Transparency International is the global civil society organisation leading the fight against corruption. Through more than 90 chapters worldwide and an international secretariat in Berlin, we raise awareness of the damaging effects of corruption and work with partners in government, business and civil society to develop and implement effective measures to tackle it.

Every effort has been made to verify the accuracy of the information contained in this report. All information was believed to be correct as of May 2013. Nevertheless, Transparency International cannot accept responsibility for the consequences of its use for other purposes or in other contexts.

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The guiding document for the Transparency International movement is the Transparency International Strategy 2015, which was adopted at the Annual Membership Meeting in November 2010 in Bangkok. Operationalising the 2015 Strategy, the Transparency International secretariat has developed a five year Implementation Plan which provides a clear direction for the secretariat’s priorities, resource allocation and management decisions, as well as a solid framework against which the secretariat can be held accountable by the movement and external stakeholders.¹

The five year plan also guides the development of the secretariat’s annual plans and annual reports, such as the present 2012 Implementation Report.

The five year implementation plan and the subsequent annual plans clearly spell out the key roles which the secretariat plays within the movement, namely:

- **The secretariat leads the movement’s efforts in global and regional advocacy.** Here, the focus is on shaping the international anti-corruption agenda, promoting the development and enforcement of international norms and standards, and demanding the transparency and accountability of international and regional institutions. This role requires building global coalitions and partnerships, coordinating movement-wide collective action around international issues, developing internationally relevant evidence-based advocacy products and actions, and ensuring high international visibility for the anti-corruption issue and the movement. In short, at the global and regional level, the secretariat’s role is to ensure that the movement’s actions and impact are more than the sum of their parts.

- **The secretariat promotes common anti-corruption approaches across the movement.** To do so, the secretariat identifies what is working in the fight against corruption and actively promotes successful approaches throughout the movement and beyond. This leads to learning, synergies and greater impact of anti-corruption work throughout the world. The secretariat fulfils this role primarily through the implementation of international programmes, the coordination of campaigns being implemented in multiple countries, and the identification, development and promotion of effective anti-corruption approaches. Undertaking diagnostics of corruption and the promotion of both continuous learning across the movement and innovation at the national level (with the aim to replicate success internationally) are important aspects of this work.

- **The secretariat supports effective functioning of the movement.** Support to, and servicing of, the global Transparency International movement is central to the secretariat’s mandate. Work in this area is complex and multi-faceted, but is central to the ability of the movement to act effectively against corruption. The secretariat’s work includes capacity support to chapters (including: planning, monitoring, evaluation and learning, fundraising, research, and communications and advocacy), facilitating intra-movement learning and coordination, supporting governance structures at all levels (from the international board to chapters), and protecting the brand and reputation of the movement and the safety of its members. An increasingly important area of work is the promotion and facilitation of chapter-led international networks and initiatives around thematic issues, which is a central plank in ensuring the sustainable and effective expansion of the movement’s impact in the fight against corruption.

www.transparency.org/whoweare/organisation/strategy_2015/0/  
www.transparency.org/whoweare/organisation/strategy_2015/0/
The implementation plan organises the secretariat’s work around Key Programmes and Key Support Services. Key Programmes capture the main programmatic thrust of the organisation’s activities, with a focus on working with chapters. The Key Programmes provide a central focus for our work, covering key thematic areas as well as addressing prominent internal capabilities of the movement. The Key Programmes are:

1. People’s Engagement
2. Business Integrity
3. Public Sector Integrity
4. Resource Mobilisation and Sustainability
5. Institutional Network Strengthening
6. Anti-corruption Solutions and Knowledge
7. Climate Finance Integrity

Key Support Services contain the main on-going areas of support provided by the secretariat to the programmes and the movement. There are seven Key Support Services:

1. Global Outreach and Campaigns
2. Measurement and Diagnosis
3. Emerging Issues and Approaches
4. Enforcement Monitoring
5. Networks and Initiatives
6. Governance
7. Monitoring, Evaluation and Learning

Our annual planning processes are aligned with the five year implementation plan. Annual plans and annual implementation reports follow the same structure as the five year implementation plan. The 2012 Implementation Report provides a comprehensive overview of progress made by the secretariat against its annual plan. It first offers a high level summary of the main achievements in 2012 and then goes on to describe the progress against the outcomes and outputs for the secretariat’s Key Programmes, Key Support Services and the secretariat’s core functions of Corporate Services and Resource Development.

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2 Added in early 2012.
ANTI-CORRUPTION CONTEXT IN 2012

In 2012 the demand for public accountability at all levels and across all regions of the world remained strong. Citizens’ expectations that people in power can and have to answer for their actions is now much more prevalent than it was 15 to 20 years ago. As a consequence, the historical focus of anti-corruption work on strengthening prevention systems and institutions is increasingly being complemented by “bottom-up” initiatives, with a particular focus on holding individuals to account. In the wake of the Arab Spring, for example, the people of Tunisia, Libya and Egypt, amongst others, wanted to know why so much of their money can be found in Western banks. While some Western governments cooperate on the recovery of these assets, in other countries, these initiatives continue to face legal hurdles.

We also noticed that threats to the advancement of the anti-corruption fight have not diminished, as seen, for example, with the pressure on the US Foreign Corrupt Practices Act as well as the increasingly difficult environment for many anti-corruption activists in authoritarian countries. The latter in particular is currently a key concern for Transparency International due to its negative impact on our chapters’ ability to operate in a conducive environment.

The global economic downturn dominated the international agenda in 2012, and the integrity failures of the financial sector were once more laid bare by a series of revelations. Several of the world’s biggest banks were under scrutiny for allegedly colluding to borrow trillions of dollars at lower rates by manipulating the London Interbank Offered Rate (LIBOR). And despite renewed bailout, recapitalisation and restructuring, the impact of the economic downturn persisted with record high unemployment in a number of countries, social unrest, stubborn budget deficits and massive debts. Corruption remains a key driver for the persisting crisis – with tax evasion, bribery in public procurement and illicit trade undermining economic recovery.

It is in response to challenges such as these that the Transparency International movement operated in 2012. Reflecting the growing global disillusionment about the continuing integrity failures of the international financial system and the lack of accountability of many leaders and institutions across the globe, Transparency International got bolder in speaking out against these problems, while maintaining a constructive and critical approach in dealing with those we seek to influence. We were bold in our statements on the state of corruption in Europe, and were outspoken in our TRAC report about multinational companies not being sufficiently transparent about their finances and structures and less than fully committed to the fight against corruption. We engaged with global processes like the G20 and the Open Government Partnership (OGP), reminding governments that words and commitments only matter when they are followed up by action. We continued to increase our focus on working with citizens, mobilising people and supporting them in the anti-corruption fight, particularly in instances where they were victims or witnesses to acts of corruption. Increasingly using ICTs to bring our message across and to mobilise citizens, we were true to the key message in our Transparency International Strategy 2015, namely that “we will engage with people more widely than ever before – for ultimately, only people can stop corruption.”
SUMMARY OF TRANSPARENCY INTERNATIONAL SECRETARIAT’S PROGRESS IN 2012

ENGAGING WITH INTERNATIONAL INSTITUTIONS

With, for, and on behalf of the entire Transparency International movement, the secretariat engaged in global and regional policy processes relevant to the fight against corruption. Focusing on cross-border anti-corruption issues, Transparency International conducted high level policy work to influence the Heads of State of the G20 countries on anti-money laundering, foreign bribery, stolen asset recovery, and whistleblower protection legislation. We contributed to securing an extension of the mandate of the G20 Anti-Corruption Working Group for another two years and we were invited to join the B20 Anti-Corruption Task Force under the Russian G20 Presidency following our active engagement in the B20 Anti-Corruption Task Force under the Mexican G20 Presidency as the only civil society organisation. Our continued engagement on the UN Convention against Corruption was highlighted by the publication of six civil society parallel country progress reports and an overview report being submitted as official UN documents to the Implementation Review Group of the convention in June 2012.

In addition to our continued engagement with the G20 and the UNCAC, we also saw new opportunities to spread our message. Our advocacy at the UN Rio+20 conference contributed to the final outcome document, including a paragraph recognising the importance of corruption in ensuring sustainable development. Recognising the momentum of this initiative, we scaled up our engagement with the Open Government Partnership, particularly in the Americas region. In Central America, the collective work of the Transparency International chapters contributed to the participation of four of the six Central American governments (Costa Rica, El Salvador, Honduras and Panama) in the Open Government Partnership (OGP). This helped to achieve governments’ willingness to open up new dialogue with civil society in order to improve their respective national action plans on open government. On the post-2015 UN Millennium Development Goals (MDG) agenda, we have been advocating to donors and other key players for having a separate goal on governance, as well as integrating governance and anti-corruption in the post-2015 MDG framework.

TARGETING REGIONAL BODIES

At the regional level, Transparency International contributed expertise for the development of the methodology and new benchmarks for the assessment of EU member states’ implementation and application of anti-corruption measures. This assessment will result in the first EU Anti-Corruption Report of the European Commission in 2013. Transparency International EU’s recommendations for increased transparency and more accountability were reflected in the Liikanen report on Structural Reform of the EU Banking Sector. We also successfully advocated the European Parliament to amend the Commission’s proposals with regards to the management of conflicts of interest at the
European Central Bank. After a sustained and intense advocacy campaign, the Legal Affairs Committee of the European Parliament voted unanimously for a set of amendments to new EU extractive industries legislation, which included all of our key demands.

In Africa, we proactively engaged in consultations, convened by both the African Union Department of Political Affairs and the Advisory Board on Corruption, to stimulate a dialogue among anti-corruption actors to develop a common anti-corruption agenda, tools and strategies for the continent. These consultations have led to two key recommendations: the development of a framework for the establishment of credible national anti-corruption bodies and an integrity and accountability framework for public servants at both national and local levels. In the Americas, the movement hosted the 15th International Anti-Corruption Conference, which took place in Brasilia 7-10 November 2012. The conference took stock of the current corruption drivers and discussed solutions to address these. Brazilian president Dilma Rousseff opened the conference emphasising the need to engage the youth in the anti-corruption fight.

RESTORING CORPORATE INTEGRITY

While the global economic downturn dominated the global agenda in 2012, we continued to speak out against the integrity failures of the financial sector and the insufficient regulatory frameworks, which caused the economic downturn in the first place. In line with our efforts to become bolder in our advocacy, we called for financial institutions to go beyond the current regulatory framework and make comprehensive public disclosures relating to their policies, processes, organisational structure and risk exposures. Another key feature under our business integrity work was the launch of the report Transparency in Corporate Reporting: Assessing the World's Largest Companies, which analysed the transparency of corporate reporting on a range of anti-corruption measures among the 105 largest publicly listed multinational companies and included a special feature on financial sector companies. In addition to significant press coverage, the report helped to get the attention of many of the companies covered by the survey. The secretariat has been in direct contact with over 20 of the companies that were interested in learning more about the methodology and has been discussing how they can improve their scores in future reports. This report and the follow up confirmed that many companies are willing to improve their anti-corruption performance, particularly when pushed and supported by organisations like Transparency International.

EVIDENCE-BASED ADVOCACY ON REDUCING CORRUPTION RISKS

As part of our drive to continuously improve our work, we launched the Corruption Perception Index (CPI) with an updated methodology, allowing for comparisons over time and greater transparency in the calculation method. The online CPI 2012 launch on 5 December attracted the most media attention of any CPI launch to date. Another major deliverable in 2012, and arguably our boldest statement yet on the state of corruption in the developed world, was the European National Integrity Project (ENIS). This project produced a substantial body of knowledge on anti-corruption systems in 25 EU countries, stimulated multiple policy reform discussions and processes in the participating countries, and reached several hundred thousand citizens across the EU. National research findings

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formed the basis of the regional report, entitled *Money, Politics, Power: Corruption Risks in Europe*, which highlights the key corruption risks and common trends across the region, as well as sheds light on promising practises in preventing and counteracting corruption risks in the participating countries and at the EU level. The regional report, which highlights the immense risks in political corruption across the EU, has drawn widespread media attention and continues to serve as a key resource for our public engagement in the context of the financial and economic crisis on the continent.

We have also begun work on the development of a Local Integrity Systems (LIS) assessment methodology. The LIS is expected to be finalised and piloted in selected chapters around the world in 2013. Similar to the National Integrity System Assessment, the LIS will seek to take a holistic approach and allow for an in-depth assessment of a Local Integrity System. The LIS will link the assessment of strengths and weaknesses to the development of local action plans and implementation of practical solutions to address key local integrity challenges.

**MOBILISING PEOPLE IN THE FIGHT AGAINST CORRUPTION**

In 2012, the secretariat accelerated the implementation of its Key Programmes, which it is implementing in partnership with chapters all over the world. With regards to our increased engagement with people, more than 75 Advocacy and Legal Advice Centres (ALACs) in more than 50 countries have provided support and assistance to people all over the world. In addition to servicing these, the secretariat has continued supporting the opening of new ALACs (8 in 2012). Support to victims and witnesses of corruption was expanded to the crucial group of whistleblowers and was highlighted by the finalisation of our *Recommended Principles for Whistleblower Legislation*. These principles – the first of their kind to be developed by an international NGO – are meant to be used by members of Parliament, anti-corruption officials, NGOs and whistleblower advocates to implement new and strengthen existing whistleblower protection laws in all regions.

**SUPPORTING THE MOVEMENT VIA KNOWLEDGE EXCHANGE AND CAPACITY BUILDING**

As part of its efforts to facilitate the sharing of anti-corruption knowledge, the secretariat’s Helpdesk answered 83 questions from the movement. In addition, the service answered a record of 36 questions originating from U4 partner agencies, bringing the service output to a number of 119 questions answered during the reporting period. As a result of the service, 110 fully developed anti-corruption briefs have been published on the Chapter Zone since the establishment of the Helpdesk in late 2011, and the site is rapidly evolving into a valuable repository of anti-corruption knowledge. In addition, the mapping of corruption assessment tools was finalised in the form of a research report which identified key gaps in the tool landscape and presented options for future work on corruption diagnostics.4

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Supporting chapters in developing their capacities remained a key role for the secretariat in 2012. In addition to supporting expert capacity assessments, the secretariat also supported capacity building and leadership training for a range of chapters and emerging potential partners. The secretariat provided seed funding for chapters to conduct a range of relevant activities, including the development of strategic plans, and supported chapters in the development of fundraising plans through the Fundraising Mentoring Programme.

