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GRI Level C reporting

template for NGOs

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Information on numbering: All sections in the boxes are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page number appear in parenthesis. The NGO Sector Supplement is available for free downloading at www.globalreporting.org

1 Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization. [GRI NGOSS: p. 25]

Transparency International, the global civil society organisation leading the fight against corruption, brings people together in a powerful worldwide coalition to end the devastating impact of corruption on people around the world. Transparency is not just our name: it is our vocation.

Our mission is to raise awareness about this impact and encourage action that will lead towards a world free of corruption. We are driven by a belief that corruption can be countered by good governance. Accountability is one pillar of good governance, and should be at the heart of all efforts against corruption. Our legitimacy is derived from our ability to mobilise public support to our work. Leading by example and demonstrating our own accountability is therefore a prerequisite for living up to our name. With this document, Transparency International's Secretariat is, as a signatory of the International NGO Accountability Charter, presenting its first report in application for a Global Reporting Initiative NGO Sector Supplement level C.

The development of this report comes at a strategic turning point for Transparency International as well as for the wider, fast expanding, anti-corruption movement around the world. As leaders from business and government, and citizens from countries developing and developed all recognise the corrosive influence of corruption, we will continue to emphasise the positive measures that can be taken to build a better future. Corruption has come to the fore of public consciousness during the global financial crisis, and the revolution in North Africa has seen the demand for greater accountability fast become the key driver for change of our time.

One of the most outstanding strengths of our movement is that its constituency is our highly independent and diverse local affiliates (our national chapters and individual members), equally spread across industrialised and developing countries. As a global movement with presence in more than a hundred countries around the world – some small, some with thousands of members, some listened to in government, some with powerful grassroots presence - we are well placed to give greater momentum to these demands.

The Transparency International Secretariat has the task of supporting this diverse movement, helping it to build coalitions and share experiences. I hope that this report will make us more accountable to it, and to anyone else with a stake in our work.

In 2010, with calls for greater accountability and transparency echoing across the globe, Transparency International developed its Strategy 2015, which articulated the our movement's common aspiration: to carry out our work against corruption on a greater scale. The Transparency International Secretariat has subsequently developed the 2015 Implementation Plan, outlining the specific contributions it must make to our movement's goals in the 2015 Strategy. As the movement for greater accountability and transparency reaches a tipping point, so our movement must be better able to mobilise people, support those already calling for change and advise those who want to bring it about. This is a dynamic process, enabling us to identify areas of weaknesses and enhance the impact of our work across the globe. In this period of organisational development and renewal, many of our processes and strategies are changing. This report will reflect these changes.



Cobus de Swardt,
Managing Director

2. Organizational Profile

2.1 Name of the organization. [GRI NGOSS: p. 26]

Transparency International e.V.

2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.). [GRI NGOSS: p. 26]

TI's mission is to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society. TI-S' prime activities revolve around:

- **Supporting TI National Chapters** around the globe in executing targeted programmes in a variety of areas, including corruption monitoring, diagnostics and analysis, engagement of private sector, public sector reform, support to victims and witnesses of corruption, transparency in forestry and natural resources, promotion of conventions and transparency in basic services. In 2010/11 TI-S has focused increasingly on the capacity development of our National Chapters through the Institutional Network Strengthening Programme, a cornerstone of the 2015 Implementation Plan.
- **Research and Knowledge Sharing:** Measuring, analysing and developing solutions to corruption risk in the public and private sectors in countries across the globe. 2010 has seen a greater push for the creation and improvement of tools for governments and institutions as practical solutions to common problems. Knowledge sharing within the Movement, to identify and propagate best practice from the chapters' work, has been a key driver of our work in the past year.
- **International Advocacy and Campaigning:** as the leading voice fighting for a world free from corruption internationally, TI-S seeks to highlight the corrosive effects of corruption in all spheres of public life and the private sector, as well as promote efforts for change
- **Governance:** Maintenance and service of the governance and architecture of the global movement of National Chapters; including support to the International Board of Directors and organising the Annual Members Meeting, bringing together representatives of our global network of chapters

The strategic dimension of the above-outlined work is described in the TI-S Implementation Plan 2015 which outlines our 6 Key Programmes and 5 Key Support Services. It was developed on the basis of the TI Strategy 2015 as approved by the TI Annual Membership Meeting in November 2010 and which identifies 6 Strategic Priorities, to which the above outlined work contribute:

- People standing up to corruption (SP1)
- Institutions: Institutions becoming responsible, accountable and transparent (SP2)
- Laws: More effective enforcement of comprehensive, effective and fair legal frameworks- *no impunity for corruption* (SP3)
- Values: Integrity, transparency and accountability are practised with solidarity and courage in all aspects of public and business life (SP4)
- Network: Strengthened ability to work together (SP5)
- Impact: Enhanced responsiveness, presence, performance and impact at all levels (SP6)

The full TI 2015 Strategy can be downloaded at:
http://transparency.org/about_us/strategy_2015

2.3 Operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [GRI NGOSS: p. 26]

Transparency International e.V. is **the International Secretariat** (TI-S) of Transparency International (TI). (www.transparency.org)

It operates on behalf of and reports to the **international Board of Directors** of TI which is composed of 12 individuals elected for three-year terms by the TI Annual Membership Meeting. (www.transparency.org/about_us/organisation/board)

The Annual Membership Meeting is the ultimate decision-taking body in TI and consists of representatives from accredited National Chapters and of Individual Members. **TI National Chapters** (NCs) are the highly independent and locally-based and governed NGOs that decide upon their own priorities. Our Chapters are accredited according to a set of objective standards in three stages: from National Contact to National Chapter in formation and finally to fully accredited National Chapter Status. They are the local expert and the prime interlocutors of TI-Secretariat in their respective countries.

