Transparency International is the global civil society organisation leading the fight against corruption. Through more than 100 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.
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INTRODUCTION

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.¹ 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.²

The five year plan also guides the development of the secretariat’s annual implementation plans and annual implementation reports, such as the present 2013 Implementation Report. The five year implementation plan and the subsequent annual implementation 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 order to stop 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 fulfills 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

¹ http://www.transparency.org/files/content/ourorganisation/TI_Strategy_2015.pdf
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. The implementation plan organises the secretariat’s work around Key Programmes, Key Support Services and Essential Functions.

The 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 and 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. The Key Support Services are: 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

The Essential Functions cover core areas of intra-organisational services at the Transparency International Secretariat. The Essential Functions are: 1) Finance, 2) Resource Development, 3) Human Resources, 4) Legal Affairs, 5) External Relations

Our annual planning processes are aligned with the five year implementation plan. Annual implementation plans and annual implementation reports follow the same structure as the five year implementation plan. This Implementation Report 2013 provides a comprehensive overview of progress made by the secretariat against its 2013 annual plan. It first offers a high level summary of the main achievements in 2013 and then goes on to describe the progress against the objectives for the secretariat’s Key Programmes, Key Support Services and the secretariat’s Essential Functions.

**CONTEXT IN 2013**

In 2013, the year that Transparency International celebrated its 20th anniversary, corruption remained a concern for people all over the world, and citizens vigorously expressed their demands for more accountability from those holding power. In Ukraine, Thailand or Turkey, citizens spoke out against corruption. This growing citizen engagement and demand for accountability by citizens is reflected in how corruption is now fought. Whereas historically anti-corruption efforts focused primarily on targeting institutional change, an additional focus is now put on holding individuals accountable for their corrupt activities. Our survey work shows that citizens care and speak out against corruption more than ever before, and the news reports on corruption cases every day. More and more pressure is built up against corrupt individuals and citizens all over the world demand an end to impunity.

The global calls for greater transparency and less corruption were not limited to politicians and the public sector alone. The financial sector continued to be beset by scandal, with dozens of major companies facing legal action for misleading investors, money laundering or rigging markets. The spotlight globally is on big companies and their use of complex structures and offshore accounts,
and there is increased pressure by civil society groups and the public for them to be more transparent on their finances and operations.

With momentum building on the development of the post-2015 UN Development Goals, Transparency International took this process as a new opportunity to bring the issue of social justice to the global level. Many civil society organisations, governments over the world, and social movements, now recognise the importance of inclusion of governance and human rights in the development agenda more than ever. And while civil society movements have many opportunities today to engage at the global level – for example in the G8/G20 and post-2015 processes, the space for civil society to operate at national level is shrinking in many countries, which is a serious concern to our movement.

Where in the past voluntary standards were the maximum corporations were willing to commit to, transparency is by now the law for many of the world’s big oil, gas, mining and logging companies. Important progress on legislation was made in 2013 nonetheless. After a decade of efforts to bring more transparency to the management of natural resources, we now have laws in place requiring country-by-country reporting in the EU. With companies increasingly required to be more transparent in their operations, governments also continued to commit to openness themselves, for example through their participation in initiatives like the Open Government Partnership, the Extractive Industries Transparency Initiative and the anti-corruption commitments made by G20 members.

In sum, in a year where Transparency International reflected on 20 years of its successes and lessons learned during two decades of stopping corruption, the world in which we operate saw progress and setbacks. While many governments committed to increasing their transparency, and while companies were told to do the same, citizens continued to face the devastating impact of corruption all over the world. When a thousand garment workers died after a factory collapsed in Bangladesh, it was a tragic reminder that bribe paying leads to poor quality construction or safety checks being neglected, ultimately killing people. It is against this backdrop that Transparency International will continue to speak out against corruption and for an end to impunity, in 2014, and beyond.