IMPROVING INTERNAL MONITORING, GENDER MAINSTREAMING & GOVERNANCE PROCESSES

In 2012, the secretariat continued to practise what it preaches by further improving its internal accountability, integrity and governance. The launch of our new website coincided with a more proactive publishing of organisational information and data. For example, the secretariat started publishing initial data in line with the International Aid Transparency Initiative and we also put our operational budget online. At the end of 2012, the secretariat delivered its second report against the International NGO (INGO) Accountability charter, following the format of the Global Reporting Initiative (GRI) NGO Supplement. The report is posted on our website and feedback from the Independent Review Panel noted that we had taken into consideration feedback from the previous round.

We continued to make progress on mainstreaming gender in our programmes and processes. The new Monitoring, Evaluation and Learning system advises disaggregating, whenever possible, all data by gender and we, for example, capture indicators that monitor gender specifically. In terms of outreach, when we record outreach activities undertaken by ALACs we disaggregate the targeted audience by gender, age and vulnerability. We also disaggregate data by gender in the Global Corruption Barometer. Trainings on gender sensitisation and on how to mainstream gender in programming were organised.

On a final note, work progressed on developing a range of internal policies, such as an updated procurement policy, a financial manual, and work started on an access to information policy and a whistleblowing policy. We developed and updated a range of policies and procedures in relation to Human Resources as well, including on recruitment, relocation allowance, and learning and development.

LOOKING AHEAD

In 2012, we continued to improve how we work as an organisation while accelerating the implementation of key deliverables under our Strategy 2015. At both the global and national levels, we spoke out where accountability, integrity and transparency were lacking, and we worked constructively with governments, companies and people to put an end to corrupt practises. We look forward to building on this in 2013, as we roll out our Strategy 2015 even further and more and more forcefully speak out against impunity for corrupt practises.

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www.transparency.org/whoweare/accountability/governance_reporting/0/
KEY PROGRAMMES

PEOPLE ENGAGEMENT PROGRAMME (PEP)

Progress against Outcomes

- Increased public understanding of, support for, and engagement in the fight against corruption.
- Victims and witnesses of corruption articulate and find solutions to their grievances.
- Improved social programmes and services as a result of citizen demand and engagement.

In 2012, significant achievements were made in supporting people around the world to access simple and viable solutions that would help them to be both informed about their options when faced with corruption, and to be able to report it. Thus far, the most effective initiative facilitating this access is Transparency International’s Advocacy and Legal Advice Centres (ALACs). These centres provide free and confidential legal advice to witnesses and victims of corruption. After continued expansion in 2012, 80 ALACs are now established in 60 countries.

In addition servicing these centres, the secretariat has been supporting the opening of new ALACs (eight in 2012). Support to victims and witnesses of corruption was expanded to include specific increased assistance to whistleblowers, collaboration with investigative journalists, and a stronger emphasis on the safekeeping of anti-corruption activists and those that speak up against corruption. A new ALAC software solution – covering all aspects of an ALAC’s work – was completed and is being rolled-out. This will provide for much more accurate and comprehensive figures and data in the future, while significantly increasing the efficiency of the ALACs.

Leveraging and using ICTs, including SMS and mobile technologies for effective corruption reporting, follow-up and referral has also received a great deal of emphasis in 2012, with some key innovation projects being supported by the People Engagement Programme. This includes a mechanism to link online reporting to the above-mentioned ALAC software solution allowing real-time, global data analysis and broadening even further the reach and impact of this work. Another innovation project allows for ALAC clients to monitor the progress of their cases directly by accessing a secure web-interface with this information. In 2012, these innovations have been supported in specific countries, while in 2013 the focus will be in improving these prototypes and making them available for replication and further roll-out.

The work around ALACs has led to increased number of citizens reporting corruption. So far, ALACs have provided support to at least 140,000 people around the world to help them speak out about and resist corruption. The most up-to-date data on ALAC impact exists for 23 of them, which are supported under the Anti-Corruption Delivering Change Programme (AC:DC). In relation to these, 88 per cent of the cases were either successfully (50 per cent) or partially successfully (38 per cent) resolved.
The ALAC work also provides unique insights as to how corruption works in practice, thereby strengthening chapters’ evidence-based advocacy capacities, particularly in terms of engagement in higher-level advocacy that may lead to political change. Overall, the 23 ALAC countries referred to above (that is, the chapters that are part of the AC:DC programme) have recorded 175 “systemic changes” in policy and practice as a result of their public advocacy work.

The information regarding the complaints that are lodged by ALACs is used to inform evidence-based advocacy campaigns around certain issues. In June and July 2012, AMAN, the Transparency International chapter in Palestine, conducted an ALAC media campaign through radio spots and advertisements in newspapers that encouraged citizens to report government requests for security clearances, a procedure required for job appointments and obtaining permits and licences, among others, that are often arbitrarily enforced. A cabinet decision had earlier banned requests for security clearances.

Some chapters began using the ALACs as a means to target specific groups, for example, Transparency International Bosnia and Transparency International Azerbaijan, who have made considerable effort to target and increase the number of female ALAC clients. More specifically, TI Azerbaijan has developed a prototype platform (web and SMS) for women to report corruption anonymously. Through the ALAC and its community outreach programmes, Transparency International Zimbabwe has examined the impact of corruption in the health system, particularly with regard to maternal health. Poor delivery of public services has a disproportionate effect on women, who tend to rely more on public services for their gender-specific roles, like child bearing and reproductive health.

Our work on social programmes focused particularly on the Americas. The emphasis of this programme is on work that identifies the corruption risks, invests in finding solutions to mitigate these risks, and provides citizens’ with effective social accountability tools and approaches that allow them to systematically monitor the delivery of these services and programmes. The work’s beneficiaries are poor and extremely poor heads of households and their families, who constitute the majority of these programmes’ beneficiaries. The Americas Department supported the development of a documentary based on the success of the pilot in a poor rural municipality in Guatemala. The chapter worked closely with women’s leadership and other community representatives, as well as the Ombudsman, to foster strong mechanisms for social accountability that are effective in tackling the misuse of conditional cash transfer funds by local politicians. In 2013, we aim to broaden the work on conditional cash transfer programmes to include more social programmes, since evidence indicates that these types of social programmes are more likely to have integrity risks and be misused for private or political gain.

Significant progress was made in the area of new technologies applied to anti-corruption activism. The emphasis is on the role that technologies can play in allowing people to report and follow up on their corruption related complaints. As part of the Hacks Against Corruption initiative, six “hackathons” were held in 2012 (in Bogotá, Casablanca, Jakarta, Moscow, Nairobi, Vilnius), bringing computer programmers and anti-corruption activists together to develop innovative anti-corruption tools using ICTs. The 15 most promising prototypes were granted follow-up funding. These prototypes have the potential to lead to exciting and functional tools in diverse fields ranging from humanitarian aid (Kenya), health sector (Ukraine), youth (Hungary), public transportation safety (Argentina), to procurement (Peru).
1. Increased public understanding of, support for and engagement in the fight against corruption by:

- Engaging with ≥2 key “new audiences.”

The two new audiences chosen for enhanced engagement in 2012 were Consumers International (CI) and International Trade Union Confederation (ITUC); Transparency International made contact with both institutions and organised a joint workshop at the International Anti-Corruption Conference (IACC): Transparency and Accountability: Building a Diverse Coalition for Change, also involving representatives of the environmental movement (Greenpeace) and grass-roots movements (Huariou Coalition). In November 2012, a follow-up meeting in Geneva helped to set joint objectives, albeit informally, particularly regarding the “no impunity focus” for the secretariat in 2013 and how this relates to financial integrity reforms.

Both the CI and ITUC were very keen to be involved. Another important new audience we engaged (beyond the set target) through our work on Information and Communications Technologies (particularly the Anti-Corruption Hackathons in six countries) are different technology for development groups and individuals (including:. TechSoup, Engine Room, Random Hacks of Kindness, among others).

- Facilitating the development of a People’s Anti-Corruption Charter.

Development of a People’s Charter was widely discussed at the Annual Membership Meeting in November 2012, held in Brasilia. Specifically one workshop was organised to discuss this, and was attended by about 40 national chapter representatives. The suggested way forward is for the People’s Charter to be one of the main features of the “no impunity” focus in 2013 and beyond.

- Increasing engagement with youth and women.

The Participatory Youth Integrity Survey was implemented in Fiji, Indonesia, Sri Lanka and South Korea and a report was produced. This experience will be evaluated and potentially scaled up in the future, funding permitting. The strategy espoused by the secretariat in the area of engagement of women at this stage is to highlight best practises and ensure horizontal sharing of these throughout the movement. Some successful examples include:

- Increase (from 18 per cent to 70 per cent) of female ALAC clients in Zimbabwe; in Rwanda the ALAC has raised its female client ratio to over 50 per cent.

- Involvement of women as primary beneficiaries of Conditional Cash Transfer Programmes that are monitored through the Economic Equality in Latin America Project.

- Participatory Video Small Grants Project in Ghana primarily targeting women and their experiences of corruption.
• Development of an online and SMS platform for women to report corruption in Azerbaijan.

• Supporting innovation at the chapter level.

Innovation in 2012 was focused primarily on the use of technologies for increased transparency and “low barrier” (including: secure and accessible tools) for people to fight corruption. We organised a series of six Hackathons in 2012 (Bogotá, Casablanca, Jakarta, Moscow, Nairobi, Vilnius) to develop innovative anti-corruption tools using ICTs. In order to support the development of tools, the 15 most promising prototypes were granted follow-up funding. Other areas of innovation include fundraising from the public – a rather new area for the movement, which is being further developed; over 15 chapters now have extensive activities, explicit strategies and targets of engagement in this area.

• Extensive use of quantitative and qualitative information providing insight of every-day experiences of corruption globally.

Data visualisation is being used extensively for ALACs, and will also have an even stronger focus in 2013 as the new database has now close to 12,000 data points to draw on. The Global Corruption Barometer will also be launched in 2013. Qualitative stories of how people experience corruption and fight against it are also being updated and made public on our website.

2. Victims and witnesses of corruption articulate and find solutions to their grievances by:

• Scaling up ALAC fundraising and supporting the opening ALACs.

Eight new ALACs were established in 2012; the current total number of centres is 77 in 57 countries.

• Developing Transparency International standards on whistleblower protection.

This occurred through the engagement of over 30 stakeholders around the world in the setting up of international guidelines for whistleblower legislation, as well as through a large-scale initiative linking whistleblowers with investigative journalists and anti-corruption advocates globally.

• Conducting stock-taking of existing work throughout the moment on investigative journalism.

Approximately 17 chapters have been working extensively with investigative journalists; their experiences were also featured by the Transparency International Helpdesk. At the International Anti-Corruption Conference (IACC) that took place in Brasilia in November, there was wide interest for an initiative to link investigative journalists, whistleblowers and advocates. An initial meeting with key stakeholders is being hosted by the secretariat’s IACC team in Berlin in March 2013.

3. Improved social programmes and services as a result of citizen demand and engagement by:

• Identifying and promoting ≥2 best practice mechanisms/ tools for improved service delivery.
Two relevant projects are: (1) the tool to map corruption risks in the social housing sector in Venezuela, is being promoted in the context of the Economic Equality in Latin America (EELA) project, (2) the use of ICTs in the provision of services, in particular the monitoring of humanitarian aid which is being piloted as an innovation project in Kenya.

- Streamlining a strategy on gender and marginalised communities in existing approaches in the movement on social programmes and services (see above entry on gender).
- Work on social programmes is occurring in ≥ 2 regions.

In 2012, exploratory work has been conducted to identify the best placed and most interested chapter(s) in regions other than the Americas, to work on engaging beneficiaries directly in the design and monitoring of social programmes; this will be taken forward in 2013 and the social programmes monitoring approach piloted in at least one other region.

BUSINESS INTEGRITY PROGRAMME

Progress against Outcomes

- Increased commitment to anti-corruption by businesses around the world.
- Increased presence of anti-corruption in the teaching and education of future business leaders.
- Increased awareness and acceptance of the critical role of transparency and integrity in the financial services industry.
- Increased availability of an outstanding set of standards and tools to help business stop corruption.

The report *Transparency in Corporate Reporting: Assessing the World’s Largest Companies*, which analysed the transparency of corporate reporting on a range of anti-corruption measures among the 105 largest publicly listed multinational companies, was published in July 2012. In addition to press coverage, the report generated interest among many of the companies covered by the survey. The secretariat has been in direct contact with over 20 of the companies which were interested in learning more about the methodology and discussing how they can improve their scores in future reports. The report has also lead to speaking engagement opportunities (for example, at the International Conference on International Strategies against Corruption: Public-Private Partnership and Criminal Policy in Courmayeur Mont Blanc, Italy). The report included a special section on the financial sector. This section highlighted the poor overall performance of the sector compared to the other industries covered in the report and made specific recommendations. In addition, the programme developed and published an overview examining the corruption roots of the financial crisis.

We launched the *Transparency International Assurance Framework* at an event hosted by the Institute of Chartered Accountants of England and Wales. The assurance framework is the latest
addition to our suite of business anti-corruption tools and provides a standardised process to help enterprises design robust anti-bribery programmes and assist assurance practitioners by providing criteria that may become generally accepted for use in anti-bribery assurance engagements. We also participated in a working group convened by the UN Global Compact (UNGC) to develop an *Anti-Corruption Risk Assessment Guidance*. The guidance, a comprehensive guide for commercial enterprises in conducting anti-corruption risk assessments, was launched by the UNGC in December 2012. In 2012, we scaled up our engagement with the Global Alliance in Management Education (CEMS) and, among other activities, we provided input into the on-going reform of the CEMS curriculum, with a focus on introducing anti-corruption topics in the curriculum.

Report against 2012 Outputs

1. Workshop on financial integrity.

   A workshop of the Transparency International Financial Integrity Steering Committee was held on 21 November 2012 in Berlin convening a group of experts of chapters and external participants. The aim of this workshop was to scope out and define a role for Transparency International in promoting integrity in the financial system. A draft strategy paper formed the basis of the discussion. The strategy was refined and resulted in a document which detailed 11 specific activities around the following two main objectives: firstly, highlighting the importance of the human element to enhance the integrity of the financial, and secondly, stressing the importance of improved identification and oversight of bank accounts of politically exposed persons (PEPs) to make it more difficult and less attractive to benefit from the proceeds of corruption. A blog with background information is available on our website.

