure if it **does not lead to results and if others are better at responding to future challenges and opportunities**. These stakeholders suggest that TI's vision needs to **rise to the level of the threat to have an impact**.

"TI is **one of the best placed**, it has a very strong brand." (Interviewee, Donor)

"TI is still seen as the **most visible non-governmental organisation** working on corruption. The most visible and the biggest." (Interviewee, Peer organisation)

"TI has been great in **getting the issue on the agenda**, has been given it focus, they have been sensitizing the issue." (Interviewee, Academia)

"The first key thing which TI recognises but struggles with is that they are **no longer the predominant actor in the anti-corruption space** [...] there are many players now." (Interviewee, Expert)

"TI can **take lots of credit for building public awareness** and TI should continue to do that but the **idea of corruption is now well known and people in power are still not doing anything**" (Interviewee, Academia)



## Stakeholder views: Implications for Transparency International

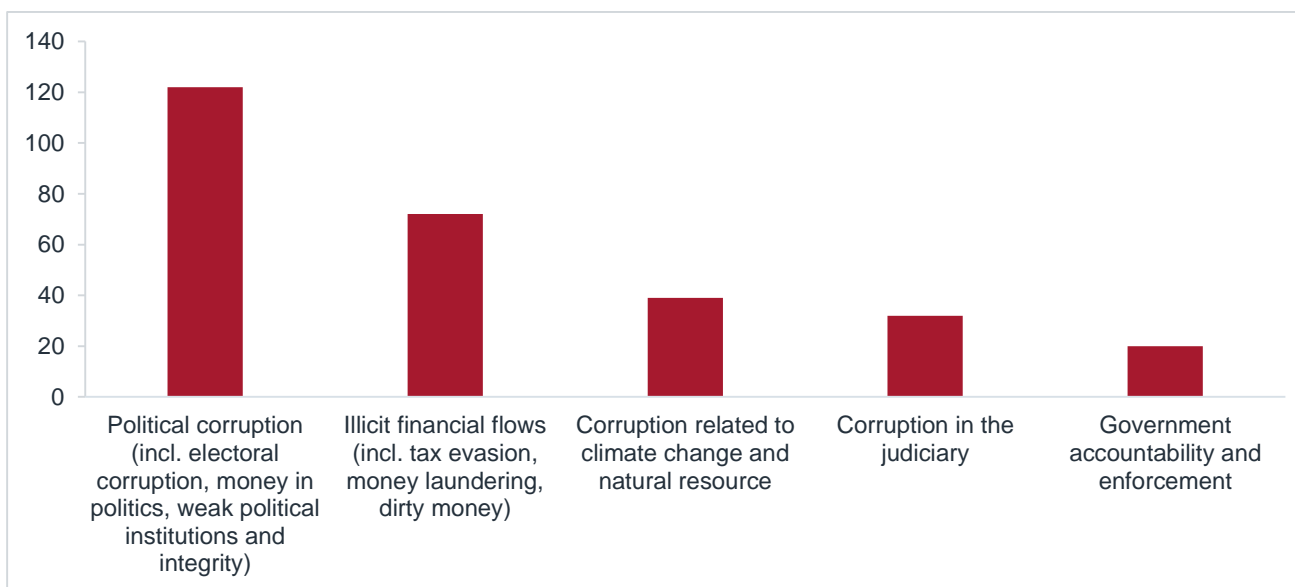
# Political corruption is most frequently mentioned by stakeholders as the key corruption challenge that TI should address in the next decade

Stakeholders offer a **diversity of opinions** in regards to what corruption challenges TI should focus on.

**Political corruption** stands out as the most frequently mentioned corruption issue by stakeholders. This includes electoral corruption, money in politics and weak political institutions and integrity.