TI's **Individual Members** (IMs) are anti-corruption activists of international standing who contribute their international perspective and expertise to the strategic and policy decision of the Annual Membership Meeting, of the Board, and to the work of TI-S and of Chapters. TI also benefits from the contribution of a network of volunteer senior advisers. (Find our NC Accreditation and IM Appointment Policy at: www.transparency.org/about_us/organisation/accreditation)

TI-S has also established in Brussels a **Liaison Office to the European Union** which is locally registered but reports to the International Secretariat in its operational capacity. (www.transparency.org/regional_pages/europe_central_asia/eu_liaison_office/contact_us)

2.4 Location of organization's headquarters. [GRI NGOSS: p. 26]

Alt-Moabit 96, 10559 Berlin, Germany

2.5 Number of countries where the organization operates. [GRI NGOSS: p. 26]

As stated in 2.3 above, our involvement at national level takes place through our local independent affiliates in 107 countries. For details of our list of Chapters as of 31 December 2010, please see pp.92-93 of the TI Annual Report, as downloadable at www.transparency.org/publications/annual_report

2.6 Nature of ownership and legal form. [GRI NGOSS: p. 26]

The legal form of TI-S is that of a 'registered society' with the Charter Court Berlin, Charlottenburg, Germany (*eingetragener Verein or e.V., registration number: VR 13598 B*).

As such it has no owner but Members and is represented in judicial and extra-judicial matters by our Chair or our Vice-Chair (forming the Executive). They appoint a Managing Director to represent them in all usual matters up to a value of EUR 250,000. As per German law, TI-S is recognised as a not-for-profit entity, subject to a review by the tax authorities on a triennial basis.

2.7 Target audience and affected stakeholders. [GRI NGOSS: p. 26]

The work of Transparency International ultimately aims to induce systemic change to combat the pernicious effect of corruption on the lives men, women and children in nations across the globe.

For the purpose of this report, TI-Secretariat's primary stakeholders are our local affiliates in 107 countries (in the form of our National Chapters and National Contacts) as well as Intergovernmental organisations, businesses operating internationally, our donors, and peer international Civil Society organisations.

2.8 Scale of the reporting organization. [GRI NGOSS: p. 26]

Direct beneficiaries: Network of National Chapters and local affiliates in 107 countries on all continents.
Employees: 114
Volunteers: 15 Senior Advisors
31 Individual Members
Total income: EUR 15,321,343
Total Assets: EUR 14,650,178
As per pp 5-6 of TI-S audited Financial Statements (following the International Financial Reporting Standards- IFRS) can be found at www.transparency.org/about_us/annual/financial_reports

2.9 Significant changes during the reporting period regarding size, structure, or ownership. [GRI NGOSS: p. 26]

- On 25 August 2010, the Transparency International Liaison Office to the European Union a.i.s.bl. was founded in Brussels as a liaison office of TI-S. Three TI-S Directors form its Executive Board.
- In 2010, TI-Secretariat witnessed a budget increase of 25% (from EUR 12 million in 2009 to EUR 15 million in 2010).
- In November 2010, the TI Annual Membership Meeting adopted an ambitious strategic plan with significant implications to the structure and operations of TI-S as of 2011.

2.10 Awards received in the reporting period. [GRI NGOSS: p. 26]

- Betterment of the Human Condition Award, from the International Society for Quality of Life Studies (ISQoLS), December 2010
- Ranked among the top 10 Global Go-To-Think-Tanks in 2010

3. Report Parameters

Report Profile

3.1 Reporting period (e.g., fiscal/calendar year) for information provided. [GRI NGOSS: p. 26]

Information provided in this report refers the calendar 2010 which is also our financial year.

3.2 Date of most recent previous report (if any). [GRI NGOSS: p. 26]

As per the requirement to the INGO Charter signatories, our report for 2010 is our first along the GRI format. Our previous report towards the INGO Charter was submitted on 2 March 2010 along the INGO Charter interim reporting format.

3.3 Reporting cycle (annual, biennial, etc.). [GRI NGOSS: p. 26]

Annual

3.4 Contact point for questions regarding the report or its contents. [GRI NGOSS: p. 26]

Stan Cutzach,
Governance Manager,
scutzach@transparency.org, Tel: +49-30 34 38 20 652

Report Scope and Boundary

3.5 Process for defining report content. [GRI NGOSS: p. 26]

The scope of the Report was determined to be consistent that of our IFRS Audited financial statement. (www.transparency.org/about_us/annual/financial_reports)

It was prepared to provide relevant and comparable information over time and with peer NGOs, so as to help assess and guide our work

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. [GRI NGOSS: p. 26]

The Report focuses on the structure, governance, finances, and activities of the international secretariat of TI (TI-S).