2. Launch and promote TRAC report.

   *Transparency in Corporate Reporting, Assessing the World’s Largest Companies* (TRAC report) was published in July 2012. The report was followed by the development of an advocacy menu for chapters in order to help them promote the report and its recommendations. In addition to press coverage, the report generated interest among many of the companies covered by the survey. The secretariat has been in direct contact with over 20 of the companies who were interested in learning more about the methodology and discussing how they can improve their scores in future reports. The report has also lead to speaking engagement opportunities (for example, at the International Conference on International Strategies against Corruption: Public-Private Partnership and Criminal Policy in Courmayeur Mont Blanc, Italy).

   A guide on how to compile a national TRAC report was produced and presented to chapters at the 2012 Annual Membership Meeting. As a result, several chapters have expressed an interest in researching and reporting on national companies using the methodology. Transparency International Belgium and Transparency International Sweden completed their report, and Transparency International Norway has its report underway. Five more chapters have received small grants to produce reports in 2013.

3. Carry out work on financial services sector, starting with a research report/ranking exercise.

   The TRAC report included a special section on the financial sector. The section highlighted the poor overall performance of the sector compared to the other industries covered in the report and made specific recommendations.
In addition, a timeline that examines the corruption roots of the financial crisis was developed and published on our website.

4. Streamlining of Private Sector tools/materials, extension from bribery to corruption in scope, and creation of better presentational material.

Significant progress has been made in this area as three self-study trainings for chapters were completed by a consultant in September 2012 covering the following topics:

- Introduction to Corruption in the Private Sector
- Building an Effective Anti-Corruption Programme (Business Integrity Toolkit)
- Engaging Businesses in the Fight against Corruption

The presentations are available to chapters on the Chapter Zone. Selected chapters were introduced to the self-study trainings and the roll-out will continue in 2013. In addition, the following materials were developed:

- A leaflet on the Business Integrity Toolkit available at the Annual Membership Meeting 2012
- A practical guide for companies on Building an Effective Anti-Corruption Programme including four how-to guides on selected topics. These materials build on the Business Principles Guidance Document and constitute an extension from bribery to corruption in the private sector more broadly

In June 2012, we launched the latest addition to the range of tools based on the Business Principles for Countering Bribery. The Transparency International Assurance Framework was made public in an event hosted by the Institute of Chartered Accountants of England and Wales. The assurance framework provides a standardised process to help enterprises design robust anti-bribery programmes and assist assurance practitioners by providing criteria that may become generally accepted for use in anti-bribery assurance engagements.

We also participated in a working group convened by the UNGC to develop an anti-corruption risk assessment guidance. The guidance, A Comprehensive Guide for Commercial Enterprises in Conducting Anti-Corruption Risk Assessments, was launched by the UNGC in December 2012.

5. Further engagement with investor community, especially on use of TRAC and in other advocacy.

The advocacy around TRAC to this point has been directed towards the companies themselves. However the report does contain recommendations to the investor community, including the following:

- Anti-corruption programmes should be publicly available.
- Companies should publish exhaustive lists of their subsidiaries, affiliates, joint-ventures and other related entities.
• Companies should publish individual financial accounts for each country of operations.

• A transparent and informative corporate website, available in at least one international language, should be the standard communication tool for all multinational companies.

• In view of their significant impact, financial companies should considerably improve their reporting on all transparency-related issues and should, in particular, extend their anti-corruption programmes to cover agents and intermediaries acting on their behalf and prohibit facilitation payments.


With the launch of the TRAC, it was felt we had a more concrete entry point to support chapter work on a wider scale than in challenging economic environments only. Private sector team resources were therefore invested in tools to use and promote TRAC findings. This led to the German Society for International Cooperation (GIZ) support for a TRAC on the 100 largest companies from emerging economies, which goes some way to covering “private sector work in challenging economic environments” and will be published in 2013.

7. Continued small grants to chapters for tool use/adaptation and/or activities with the private sector.

A Small Grants Programme was launched in November 2012 with a record 22 chapters participating. Five grants were made to chapters in Africa, the Americas, Asia and Europe and Central Asia to fund a wide variety of activities.

8. Significant ramping up of Global Alliance in Management Education (CEMS) partnership, for research, practicums, joint teaching and curriculum development.

We participated in the CEMS Annual Events in November in St. Gallen, Switzerland with the goal of enhancing our visibility as a social partner of CEMS and discussing avenues of collaboration for the coming month. We met with several academic directors of CEMS member schools, Nicole de Fontaines, CEMS Secretary-General, and representatives of the CEMS Student Board.

Outcomes in 2012

• Established contacts between chapters and CEMS member schools for further local cooperation: Transparency International Austria with Vienna University of Economics & Business; Transparency International Finland with Aalto University School of Business, Helsinki; Transparency International UK with London School of Economics in London.

• The Corporate Social Responsibility team of CEMS Student Board is informed about internship opportunities at the secretariat and included in TI-S distribution list (discussion on chapter internships will be continued).
• We provided input into the on-going reform of the CEMS curriculum, particularly on introducing anti-corruption topics (to be continued in 2013).

• We contributed to the CEMS Social Business Competition with our problem statement on whistleblowing.

PUBLIC SECTOR INTEGRITY PROGRAMME

Progress against Outcomes

• Chapters and other civil society organisations improve their evidence-based advocacy for strengthening public sector integrity through the use of new and existing assessments.

• Governments use public sector integrity solutions to strengthen public sector integrity.

• Civil society organisations increase their use of monitoring and accountability mechanisms to hold government and public sector institutions to account.

• Broad-based civil society-led coalitions engage in effective global and regional advocacy to improve public integrity standards and their adherence by governments in key areas of concern.

A major deliverable in 2012, and arguably Transparency International’s boldest statement yet on the state of corruption on the developed world, was the finalisation of the European Integrity Project (ENIS). This project has produced a substantial body of knowledge on anti-corruption systems in 25 EU countries. National research findings form the basis of the regional report, entitled Money, Politics, Power: Corruption Risks in Europe, which highlights the key gaps and common trends across the region, while also shedding light on promising practices in preventing and counteracting corruption risks in the participating countries and at the EU level. Particularly concerning is insufficient transparency in political party financing.

Overall, an estimated 855,000 people have directly benefited from the research and advocacy activities of the project. A total of over 1,900 individual research events and 754 advocacy events have taken place throughout Europe. These have been accompanied by substantial media attention reaching an estimated audience exceeding 1.2 million people. High-level engagement with key political figures, as well as newly opened windows of political opportunity – achieved either through targeted advocacy activities or changes in the political landscape – have triggered positive legislative reform in a number of countries.

A secretariat questionnaire of the key stakeholders in the project found that 92 per cent of all respondents feel a positive impact of the project on the effectiveness and strategic focus of their respective organisation. Furthermore, frequently cited in the survey has been the fact that no similar assessment has existed previously in the country, providing an overview with a systematic approach of a country’s corruption profile, and all respondents consider the NIS assessment to be relevant or somewhat relevant to the fight against corruption.
Results from the advocacy action carried out across Europe range from an increase in public discussion on a topic considered to be a non-issue (for example in Finland, the Netherlands and Sweden), to substantial legislative change (for example in the Bulgaria, Czech Republic, Romania and the UK) and the increased legitimacy of chapters as the leading anti-corruption voice in the country (for example, in Italy, Slovakia and Slovenia). See output eight below for concrete examples.

Various chapters around the world (including those in Austria, Germany, India, Mexico, Pakistan and Rwanda) have implemented Integrity Pacts (IPs) on corruption-free procurement. The IP approach successfully brought together governments/tender agencies and companies/bidders, agreeing on a pact or contract to refrain from corruption in a procurement process, with civil society in a monitoring role. While the IPs have not always been able to ensure that procurement processes are on time and on budget (for example, in Germany), they have been successful at strengthening transparency, integrity and accountability in large-scale procurement processes, and successful at preventing corruption in procurement processes.

Using the Crinis tool (Latin for ray of light), which was developed by Transparency International and The Carter Center, assessments were undertaken to assess levels of transparency and accountability in the political finance system in the Albania, Bolivia, Croatia, Kosovo, Macedonia, Maldives and Serbia. Concrete results of the report and subsequent advocacy in the Western Balkans include:

- The action plan adopted by the Croatian Government on 5 April 2012 includes measures proposed by Transparency International to create the preconditions for publication and permanent access to data on donors of political parties and election campaigns.

- Transparency International Macedonia followed up on the audit report on financial reports of political parties from 2011 asking for actions against irregularities. This triggered an active exchange with political parties. On 19 October 2011, the Parliament adopted the Law for amending the Law regarding financing of political parties.

- Transparency International Serbia launched an initiative on campaigning in electronic media targeting the Republican Broadcasting Agency. As a consequence, the Republican Broadcasting Agency set up restrictions on campaigns such as presence of candidates in commercial and non-commercial programmes. A second initiative in Serbia targets the Electoral Committee in a bid to influence the Committee to disclose expenditure of the electoral bodies related to election polls and to stop its attempt at limiting the expenses earmarked for election oversight. As a reaction, the internal structures of election bodies were disclosed for the first time and the monetary allowance for party representatives for spending abroad was reduced. A third initiative in Serbia was related to the presidential election in 2012. Upon TI Serbia’s initiative, funds were allocated towards financing presidential elections as well as elections oversight.

Beyond the continued use and promotion of existing tools, we began work on the development of a Local Integrity Systems (LIS) assessment methodology. The LIS is expected to be finalised and piloted in selected chapters around the world in 2013. Similar to the NIS, the LIS will seek to take a holistic approach and allow for an in-depth assessment of a Local Integrity System. The LIS will link the assessment of strengths and weaknesses to the development of local action plans and implementation of practical solutions to address key local integrity challenges.
Transparency International focused its regional advocacy on the African Union (AU), among others. We proactively engaged in consultations, convened by both the AU Department of Political Affairs and the Advisory Board on Corruption, to stimulate a dialogue among anti-corruption actors to develop a common anti-corruption agenda, tools and strategies for the continent. These consultations have led to two key recommendations: the development of a framework for the establishment of national credible anti-corruption bodies; and an integrity and accountability framework for public servants at both national and local levels. These recommendations are in line with both the 2003 AU Convention on Preventing and Combating Corruption and the 2011 African Charter on the Values and Principles of Public Service and Administration. Upon their finalisation, these tools will be submitted to the AU policy organs for final adoption and implementation by AU Member States.

Through its participation and contribution to the various consultations, the Africa Department has built recognition for Transparency International as a strategic partner of both the AU Department of Political Affairs and the AU Advisory Board on Corruption. As a result, the Africa Department will participate in and contribute to a number of consultations scheduled for 2013, including: the review and validation of the African Charter on local governance and decentralisation in February 2013; the consultation on the promotion of integrity and transparency of natural resources governance in March 2013; the dissemination of the African Charter on values and principles of the public service as of April 2013; the high level conference on the role of non-state actors in the promotion of integrity and transparency in Africa; and the celebration of Africa Day for decentralisation on 10

Report against 2012 Outputs

1. Mapping of diagnostic tools on Public Sector Integrity (PSI) and identification of gaps.

The mapping of diagnostic tools on PSI was completed in the form of a set of topic guides on:

- Public Integrity
- Public Finance
- Political Corruption
- Public Procurement
- Justice Sector
- Local Governance

The gaps identified through this mapping are presented in the GATEway analytical paper and relate particularly to the following two areas:

- public finance research (for example, corruption risk assessments of the revenue and expenditure sides of public budgets)

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• political corruption research (for example, state capture, political patronage, and political network analysis)

2. Report on global state of public integrity with focus on key challenges.

Following a broad consultative process between the secretariat and selected chapters, it was decided to take a less research-oriented and more action-oriented approach. Rather than producing a comprehensive research report on the global state of PSI challenges, it was decided to focus on specific thematic priority areas initially, covering procurement, local government integrity, and judiciary.


This deliverable was not undertaken, given changes in priority. However, the Public Sector Integrity Programme (PSIP) conducted a comprehensive scoping and stock-taking exercise on promising and scalable chapter tools and solutions in the area of procurement. The objective was to identify approaches that can be replicated by other chapters globally (see also output number 4 below).

4. Establishment of knowledge bank with existing standards, best practice tools, and links to relevant institutions.

The PSIP carried out a stock-taking of existing solutions within the movement in the area of procurement. During a workshop with 20 chapters from all regions, chapters presented promising tools and methodologies, which they had developed and implemented in their countries. Promising and scalable approaches will be transferred to other chapters in the movement. A similar stock-taking exercise started for the areas of local government integrity, political corruption and judiciary.

5. Development of a local level integrity system assessment.

A draft methodology was developed by the PSIP with support from a team of local government consultants and in consultation with Transparency International regional departments and selected chapters. The final report was delivered by the consultants at the end of 2012. The toolkit will be finalized for piloting by an in-house working group, scheduled for 2013. Piloting in 2-3 countries is scheduled for the first half of 2013 and rollout in a large number of countries is scheduled for the second half of 2013.

6. Twenty NIS assessments published.

As part of the regional ENIS, a total of 25 NIS reports were published between 2011 and 2012. In 2012, NIS reports were published in Belgium, Denmark, Finland, Germany, Netherlands, Portugal, Poland, Romania, Slovakia, Slovenia and Switzerland. For Ireland, an addendum to the recent full NIS report was published. In addition, NIS reports were published in Paraguay and Sierra Leone.

7. Successful launch of ENIS Regional Report.

A regional ENIS report *Money, Politics, Power: Corruption Risks in Europe*, which consolidated findings of the 25 NIS country reports, was launched in May 2012. The report looked at strengths and weaknesses across Europe with regard to NIS to fight corruption. Its objective was to improve the understanding of the performance of existing anti-
corruption mechanisms and to show regional trends across 23 EU member states as a basis for regional advocacy activities. The ENIS report led to a widespread interest and global media coverage, resulting in a high number of visits on the Transparency International website. On the day of the ENIS launch, for example, the media monitoring software Meltwater recorded 458 articles (only main languages) on the internet.

8. Effective advocacy interventions by chapters on public integrity issues supported by PSI in at least 10 countries.

Examples of concrete results and impact under the ENIS project include:

- On the basis of the NIS recommendations, Transparency International Bulgaria has successfully lobbied for the amendment of the Electoral Code (the Electoral Management Body was identified as one of the weakest pillars in the NIS study). The partner further emphasises the significantly strengthened relationships with this institution, among others.

- Transparency International Czech Republic has successfully secured public support for anti-corruption reform by the Deputy Prime Minister of the country and all priorities identified by the NIS study have subsequently been reflected in the government anti-corruption strategy.