**SUMMARY OF PROGRESS**

**ENGAGING PEOPLE**

True to Transparency International’s Strategy 2015, the Transparency International Secretariat reached out to an increasing number of citizens and supported chapters in their work engaging citizens all over the world. In 2013 significant achievements were made supporting victims and witnesses of corruption. The use of technologies to stop corruption across the movement to facilitate the reporting of corruption and the access to public information proliferated. People-driven interventions to impede corruption and clientilism in the administration of social programmes contributed to change in both public policy and practice. Furthermore, Transparency International’s Advocacy and Legal Advice Centres (ALACs) continue to operate as popular, credible and viable mechanisms for people to pursue their corruption-related complaints. The whistleblower principles, developed by Transparency International in 2013, contributed towards a vast array of changes in discourse and policy over 2013, as described in this report. The secretariat captured new and
diversified audiences directly, thereby increasing the visibility of the Movement. Particular significant achievements were the tripling of Facebook friends in English; a 21-fold jump in Arabic followers and a Global Corruption Barometer infographics that was one of the most viewed items on the BBC’s website on the launch day. Over 30 chapters launched and ran the Time to Wake Up campaign (11 new in 2013). The campaign, translated into 12 languages, has reached almost 10 million people and has been shown on: TV, cinemas, websites, social media channels, newspapers, radio, billboards, posters, street protests, concerts and much more. Chapters secured free advertising space worth millions of Euros, for example the chapter in Portugal, Lebanon and Uganda secured advertising on primetime TV.

**WORKING WITH THE PUBLIC SECTOR, NATIONALLY AND GLOBALLY**

In 2013, significant achievements were made undertaking advocacy regarding international institutions and processes, aiming to ensure that global advocacy work plays a role in ensuring that the joint concerns of chapters are reflected at the global level. Transparency International’s recommendations were reflected in the UN’s High Level Report on the Post-2015 Agenda which calls for a governance goal and target on anti-corruption and bribery. Four responses from member governments (Hungary, Indonesia, Ireland, and Sweden) were published in support of Transparency International’s asks to the post-2015 campaign. In terms of the G20, the G20 declaration now has a section dedicated to anti-corruption numbering 11 paragraphs (up from two sentences in 2009). Transparency International Secretariat produced a report assessing the official UNCAC review process and its outputs and making recommendations to improve its effectiveness, transparency and inclusiveness as well as observations on implementation in the areas of criminalisation and law enforcement, and international cooperation. Reflecting our priorities, this report provided a basis for advocacy at the 5th UNCAC Conference of States Parties discussions. Following direct engagement with the Climate Investment Funds (CIF), the CIF website was updated in June with a page on transparency and accountability, highlighting how to access information and how to send a complaint, including from/on the implementing entities. This information was previously only in documents, thus difficult to access.

In addition to our global and regional advocacy, the Transparency International Secretariat supported chapters and other stakeholders in the development and roll-out of tools improving public sector integrity. For example, a methodology for Local Integrity Systems (including diagnostics, local planning and solutions) was developed and successfully piloted in five chapters around the world. An updated version of the Transparency International handbook on curbing corruption in public procurement was drafted and an Integrity Pacts handbook published. In addition, we developed (with external partners) open governance standards and a score card, to contribute to setting global standards in this area.

**ENGAGING WITH BUSINESS**

In 2013, Transparency International consolidated its position as a leader and driving force for anti-corruption in the business sector. Transparency International strengthened its standard-setting role through the publication of the third edition of the *Business Principles for Countering Bribery*. True to our Strategy 2015 emphasis on engaging in strategically important countries, we published the
Transparency in Corporate Reporting: Assessing Emerging Market Multinationals, which assessed 100 large multinational companies from emerging markets. The report, based on methodology of previous Transparency International studies, analysed the transparency of corporate reporting on a range of anticorruption measures. Additionally, based on the same methodology, TI-S provided support to numerous chapters in their engagement with the private sector at the national level via the completion of seven national Transparency in Reporting on Anti-Corruption reports.