3.7 State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p. 26]

The Report does not include the work and capacities of TI National Chapters around the globe, nor those of the Transparency International Liaison Office to the European Union.

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. [GRI NGOSS: p. 27]

No joint ventures, subsidiaries or outsourced operations are reported upon in this document.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). [GRI NGOSS: p. 27]

N/A as it is our first GRI report

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: p. 27]

N/A as it is our first GRI report

GRI Content Index

3.12 Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS: p. 27]

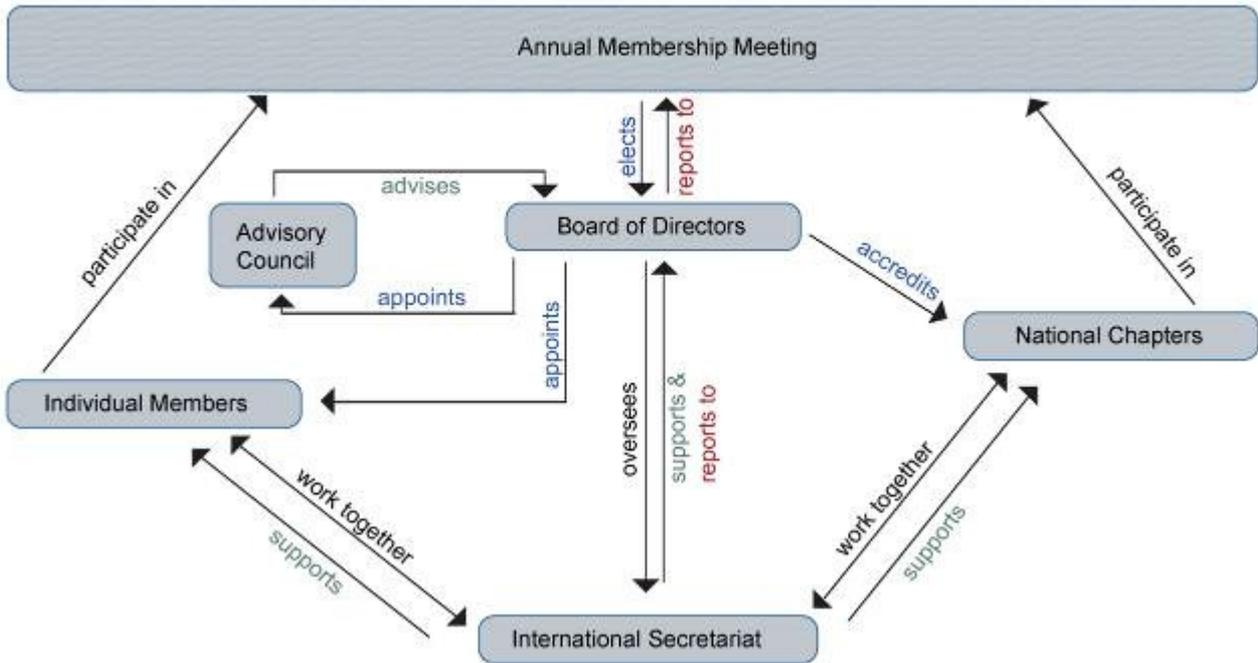
N/A as this is TI-S' GRI report for 2010 for level C reporting.

4. Governance, Commitments, and Engagement Governance

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. [GRI NGOSS: p. 27]

The governance structures at Transparency International aim to reflect the spirit of our mission and the ownership by our Members operating on the front lines of the fight against corruption and to embody our commitment to transparency, accountability and integrity. We will continue to evaluate and assess our governance procedures and to pursue best practice in this arena.

The functioning and governance of TI-S can be illustrated as follows:



The pillars of our governance principles are deeply rooted into our Charter [www.transparency.org/about us/organisation/charter](http://www.transparency.org/about_us/organisation/charter) which is itself approved by our Annual Membership Meeting.

The Annual Membership Meeting is the highest decision-taking body. Main policies and the financial statements are subject to its approval, it elects the Board of Directors from among the Chapter Representatives and the Individual Members.

The TI Board of Directors reports to the Membership Meeting, is in charge of supervising the organisation through the year, appoints the TI-S Managing Director, approves the budget, and is, by virtue of our Charter, in charge of Strategy. However, while it watched over the 2015 Strategy Process Development, it submitted the approval of the final draft to the critical feedback and final approval of the Annual Membership Meeting.

The Board of Directors comprises members of the Executive (Chair and Vice Chair) and ten additional members. Members of the Board of Directors are elected for a three-year term. Retiring Members are eligible for re-election for a second term, but must retire for at least one year before being eligible for re-election for a final third term as a Director.

The Board of Directors forms a number of specialised sub-Board Committees including:

- Audit Committee
- Financial Committee
- Ethics Committee
- Membership Accreditation Committee
- Communications Committee
- Awards Committee

Composition and Terms of Reference of these Committees can be found at:

[www.transparency.org/about us/organisation/board/board_coms](http://www.transparency.org/about_us/organisation/board/board_coms)

TI Board members are subject to a Board code of conduct and a Conflict of Interest policy and are required to compile a register of interests. (download document posted as Annex 3 at [www.transparency.org/about us/organisation/board/conduct_board](http://www.transparency.org/about_us/organisation/board/conduct_board))

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives. [GRI NGOSS: p. 27]

The Chair of the Board of Directors does not exercise any executive functions in TI-S.