- Transparency International Estonia has successfully tabled a proposal on Codes of Conduct for Estonian parliamentarians in parliament. In addition, a representative from TI Estonia was nominated as an official member to the working group responsible for drafting the State’s new Anti-Corruption Strategy for 2013-2017.

- During the 2012 presidential elections in France, seventeen candidates responded to the seven recommendations promoted by Transparency International France, including eight of the ten official candidates of the first electoral round (one of whom was the elected president, François Hollande). Consequently, concrete commitments to anti-corruption action were made by the elected French President.

- Transparency International Germany produced 84 recommendations based on the NIS study and distributed these to all political parties – all parties responded in writing to the chapter even though responses varied significantly.

- Transparency International Latvia was invited to a bilateral meeting with the Latvian President to present the NIS study.

- The Polish Minister of Home Affairs has publicly stated his willingness to cooperate with civil society in developing anti-corruption policies. Members of the Polish Parliament have also publicly declared support for proposed amendments to the Electoral Code.

- The Chairman of the Portuguese Prevention of Corruption Council has assumed the positions endorsed by Transparency International Portugal following the publication of their study.

- An overwhelming majority of the NIS recommendations in Romania are included in the government anti-corruption strategy.
• Out of the thirteen recommendations made by Transparency International Slovakia on amendments to the Public Procurement Act, six have so far been included in the amendment which is due to be voted on in Parliament in March 2013.

• In Slovenia, the President sent a letter of response to the chapter after receiving the NIS study. The President of the National Assembly has also publicly promised to dedicate himself to the integrity of politicians in the assembly and to promote the adoption of a Code of Conduct for parliamentarians.

• Transparency International Spain has been invited to participate in an expert group set up by the government in order to draft a new law on transparency and access to public information, in line with the NIS report recommendations.

• Transparency International Sweden reports increased discussions at the political level on the issues of political party financing and increased whistleblower protection, partly through the contributions of TI Sweden’s report and subsequent advocacy.

• In the UK, the report has been referenced in the new national strategy on organised crime; it has been discussed in both the House of Lords and Welsh Assembly; a new anti-corruption coordinator has been appointed to the Home Office, addressing key issues highlighted in the Transparency International UK report.

ANTI-CORRUPTION SOLUTIONS AND KNOWLEDGE PROGRAMME (ASK)

Progress against Outcomes

• An established strong learning culture in relation to anti-corruption issues.

• Increased awareness, within and outside the movement, and use of available expertise, in corruption issues.

• Establishment of academic networks and systematised anti-corruption research in higher education.

• Increased and stronger Transparency International culture in experimenting, innovating, and piloting innovative ways of fighting corruption, also through research.

As evidenced by the outputs below, a range of activities took place in 2012 which facilitated learning within and beyond the movement. Examples include the expansion of the Anti-Corruption Helpdesk, the development of a new Transparency International intranet, and the increased use of the Transparency International hosted Anti-Corruption Research Network. On the latter, there are 13 academic partners affiliated with the Anti-Corruption Research Network. During 2012, the primary work to consolidate these partnerships centred around increasing the quality of student research projects connected to chapters (Research on Tap, or ResTap projects), as well as amplifying the
dissemination of course offerings and knowledge products from our academic partners. Additionally, time was invested in exploring new ways to extend academic partnerships with institutions in the global South.

A topic page was developed for the new website, which was launched on 28 April 2012. The topical approach was one of the major advances of the new site; it aggregates a broader array of content under a smaller list of major themes, raising awareness of different corruption themes. From 27 April 2012 to 31 December 2012, the topic page and its sub-pages received 129,115 page views and 101,386 unique page views.

Seven joint projects involving chapters and research partners were undertaken in 2012:

1. Columbia University
   - Transparency and Accountability of International Cooperation in Colombia, Liberia and Sri Lanka
   - Transparency in Primary Schools Enhancing School-Based Management in Ghana

2. Willy Brandt School of Public Policy, University of Erfurt
   - Integrity System of Organisation of American States

3. London School of Economics
   - Nexus of Corruption and Contracting in Afghanistan

4. New School, New York
   - Quantifying the Costs of Corruption

5. Hertie School of Governance, Berlin
   - Accountability and Transparency Practices of Traditional and Emerging Aid Donors

6. Richard Ivey School of Business, London, Ontario, Canada
   - Fighting Bribery within Supply Chain of Purchasing Companies

Report against 2012 Outputs

1. Thirty Transparency International movement Helpdesk answers.

   In 2012, the Helpdesk answered 83 questions from the movement, including five originating from the secretariat and two from the EU liaison office. The vast majority of the questions have originated from the Europe and Central Asia region (about 60 per cent of the questions), followed by the Asia Pacific region, but demand is also steadily growing in all other regions, although some promotion efforts still need to be emphasised to build demand in the Africa and the Middle East and North Africa regions. In addition, the service answered a record of 36 questions originating from U4 partner agencies, bringing the service output to a number of 119 questions answered during the reporting period.
As a result of the service, 110 fully developed anti-corruption briefs have been published on the Chapter Zone since the establishment of the Helpdesk in late 2011, and the site is rapidly evolving into a valuable repository of anti-corruption knowledge. In about 20 cases, the Helpdesk team could draw from previously developed answers to meet the needs of the enquirers, indicating that the service has already developed a knowledge base that is broad and relevant enough to encourage knowledge re-use and avoid duplication of efforts.

Both helpdesk usage dynamics and the feedback received from users confirm the value and relevance of the service to anti-corruption practitioners. The service receives spontaneous excellent feedback from its users. Many of them have used the service more than once, which also tends to indicate a high level of satisfaction with the service provided. As of 1 September 2012, EU development practitioners are also entitled to use Helpdesk services, but no question had been posted in 2012, and the EU is currently exploring strategies to promote the service and build demand across the targeted audience.

2. Five to eight publications reflecting chapter demand.

This output has been achieved in terms of the number of publications. However, the nature of the publications has differed from what was originally envisioned.

First, we have produced three policy positions that were the result of close collaboration with a group of twenty-five chapters. The policy position topics and format were selected by the chapters: political party and campaign finance, lobbying, and procurement. All three positions can be found at online. Chapters also contributed to the drafting and editing of the papers.

Second, we produced a series of three case studies on how chapters are using technology to fight corruption. The case studies were written by the chapters from Argentina, Georgia and Latvia. All three studies have been produced as wiki and are available online. They will be featured on a new technology section that will be added to our website.

We also decided to produce one working paper as a blog series instead of a formatted publication. This was on codes of conduct for public officials and the blog was launched in July 2012. A series of nine postings – two written by chapters from Georgia and Romania – were done and are available online.

Finally, we worked with the chapter in Argentina to produce a series of five policy papers in Spanish for use nationally. The brief on political finance can be found online.


ACRN continued to expand readership during 2012. The website and quarterly newsletter are the primary products. The following statistics underscore the growth:

- ACRN saw an overall increase of unique visitors of 59.7 per cent.

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8 tech2fightcorruption.pbworks.com/w/page/62122543/ICTsHome [accessed 21 May 2013]
9 blog.transparency.org/2012/07/19/codes-of-conduct-a-tool-to-clean-up-government/ [accessed 21 May 2013]
10 blog.transparency.org/2012/04/03/public-service-advertising-has-political-corruption-found-a-new-home
11 corruptionresearchnetwork.org/ [accessed 21 May 2013]
12 corruptionresearchnetwork.org/acrn-news [accessed 21 May 2013]
• Total visits increased by 48.6 per cent to 45,057, up from 30,314 the previous calendar year.

• Page views increased 20.7 per cent to 106,881.

• Spanish language users increased by 47.7 per cent and Russian users by 92 per cent, though a bulk increase in users comes from the US with an increase of 49 per cent.

• The quarterly ACRN newsletter was circulated via email to a mailing list of over 4,000 recipients each issue. It consistently received positive feedback from readers.

4. Identification of research assessment gaps and opportunities.

Research assessment gaps and opportunities identified through the GATEway mapping are presented in the GATEway analytical paper. In addition to identifying substantive gaps in certain areas (for example, sectoral research, political corruption, and public finance, among others), the report recommends, in particular: ensuring easier access to official government data, better use of a broader range of data sources, more predictable long-term donor support for ongoing monitoring of (anti-)corruption trends, and more systematic exchange of lessons learned in the application of corruption assessment methods in different contexts.

5. Further integration of ASK components.

While each of the ASK programme components continued to maintain original workflow and production targets, progress was made towards meaningful integration of the programme components during the year. The following advances were made towards this objective:

• The Helpdesk increased efficiency and quality in answering questions related to corruption diagnostic tools through their active use of the GATEway database and related topic guides.

• A complex query entering through the Helpdesk was used to develop a ResTap project proposal.

• Recurring queries to the Helpdesk on Codes of Conduct triggered the production of a blog series and related webinar demonstrating how diverse knowledge products can be produced in response to specific demand from Transparency International and external users.

6. Consolidation of Transparency International academic partnerships, in line with strategy.

There are 13 academic partners affiliated with the ACRN. During 2012, the primary work to consolidate these partnerships centred around increasing the quality of student research projects connected to chapters (ResTap projects), and amplifying the dissemination of course offerings and knowledge products from our academic partners. Additionally, time was invested in exploring new ways to extend academic partnerships with institutions in the global South.
• Six ResTap collaborative projects were completed with five academic partners (Columbia University (SIPA), Hertie School of Governance, Willy Brandt School of Public Policy, The New School and Richard Ivey School of Business).

• Five new projects began at the beginning of the winter semester, the majority of these due for completion by May 2013.

• The groundwork was laid towards establishing a new partnership with International Anti-Corruption Academy. The execution of the MOU and joint action will initiate in 2013.

• In collaboration with the secretariat’s Asia Pacific Department, the groundwork was also invested towards a partnership for a regional academic hub with Lee Kuan Yew School of Public Policy in Singapore.

• In collaboration with the Middle East and North Africa Department, the team supported initial steps toward launching an academic network in Egypt.

INSTITUTIONAL NETWORK STRENGTHENING PROGRAMME (INSP)

Progress against Outcomes

• Enhanced capacity of chapters to operate as well-functioning entities with strong structural, managerial and leadership capacities.

• Enhanced capacity of chapters to realise their strategic objectives and achieve organisational and financial sustainability.

• Enhanced capacity of chapters to initiate and lead multi-stakeholder coalitions and cross-boundary networks for increased anti-corruption impact.

Supporting chapters in developing their capacities remained a key role for the secretariat in 2012. At the global level and across different regions, the development and translation into multiple languages of three global capacity tools has facilitated chapter access to international good practice in a number of organisational development areas that are critical to enhancing our anti-corruption impact. These are:

• Transparency International Capacity Assessment Tool

• Transparency International Guide to Strategic Planning

• Transparency International Guide to Financial Sustainability

The push for the mainstreaming and implementation of these tools is of essence and more so given that, as the baseline shows, very few chapters have effectively put planning and financial sustainability strategies in place, of particular relevance is Transparency International’s
Organisational Capacity Assessment Tool (OCAT). This tool has been developed to assist chapters to undertake a systematic organisational self-assessment of their ability to become stronger and more active organisations, able to achieve and generate impact and learn from what works and what needs improving.

The secretariat supported expert capacity assessments, capacity building and leadership training for a range of chapters and emerging potential partners in the Middle East. We completed the assessments for AMAN (Transparency International Palestine) and LTA (Transparency International Lebanon) by June 2012 and developed leadership coaching and capacity building plans. In Tunisia, the secretariat held a capacity building workshop in June 2012. Egypt’s elections pushed implementation back a few weeks to early July 2012. These workshops offered local CSOs the opportunity to enhance their management and governance capabilities. Participants gave positive feedback. The results of these capacity assessments inform the strategic plans for cooperation with CSOs in Egypt and Tunisia.

The secretariat provided a small grant for a Transparency International Sierra Leone-led horizontal learning initiative, bringing together Transparency International chapters Ghana, Kenya and Zambia on strengthening management capacity for enhanced organisational performance. The Executive Directors of the four chapters identified best practices of sound NGO management and developed a mutual coaching approach to strengthen their management skills. The secretariat provided funding for Transparency International Indonesia to conduct an extensive stakeholder consultation to develop a new strategic plan that works towards building a network for collective action and focuses on grassroots engagement of people, with a particular focus on engaging on youth work, which is a key area of focus for the movement and the achievement of the Strategy 2015.

The Ghana Integrity Initiative that was in need of support to secure its financial sustainability has benefited from a fundraising mentoring scheme, run by the secretariat. TI Ghana has successfully gone through the initial preparatory phase and is now working to develop a full-fledged fundraising plan, with the support of the fundraising “mentor” and advice from the secretariat. Transparency International Cameroon received a small grant which contributed to strengthening its accountability and performance standards, including a human resources management and procedures manual.

Following a workshop with a group of European chapters participating in the European National Integrity Systems (ENIS) project, the secretariat developed in early 2012 the Transparency International Guide to Financial Sustainability. The guide aims to help chapters across the movement – and in particular those that are still small and/ or operating in challenging funding environments – in their efforts to secure sufficient resources to fulfil their mission effectively and consistently over time. French and Spanish versions were made available. With technical and financial support from the secretariat, Transparency International Colombia on 6 November launched its first ever online fundraising campaign. The campaign features prominently on the chapter website.

During the reporting period, the secretariat financially supported TI Lebanon, TI Malaysia and TI Palestine to strengthen their operations and presence in the region. All three Transparency International chapters have strengthened their human resources and management structure. Annual budgets and work plans combined with a system, in cooperation with the secretariat, to monitor activity implementation and expenditures have been put in place. TI Palestine has also started to build a result-based monitoring and evaluation system for its operations, to be finalised in the second programme year. This system will allow TI Palestine to focus more on programme results. With Transparency International’s Middle East and North Africa Programme – Promoting Transparency, Accountability and Integrity in the Middle East and North Africa Region (TIMP)
support, they have also implemented ICT systems to enhance integration of its Gaza office to improve accounting procedures.

Report against 2012 Outputs

1. Effective matrix relationships established for INSP implementation with other Key Programmes and Key Support Services at the secretariat (in particular with Advocacy and Communications; Resource Mobilisation and Sustainability; Monitoring, Evaluation and Learning).