Stakeholders moreover frequently mention **illicit financial flows, corruption related to climate change and natural resources, corruption in the judiciary, and the lack of government accountability and enforcement of anti-corruption policies** as key issues that TI should prioritise in the future

**“Which three corruption issues should be the priority for Transparency International to address between now and 2030?”**



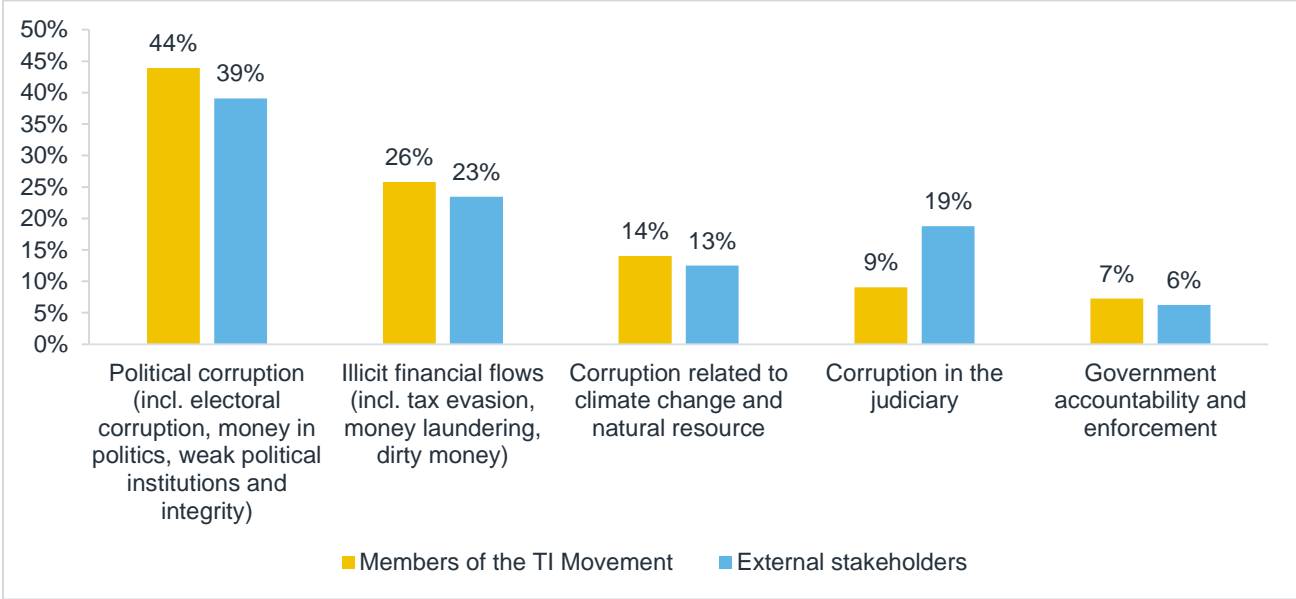
Source: Firetail analysis of survey responses using the Word Cloud function on Survey Monkey.

**Methodological note:** The Survey question was an open ended question, thus answers are based on what survey respondents considered to be corruption issues that should be a priority for TI over the next decade. To derive the estimates of the most frequently mentioned corruption challenges, the number of occurrence of specific words, such as ‘political corruption’, ‘illicit financial flows’, and climate finance’ was counted. This was complemented by a thorough review of individual answers to account for responses which may refer to a specific corruption challenge, but not use the term itself. For ‘political corruption’, these words also included the following terms: electoral corruption, money in politics, weak political institutions, weak political integrity. For ‘illicit financial flows’, these words also included the following terms: tax evasion, money laundering and dirty money. For corruption related to climate change that includes corruption related to climate finance, climate change, environment and natural resources. The numbers should be considered as estimates as survey respondents may have used different terms to refer to a certain type of corruption challenge.



# Members of the TI Movement and external stakeholders have similar views concerning which corruption challenges TI should address

“Which three corruption issues should be the priority for Transparency International to address between now and 2030?” – Comparison of responses by internal and external stakeholders:



Source: Firetail analysis of survey responses using the Word Cloud function on Survey Monkey.

A comparison between responses by members of the TI Movement and external stakeholders shows that the two stakeholder groups see **similar corruption issues as priorities for TI in the future.**

**Political corruption** is most frequently mentioned as a priority issue **by both groups.**

The distribution of responses varies the most significantly regarding **corruption in the judiciary**, which is more frequently mentioned by **external stakeholders** than members of the TI Movement.