4.3 For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members. [GRI NGOSS: p. 27]

The TI Board of Directors counts 12 members, all of which are independent of TI-Secretariat and do not perform any executive functions at TI-S.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS: p. 27]

As per §16.2 of our Charter, *Members may for consideration by the Executive submit matters for inclusion on the agenda [of the **Membership Meeting**] by sending notice in writing to the Chairperson at least two weeks before the date of the Membership Meeting. The person chairing the Membership Meeting shall announce these additional matters at the start of the Meeting. The Membership Meeting itself shall decide whether to accept such additional matters for inclusion on the agenda.*

Members are invited to provide feedback to the draft minutes of Membership Meeting over e-mail and approve the final minutes at the following Membership Meeting.

Also Members are informed of the dates of **Board Directors meeting** meetings at the beginning of the year and receive the agenda of such meetings ahead of time. They also receive Board meeting minutes and are informed by way of posting on our intranet of any decisions taken by the Board of Directors in-between meetings, i.e. over e-mail.

4.14 List of stakeholder groups engaged by the organization. [GRI NGOSS: p. 29]

TI takes a holistic approach to the fight against corruption and seeks to involve all stakeholders from **business, civil society and governments** in a coalition against corruption. (www.transparency.org/about_us/approach)
In view of this coalition-building approach, engagement with stakeholders is at the very root of our work and structures, first and foremost so in our National Chapters.

As stated earlier, for the purpose of this report, TI-Secretariat engages primarily with our local affiliates in 107 countries (in the form of our National Chapters and National Contacts) as well as Intergovernmental organisations, businesses operating internationally, our donors, and peer international Civil Society organisations.

4.15 Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS: p. 29]

As described in our National Chapter Accreditation Policy (www.transparency.org/about_us/organisation/accreditation#accred), our local counter-parts (i.e. our National Chapters) are identified through a three-step accreditation process going over some six years, where we test their integrity, commitment, ability to set up and maintain a structure and to have an impact at local level. Once accredited National Chapters are subject to a triennial accreditation review, but may also be the object of a special review if the safety or reputation of TI is at stake. Fundamental features required include:

- anti-corruption and good governance focus
- a coalition-building approach

- Non political-partisanship
- Working on systems rather than raising allegations on individual cases of corruption.

In this process, the Membership Accreditation Committee, consisting of two Board members and three members elected by the Annual Membership Meeting, formulates recommendations on accreditation to the Board of Directors for its decision.

Besides our local affiliates, the criteria for identifying stakeholders to engage with is based on:

- 1- Urgency or **strategic interest** in seeking change in a particular sector.
- 2- **relevance** of the given stakeholder to induce that change
- 3- **political will** of the given stakeholder to eradicate corruption

Among other sources of information, our own research (e.g. Global Corruption Barometer: www.transparency.org/policy_research/surveys_indices/gcb), our Global Corruption Report: www.transparency.org/publications/gcr) or our news monitoring through our Daily Corruption News (www.transparency.org/news_room/corruption_news) assists us in informing

Data on Performance

Indicator 1: 1. NGO1 - Processes for involvement of affected stakeholder groups in the design implementation, monitoring and evaluation of policies and programs. [GRI NGOSS PE: p. 2]

High-level TI-S policy and strategy decisions are informed by our main stakeholders, TI National Chapters, through a variety of mechanisms.

The TI Annual Membership Meeting serves as the highest decision-making body of the TI Movement, and provides a platform for our stakeholders to influence the agenda of TI-S and to sanction the work of our Board of Directors (please refer to 4.1 and 4.4 above for details).

The TI 2015 Strategy (for the whole TI movement) developed over the course of 2010, involved a year long collaborative process (as appended in the Annex), and was endorsed at our Annual Membership Meeting in November. The 2015 Strategy informed the strategic direction and content of the TI-S Implementation Plan, which outlines the focus and goals of TI-S' work in the coming years. Although the Implementation Plan is centred around TI-S' contribution to the realisation of the 2015 Strategy, consultation with internal (within the TI Movement) and external stakeholders (anti-corruption experts, academics, other INGOs etc) was intrinsic to its development. This process of stakeholder consultation included the production and discussion of briefing notes covering each of the 16 Key Areas of Focus laid out in Strategy 2015, as well as several consultations on draft versions of the Plan with active input from Secretariat staff, Senior Advisors, Chapters and Individual Members. The Implementation Plan was approved by the International Board on 2 July 2011. The process of consultation with stakeholders around the design of the Implementation Plan greatly informed the final document, and consequently will have significant bearing on TI-S' policies and programmes in the years to come.

All TI-S led programmes involve wide-ranging consultation with stakeholders. Where programmes are implemented exclusively by Chapters, TI-S works closely with these during the design and implementation phases, including workshops and meetings to plan activities. Chapters themselves are responsible for consultation with stakeholders within their countries. TI's overall approach to fighting corruption is one of engagement with stakeholders. Therefore, without exception, all programmes are designed to involve a range of stakeholders in identifying, diagnosing and acting together to promote transparency, accountability and integrity. That is, this is **an** underpinning principle of our approach to fighting corruption and therefore is central to all our programmes.