Consolidation of an integrated programmatic approach that supports increased ownership of capacity development by chapters and ensures integrated delivery of the secretariat’s support across different groups and departments has been essential to the success of the INSP in 2012. The integrated approach is reflected in a Global Programme document and results matrix that is aligned with that of Regional Programmes (in which the INSP component plays a central role).

In addition to this focus on integration with Regional Programmes, the INSP cooperated closely with a number of other Key Programmes and Key Support Services, in particular:

- Resource Mobilisation and Sustainability Programme on the development of the Transparency International Guide to Financial Sustainability (available in English, French and Spanish) and in a Fundraising Mentoring Programme that provides seven Chapters across four regions with local fundraising trainers to help them develop and start implement multi-annual fundraising strategies. In addition, the INSP supported the French translation of our Guide to Raising Funds from the Public.

- Advocacy and Communications on strengthening the capacity of chapter communications staff through a “community of practice” approach, and engaging in a review of a draft “Impact Plan Manual” to help chapters design effective advocacy strategies.

- Monitoring, Evaluation and Learning on exploring effective frameworks for monitoring and evaluating capacity development of chapters (see below).

2. Criteria for allocation of funding and INSP grant management process established.

After a small number of pilot projects in 2011, the INSP Small Grants Programme was institutionalised in 2012. In total, 20 projects were supported across different regions with grants between €3,000-10,000 (US$3,895-12,985) on capacity development projects responding to needs identified by the chapters themselves. Four of these projects were implemented as horizontal learning initiatives between chapters within or across regions. Grants were allocated based on competitive calls for proposals, with decisions made on the basis of agreed criteria in cross-department consultation at the secretariat. Calls for proposal documents, application and (narrative and financial) reporting templates were aligned where possible with the emerging global “flexible funding” process.

3. Effective support provided to chapters within each of the three INSP result areas (or “clusters”).

Capacity development support was provided to chapters across all INSP result areas through several channels:

- Ongoing coaching and mentoring by regional coordinators, also within the framework of regional programmes or projects, supported by the Head of Capacity Development as an internal resource person and providing advice on a wide range of queries from individual chapters.

- Provision of external consultancy expertise, for example, to facilitate a series of capacity development workshops in Egypt and Tunisia and a “leadership development” programme offered to three chapters in the Middle East and North Africa Region.

- The INSP small grants programme, providing small grants of €3,000-10,000 (US$3,895-12,985) to 20 capacity development projects across different regions and supporting, for example,
  - the development of multi-annual strategic plans
  - the development of annual/multi-annual fundraising strategies or action plans
  - horizontal learning on designing effective campaign strategies
  - skills sharing on private sector engagement strategies
  - strategies for regional advocacy and resource mobilisation
    - the provision – in multiple languages – of a suite of global capacity development tools “digesting” international good practice and making it available in an easily accessible way, namely the:
      - Transparency International Capacity Assessment Tool
      - Transparency International Guide to Strategic Planning
      - Transparency International Guide to Financial Sustainability
    - Free-of-charge access to hundreds of e-learning courses through our corporate subscription to Lingos

- Formal review (and revision as required) of the Transparency International Organisational Capacity Development Tool (OCAT), based on evaluation of +/- 10 chapter pilot experiences.

Formal review of the tool was postponed to 2013. However, the OCAT is now available in Arabic, English, French and Spanish and has been used by several chapters in the Asia Pacific and Middle East and North Africa Regions (for example, in Australia, Fiji, Morocco and Palestine). It was also introduced in late 2012 to four chapters in Sub-Saharan Africa who consider applying it as part of a wider organisational sustainability process. In November, a CAT training workshop was organised for regional coordinators at the secretariat.

5. Framework for monitoring and evaluating capacity development developed.
In early 2012, the secretariat explored potential frameworks for monitoring and evaluating the impact of capacity development activities of chapters. The work sought to understand how enhanced capacity contributes to chapter performance and sustainability, how capacity develops, and how capacity development processes and external support can be improved in the future. After a draft monitoring framework (including a potential template for chapter capacity development plans) was developed, the work was temporarily put on hold in order to avoid any confusion with the ongoing effort of developing overall Monitoring, Evaluation and Learning frameworks for all Key and Regional Programmes, including their INSP components.

6. E-learning increasingly used by chapters and regional departments as a tool for capacity development and performance improvement.

Renewal of our corporate subscription to Lingos has enabled staff across the movement to not only access a wide range of e-learning resources, but also provided the secretariat with licences for Blackboard Collaborate (a tool for delivering web-based interactive training sessions with up to 25 participants), membership in an e-learning guild, and licences for in-house development of Transparency International-specific e-learning courses. Course topics being studied by more than 15 chapter students in the second half of 2012 included Project Management for NGOs, Business Ethics, Presentation Fundamentals, Communication Fundamentals, Negotiation, Building Relationships, Finance Essentials, Strategic Thinking and Stress Management.

7. Knowledge and learning from the INSP effectively leveraged across the movement through a well-maintained Chapter Zone page and use of other online communication tools.

The INSP Chapter Zone was developed and maintained to serve as a depository of any key tools and documents developed within the context of the programme. Monthly INSP bulletins as well as Calls for Proposals under the INSP Small Grants Programme (and related reports) were made available through the INSP Chapter Zone site. Other dedicated sites, for example, the Transparency International Guide to Strategic Planning or the Transparency International Guide to Financial Sustainability (translated into several languages) were hyperlinked to the main INSP site, as were other relevant sites such as the Resource Mobilisation and Sustainability Programme Chapter Zone pages. In late 2012, an INSP discussion forum was also created on Shárek as the new online forum aimed at facilitating movement-wide knowledge exchange and communication.

RESOURCE MOBILISATION AND SUSTAINABILITY PROGRAMME (RMSP)

Progress against Outcomes

- Increase the capacity of chapters to raise funds and diversify their funding base.
- Support chapter resource mobilisation efforts.
- Generate pro bono support – both human and in-kind.
A key deliverable contributing to these outcomes in 2012 was the start of the fundraising mentoring programme along with other targeted fundraising support to chapters. We also finalised the development of a toolkit on fundraising from individuals. With the secretariat’s support TI Ghana is now developing a fully-fledged fundraising plan, and TI Colombia on 6 November launched its first ever online fundraising campaign. The campaign features prominently on the chapter website. TI Greece, inspired by the success of TI Latvia’s fundraising from the Latvian diaspora in North America, started developing a fundraising initiative to approach the Greek diaspora in Europe and North America.

Report against 2012 Outputs

1. Develop a global fundraising strategy.

   Work on the development of a new fundraising strategy started in 2012. A group of chapters came together with the secretariat’s staff and jointly agreed and emphasised the need to diversify the funding base for the entire movement. Further work on the strategy will be undertaken in 2013.

2. Develop proposal templates and chapter tools for fundraising.

   The Resource Development Department (RDD) produced a toolkit on Fundraising from Individuals for chapters. The toolkit is available in English and Spanish. It is available online via Chapter Zone and Shárek. The toolkit has been shared with chapters at Regional Meetings in 2012 and at the Annual Membership Meeting (AMM) in Brazil.

   RDD led workshops on “Fundraising from Individuals” at the Asia Pacific Department Regional Meeting, participated in a Fundraising from Individuals session at Europe and Central Asia Department Regional Meeting, and facilitated a Fundraising from Individuals cross-regional meeting at the AMM in Brazil.

3. Investigate the potential of high-profile individuals to publicly support Transparency International.

   RDD undertook and produced research on the potential of celebrity and influential people supporting Transparency International as public ambassadors. Specifically, the research mapped other NGOs/IOs with established ambassador programmes such as Amnesty International, UN Children Fund (UNICEF), UN High Commissioner for Refugees (UNHCR) and Save the Children to identify examples of good practise and to better understand the risks attached and the strategies to develop to mitigate against risks.

4. Investigate potential for in-kind support to Transparency International (focusing on private sector donors).

   Throughout 2012, RDD focused on building a constituency of private sector relationships to be developed into in-kind (or monetary) support relationships. RDD focused on identifying companies that have demonstrated a commitment to anti-corruption, and is developing these contacts to identify possibilities for in-kind support.

   Toward this end, RDD contacted more than 80 companies in Denmark, Switzerland and the UK, and conducted conference calls and meetings, together with chapters, with more than
15 companies. In-kind support was a component of all of these conversations, and RDD continues to work with chapters to build relationships toward large-scale in-kind support.

RDD also developed a number of supporting processes to facilitate this outreach, including a mapping of Transparency International projects that could benefit from in-kind support from companies.

5. Pilot fundraising help desk.

Analysis showed early in the year that direct support to the fundraising capacity of chapters, rather than the reactive process of a help-desk was to be prioritised. Hence, a project seeking to increase their knowledge through the mentoring of local fundraising consultants has been implemented in seven chapters around the world together with the Institutional Network Strengthening Programme (INSP). This project will be evaluated in 2013 for possible extension to other chapters. The creation of the fundraising help desk has been postponed to 2013.

6. Lay ground work for fundraising campaign.

This work has been postponed to correspond to our future fundraising approaches.

7. Support networks in mobilising resources.

RDD has supported the establishment of the Transparency International mining initiative by providing donor intelligence and speaking with the secretariat’s existing corporate donors about the possibility of funding its work.
2012 PROGRESS AGAINST TRANSPARENCY INTERNATIONAL SECRETARIAT’S KEY SUPPORT SERVICES

GLOBAL COMMUNICATIONS, ADVOCACY AND CAMPAIGNING

Summary progress against outcome statement “Transparency International is the leading global voice and critical change agent in the demand for world-wide transparency, integrity and accountability”

Focusing on cross-border anti-corruption issues, chapters coordinated and supported by the secretariat, conducted high-level policy work to influence the Heads of State of the G20 countries on anti-money laundering, foreign bribery, stolen asset recovery and whistleblower protection legislation. Transparency International was the only civil society organisation invited by the Mexican G20 Presidency to join the Business 20 Anti-Corruption Task Force (B20) and to co-chair the “Focus Area 5 on Small and Medium-Sized Enterprises” (SMEs) with the objective to draft for the B20 Task strong recommendations to the G20. We were invited to join the B20 Anti-Corruption Task Force under the Russian G20 Presidency following our active engagement in the B20 Anti-Corruption Task Force under the Mexican G20 Presidency – Transparency International being the only civil society organisation. Transparency International recommendations on SMEs’ anti-corruption programmes in the supply chains of multi-national corporations and on civil society participation were adopted verbatim into the B20 Task Force and presented to the G20 Heads of States at the Mexican summit.

On the EU level, Transparency International contributed expertise for the development of the methodology and new benchmarks for the assessment of EU member states’ implementation and application of anti-corruption measures. This assessment will result in the first EU Anti-Corruption Report of the European Commission in 2013. Our recommendations for increased transparency and more accountability were reflected in the Liikanen report on Structural Reform of the EU Banking Sector. We also successfully advocated the European Parliament to amend the Commission’s proposals with regards to the management of conflicts of interest at the European Central Bank. After a sustained and intense advocacy campaign, the Legal Affairs Committee of the European Parliament voted unanimously for a set of amendments to new EU extractive industries legislation which included all key Transparency International demands.

Our continued engagement on the UN Convention against Corruption (UNCAC) led to summaries of six civil society parallel country progress reports and an overview report being submitted as official UN documents to the Implementation Review Group of the convention in June. We have also seen new opportunities to spread our message. Our advocacy at the UN Rio+20 Conference contributed
to the final outcome document, including a paragraph recognising the importance of corruption in ensuring sustainable development. Recognising the momentum of this initiative, we scaled up our engagement with the Open Government Partnership particularly in the Americas region. On the post-2015 agenda, we have been advocating to donors and other key players for having a separate goal on governance, as well as integrating governance and anti-corruption in the post-2015 framework.

Transparency International’s rapid response to major corruption stories further increased the movement’s reputation as the go-to place for anti-corruption solutions. The main target groups were the ten leading global news outlets: CNN, BBC, International Herald Tribune, The Guardian, The Economist, The Financial Times, The Wall Street Journal, The Huffington Post, Al Jazeera and Fox News. Through these news outlets, we targeted decision makers in international organisations, multinational companies and governments worldwide.

Report against 2012 Outputs

1. Training of chapters to create content for country pages and setting up country profiles.

   Country pages are a key feature of our new website (launched in April 2012) and 11 chapters’ country profiles were completed during the reporting period. The profiles online are Croatia, Denmark, France, Georgia, Greece, Hungary, Italy, Palestine, Slovakia, UK, and the US.

2. Finalise new website on new platform in first quarter.

   Our new website went live 28 April 2012. A visitor satisfactory survey was conducted in November 2012; the site scored a rating of 7.2 for overall satisfaction – an improvement from 6.6 when the same survey was conducted in 2009.

3. Chapter Zone Advisory Committee meets and begins work.

   In consultation with and led by chapters (particularly TI Georgia), a new Transparency International intranet was developed, called Shárek. The new online tool aims to improve knowledge sharing across the movement and increase chapter-to-chapter communications.

4. Continued engagement with and policy advice to global institutions and processes (G20, EC, UNCAC, OECD and others).

   Working with, for, and on behalf of chapters, the secretariat was instrumental in achieving a range of advocacy successes in 2012.

   On the G20, we achieved our most important advocacy goal: the extension of the mandate of the G20 Anti-Corruption Working Group for another 2 years. Furthermore, the G20 acknowledged in the 2012 Los Cabos Communiqué, the biggest challenge in the fight against corruption is “closing the implementation and enforcement gap.” We were invited to join the B20 Anti-Corruption Task Force under the Russian G20 Presidency following our active engagement in the B20 Anti-Corruption Task Force under the Mexican G20 Presidency as the only civil society organisation present. We helped shape recommendations on anti-corruption for small- and medium-sized enterprises (SMEs) which we formulated together with the International Chamber of Commerce as co-leaders of the
B20 Anti-Corruption Task Force’s work stream on SMEs. G20 endorsed “principles for denial of entry to our countries of corrupt officials, and those who corrupt them” and “principles for financial and asset disclosure systems for public officials.” The G20 thanked civil society for the “valuable contribution” it made to the G20 process in its official communiqué.

Concretely TI language was adopted by the G20:

- Voluntarily our recommendations on making the UNCAC reviews more transparent and inclusive were picked up: “G20 countries will lead by example in enhancing the transparency and inclusivity of their UNCAC reviews by making use on a voluntary basis of the options in the terms of reference to the UNCAC review mechanism, namely allowing country visits, involving the private sector and civil society in reviews and publishing in full the reports of reviews. We undertake each to respond to those deficiencies that are identified in our peer reviews and to make these responses publicly available”. These criteria are also used in the G20 Monitoring Report on Anti-Corruption Commitments.