**Methodological note:** The Survey question was an open ended question, thus answers are based on what survey respondents considered to be corruption issues that should be a priority for TI over the next decade. To derive the estimates of the most frequently mentioned corruption challenges, the number of occurrence of specific words, such as ‘political corruption’, ‘illicit financial flows’, and climate finance’ was counted. This was complemented by a thorough review of individual answers to account for responses which may refer to a specific corruption challenge, but not use the term itself. For ‘political corruption’, these words also included the following terms: electoral corruption, money in politics, weak political institutions, weak political integrity. For ‘illicit financial flows’, these words also included the following terms: tax evasion, money laundering and dirty money. For corruption related to climate change that includes corruption related to climate finance, climate change, environment and natural resources. The numbers should be considered as estimates as survey respondents may have used different terms to refer to a certain type of corruption challenge.

Stakeholder views: Implications for Transparency International

Some corruption issues are more frequently highlighted by stakeholders from certain regions as future priorities for TI, such as the weakness of state institutions in Africa and the erosion of democracy in the ECA region

The five key corruption issues are frequently mentioned by survey responses across the world. In addition, there are a few corruption challenges that are particularly frequently mentioned by respondents from certain regions:

Americas	Africa	ECA	MENA	Asia-Pacific
<ul style="list-style-type: none"><li>- Corruption related to climate change</li><li>- New technologies enabling corruption</li><li>- Erosion of democracy</li></ul>	<ul style="list-style-type: none"><li>- Weakness of state institutions</li><li>- Lack of accountability of politicians</li><li>- Lack of political will to fight corruption</li><li>- Repression of freedom of speech and press</li><li>- Corruption related to natural resources</li></ul>	<ul style="list-style-type: none"><li>- Populism</li><li>- Public apathy</li><li>- Erosion of democracy</li></ul>	<ul style="list-style-type: none"><li>- Weak government institutions</li><li>- Potential of violent conflict</li></ul>	<ul style="list-style-type: none"><li>- Economic development and the links between political and economic power</li><li>- Rising levels of wealth inequality</li></ul>

Source: Firetail analysis of survey responses using the Word Cloud function on Survey Monkey.

**Methodological note:** This Survey question was an open-ended question, thus answers are based on what survey respondents considered to be corruption issues that should be a priority for TI over the next decade. The highlighted corruption issues are those issues that have been mentioned by stakeholders of specific regions more frequently than in other regions.



## Stakeholder views: Implications for Transparency International

**Some stakeholders argue that TI should tackle those corruption challenges that affect most people, while others suggest TI should focus on those that are easiest to tackle.**

Stakeholders' views vary on which approach TI should follow when deciding on the corruption challenges that it should focus on.

Some argue that TI should focus on those challenges that are **actionable** and can be tackled easily.

Others argue it should focus on those that **affect most people** or have the **most devastating impact**. Views diverge if it should focus on **a few key priorities** or **keep a broad approach**.

In light of the persistence of certain corruption challenges, such as corrupt businesses, some stakeholders argue that TI should **continue to focus on the same issues** as it has historically, but strengthen its response to address them adequately.

Other stakeholders suggest that TI should **also move into new areas**, e.g. by raising awareness of the link between the environment and corruption in light of **climate change**.

**However, most stakeholders argue that instead of focusing on one specific challenge in the future, TI should focus on setting itself up in a way that allows it to effectively respond to the diversity of future challenges, including those that are currently not yet known.**

"We've had these issues 25 years ago, **we still have them**. Patchy implementation, no lasting and sustainable impact. **Corrupt politics, corrupt business, corruption in the daily lives** - these are still persistent today and will be still in 2030 if we don't up our game and adapt our approach" (Survey respondent)

"As we are becoming more conscious of climate change, TI need to [...] promote and understanding that if you deal with corruption you deal with **environment and vice versa**" (Interviewee, TI Movement)

"TI should work more on **systemic changes** cutting down the **systemic vulnerabilities** that enable corruption to occur" (Survey respondent)