TI is in the early stages of developing a Monitoring, Evaluation and Learning (MEL) Framework. The MEL Matrix (See NGO3) will ensure that National Chapters as our key stakeholders are involved more systematically and explicitly in the design, implementation, monitoring and evaluation of all TI-S policies and programmes.

Indicator 2: Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies. [GRI NGOSS PE: p. 3]

As per the ToRs of the Board Ethics Committee, staff members from TI Chapters or at TI-S, who feel aggrieved by a decision of the Managing Director of TI- issues may bring a case to the attention of the Board Ethics Committee. Advice in such cases is given to the manager who made the contested decision, with copy to the person who submitted the request and the Chairperson of TI's Board of Directors. (ToRs are posted at: www.transparency.org/about_us/organisation/board/board_coms). On the same website page, contact details are outlined to bring such cases to the attention of the Board Ethics Committee.

As per the TI-S Code of Conduct, (www.transparency.org/content/download/59741/957034/TI-S+Code+of+Conduct+3+8+2011.pdf) the TI-S Ethics Advisor can give confidential advice on ethical questions to staff members and other stakeholders who request it. The contact details of the TI-S Ethics Advisor are posted at www.transparency.org/contact_us/directory#ethics.

Looking to the future of enhanced MEL practices at TI-S, a complaints system has been defined as key to the MEL process, and a mechanism for affected stakeholders to lodge complaints and feedback is envisaged to form part of the MEL Framework which is currently under development, and expected to be operational in 2012.

Indicator 3: NGO3 - System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated. [GRI NGOSS PE: p. 4]

In 2010 TI-S fulfilled its reporting commitments to monitoring and evaluation for Secretariat led multi-country programmes; where work on the ground is carried out by National Chapters, and the Secretariat provides a supporting role, particularly in assisting Chapters to fulfil their reporting duties.

As a receiver of DFID funding, TI-S also produces a Secretariat-wide annual self-assessment, based around a high level framework upon which the Secretariat measures its performance on a broad array of strategic indicators.

As has been detailed above, this GRI report coincides with a time of significant organisational change and development at TI-S, and in particular in the fields of Monitoring, Evaluation and Learning.

The current MEL system works mainly within the framework of our specific grants and projects (with National Chapters) and for TI-S activities. However, over the next year TI-S will be taking its MEL commitments further by developing a more comprehensive MEL system which, over time, will seek to include greater parts of the Movement. We have been working with consultants since 2009 to scope the MEL needs at TI-S, and, in 2011, an MEL coordinator was hired to lead on the development of an MEL system for the organisation. The system will cover externally focused work aiming to contribute to deep and sustainable change in policies and key institutions around the world, and to improve public understanding of, and mobilisation against, corruption. It will also cover Secretariat support to the capacity of the Movement. Key elements will be an Annual Network Performance Survey, clear guidelines, data collection and reporting tools and indicators, central coordination of external evaluations and training of Secretariat staff.

Ultimately, the MEL system aims to provide a deeper and richer analysis of the real change occurring in the lives of people resulting from anti-corruption work, with an emphasis on learning from Chapters. The internal MEL system will allow the Secretariat to both improve accountability through demonstration of results, as well as to deepen and consolidate learning and reflections on our work.

Indicator 4: NGO4 - Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle. [GRI NGOSS PE: p. 5]

In 2010 there was a major push forward in terms of how gender relates to our mission, interventions and structures. As noted above, guidelines for Programme/Project Development, are currently being developed at TI-S, however steps have to be taken to ensure that gender mainstreaming is considered throughout the design, implementation and MEL cycle.

Over the last year there have been four main approaches to mainstreaming gender at TI:

- 1) *Information and knowledge*: Publications on Gender and Corruption as a field of knowledge and action. For example, there was a session on gender at the Annual Membership Meeting (October 2009) and a 2010 Anti- Corruption Research Network (ACRN) newsletter was dedicated to the state of gender research. We also disaggregate gender data in our Global Corruption Barometer.
- 2) *Analysis*: A TI-S Gender Audit was commissioned and a report completed mid- 2010. Gender audits were undertaken for four NCs.
- 3) *Institutionalisation*: A Gender Task Force at TI-S was established as a central body for coordination and internal information and
- 4) First steps for concrete *implementation*: A Gender Strategy Workshop, resulting in a Gender Strategy Planning Matrix, is a recent effort to achieve a coherent strategy for Gender Mainstreaming. In 2011/12 Gender mainstreaming at TI-S will fall within the purview of a strategic Organisational Development Unit which will hold responsibility of Monitoring, Evaluation and Learning.
- 5) many of our projects and programmes collect gender disaggregated data.

Indicator 5: - Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns. [GRI NGOSS PE: p. 6]

TI has developed a series of advocacy tools to carry its messages.