- The B20 recommendation on SMEs, the work stream we co-led together with the International Chamber of Commerce: “We call on representatives from the business community to develop capacity building programmes tailored to small- and medium-sized enterprises, including through supply chains and to report back on progress in early 2014.”

- B20 recommendations to G20 leaders:
  - Governments to require that SMEs “represent” that they have adequate anti-corruption programmes in place as a condition for participating in public procurement.
  - Companies to engage SMEs through their supply chains and provide them with concrete support in the adoption of best practices in resisting corruption.

- Action on B20 recommendations to G20 leaders:
  - Successfully advocated for the inclusion of the recommendation to ensure citizen participation in public procurement processes through the use of new information technologies.
  - Agreed on language to formalise the dialogue between government and business, including “international governmental and on specific issues non-governmental organizations.”

Beyond the G20, we continued to engage with other key intergovernmental players such as the UNCAC and OECD (see Key Support Service 4) and with the EU. Achievements at the EU-level include the following:

- Transparency International contributed expertise for the development of the methodology and new benchmarks for the assessment of EU member states’ implementation and application of anti-corruption measures. This assessment will result in the first EU Anti-Corruption Report of the European Commission in 2013.
• Greece adopted and started implementing an anti-corruption action plan with the support of a Transparency International task force.

• EU financial integrity: In line with Transparency International recommendations, the Commission’s proposals to improve the stability of EU banks through increasing capital buffers and better governance (Capital Requirements Directive IV) contains provisions for reporting breaches of the legislation (Article 70).

• TI EU’s recommendations for increased transparency and more accountability were reflected in the Liikanen report on Structural Reform of the EU Banking Sector.

• TI EU successfully persuaded the European Parliament to amend the Commission’s proposals with regards to the management of conflicts of interest at the European Central Bank.

• The Legal Affairs Committee of the European Parliament voted unanimously for a set of amendments to new EU extractive industries legislation which included all the key Transparency International demands.

• Transparency International recommendations were reflected in the Enlargement Progress Reports after consultations, where chapters submit detailed information on the state of anti-corruption reforms in all EU candidate and potential candidate countries.

• The Enlargement Strategy for 2012-2013 now includes a new approach to the negotiating chapter on corruption (Chapter 23).

• President Barroso mentioned the fight against corruption at the UN General Assembly High Level meeting on the rule of law (compared to the total absence of this in his State of the European Union address).

• TI EU provided expert advice on the revision of whistleblowing provisions for EU members of staff. The Commission adopted the new guidelines on 6 December 2012, incorporating many of the key recommendations TI EU provided.

5. Time to Wake Up campaign extended to 25 chapters and networks.

Time to Wake Up campaign was launched with the recognition that mobilising people to fight corruption requires trust in our organisation – in other words, in our brand. The goal of our first global campaign is to improve brand awareness and increase our visibility. Its work to date includes the creation of general campaigning tools such as a broadcast quality campaign video, several locally produced web-quality videos, posters, press releases, post cards and other written materials. General themes were adapted to different context-appropriate messages. New social media work included a website “Time to Wake up” translated into four languages, and a live-streaming event. The Time to Wake Up global campaign was launched by 20 chapters and networks in 2012.

The Time to Wake Up campaign had a very good media reception in Lebanon where, with the support of the regional department, the chapter is invested in using this campaign as a means to raise citizens’ awareness of their rights in the fight against corruption and increasing their ability to speak out against corruption. The successful campaign made use
of donated media space worth US$540,000, and TI Lebanon’s Facebook fans jumped from 245 to more than 6,000 by 22 July 2012. The campaign received wide media coverage and included outdoor initiatives asking citizens to request their government to implement the UNCAC.

CORRUPTION MEASUREMENT AND DIAGNOSIS

Summary progress against outcome statement “Transparency International research products providing compelling analysis for anti-corruption advocacy and learning”

A major achievement in 2012 was the launch of the Corruption Perception Index (CPI) with an updated methodology. The online CPI 2012 launch on 5 December attracted the most media attention of any CPI launches to date. In addition, we published an analytical paper reviewing more than 500 diagnostic tools on (anti-)corruption, presenting some of the key trends and themes in corruption assessment work, and identifying important gaps which may need to be filled. The regional ENIS report Money, Politics, Power: Corruption Risks in Europe consolidated findings of the 25 NIS country reports and was launched in May 2012. The report looked at strengths and weaknesses across Europe with regard to NIS to fight corruption and the report led to a widespread interest and global media coverage, resulting in a high number of visits on the Transparency International website.

Report against 2012 Outputs

1. Successful launch of CPI (including positive feedback on new methodology).

The comprehensive review process of the CPI, which started in 2011, led to the development of the updated methodology used in 2012. During the course of 2012 extensive consultations and briefings were held throughout the movement, including at all regional meetings, on the updates to the CPI methodology for the CPI 2012. Chapters received their results four weeks prior to the launch of the index, which allowed time, including at the Annual Membership Meeting, to understand and interpret their country results. Materials were produced to provide advance notification of the update externally.

Launch events were held in many chapters and press releases were published in local languages complementing the CPI data with national contexts and stories. Huguette Labelle, Chair of Transparency International, attended the launch event in the US. Chapters used the CPI to create innovative outputs, including videos in Russia and the Ukraine, and the launch stimulated direct requests for information and meetings with government officials to discuss corruption and the CPI both in countries where we have chapters, such as in Trinidad and Tobago, and in those where we do not yet have a presence, including Brunei and Saudi Arabia.

In terms of global awareness raising, the CPI 2012 launch on 5 December attracted the most media attention compared to any previous launch. The CPI was published online, with accompanying methodology documents, maps, infographics and press materials. In the 48 hours after the launch, there were 971,318 views of the CPI page on the website (up 28.3 per cent from last year’s 757,189) and 363,817 unique visitors (up 49.7 per cent from last
year’s 242,968). The day of the launch, 5 December, was the date with the highest traffic ever recorded by a Transparency International website. The CPI launch also made an impact through social media channels. The CPI map picture on Facebook attracted 919 likes, 200 comments and 2,415 shares (a record for Transparency International). Eight blog articles were written from people across the movement, attracting an average of 1,800 views in the first week of publishing. One hundred and fourteen interviews with representatives from the movement were held with news agencies from around the world and in the week following the launch, there were 3,553 articles published by news agencies and influential bloggers.

There was no public criticism or feedback on the updated CPI methodology. However, an independent evaluation of the updated CPI methodology by a statistical expert found the methodology to be fully valid, reliable and fit for purpose.

2. Successful launch of Global Corruption Barometer.

The launch of the Global Corruption Barometer has been postponed until July 2013. This was to allow for country coverage to expand to more than 100 countries, as the split across years makes it possible to share the cost of the survey work between the two calendar years 2012 and 2013. The survey work was 50 per cent complete at the end of 2012 and plans are underway for the successful launch in July 2013.

3. Publication of analytical paper on diagnostic tools on (anti-)corruption.

An analytical paper on diagnostic tools Gateway: Mapping the Corruption Assessment Landscape was published online in December 2012 along with 300 printed copies for distribution. Based on an analysis of more than 500 diagnostic tools, the paper presents some of the key trends and themes in corruption assessment work, and identifies important gaps which may need to be filled.

4. Gaps in diagnostic tools identified and innovation grants to develop new tools disbursed.

Based on the extensive stock-taking exercise, development of the analytical paper and in-depth consultation through an expert workshop held in September 2012, there was a strong consensus that the most effective format for the innovation component was the need to focus on deepening our understanding of the use and impact of existing tools through a collaborative learning mechanism, which will be developed as part of our Anti-Corruption Solutions and Knowledge Programme.

5. Successful launch of Anti-Corruption and Business report.

The data gathered in the Bribe Payers Survey 2011 was published online in a series of data releases during September and October 2012. Each week, the results of a specific question were added to the bespoke online data analysis tool, allowing users to analyse the data by country and sector, among others. Each question was accompanied by a blog post analysing the results of the specific question and focusing on an issue or topic and an infographic presenting the results. There were seven separate releases.

The data was also used by the chapters surveyed to highlight the issue of corruption in the private sector at a national level. For example, TI UK used the data through their own web and social media channels and chapters in Austria, Malaysia, Morocco and South Korea used the data through in-person press conferences.
We received positive feedback in terms of the questions asked, the value of the data and the presentation of it as an online tool. The positive feedback came both from within the movement (for example, from chapters using the data) and from outside of the movement through social media channels. The first data release generated 226 likes, 46 comments and 341 shares on the secretariat’s Facebook page and the blog received over 4,000 page views with 1,812 unique visitors. A user survey put in place at the end of the year collected a limited number of responses, but 90 per cent of respondents agreed that the data was new, useful for their work and that the online tool was user-friendly and informative.

EMERGING POLICY ISSUES AND APPROACHES

Summary progress against outcome statement “Transparency International identifying and responding effectively to the most critical emerging corruption risks and policy issues”

Urbanisation was identified as an important area with profound implications and opportunities for anti-corruption work. As a result of our thinking, a discussion note has been produced on cities and corruption that maps specific urban corruption risks in a comprehensive manner and has given rise to incipient collaboration between Transparency International and the prestigious UK Architects Association and UN Habitat. Government use of technology for integrity purposes in areas from biometrics to electronic payments and e-judiciary has been identified as another important emerging issue with a critical gap in research, knowledge of good practices and constructive NGO advocacy. A paper developed by Transparency International has been well received in the related expert community and a discussion to form a Transparency International technology observatory with interested chapters and potential funders has begun. Through seed funding provided by the secretariat, four chapters piloted innovative ways of fighting corruption.

Report against 2012 Outputs

1. Roll-out innovation grants to chapters.

   The Chapter Innovation Grants Programme, dedicated to supporting bold and risky ideas, received a record number of submissions. Four projects received funding:

   • Transparency International Lithuania: development of a voting record information widget to be incorporated into new stories at the country’s largest news portal.

   • Transparency International Colombia: innovative multi-method approach for identifying demand-side open government information needs.

   • Transparency International Latvia: workshop with professional dramaturges and theatre producers to explore potential for collaborations.

   • Transparency International Madagascar: experimenting with legal anti-corruption advice in a talk radio format.

2. Transparency International’s cutting edge work is showcased at a global scale at the International Anti-Corruption Conference (IACC).
Staff from the movement actively participated in the panels of twenty-four interactive sessions throughout the four days of the IACC. Panel participation provided an opportunity to showcase our work to the broader anti-corruption community and entirely new audiences within Brazil and around the globe. In particular, the following sessions were met with notable success:

- Whistling around the World: Growing an International Movement to Connect Whistleblowers with Investigative Journalists
- Societies in Transition: How Corruption Frustrates Change
- Preventing Public Officials from Enjoying the Proceeds of Corruption: What More Should the Financial Sector be Doing?
- On-line Civic Innovation against Corruption – New Technology to Solve an Old Problem

Outputs stemming from the sessions are continuously evolving to create new projects within the secretariat. For example, a civil society, whistleblowers and journalists network has emerged from one of the abovementioned sessions. Participants from the civic innovation sessions are collectively developing a manual for “Online Tools for Corruption Activists.”

3. Strengthening of Climate Governance Integrity Programme implementation in pilot countries and scaling up programme to additional countries with an emphasis on the BRICS.

In 2012 the Climate Governance Integrity Programme was strengthened in the nine pilot countries: Bangladesh, Dominican Republic, Indonesia, Kenya, the Maldives, Mexico, Papua New Guinea, Peru and Vietnam. Chapters carried out in-depth research to map the flows of climate finance in their countries and to assess the strengths and weaknesses of the transparency, accountability and integrity of climate finance related institutions, processes, policies and practises. The chapters thus developed a thorough understanding of the corruption risks, engaged stakeholders, built networks, and utilised findings in national and global level advocacy. This resulted in the launch of an official government investigation in Bangladesh into a number of climate projects, social media monitoring platforms, education campaigns for local communities, journalists’ trainings, and the inclusion of climate finance transparency in several national laws and government documents. Global successes include: advocacy for the UN Rio+20 conference with the final outcome document including a paragraph recognising the importance of corruption in ensuring sustainable development; the publishing of Keeping REDD+ Clean – A step by step guide to preventing corruption; the development of an e-learning training course on climate finance and corruption.

- Transparency International Bangladesh is leading a network of more than 50 participants that have been successfully organising several awareness-raising events. A policy brief on challenges and risks of climate finance has been finalised and sent to the major stakeholders of Bangladesh Climate Change Trust Fund, Bangladesh Climate Change Resilience Fund, and Parliamentary Standing Committee on Environment and Forests, among others. In Bangladesh, an article
on the petition to parliament resulted in an official review of the award process.13

- Transparency International Dominican Republic has collaborated with local CSOs including Climaccion and 350 Dominicana, and is working closely with Intermon Oxfam and the anti-corruption network Mesa de Transparencia in advocacy efforts. It has also mobilised its pre-existing youth network to build up the capacity of young anti-corruption activists to tackle climate finance issues.

- Transparency International Indonesia is working at the national level and in three regions with different stakeholders, including the anti-corruption agency for example. A total of 79 civil society actors were engaged. Also, the Facebook group FREDDI Watch (Fund for REDD+ in Indonesia) grew to 102 members.

- Transparency International Kenya established the Kenya Climate Governance Network with members drawn from the Kenya Climate Change Working Group, Kenya Forests Working Group, youth networks, media and academia. The network is composed of fifty members, organised around eight thematic areas (water; health; infrastructure; energy; agriculture; forests; arid and semi-arid areas; climate policy).

- Transparency International Maldives has established a network of 56 members and continues developing it, using email threads, and a blog where all stakeholders can communicate and share information. The network includes government, NGOs, media and experts, and interested individuals.

- Transparency International Mexico is now an active member of a number of existing networks including the Mexican Network on Climate Finance, which includes 25 members.

- Transparency International Papua New Guinea (PNG) is in touch with ten relevant organisations and held regular meetings (including: Eco Forestry Forum, the Nature Conservancy, PNG Forest Authority, and private actors). A total of 74 civil society actors and 30 media persons attended the workshops and other meetings organised.

- Transparency International Peru counts 39 members in its network. The organisation participated in the development of the Civil Society Platform on the Road to Durban, leading on Climate Change Finance

- Transparency International Vietnam has developed specific action plans with key civil society actors and other stakeholders. In cooperation, the members advocate for anti-corruption in REDD+. A series of media events were also organised, gathering a total of around 40 journalists.