Advocacy efforts directed towards a number of key initiatives and organisations yielded successes such as through the G20, in the form of an agreement on automatic exchange of information; a policy position on beneficial ownership at EU level; and a G8/UK commitment to establish public registries of beneficial owners. Collaboration with a range of NGOs as a steering committee member of the Financial Transparency Coalition was instrumental in bringing about these gains. Lastly, collaboration between Transparency International and CEMS schools (a leading business schools network) was intensified through the creation of closer links between individual member schools of CEMS and Transparency International chapters which led to guest lectures and participation in events where Transparency International’s views on business integrity were introduced and discussed with students.

STRENGTHENING THE TRANSPARENCY INTERNATIONAL MOVEMENT

Strengthening the Transparency International movement remains a priority for the Transparency International Secretariat. In 2013, we particularly focussed on supporting chapters in the areas of organisational assessment and planning; governance and leadership; advocacy and communications and resource mobilisation. Doing so, we continued to support both capacity development of individual chapters as well as a number of global activities to address common capacity needs shared by chapters across the Transparency International Movement. One example of this work is a pilot Executive Leadership Programme, in which a first group of nine chapter Executive Directors (EDs) and deputy EDs/ Programme Managers participated in management training and were subsequently offered individual coaching by an international leadership consultant.

Another key deliverable was the completion of the Fundraising Mentoring Project which has, according to an evaluation of this work, contributed to a change in skills, knowledge and attitudes in participating Transparency International chapters in relation to diversifying their sources of funds. Other examples of work undertaken by the secretariat in support of the chapters included facilitating pro-bono legal advice to chapters, and a successful 2013 Annual Membership Meeting which brought the movement together to discuss common challenges and approaches, and based its agenda on the topics as proposed by chapters. Meanwhile, the Transparency International Secretariat Rapid Response Unit, designed to ensure prompt reaction to relevant international events and issues, promoted chapter work and opinions relevant to breaking news and helped build capacity by working with chapters to produce features and blogs.

RESEARCH & KNOWLEDGE

Over the course of 2013, Transparency International Secretariat published several of its flagship research products, including the Global Corruption Barometer, the Corruption Perceptions Index and the Global Corruption Report. The Global Corruption Barometer 2013 included 107 countries with
114,000 respondents. In addition to a global report and a comprehensive global website, internal use regional level reports were produced, four webinar sessions with 20 chapter were held to help chapters to better understand and use the data and assistance was provided to chapters and regional departments to produce national and regional reports and press briefs. The CPI 2013 was successfully launched on Dec 3, 2013 with 177 countries included in this edition. The Global Corruption Report (GCR) provided a state of the art synthesis of corruption and education in 2013. There were 26 national launches in all regions and media response was the highest ever, with over 270 international media clippings and 200 national/regional clippings, as well as a significant social media campaign. There were 5,000 online views and 2,500 downloads in the first 2 months. National level impact of the GCR includes Transparency International Morocco which was invited by the Ministry of Education to discuss financial management of education following the report’s launch.

In 2013, the well-tested National Integrity System (NIS) Assessment Tool was adapted to the local level in form of the Local Integrity System Assessment tool. In addition, the secretariat developed a research tool analysing the quality of regulations on lobbying. Meanwhile, the Transparency International Secretariat Helpdesk continued to promote an evidence-based approach to anti-corruption interventions, providing structured responses to questions raised by practitioners in participating donor agencies and Transparency International chapters, drawing on relevant research and experience from around the world. The Helpdesk answered 106 questions from the Movement, 35 from U4 partner agencies and 29 from EU development practitioners, totalling 170 (compared to 119 in 2012). The Anti-Corruption Research Network, a global meeting-point for 1,700+ anti-corruption researchers supported chapter partnerships with external institutions.