"Money laundering/dirty money- [...] By addressing this side of the equation we can reduce the **incentives to engage in grand corruption**" (Survey respondent)

"Political corruption is the **key issue facing our societies**. Tackling this issue **demands empowering citizens** (namely through strong **whistle-blower protections**, or the development of effective open data tools) to speak up and act against corruption" (Survey respondent)



# Many stakeholders argue that an important path to success in addressing future challenges will be for TI to deepen its engagement with ordinary citizens and local needs

Stakeholders suggest that TI has been successful in speaking to international organisations and being seen as an **expert** that approaches corruption as a **public policy challenges**. However, many argue that an important future opportunity that TI has not capitalise on is engaging with **ordinary citizens and establishing a clear link between corruption and its impact on the daily lives of people**.

**Most stakeholders highlight that what is unique about TI is its access to more than 100 National Chapters, which provides it with deep local knowledge and access to grassroots. These stakeholders argue that TI should leverage this unique advantage to deepen its engagement with ordinary citizens and local needs.**

“Moving from an abstract “corruption is bad and we need to change it” narrative, e.g. marching on anti-corruption day, **into a narrative that demonstrates clearly the practical consequences for citizens.**” (Interviewee, Expert)

“TI should continue to lead on the anti-corruption arena, but should be **much less elitist**, should go closer to communities and have an open ear and eye to problems of ordinary people. Instead of boardroom advocacy, **TI should focus on people's needs.**” (Survey respondent)

“**The shift needs to be from using civil society less as an explanation method but more as a social pressure method.** There needs to be a clear link between corruption and the consequences for society ” (Interviewee, Expert)

“We can now speak to ministries and will be heard because they see us as an expert organisation. But in this process, **we have lost our contact with the ordinary citizen.** In 10 years time, we will be seen as part of political infrastructure. We need to **speak to the people and establish a link with ordinary citizen.**” (Interviewee, TI Movement)

“TI must explain people what they do and why they do it. **Take a grassroots approach. Stand next to people.**” (Survey respondent)

“One of the lessons from the Arab spring was that this kind of mass mobilisation, did not come from civil society or established organisations, **it came from ordinary citizens. How to actually mobilise these movements** – that is a key learning point” (Interviewee, Donor)

“The problem with TI is that they are treating anti-corruption as a public good. A better way forward would be **to engaging citizens in their own life**” (Interviewee, Academia)

“**Grassroots organisations are enormously important on national level to get politicians to walk the talk.** If TI doesn't understand that and act to support that, then it will fail, however nice it's work is on global level” (Interviewee, TI Movement)

“TI a bit naively put a lot of weight on international institutions and the setting of norms [...] This might have led to an **underinvestment of the country-level work**” (Interviewee, Peer Organisation)

“[TI's ambition should be to be the] **vocal voice for the poor and marginalised.**” (Survey respondent)

## Many stakeholders say that TI should respond to the challenges of rising misinformation by leading global corruption research, fostering a well-informed debate, and educating the youth

A challenge identified by many stakeholders is the **rising levels of misinformation and 'fake news'**.

At the same time, many stakeholders point to **open data as an important future opportunity** as it will mean that people will have more access to information.

Many stakeholders suggest that **TI should address the challenge of rising misinformation** and leverage the increase in data available to **foster a well-informed debate among the public**.

A number of stakeholders argue that TI should go beyond informing the public, by **educating the next generation about negative impacts of corruption**, similar to how the Green Movement educated children about climate change.

"Spreading more information on corruption challenges, **shedding light and shaming the corrupt**." (Survey respondent)

"Effectively respond to the changes in the corruption landscape **by bringing those new corruption phenomena to the awareness of the public**" (Survey respondent)

"**Voice out bravely without fear**." (Survey respondent)

"**Continue to do research** that matters that helps equip these grassroots campaigners." (Survey respondent)

"The Green Movement has been very **successful in educating younger generations**. 20 years later, we have a huge generation that absolutely approach an appointed minister with a code of ethics, if this person has not embedded values of honesty and transparency, it is too late." (Interviewee, TI Movement)