- Articles on our blog and website were regularly published on corruption and forestry issues.

13 blog.transparency.org/2011/06/16/who-is-talking-at-climate-talks [accessed 21 May 2013]
• The inclusion of governance and corruption in the draft of the Rio+20 outcome document followed the sending of letters, writing of blogs (see post on 20 April 2012), and a video appeal.

ENFORCEMENT MONITORING

Summary progress against outcome statement “Transparency International contributing significantly to effective global enforcement of anti-corruption measures and reduced impunity for corrupt acts”

Our engagement with the UN Convention against Corruption (UNCAC) focused on developing civil society parallel monitoring reports; contributing to and engaging with ongoing UNCAC reviews; sharing our national level findings at the international level; and, together with UN Office on Drugs and Crime (UNODC), training civil society on the UNCAC and its review process. Our continued engagement on the UNCAC led to summaries of six civil society parallel country progress reports and an overview report being submitted as official UN documents to the Implementation Review Group of the United Nations Convention against Corruption in June. Transparency International also produced the 2012 OECD Progress report entitled Exporting Corruption? Progress Report 2012 on Enforcement of the OECD Anti-Bribery Convention. The launch generated significant international media attention (with articles featured in The Financial Times and Washington Post and televised reports on Al Jazeera and CNBC).

Report against 2012 Outputs

1. Re-Design of the OECD progress report through consultative process (while advocacy actions undertaken with ongoing data collection with chapters will continue).

   From March to November 2012, the secretariat convened a study group with members from the chapters of Brazil, Denmark, Germany, Portugal, Spain, the UK and the US. The study group reviewed the methodology and design of the OECD progress report and made recommendations for changes. Initial feedback from the chapters has been positive and the new methodology will be used from 2013 onwards.

   The secretariat-produced 2012 OECD progress report was based on expert input from chapters and covered 37 countries. Its release on 6 September was marked with our most comprehensive online launch to date, with Facebook, twitter and blogging activities leading up to and following the launch. The launch generated significant international media attention (with articles featured in The Financial Times and Washington Post and televised reports broadcasted on Al Jazeera and CNBC). Thereafter, the secretariat initiated a pilot to support increased advocacy in several countries.

2. Independent review of Conventions work carried out with focus on improving chapter engagement.
The review was conducted from May to September 2012 by external independent consultants. The review was based on an evaluation survey completed by a total of 64 people from within the movement, in-depth interviews with 27 representatives of chapters and 18 staff members from the secretariat, case studies of successful strategies used by TI Bangladesh, TI Colombia, TI France and TI UK, as well as external interviews with Amnesty International, Save the Children, the OECD, UNODC, UN Development Programme (UNDP) and the Norwegian Agency for Development Cooperation (NORAD).

The three overall recommendations of the review were that Transparency International’s Conventions work should: better promote national and local advocacy; better build linkages and ensure synergy between TI’s global and local levels; improve its operations through better monitoring and evaluation and resources for this work.

3. Effective UNCAC implementation monitoring through production of some 10 new UNCAC parallel review reports and use in advocacy at the Implementation Review Group (IRG) and at national level (as informed by Conventions work review).

The secretariat provided support to twelve civil society groups (including four chapters) for the preparation and publication of UNCAC parallel review reports. Six of the reports were completed (including reports on: Brazil, Papua New Guinea, the Philippines, Portugal, the UK and Zambia). Executive summaries of the six civil society country reports and of the overview report were submitted as official UN documents to the IRG and printed copies of the full reports were brought to the meeting to inform governments of the outcomes, as part of the CSOs advocacy strategy. Four of the six CSOs that prepared reports were supported by the secretariat in sending representatives to the meeting to conduct advocacy regarding their report recommendations.

The secretariat also prepared an assessment of the first two years of the UNCAC review process based on feedback from sixty-eight national groups. The report provided an overview of key common findings in the civil society country evaluation reports and provided a basis for advocacy in Vienna about the review process and specific enforcement issues.

Transparency International further organised the participation and advocacy work of 20 CSO representatives (including 10 chapters) at the IRG briefing for CSOs held in Vienna in June 2012. This was the first time such a briefing was held. To prepare the CSO representatives unfamiliar with UN fora, the secretariat organised an all-day prep meeting for civil society on the day preceding the briefing. A representative from TI Bangladesh and the Chair of the UNCAC Coalition delivered speeches raising key issues about the review process. The other CSOs at the meeting also made presentations about UNCAC reviews in their countries. The CSO briefing was an important step in expanding global intergovernmental discussions on fighting corruption.

In addition, the secretariat disseminated information about the first two years of the review process at the IRG meeting, the CSO briefing to civil society activists and to the wider public to increase understanding on how it is being conducted. This was done in advance of, during and after the meetings via use of the UNCAC Coalition website, newsletter and Listserv, social media, and traditional media. Three Coalition members were interviewed for an Austrian radio station about the UNCAC review process.
To increase the impact of CSO monitoring efforts, the secretariat upgraded the UNCAC Coalition website presentation of CSO parallel reports so that they are easily accessible. The secretariat also encouraged CSOs to develop national advocacy plans and many of them did so.

To help prepare 2013 strategy and related advocacy, the Conventions team organised two in-person Coalition Coordination Committee meetings and an IACC workshop.

4. Capacity building and training on conventions monitoring.

With UNODC, the secretariat co-organised three trainings for over 60 CSO representatives from all around the world on UNCAC and the UNCAC review process. The trainings took place in South Africa (in March), Austria (in October) and Brazil (in November). Secretariat staff also led specific modules of the training. The objective of the trainings was to increase participants’ understanding of how to effectively contribute to the UNCAC review process, to build participant’s capacity to access government information for a constructive dialogue and to develop the capacity in drafting complementary country reports for evidence-based advocacy.

The secretariat also developed special training materials on working with the private sector, which are now being expanded into a guide. This material was used at the trainings in 2012. The secretariat further implemented upgrades to the UNCAC Coalition website to improve the presentation of materials for information and training purposes.

NETWORKS AND INITIATIVES

Summary progress against outcome statement “Transparency International supported network initiatives function as a key channel for developing and scaling up innovative multi-stakeholder anti-corruption solutions”

In 2012, we followed up on a range of network initiatives which started in 2011 and also developed new ones. For example, on whistleblowing – an initiative which started in 2011 – we finalised our Recommended Principles for Whistleblower Legislation. These principles – the first of their kind to be developed by an international NGO – will be used by members of parliament, anti-corruption officials, NGOs and whistleblower advocates to implement new and strengthen existing whistleblower protection laws in all regions. The Transparency International Defence and Security Programme, managed by the UK chapter, increased its engagement with companies and governments in making the arms and security industry more transparent and accountable. In October 2012, the programme published the Defence Companies Anti-Corruption Index. The index provides an analysis of what the 129 biggest defence companies around the world do and fail to do to prevent corruption. New initiatives, such as corruption in humanitarian assistance and mining, were being set up in this reporting year.
Report against 2012 Outputs

1. Process guidelines and funding criteria for Transparency International network incubation agreed with network governance and accountability policy submitted for consideration to the International Board.

Transparency International set out an ambitious, but realistic framework for Transparency International support and monitoring for effectiveness of different network models (from loose and informal horizontal learning and knowledge exchange to centre of expertise-led global thematic initiatives). Grant application guidelines and a grant request form have been developed to allow interested chapters to request – on a competitive basis – small grants to support incubation and start-up, as well as (network) capacity development and fundraising efforts. To help evaluate the capacity of chapters interested in leading such initiatives, a draft capacity assessment checklist (reviewing key factors such as institutional arrangements, stewardship and governance, executive leadership and management) was also developed.

To explore network governance models in more depth, a discussion with interested chapters was held along the Annual Membership Meeting in November 2012. In addition to this, a briefing paper was commissioned from an external consultant to help identify and document relevant governance models used by other comparable organisations/INGOs, and develop a set of recommendations for Transparency International based on good practice. Recognising the need to develop flexible governance frameworks that respond effectively to different degrees of “formality” and the fact that networks must be given the space to develop organically over time, submission of a network governance and accountability policy or framework to the Transparency International Board of Directors was postponed to 2013 to allow for more in-depth discussion.

2. Collective action initiated by thematic networks supported by the secretariat (for example, on education, sports, whistleblowing, and forestry) and working towards a gradual transitioning towards being chapter-led and self-sustainable.

A number of network initiatives that had emerged in the course of 2011 were able to further advance their planning or actually commence collective action in 2012:

- Education: An Education Network Coordinator (hosted by TI Vietnam and funded by the secretariat) was recruited to encourage, incubate and coordinate a horizontal learning network of chapters, Individual Members and external stakeholders interested in addressing the issues of corruption in the education sector, as well as teaching anti-corruption in formal education. The network convened and co-facilitated a meeting of 15 interested chapters in a workshop during the Annual Membership Meeting in Brasilia in November 2012, to identify opportunities to network on teaching anti-corruption and integrity. The engagement of the network contributed to the development of the framework and content for the network around the Global Corruption Report on Education, which will focus on the comprehensive overview of corruption at all levels of education, as well as addressing teaching of integrity and anti-corruption in education.

- Whistleblowing: With input from more than 100 experts and chapters worldwide, Transparency International has finalised its Recommended Principles for Whistleblower Legislation. These principles – the first of their kind to be developed
by an international NGO – will be used by members of parliament, anti-corruption officials, NGOs and whistleblower advocates to implement new and strengthen existing whistleblower protection laws in all regions. The development of these principles were enabled through a series of related meetings, including a one-day workshop in Berlin in May 2012 that brought together 25 experts and chapters, as well as panel and workshop discussions at the International Anti-Corruption Conference (IACC) in Brasilia in November 2012. Throughout 2012, a secretariat-based coordinator continued to expand the global reach of the emerging network by helping to strengthen whistleblower protection for European Commission staff; supporting the improvement of whistleblower regulations in Vietnam; launching research and advocacy projects in the EU and the Middle East and North Africa region; and supporting local efforts to improve whistleblower laws and procedures in more than 30 countries.

• Sports: During 2012 a number of dedicated meetings, individual chapter visits and facilitated workshops were held to develop a network approach to corruption in sports. These engagements, as well as input from various chapters, led to the development and submission of a funding application led by the secretariat to the European Commission. The successful application and secured funding for a secretariat coordinated project on match-fixing will enable this work to be taken to scale within Europe in 2013.

• Mining: Transparency International Australia is taking the lead on building a network that seeks to advance the integrity in the mining sector. In the second half of 2012, the chapter began to develop a concept note outlining the proposed scope and subsequent stages of a programme to address corruption and promote integrity throughout the mining value chain. A three-day network and programme planning meeting for interested chapters is planned for February 2013. This meeting aims to discuss the scope and approach that this initiative on corruption in mining should take, as well as the possible theory of change, fundraising opportunities and challenges, and the larger governance issues of this network.

• Humanitarian Aid: TI Kenya is taking the lead on developing a network that aims to enhance the transparency, integrity and accountability of humanitarian aid programmes and to foster beneficiaries’ empowerment and participation to monitor their implementation. At the end of 2012, the chapter began the planning of a three-day strategic development workshop (to be held in January 2013) that brings together interested chapter representatives. The aim of the workshop is to develop a short-term (information network), mid-term (multi-country project and fundraising strategy) and long-term (centre of expertise) plan for the humanitarian aid integrity network.

3. New emerging chapter-driven network initiatives effectively supported by the secretariat.

The secretariat provided effective support to a range of emerging initiatives as described above, both through the development of clear reference frameworks as well as through hands on support to chapters interested in taking the lead on a global network or initiative. To ensure the development of the network on corruption in education, the secretariat provided financial support for an Education Network Coordinator to take this work forward, particularly in conjunction with the Global Corruption Report on Education. The secretariat provided financial support for a coordinator to expand and push the global work on
whistleblower protection/legislation, as well as funding for experts to participate in the secretariat-organised workshop in Berlin to develop principles for whistleblower legislation. TI Australia and TI Kenya were closely supported in reaching out to other chapters across the movement, and in launching a strategic planning process for global humanitarian aid and mining initiatives, respectively. Stemming from discussions in Brazil during the AMM, funding was made available from the Networks & Initiatives Grant to organise network planning meetings with committed chapters across regions in early 2013. On sports, an EC funding application led by the secretariat secured the funding required for this work to be taken to scale within the Europe region in 2013, while global efforts were supported by a dedicated stream of discussions at the IACC.

GOVERNANCE

Summary progress against outcome statement “Transparency International's internal accountability, integrity and governance standards are demonstrating best practice for civil society and beyond”

In 2012, the secretariat continued to practise what it preaches by further improving its internal accountability, integrity and governance. The launch of our new website coincided with a more proactive publishing of Transparency International relevant information. For example, the secretariat started publishing initial data in line with the International Aid Transparency Initiative and we also put our operational budget online. At the end of 2012, the secretariat delivered the second Transparency International – Global Reporting Initiative (GRI) report against the International NGO (INGO) Accountability Charter following the format of the GRI NGO Supplement. Feedback from the Independent Review Panel noted that Transparency International had taken into consideration some of the feedback from the previous round. Work also progressed on developing a range of internal policies, such as an updated procurement policy and work started on an access to information policy.

Report against 2012 outputs


   The 2012 Annual Membership Meeting gathered 263 participants from 93 countries. It was held from 3 to 7 November in Brasilia, Brazil, offering the framework for some 50 meetings beside the Formal Governance Meeting enabling, among other things, the election to the Board of Directors, approval of the 2011 accounts by the Membership as well as of the Annual Report.

   Meetings covered a wide range of issues, but had a particular focus on accelerating the movement’s strategic resolves to both tackle impunity and develop a People’s Charter against Corruption.

   The holding of the AMM back-to-back with the International Anti-Corruption Conference (IACC) enabled the minimisation of flight costs and thereby environmental impact, as well as to provide access to travel funding to participants. Pending closing of the accounts, the AMM expenses appear to have been kept very strictly within budget.
2. Strengthened secretariat’s internal anti-corruption procedures.

A workshop was held at the 2012 AMM in Brasilia to share best practice across the movement on accountability and anti-corruption within CSOs. A group of 20 people emerged to create a community of practise on the matter and to advance the matter. The secretariat conducted an audit of its own systems in 2012 against the cutting-edge anti-corruption standards developed by TI UK for NGOs together with Bond. Areas still requiring strengthening relate to anti-corruption pledges from contract partners and updating of contracts with our members. Based on best practice, the secretariat is also in the process of developing improved whistleblowing mechanisms for its own work.