IMPROVING THE PERFORMANCE OF THE TRANSPARENCY INTERNATIONAL SECRETARIAT

Realising that a strong secretariat is imperative for success to stop corruption, and being aware that the Transparency International Secretariat needs to lead by example, we improved a range of organisational processes and practises in 2013. We made substantial progress in mainstreaming gender in our work, as evidenced by the development of a paper describing the linkages between gender, corruption and poverty, the development of a Gender & Diversity policy at Transparency International Secretariat, increased media work on gender and corruption, and provision of small grants focusing on women being provided to chapters. Institutionally, we focused on improving our Human Resource and Finance functions through the development of strategic plans for both service departments. Our Monitoring & Evaluation work facilitated the collection of the necessary data to competently inform the secretariat’s and the Movement’s accountability reports; and the building of monitoring, evaluation and learning capacity in the chapters and at the Secretariat. Significant improvements were made in systematically demonstrating results through the mainstreaming of quarterly reviews of the Transparency International Secretariat wide annual plan, the establishment of performance indicators and movement wide impact. Further policies and processes finalized include a volunteer engagement policy, an updated and improved project and programme design process, and a range of updates on existing HR policies.

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3Work on this paper started in 2013 and it was finalized early 2014, when the paper was published http://www.transparency.org/whatwedo/pub/policy_position_01_2014_gender_equality_and_corruption_what_are_the_linkage
KEY PROGRAMMES

PEOPLE ENGAGEMENT PROGRAMME

The main aim of this programme is to empower people, groups and communities demonstrating that corruption can be challenged. It raises the confidence of people that they can stop and take action against corruption, and it enables them to act as multipliers. Eventually this will lead to changes in policy and practice. In order to achieve this goal, the activities in this programme focus on three result areas:

- Increased public understanding of, support for and engagement in the fight against corruption, with a focus on the engagement of youth, women and entrepreneurs.
- Victims and witnesses of corruption in project countries articulate and find solutions to their grievances.
- Improved social programmes and services as a result of people’s demand and engagement

In 2013 significant achievements were made supporting victims and witnesses of corruption. Most notably, strategies for the mobilisation and engagement of women and youth were further refined and accelerated. The use of technologies to stop corruption across the movement to facilitate the reporting of corruption and the access to public information proliferated. People-driven interventions to impede corruption and clientilism in the administration of social programmes contributed to change in both public policy and practice. Furthermore, Transparency International’s Advocacy and Legal Advice Centres (ALACs) continue to operate as popular, credible and viable mechanisms for people to pursue their corruption-related complaints.  

On 10 January 2013, citizens contacted our Advocacy and Legal Advice Centre (ALAC) in El Salvador to report an inappropriate expenditure of public funds, recently uncovered by the media. The country’s Legislative Assembly (Congress) had purchased works of art valued at US $150,000, as well as Christmas gifts for the 84 MPs, amounting to $46,835. As a result, the ALAC in El Salvador reported the issue to the Court of Government Ethics in January 2013. The case attracted the attention of the media and different sectors of public life. This was the first time that mismanagement of public funds related to the purchase of Christmas gifts and works of art was reported in the country.

Advocacy and Legal Advice Centres (ALACs) provide free and confidential legal advice to witnesses and victims of corruption to empower people to stop corruption.
Increased public understanding of, support for and engagement in the fight against corruption

The basic concept underlying the People Engagement Programme is the need for behavioural change of both people (‘acting’) and public and private institutions (‘responding’). The importance is placed upon people not merely understanding and resisting corruption but actively demonstrating that corruption can be challenged. People, especially those made most vulnerable to corruption and abuses of power, need to be made aware of their rights to transparent, accountable and responsive government, but they also need to understand how the exercise of those rights will improve their lives. Therefore, the activities are premised on the need to raise awareness that change is possible and is occurring, built around the actions of people themselves.

In 2013, while the actual engagement of and with people has occurred primarily at chapter level, the secretariat provided significant support to chapters to effectively communicate the impact of their work. The secretariat facilitated the development of case studies of citizens resisting corruption, in order to inspire others to take action. In the Middle East and North Africa region, the programme built the capacity of civil society, youth activists and selected media practitioners to strategically use the right to access public information in their demands for accountability and anti-corruption advocacy. The web-based documentary “It Belongs to You: Public Information in the Middle East and North Africa” with eight true stories and four calls to action (action.transparency.org) resulted in large scale outreach to the public in Egypt, Morocco, Palestine and Yemen but also the larger Middle East and North Africa region: a 55 minutes segment on ONTV (prominent Egyptian broadcaster); further coverage by AFP, Fox News, Yahoo, Global Post, CNBC Arabia, Hespress, amongst others. Transparency International’s Arabic Facebook grew exponentially from about 5,500 to about 56,000 likes and reached an audience of 1.6 million during ten days of promotion of the website.