The processes dictating the consultation and approval for **policy positions** and **working papers** are outlined respectively at:

www.transparency.org/content/download/36280/570188

and

[www.transparency.org/content/download/36279/570184/file/Appendix A Working Paper Guidelines_21-2-07.pdf](http://www.transparency.org/content/download/36279/570184/file/Appendix_A_Working_Paper_Guidelines_21-2-07.pdf)

Production of the **Global Corruption Report** (GCR) draws on a wide network of stakeholders. A select group of individuals who are experts on the report's thematic focus are invited to serve on an Expert Advisory Panel and help to shape the structure and content of the report. Collaboration with these individuals, as well as GCR contributing authors and article peer reviews further build TI's expert network which is useful for later outreach and advocacy on report's focus issue. A webportal developed through TI's Chapterzone (intranet) also provides a network platform for all stakeholders through discussion forums, and information and resource exchange. The GCR also relies significantly on its experts within the TI movement. Individual members are invited to comment on the report outline at its initial stages and, where expertise allows, may contribute more substantially to the publication, for example, through participation on the Expert Advisory Panel. The TI Board of Directors contribute to topic selection for the report and are given the final report for review prior to publication. All TI National Chapters and contact groups are welcome to contribute case studies to the GCR and are often closely involved with advocacy activities associated with the launch and roll-out.

Advocacy messages are also developed by the way **resolutions at Annual Membership Meetings**. As per §16.2 of our Charter, such resolutions can be tabled by any member at least two weeks ahead of the meeting and must be approved for discussion by the Annual Membership Meeting to be considered. Once on the agenda, the proposed resolution is debated and voted upon by the full Annual Membership Meeting.

Looking forward, as part of the 2015 Implementation Plan, a Rapid Response Unit is currently being developed to scale up the organisation's responsiveness to emerging issues related to

the field of anti-corruption, and to formulate and communicate TI-S advocacy positions and campaigns with enhanced effectiveness and rapidity.

Indicator 6: NGO6 - Processes to take into account and coordinate with the activities of other actors. [GRI NGOSS PE: p. 7]

TI engages in numerous coalitions through de facto arrangements, Memoranda of understanding, memberships, etc, to optimise and coordinate its actions with other relevant stakeholders. These relationships are kept track of in an internal database, part of which is planned to be published on our new website, upon its launch toward the end of this year. Our country affiliates, and our earlier-mentioned news monitoring through our Daily Corruption News (www.transparency.org/news_room/corruption_news) also helps inform us about the actions of other actors.

Indicator 7: NGO7 - Resource allocation. [GRI NGOSS EC: p. 4]

EXPENDITURE	2010	2009	2008
International Group			
Africa & Middle East	4,660	3,172	1,310
Americas	1,178	777	995
Asia & Pacific	1,599	1,188	735
Europe & Central Asia	2,726	1,916	1,024
	10,163	7,053	4,064
Advocacy Group			
Communications	1,263	977	811
Global Programmes	3,465	3,517	2,147
Policy & Research	1,396	1,085	1,625
Special Projects and other	669	306	377
	6,793	5,885	4,960
Governance & Other	835	1,007	1,613
Total Expenditure	17,790	13,945	10,637
Transfer to designated reserves	237	292	245
Total	18,027	14,237	10,882
Amounts in thousand (€)			

See Annex 2 IFRS Statements:

www.transparency.ca/Reports/AGM/Files/2010-2011/201108-2010-FS.pdf

Note:

The difference between the Statement of Comprehensive Income in the Financial Statements and the above budget report is caused by a deferred income and comprises the "Changes in accrued disbursements". It is explained in the financial statements on page 12, note 3 (b) paragraph 5-6.

In substance, payments to project partners are initially recorded as *Receivables* under *Advances to National Chapters or Coalition Partners*, or, if third parties are involved, as *Advances to other parties as project outlays*. At the same time, Related Donor contributions

are not recognised as income until TI-S receives evidence of expenditure in the form of project audit reports, original receipts, or any other proof as required by the relevant contract. Instead, they are reported in the meantime as *Liabilities to Donors* in the Statement of Financial Position.

Advances to National Chapters, Coalition Partners or other parties, net of the recognisable income for which evidence of expenditure has been received, are recorded as *Changes in accrued disbursements* (see note 20 and 21).

We are aware that these figures are not as easy to understand as we would like it to be, thus we are seeking ways to present these numbers in a more easily understandable manner to the general public in the public.

Processes on the use of resources:

As an International Secretariat, TI-S conducts most of its activities through its staff while in Berlin or on travel. TI-S financial resources are administered following internal policies, in particular on Procurement, Travel, Personnel costs.

Our Clearance Procedures for the Submission of External Funding Proposals routinely verifies at top management level the consistency of the project with TI's strategic direction, costing practice, available resources as well as compliance with TI-S principles including our Donations Policy

www.transparency.org/support_us/donate_now/donation_policy_procedure_and_guidelines)

Our salary ranges are published on our website at

www.transparency.org/content/download/51164/818583/Salary+Structure+of+TI-S+01+05+07.pdf

The TI-S financial team is composed of 12,13 FTEs, (14 people full and part-time) and exercises controlling, while, since 2008, TI-S's financial accounts are audited following International Financial Reporting Standards, (IFRS) thereby providing explicit and detailed information on the use of our resources. These are available at

www.transparency.org/about_us/annual/financial_reports. Individual projects are subject to project audits, as per the requirements of the relevant donors.