3. Access to information (A to I) Policy established at the secretariat.

The secretariat formed a working group composed of access to information specialists and representatives of secretariat departments more directly exposed to the issue (Finance, Human Resources, Governance and Legal Advice). Building on best practice, a draft Information Disclosure Policy was shared with all staff for consultation over a month, followed by an open meeting with all interested to discuss the issues at hand. Rich feedback was received seeking to further balance the commitment to advance the access to information agenda while dealing responsibly with the information entrusted to us. As a result, the draft policy commits to maximum disclosure subject to four exceptions, including: protection of privacy, legal privilege, confidentiality and ability to operate effectively. The final draft is to be submitted to the approval of the Board of Directors ahead of its March meeting.

4. Substantial progress towards an improved accreditation process through streamlined and user-friendly chapter accreditation questionnaires and searchable database/archive of key findings.

A detailed proposal was developed aiming to improve the effectiveness of the accreditation process, enabling faster analysis of the data, better informed accreditation decisions, and a compilation of statistics as well as access to relevant chapter governance documentation across the world.

After conducting a study to have a web-based tool developed specifically to enable chapters to fill out the Accreditation Self-Evaluation Form online, we have identified and tested existing solutions available at very moderate prices. We are in the final rounds of testing this new system and are working to have a fully updated system operational before mid 2013.

5. Further level of integration of reporting (Board, AMM, Annual Report, Donors) for enhanced accountability process.

In 2012, the secretariat Implementation Report prepared for donors was shared with the Board of Directors as an addendum to the secretariat’s Accountability report. It was also used to answer questions of the secretariat’s GRI report on achievements for the year. Both reports are posted on our website, and are thereby extending our accountability initially from targeted stakeholders to the broader public. Whilst a diversity of formats still exist and full integration is not yet achieved, reporting periods are better synchronised and enable a higher level of cross-referencing of the reporting material, reducing the duplication of work. The development of the Monitoring, Evaluation and Learning framework provides scope for further integration of different reporting and evaluation mechanisms in the future.

At the end of 2012, the secretariat delivered its second report Transparency International – Global Reporting Initiative (GRI) against the International NGO (INGO) Accountability Charter following the format of the GRI NGO Supplement.

Feedback from the Independent Review Panel noted that Transparency International had taken into consideration some of the feedback from the previous round and that we were showing good signs of institutional commitment, as well as to accountability as framed in the context of the INGO Accountability Charter, and commitment for future actions. The information provided regarding gender and other types of diversity was also of particular importance.

The panel asked for more examples and information on challenges as well as on awards won.

The independent panel noted the secretariat’s practise as a reference for other large organisations with regards to:

- our clear and comprehensive answer provided on percentage of employees receiving regular performance and career development reviews
- the secretariat’s publication of its salary ranges on its website

7. Improved Volunteer Management System developed,

The secretariat conducted a staff survey to better identify areas where volunteer engagement can be heightened and factors constraining pro bono support. A comprehensive Volunteer Management framework is in its final draft, including a policy, incentive mechanisms for secretariat staff to resort to volunteer support, contracts and an online database enabling the identification and use of expertise across the movement.

**MONITORING, EVALUATION AND LEARNING**

Summary progress against outcome statement “Transparency International’s results are being accurately demonstrated and learning consolidated in order to improve organisational performance and anti-corruption impact”

In this reporting year, the newly established Monitoring, Evaluation and Learning (ME&L) Unit made significant progress in developing an organisation-wide ME&L system and supporting programmes and projects on strengthening their ME&L work and outputs. A range of deliverables were produced seeking to improve our ability to monitor and communicate results, such as a baseline for our Key Programmes vis-à-vis the 2015 Strategy, a draft framework for measuring our impact, and a set of Key Performance Indicators for core organisation functions. In 2013, the emerging ME&L framework will be further refined and roll-out so that the results and impact of our work can be captured and communicated effectively.
Report against 2012 Outputs

1. Organising training workshops.

The ME&L Unit produced practical guidelines for Transparency International staff, for example, on how to structure a Terms of Reference for commissioning evaluations and how to write donor reports. This demand-driven and tailored approach is set to continue. Two introduction sessions to logical frameworks trainings were organised at the secretariat in 2012.


The ME&L Unit, with assistance from an external consultant, developed a first full draft of impact indicators, which measure progress in six strategic priorities of the secretariat as outlined in the 2015 Strategy, which inform secretariat goals (or Areas of Focus) up until 2015. The purpose of developing a common core set of impact indicators is to ensure that we have comparable forms of evidence about the effects of our work, which can be used to inform assessment of our effectiveness in achieving our strategic aims and objectives. In 2013, these draft indicators will be further refined and consulted upon. Roll-out is planned for the second half of 2013.

3. Drafting of Transparency International’s ME&L Guide.

In this context the ME&L Unit provided staff with two guides, particularly on how to structure an evaluation report and how to draft M&EL reports. In addition, draft log-books which are meant to aid programmes in storing relevant ME&L information on an ongoing basis were produced, which will be further refined in 2013. The ME&L Unit also provided support to projects and programmes in a reactive manner, for example, around the selection of external evaluators, the review of evaluation reports, the design of indicators and logframes, among others.

4. Development of ME&L framework for Regional Programmes.

This was successfully accomplished and ME&L frameworks for Regional Programmes were developed. The Regional Programmes’ frameworks are coherent with the Key Programmes ME&L frameworks. This signified a significant step in the direction of further harmonising and streamlining the ME&L system at the organisational level. Initial feedback from donors on monitoring and evaluation of our programmatic work was positive, although it also noted particular areas that require further strengthening.

5. Movement-wide network survey is carried out to evaluate changes in the effectiveness of the movement.

Transparency International took part in a *Keystone Feedback Survey for Transnational Social Change Networks*. The report, published in early 2012, presents what 53 chapters of Transparency International say about the performance of the network and the “added value” that they get by participating in it. The results were presented as a comparative analysis, showing how Transparency International performs relative to five other networks. Chapters rated the value they get from the movement as high. On network vibrancy, including the value of new relationships created by constituents, their participation in the movement and the adequacy of the network’s size and diversity, Transparency International received high ratings, placing us as the best performing network in the group. We were also scored at the
top of the group of networks regarding its impact on constituents’ work. Compared to other networks, we are rated among the top two networks in five out of six key areas of network performance, suggesting that we are meeting constituents’ expectations in general, although there is scope for improvement, particularly in the capacity and quality of secretariat response to emerging needs from within the network, that is, its responsive capacity.
HUMAN RESOURCES AND FINANCE

Report against 2012 Outputs

1. Development of monthly budget monitoring reports.

There were three key developments in this area: first, a comprehensive overall budgeting monitoring report (Management Accounts) was developed and used by the Director of Finance to update the Management Group (MG) on a monthly basis. The report presents real-time expenditure information from the accounting system, broken down between core and project funds and by group/department. It includes comparative figures including the Board-approved budget, current budget, actuals, commitments, holdbacks and utilisation.

Additionally, the report presents the income side of the profit and loss account, with updated figures on project and core income; as well as the expenditure of the support departments and the corresponding support cost recovery. Finally, and perhaps most importantly, the report highlights the monthly evolution of the funding gap on core funds, in a visual and easy to understand manner.

The report was well received by the MG and it is now the standard tool for monitoring the overall finances of the organisation.

Second, the above report was complemented by a version available to all Transparency International staff, which provides a rather more detailed report for the monitoring of budgets at an intermediate level (that is, somewhere between the global level above, and the micro level described below). It contains the total budgets and actuals by group/department and by expenditure type, with actuals and commitments presented on a monthly basis.

Finally, at the more micro level, that is group/department/project, a detailed complementary monitoring tool was created and distributed to all departments and budget holders, serving as the essential tool for the monitoring of budgets during the year. These tools have been designed in order to allow for a timely and effective monitoring of budgets; they include a dashboard, a budget monitoring report, bookings lists, advances and staff allocation schedule.

The Financial Manual was released on 1 September 2012. It comprises eight financial guidelines, specifically on: procurement, travel, outgoing invoices, credit card, petty cash, inventory, contract and project budget approval, and project contracting and reporting regarding chapters and other third parties.

The guidelines included in this manual provide employees of the secretariat, Transparency International supporters and persons working on behalf of chapters with uniform and consistent policies and procedures governing a range of business processes. These guidelines, created by the Finance Department, outline in detail the involvement of the Finance Department within each business process while highlighting the key responsibilities of other individuals across all departments relating to the same process.

The policies and procedures stated in these guidelines assure that the secretariat's financial reporting complies with International Financial Reporting Standards (IFRS), the German General Code, Commercial Law and the Tax Code. It also ensures that the project reporting corresponds with minimum donor reporting requirements. Any additional or specific donor requirements are considered in accordance with these guidelines.

3. Enhanced budgeting process.

Creating, monitoring and managing effectively the budget is key to the success of our organisation. Hence, the budgeting process for 2013 was formalised with the development of a robust budget planning process in order to complement the Annual Plan Process. As a result of previous years’ experience, the document introduced a more formal, clearer and more transparent annual budgeting process, having integrated suggested improvements and lessons learned.

The guidelines contained in the document were designed to assist the secretariat in creating a consistent and complete 2013 budget in an efficient manner. The process included the adoption of a set of budgeting principles in an effort to provide additional structure for the annual budget process, inform budget holders about key themes and objectives, and promote a holistic view of the organisation through budgeting.

Additionally, a more comprehensive secretariat 2013 Budget Template User’s Handbook was developed to provide budget holders with a step by step guide on how to prepare the operational budgets for 2013, including the two new features of “cooperation” between departments/projects and the mapping of budget items to the 2015 Strategy.

4. Development of secretariat risk map and workshops with all departments.

Work on risk management continued during the year. Lead by the Chair of the Risk Management Committee (RMC), and assisted by the Risk Management Coordinator, risk mapping sessions were held with a number of departments to identify, assess and rate risks, and to define an action plan for the treatment of those risks. These sessions were guided by a brief and easy to use guideline that was developed specifically for this purpose. The first risk maps were developed for four departments.

5. Completed new job grading and pay scales.

During the first half of 2012, recommendations emerging from the job grading project have been implemented. In total 104 one-one meetings with staff took place to present them their
respective standard job description and to seek their feedback for additional actions/updates as appropriate. Follow-up actions and appeals have been dealt with accordingly.

The proposal for the new salary structure and related changes (that is, salary adjustments of those staff whose salaries fell below the new minimum of the bands) had been approved by the board and successively implemented as of April 2012. The proposal for the new system was based on the results from the job grading and an external salary benchmarking study which had been conducted as a project at the beginning of 2012.

Going forward, for every new job in the organisation, a standard job description is being created and the job is graded with the same criteria as all other jobs to ensure consistency. All standard job descriptions and process documents have been made available to staff. Following up from the initial job grading project and building on the newly established structure, the next project to establish a new HR system began in 2012.

6. Improved performance management system.

In line with the job grading project, the performance management process has been amended and the respective template changed to allow objective-setting/evaluations in line with the responsibilities and duties as listed on the standard job description and to allow for individual adaptation of individual positions to standard jobs. The template has been simplified and is subject to a process of continuous improvement based on the experience and feedback of users. To support the new process specific, in-house training session on “Objective Setting” for line managers and staff have been organised in 2012. Further improvements are expected in line with the new project as outlined in the previous paragraph.

RESOURCE DEVELOPMENT DEPARTMENT (RDD)

Report against 2012 Outputs

1. Reach €2 million (US$ 2.6 million) fundraising target (new income) for 2012.

2012 was another year of growth for the secretariat and it is estimated that our 2012 accounts will close at €25 million (US$32.46 million). The funding gap stemming from the board-approved budget was consolidated through a mix of increases from the original financial estimates, reaching out to new donors and economies of scale identified during the fiscal year. The basis for a strong effort to diversify the secretariat’s funding base in 2012 has been laid, as this objective has been prioritised for the 2013-2015 period. In particular, investments have been made in two revenue streams: individual giving and private sector funding.

2. Fundraise for Key Programmes and Key Support Services.

Funding was, for example, secured for the People Engagement Programme from Estonia, and negotiations on regional funding for the Middle East and North Africa Region, Swedish
International Development Cooperation Agency (SIDA), the British Foreign and Commonwealth Office, and the German Federal Foreign Office were finalised. Norad support was secured for work on the UN Convention against Corruption and a range of projects were funded by the European Commission. Support for the International Anti-Corruption Conference was secured from the German Federal Ministry for Economic Cooperation and Development (BMZ) and the German Society for International Cooperation (GIZ). Ernst & Young increased its support for Transparency International’s suite of Measurement Tools to €300,000 (US$389,574) per year.

3. Broaden donor base to private sector supporters and major donors.

To increase giving from foundations, Transparency International has identified and mapped foundations to approach for funding, and we developed fundraising materials (including: cases for support, concept notes, and project proposals). RDD successfully re-engaged the Hewlett Foundation, a lapsed donor, to secure a US$130,000 planning grant to develop a multi-country project on Open Governance. The Hewlett Foundation has now given permission for the secretariat to submit an application for US$1,500,000 to support the project over 3 years.

With respect to individual giving, Transparency International has focused efforts on several key activities to increase its income from individuals. These activities included managing negotiations on a significant legacy that the secretariat should receive in 2013; improving and enhancing the secretariat’s online giving platform; and improving the stewardship of current donors to encourage more annual giving.

With respect to private sector fundraising, the secretariat worked with chapters to systematically contact large companies in Denmark, Switzerland and the UK that have communicated a commitment to anti-corruption. RDD also further developed internal processes for private sector fundraising, including risk mitigation procedures and contractual arrangements. RDD initiated a new partnership with KKR, a private-equity company, and renewed its partnership with Ernst & Young.

4. Streamline fundraising processes and systems across the secretariat.

Following the re-organisation of the secretariat in 2011, systems to ensure strong cross-departmental collaboration and ownership, due diligence and accountability to the Management Group as well as proposal tracking and archiving have been put into place. A new database software has been installed to keep track of fundraising opportunities, generate donor intelligence and increase financial information throughout the secretariat through enhanced statistics. In the area of private sector funding specifically, RDD developed a number of internal processes, including due diligence for potential corporate donors and a process for working with chapters to systematically contact private sector actors.