## Stakeholder views: Implications for Transparency International

**According to several stakeholders, TI should respond to the rise of technology by becoming a leading expert in its usage, leveraging it for its own work and helping governments to use it for good**

“Those that are first one [in understanding new technologies] will use the lack of knowledge of others to their benefit. **People that are adept at using new technologies will be a step ahead.** Digital education within civil society goes to the core of TI’s thinking.” (Interviewee, TI Movement)

“Take the **lead in identifying how technology can be regulated in order to make it a positive driver rather than a negative risk.**” (Survey respondent)

“As countries look to develop new technology [...], there is an opportunity for civil society **to influence governments in giving themselves the systems and procedures to prevent corruption** from being able to take place.” (Interviewee, TI Movement)

“We should be the EXPERTS on all things technology for anti-corruption. **Technology should be part of our core strategy.**” (Survey respondent)

“For technology, we have two different communities that are currently not working together. **We need to work with each other**” (Interviewee, TI Movement)

Many stakeholders highlight that technology should be seen as a tool: **If it will become a primary tool for corruption or anti-corruption will depend on who will learn to use new technological innovations better.**

Several stakeholders argue that Transparency International should **become an expert in technology**, as TI will otherwise be at a disadvantage compared to actors using it for corrupt conduct.

These stakeholders argue that TI should take a lead in **identifying and helping governments understand how they can best use technology for anti-corruption purposes**, as governments currently struggle to understand this dimension.

Other stakeholders argue that TI should also leverage technology in its own anti-corruption work, for instance by using social networks as tool to raise awareness (**“hashtag chapters”**).

## Some stakeholders argue that TI should focus its efforts on addressing the challenge of enforcing the global anti-corruption conventions and calling out those who disregard them

Many stakeholders, both members of the TI Movement and external stakeholders, have pointed out that while the majority of countries have signed international anti-corruption conventions and national legislation, there **remains a significant gap between the legislation and the enforcement of these laws.**

According to several stakeholders, **closing this gap constitutes the key challenge to be addressed by the anti-corruption community** over the next decade.

Several members of the TI Movement as well as external stakeholders argue that TI should play an important role in **pushing governments towards better enforcement.**

A few stakeholders suggest that TI should adopt a stronger focus on **naming and shaming** those who fall short of enforcing their laws.

In contrast, a few, mainly external stakeholders, argue that enforcement will only succeed if the **attitudes of society towards corruption change**, and that changing these attitudes and social norms should be the main approach for TI to address the enforcement challenge.

**“There needs to be a real push on enforcement [...] Anti-bribery and money-laundering legislation exist in many countries but this needs to be enforced.”** (Interviewee, TI Movement)

**“We must be seen worldwide at the leading organization that speaks truth to power on corruption** - by demonstrating that we are determined to see that enforcement of anticorruption commitments is meaningful, by holding leaders to account” (Survey respondent, TI Movement)

**“We are at a point where we have gathered momentum** of officials in authority to understand corruption’s role. This gives TI a chance to push for enforcement. [...] We do not need more laws, but no is intending to enforce these rules.” (Interviewee, TI Movement)

**“International civil society has not been as vigorous as I expected to call out corruption**, there have not been enough bold statements and naming and shaming. **Where is TI?**” (Interviewee, Partner)

**“It should ensure implementation of anti-corruption commitments** by helping/pushing countries to strengthen their institutions and rule of law. Encouraging political integrity is necessary for this as only non-corrupt leaders will do this.” (Survey respondent, TI Movement)



## Many stakeholders highlight that in the future, it will be increasingly important for TI to collaborate with other stakeholders, including the private sector, to achieve success

Many stakeholders say that **collaborating with other organisations and actors** will offer an **important path to success** for TI in addressing the challenges in the corruption landscape in the future.