Indicator 8: NGO8 - Sources of funding by category and five largest donors and monetary value of their contribution. [GRI NGOSS EC: p. 5]

See pages 37,39 (note 22) and 25 (note 25) IFRS Statements:

<http://www.transparency.ca/Reports/AGM/Files/2010-2011/201108-2010-FS.pdf>

INCOME	2010	2009	2008
Government	11,978	8,596	7,236
International organisations	295	683	832
Foundations	1,785	1,889	805
Private sector	690	687	1,087
Individuals	82	45	46
Other	491	442	453
Changes in Accrued Disbursements	2,706	1,895	423
Total Income	18,027	14,237	10,882
Amounts in thousand (€)			

Our 5 Largest Donors are:

Department for International Development, United Kingdom (DFID) - 2,826,889 EUR
 Ministry for Foreign Affairs of Finland - 1,123,629 EUR
 Ministry of Foreign Affairs, The Netherlands - 1,091,702 EUR
 Swedish International Development Cooperation Agency (Sida) - 826,842 EUR
 Ministry for Economic Cooperation and Development (BMZ), Germany - 793,455 EUR

(See pages 33-37 (note 20) IFRS Statements:

www.transparency.ca/Reports/AGM/Files/2010-2011/201108-2010-FS.pdf

Indicator 9: - *Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. [GRI NGOSS EC: p. 14]*

TI National Chapters are almost exclusively staffed by nationals of their respective countries. At TI-S, as an international Secretariat that seeks to be representative of a global movement, it is imperative for us to have a highly international and diverse staff; as such, ensuring diversity (rather than local hiring) remains an important consideration in our hiring procedures (LA1).

This is in line with TI Guiding Principle #10:

10. In our operations and recruitment policies, we will strive to create equal opportunities for all, and achieve balanced and diverse representation with respect to gender and region, as the diversity of the movement we serve requires.

Indicator 10: *EN16 - Total direct and indirect greenhouse gas emissions by weight. [GRI NGOSS EN: p. 22]*

CO2 Emissions for TI Travel

	2010		2009	
		CO2 in metric tons		CO2 in metric tons
Office electricity (kWh)	112,437	48.01	101,181	43
Office Heating (kWh-e)	107,175	45.76	93,737	40
Number of flights for <u>TI-S staff, Board, consultants and volunteers</u>	599		596	
Flight (km)	5,994,074	1,918.0	5,012,103	1,604.0
Train (km)	33,430	1.9	56,170	3.2
Taxi (km)	40,130	6.8	35,930	6.1
Approx. sum of tons CO2:	--	2,020	--	1,696

For calculation:

Flight: 320g/km
 Train: 56g/km
 Taxi: 170g/km
 Electricity 427g/kWh

TI-S electricity is generated from 100% renewable energy
<http://www.vattenfall.de/de/gewerbestrom-berlin-oekopur.htm>.)

Indicator 11: EN18 - Initiatives to reduce greenhouse gas emissions and reductions achieved. [GRI NGOSS EN: p. 25]

TI-S pays particular attention to environmental responsibility in its work. As almost all the TI-S staff is based in Berlin, the large amount of air travel presents an environmental challenge to our work. While acknowledging the importance of personal contact and face-to-face dialogue, we try to minimise the number of trips and seek to find the most environmentally friendly flight routes in planning travel, incorporating as many visits and meetings in any single trip. Telecommunications, including video- and teleconferencing, is also used to the greatest extent possible to reduce the amount of travel required. In 2010 there was also significant investment in the development of the TI Movement's Intranet system – the Chapter Zone, which allows increasingly for communications, project management, knowledge-sharing and learning to take place at a distance.

Despite these measures, our CO2 emissions increased between 2009 and 2010. It should be noted that this jump can be attributed to the holding of our Annual Membership Meetings (AMMs) which in 2010 took place in Bangkok, and in 2009 took place in Berlin. In alternate years the AMM is hosted at the TI-S offices, which clearly goes some way to reduce carbon emissions from staff travel. Beyond that biennial variation, we flew less in 2010 than in 2009 (over 550 tons of CO2 were produced due to the TI-S flights to the Bangkok AMM).

Environmental considerations are also integrated into the everyday running of the TI-S office, with measures including an office-wide recycling programme and conversion to 100% green energy. A Green Task Force promotes environmental awareness amongst our employees, interns and volunteers and encourages them to work in an environmentally responsible manner. Waste is reduced through re-use and recycling and by purchasing recycled, recyclable or re-furnished products and materials where these alternatives are available, economical and suitable.

Indicator 12: LA1 - Total workforce, including volunteers, by employment type, employment contract, and region. [GRI NGOSS LA: p. 4]

Staff	114				
Interns	12	Full Time	98	Unlimited contract	40
Total	126	Part Time	16	Limited contract	74

Indicator 13: LA10 - Average hours of training per year per employee by employee category. [GRI NGOSS LA: p. 16]

The basic number of training hours per full time TI-S employee as recorded by the Human Resources Department is **2.29 hours per year**. However, there is a wider range of training opportunities offered for TI-S employees, which include: professional training seminars or courses, in-house trainings and inductions, thematic jour fixes, presentations by external experts (researchers, anti-corruption practitioners, NCs and senior advisors, other NGOs), language courses, participation in international conferences, seminars and workshops, working groups which are not monitored but provided to ensure staff receive what requires them to meet their job requirements.