In recognition of the importance of engaging more women and youth in order to stop corruption, and the need for targeted initiatives which take on board social and cultural factors, Transparency International Secretariat’s People Engagement Programme is developing new approaches and concepts as well as identifying opportunities for our increased work with women across the globe. In the Sub-Saharan Africa region, regional surveys on young women, young men and corruption were supported by specific technical advice on gender and chapters are progressing with sensitisation on issues of gender, generation, and vulnerability. In the South Asia region, this drive has translated into new women-focused and youth initiatives. Transparency International Pakistan, for example, initiated a new project aimed at empowering women to participate in monitoring education on the local governance level called “Eye on Corruption: Empowering Women for Change”. Transparency International Sri Lanka has recently published a report on women and corruption which will be useful in planning gender-sensitive ALAC activities. Transparency International India has trained over 250 volunteers, most of whom are law students, to conduct 35 mobile advice desks at university campuses across four districts. Volunteers were also trained on how to file a claim for Right to Information (RTI), resulting in over 750 claims being filed on behalf of ALAC clients.

In addition, significant progress was made in the area of technologies applied to anti-corruption activism. The emphasis was on the role that technologies play in allowing people to report and follow-up on their corruption-related complaints and thereby introducing powerful watchdog mechanisms into public life. Transparency International Secretariat provided technical and, in some cases, financial support to chapters to better leverage technologies. These include:
• In Columbia a web and mobile tool to report electoral advertising for the 2014 national elections
• In Germany a crowd-sourced platform to monitor corporate influence on public higher education\(^5\)
• In the Dominican Republic a people engagement online platform for people to report police corruption\(^6\)
• In Yemen an anti-bribery awareness social media campaign\(^7\)
• In Kenya a technological tool to report corruption in humanitarian aid

The global programme aims to support these technology initiatives even further through innovation grants, partnerships and replication. Over the course of 2013, a strategic partnership with a leading technology organisation has been built and replication of Open Data tools within the movement promoted. An Open Data Promotional Video on how to use technology to engage people in monitoring political campaigns has been developed with the involvement of Transparency International Argentina and Transparency International Hungary.\(^8\) With the support of an innovation grant Transparency International Lithuania developed a platform for encouraging transparency in Lithuanian Judiciary (Open Courts) by replicating the successfully launched Transparency International Slovakia’s project ‘Open Courts’ (www.otvorenesudy.sk) that enhances transparency within Slovak Judiciary. The latter project received 60,000 hits in its first two months and is partnered with the major Slovak newspaper which hyperlinks any judicial link to the site.

Moving forward, the global programme will continue to support innovation and replication of technologies whilst focusing on the intersection of technologies, anti-corruption work and gender sensitivity. A standardised online reporting tool for chapters (which can be developed further by chapters with technology expertise) will be developed and rolled out to chapters in 2014. This directly supports the No Impunity initiative as it allows for the tracking of corruption comparatively easily on larger levels and supports the #stopthecorrupt slogan by offering the tool to raise the voice and demand no impunity.

"We are now thrilled to see that through its People Engagement Program, the Secretariat has indeed embraced the potential of technology to engage people in its fight towards a more transparent and open society.” Sunlight Foundation, April 2013\(^9\)

\(^5\) University watch
\(^6\) Policía Integra
\(^7\) Keep your money halal” (خلي رزقك حلال), coverage in Al Jazeera Arabic (http://bit.ly/18VjVlM).
\(^8\) http://youtu.be/X8QbrvwFFhQ
\(^9\) http://sunlightfoundation.com/blog/2013/04/02/transparency-international-on-the-road-of-technology/
Victims and witnesses of corruption in project countries articulate and find solutions to their grievances

In 2013, significant achievements were made in supporting victims and witnesses of corruption around the world to access simple and viable solutions to pursue their corruption-related complaints. Thus far, the most effective initiative facilitating this access for ordinary people is our Advocacy and Legal Advice Centres (ALACs). These centres provide free and confidential legal advice to witnesses and victims of corruption, offering a simple, credible and viable mechanism for people to pursue their corruption-related complaints. The data gathered by the centres play a critical role in identifying corruption hotspots that demand reform or official action which are then used to inform evidence-based advocacy campaigns.