"[TI] should deepen the cooperation with **investigative journalists** and to keep corruption issues in focus of the broad community." (Survey respondent)

"[TI must strive and continue to be a catalyst in the global fight against corruption. Working and collaborating with organizations with similar vision will be **important to further the cause.**" (Survey respondent)

In this regard, stakeholders particularly highlight opportunities to continue and deepen its engagement with **other civil society organisations, the private sector, investigative journalists, and governments.**

"Whereas much of the movement's work up to now has looked at keeping governments in line, in the next decade there will be a **big role to play in keeping big business** from exerting undue influence on governments, or otherwise arrogating resources and money unto themselves." (Survey respondent)

TI's main ambition should be to **open itself to partnerships and collaborations with civil society, private sector and governments.**" (Survey respondent)

"**Engage directly with private sector**, particularly with those who have expertise and capacity to support implementation." (Survey respondent)

"**Effective exchange of experiences** amongst anti-corruption forces in different countries and cooperative efforts among governments and international organisations." (Survey respondent)





## Several stakeholders argue that TI should take on a bolder role in the landscape. Views diverge if it should focus on a few key priorities or keep a broad approach

### A leading role

“TI should focus on **reinforcing its role as the anti-corruption leader** among civil society both at the international and the national level” (Survey respondent)

“To **build a coalition** against corruption to improve the lives of people” (Survey respondent)

“To be more than an influential think tank, but rather a **hub for tangible action and coordination of anti-corruption**, nationally, regionally, globally and thematically.” (Survey respondent)

### A focus on diverse issues

“It should be active in **different levels of corruption in different areas** - in developing world the focus is much different than in developed countries, yet the same principles can be applied to support positive democratic development.” (Survey respondent)

“**Focus on 3 priorities only.** Drop all the rest.” (Survey respondent)

“While we should make sure to **keep-up with new trend**, it **should not be to the detriment of "classic" corruption** issue such as in public procurement [...], given that those are far from being solved.” (Survey respondent)

### A bold approach

“**Be bolder and fearless** in its anti-corruption efforts. Call out politicians and other corrupt actors in both the public and the private sector. Stand behind the importance of democratic institutions.” (Survey respondent)

“I think we should be very ambitious, **more bold and creative** globally and at the country level.” (Survey respondent)

“TI should be **more aggressive** in its approach in the next decade. Don't fear to threaten corrupt governments or rulers, don't fear to unveil the truth, act as an anti-corruption army” (Survey respondent)



## Stakeholder views: Implications for Transparency International

Many stakeholders point to TI's strong brand, global coverage and technical expertise as assets in responding to the changing landscape. Stakeholders consider internal governance aspects as key obstacles to TI's capacity to change

### Key assets of TI in responding to changes in the landscape

Many stakeholders point to three key assets in regards to its organisational capacity to respond to the changing landscape: i) Its global coverage through National Chapters, its strong brand and ability to speak with a strong voice, and its technical expertise.

"TI is **well placed**, it has a **big voice**, **access to international bodies** and is **spread across the world** through its national chapters." (Interviewee, Business)

"TI is the **best placed** in the landscape to respond to changes and has a strong brand." (Interviewee, Donor)

"We have a strong brand and are present in more than 100 countries. This is **our great advantage** and distinguishes from other organisations. **We are spread all over the world and in the field**" (Interviewee, Individual Member)

### Obstacles to effectively addressing changes in the landscape

Several stakeholders point to TI's internal governance challenges, donor policy, and bureaucracy as a key obstacle for its organisational capacity for change and for allowing the Movement to respond to the changing landscape.

"One of TI's problems has been **its internal struggles**. [...] The challenge TI faces are fundamental: How can you reconcile what you need to do at a global level with the chapter priorities?" (Interviewee, Expert)

"A challenge will be if we continue to **take money from donors that do not consider corruption a top priority**" (Interviewee, TI Movement)

"TI speaks a lot, in some **ways I would like to see them listen more** and in this regard, make better use of its chapters" (Interviewee, Peer organisation)

"It will be much more difficult to maintain the big structures in terms of the organisation, a question will be how to **maintain our legitimacy**" (Interviewee, TI Movement)





## Stakeholders outline ambitious scenarios for what success will look like for Transparency International over the next decade, both in regards to the external corruption landscape and internal perception of TI

### External indicators of success

**“More and more people around the globe aware, motivated and actively engaged** in fighting inequality, corruption and impunity through an all-inclusive approach” (Survey respondent)