Indicator 14: 14. LA12 - Percentage of employees receiving regular performance and career development reviews. [GRI NGOSS LA: p. 18]

All employees (100%) receive regular performance and development reviews at least twice a year.

It is a mechanism put in place, in order to capture, monitor and evaluate needs for professional and personal development and a framework that supports respected leadership.

The performance review cycle consists of three stages:

1. End of year review (November/December)

A main purpose of the meeting is enhancing the communication between staff and line managers/directors and improving the teamwork. When discussing past performance this should be done with a view to how this can be improved in the future. Management and HR are prepared to support people with their work flow (load & priorities) and their learning and development.

2. Setting Objectives (January)

The objectives are a living tool to guide and improve everyday performance and job satisfaction. They are negotiated between employee and manager in a shared process. This process establishes mutually agreed objectives that reflect organisational purpose alongside individual needs and aspirations. Objectives bring clarity and greater effectiveness to everyday roles/responsibilities of the employee. The objectives consist of (1) output objectives and (2) personal development / behavioural objectives

3. Mid-year Review (May/June)

The mid-year review is based on the Participatory Feedback and is followed by a formal 1:1 Review and Planning Meeting between staff and line managers/directors.

A simplified 360° Feedback Questionnaire – including 5 to 7 questions – collects the views of line managers, team colleagues and peers. Once completed, the data is aggregated and compiled into a personal report. Every line manager receives their team members' reports, distributes them to the relevant individuals and arranges a date for the 1:1 review & planning meeting.

Bilateral (1:1) Review & Planning Meeting (1hour 30 minutes)

During this 1:1 meeting, staff and line managers discuss:

1. Participatory Feedback Report
2. Feedback to the line manager
3. Objectives 2010

Indicator 15: LA13 - Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. [GRI NGOSS LA: p. 19]

As per the TI-S Code of Conduct

(<http://www.transparency.org/content/download/59741/957034/TI-S+Code+of+Conduct+3+8+2011.pdf>) *Appointments to all positions are made on merit, regardless of gender; region; religion; disability; family status; sexual orientation, etc.*

TI-S Staff - Gender Breakdown

Level	Female	Male	total
Assistant Programme Coordinator	18	7	25
Programme Coordinator	25	7	32
Senior Programme Coordinator	11	16	27
Programme Manager	8	6	14
Senior Programme Manager	1	5	6
Senior Management	3	7	10
TOTAL	66	48	

TI-S Staff -Age Breakdown

Level	18-29	30-44	45-64	65+
Assistant Programme Coordinator	14	10	1	0
Programme Coordinator	9	18	5	0
Senior Programme Coordinator	1	18	8	0
Programme Manager	0	8	6	0
Senior Programme Manager	0	4	2	0
Senior Management Team	0	3	7	0
TOTAL	24	61	29	0

TI-S Staff- Region of Origin

Level	Asia Pacific	North America	Eastern Europe +FSU	Western Europe	Africa & ME	Latin America & Caribbean
Assistant Programme Coordinator	4	3	4	14	0	0
Programme Coordinator	4	1	2	23	2	0
Senior Programme Coordinator	1	4	4	15	1	2
Programme Manager	2	3	0	7	0	2
Senior Programme Manager	0	0	0	5	0	1
Senior Management Team	0	3	1	3	2	1
TOTAL	11	14	11	67	5	6

TI Board of Directors representation:

	Africa + Middle East	Americas	Asia Pacific	Europe + Central Asia
Female	0	2	0	0
Male	4	0	2	4

We do not collect data on the age of our Board members.

It is important to note that, as per our Nomination Policy, the statutory call by the Chair of the Board to the Membership for nominations of Board candidates requests that due consideration be given by nominators to the representation of all the world regions in which TI works as well as the representation of women. The TI Board has been chaired by a woman, Huguette Labelle, since 2005.

Indicator 16: . SO1 - Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting. [GRI NGOSS SO: p. 3]

A number of TI-S projects and programmes work with communities in the areas of providing assistance to victims and witnesses of corruption, engaging communities to effectively demand transparency and community-based diagnostics of corruption in relation to basic service delivery. However, all of these activities are undertaken by National Chapters, not by TI-S.

Indicator 17: SO3 - Percentage of employees trained in organization's anti-corruption policies and procedures. [GRI NGOSS SO: p. 5]

By the nature of our work, the majority of our recruited staff is knowledgeable on the corruption, and all of them are particularly sensitive to it.
 All TI-S employees receive a full day of formal induction which covers all our internal procedures on anti-corruption.
 Beside that The TI-S Ethics Advisor conducted two trainings in 2010 with Staff on the TI-S Code of Conduct.

Indicator 18: PR6 - Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship. [GRI NGOSS PR: p.]

TI-S does not actively fundraise from the wider public but primarily from institutions. Our fundraising team of 4 know and comply with our Donations Policy and the relevant provisions of the INGO Charter.
 As explained under Indicator 7, our Clearance Procedures for the Submission of External Funding Proposals helps ensure compliance with internal and external laws and standards.

I hereby declare that to the best of my understanding this report fulfils the requirements for a GRI G3 Application Level C.

Name: Stan Cutzach
Position: Governance Manager
Date: 20 September 2011

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TI Strategy 2015 development

"empowering our diversity and finding our common focus"