**“A society free of corruption at all levels,** one that condemns corrupt acts, does not tolerate them and does not make any attempt to commit them, perceiving them as futile and risky (entailing political, economic, legal, criminal or social sanctions), with risks clearly out weighing potential benefits.” (Survey respondent)

**“More countries' leaders that are leading effective anti-corruption.** Stronger democracies around the world due to less corruption. Achievement of the SDGs due to development projects not losing their funding due to corruption and citizens not being victimised by petty corruption.” (Survey respondent)

### Internal indicators of success

**“Global NGO leader** in advocacy and anti-corruption expertise” (Survey respondent)

“Finding a way to **speak with one voice**, while respecting the unique structure of the movement.” (Survey respondent)

“Achieving more flexibility through the movement, **reducing bureaucracy** and more actively advocating for the problems of the grassroots on a national, regional and global level” (Survey respondent)

“Being a leading NGO, providing **effective, adjustable and applicable tools** to fight corruption nationally and globally for the selected assumed topical priorities. Reinforce a strong identity and recognition with the corruption community ” (Survey respondent)



## Stakeholders furthermore offered views on internal governance aspects that will be important determinants of a successful response by TI to the future challenges and opportunities

### Cooperation between National Chapters and TI-S

Some stakeholders say that increased complexity demands a **stronger “central TI” which can build technical skills around data and technology**, as chapters do not have the sufficient resources and capacities.

Related to this, many stakeholders argue that TI should facilitate the **sharing of best practices** across the Movement.

**“More sharing across the movement in general, in terms of strategies.** We should consider how well national chapters can represent the secretariat in their local contexts.” (Survey respondent)

**“The movement should draw from its members more. Best practices are developed almost everyday and we fail to make the best of it.”** (Survey respondent)

### Speaking with ‘one voice’

Stakeholders underline that TI should focus on **organising the organisation** so it can be **responsive** and **speak with one voice**, rather than having diverse approaches and focal themes.

**“TI should have the ambition to increase trust and collaboration within the movement so that we can act as a global player.** I would like to see TI develop ‘one voice’, a culture that offers a space to talented individuals to develop and share skills, insights and capacities.” (Survey respondent)

**“The TI movement should become a true movement, not the sum of its parts like it currently is. We are divided and so we are weak”** (Survey respondent)

### Expand to further countries

Some stakeholders highlighted that TI currently has no representation in some countries with lower standards of corruption and that it should expand to **cover all regions and key countries, to expand its reach and impact.**

**“There are areas of the world where we don’t have significant presence and where there is a huge need; China, India and the US, Japan. We have either zero or poor presence in those countries.”** (Interviewee, TI Movement)

**It should be present on every part of the globe** and engage at all levels of the society.” (Survey respondent)



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# Annex

# High-level overview of external stakeholders consulted through in-depth interviews

*As part of the Vision 2030 process, 23 in-depth interviews were conducted with 8 members of the Movement (4 Board members and 4 Individual Members), as well as 15 external stakeholders. The background and area of expertise of external stakeholders consulted are outlined below.*

Stakeholder group	Organisation	Area of Expertise
Academics	Colgate University	Corruption, democratisation and development
Academics	Hertie School of Governance	Good governance, democratisation, anti-corruption
Business	Unilever	Anti-corruption, business integrity
Donor: Foundation	Luminate	Civic participation, financial transparency, accountability
Donor: Government	DANIDA	International development
Expert	Independent	Financial integrity, investigative journalism, organised crime
Expert	Independent	Anti-corruption, international development
Journalist	The Guardian	Money laundering, financial crime, Russia
Partners	Financial Transparency Coalition	Fiscal policy
Partners	Global Alliance for Vaccines and Immunization	Corruption, fiscal policy, international development
Partners	World Bank	Financial markets, integrity, anti-money laundering policy
Peer organisation	Global Integrity	Governance, transparency, accountability, development
Peer Organisation	Oxfam	International development, advocacy
Practitioner	Wikimedia	Data, transparency
Think Tank	Southern Voice	Sustainable development



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