After continued expansion in 2013, 90 ALACs are now established in 60 countries. 2013 was the 10th Anniversary of ALACs and hence a global SpeakUp! was organised as a learning event by the Transparency International Secretariat in 2013 enabling 76 representatives to meet, exchange and draw on lessons learned. The event was complemented by a MENA regional SpeakUp! event focused on integration of complaints, campaigns and fundraising.

In the reporting period, ALACs continued to play an important role in ensuring that people can adequately access government redress systems by supporting clients to build strong cases, advising them on the best avenue or approach and assisting them in case they continue to be ignored or threatened. With funds from Transparency International Secretariat, chapters have been able to support a number of vulnerable groups to claim their rights and entitlements, including Bengali migrants in the Maldives, victims of illegal land grabbing in Sri Lanka and people living below the poverty line in India.

In addition, the evidence lodged by ALACs is being used to inform evidence-based advocacy campaigns. In the Americas region, ALACs achieved noteworthy cases of impact in 2013. In Guatemala, a major organised-crime network embedded in local government was dismantled thanks to reporting from the ALAC to the Public Attorney’s office. In Honduras, a major price-fixing scam was uncovered by the ALAC (followed by investigative research) that showed how one pharmaceutical company was working with health services organisations (public and private) to push bad drugs on the public causing untold deaths. The uncovering of this ring has led to numerous indictments. In Honduras, the ALAC also uncovered “ghost teachers”, i.e. thousands of teachers that never showed up to teach a class receiving salaries. This has led to reforms by the government.

Noteworthy progress was made in the area of financial sustainability of the ALACs in 2013. More specifically, closer technical and fund-raising support from Transparency International Secretariat to chapters running ALAC projects has translated into secured sustainability in some instances. In the Sub-Saharan Africa region, a number of chapters who had started an ALAC with Transparency International Secretariat funding were able to secure local financial support in 2013 to allow a continuation of that stream of work; these include Cameroon, Madagascar, Niger, and Senegal. In 2013, support from TI-S focused particularly on ensuring that lessons are learned from this kind of work and to exchange best practices on legal advice between chapters.

In terms of providing safer spaces for people seeking redress from corrupt practices or willing to speak out against it, in 2013, we formulated a set of internationally recognised principles for whistleblower protection legislation – the first of its kind produced by an NGO. The draft set of principles – which include fundamental standards for protecting whistleblowers from retaliation and ensuring that their disclosures are meaningfully acted upon – were validated in 2012 by a global
network of experts. These included experts from the Organisation of American States (OAS), the Organisation for Economic Co-operation and Development (OECD), the Council of Europe/GRECO, the Open Society Justice Initiative, and the top whistleblower advocates, legal experts and researchers from all regions. The principles were endorsed by the Transparency International Board of Directors in July, 2013, for use by all chapters, as well as governments, NGOs, whistleblower advocacy groups and grassroots organisations worldwide.

For the first time whistleblowing was formally included in the Italian legal framework in November 2012. Subsequently, Transparency International Italy drafted a new legislative text for whistleblower protection, based on recommendations from Transparency International’s Principles for Whistleblower Legislation. This draft law was adopted by a group of MPs in October 2013 and finally launched on 14 January 2014 as the first whistleblowing law proposal ever presented in the Italian Parliament. Representatives from Transparency International Italy were invited to participate and speak at this event.

The whistleblower principles contributed towards a vast array of changes in discourse and policy over 2013:

- In Nigeria Transparency International whistleblower principles were included in a formal submission to the Parliament by the Civil Society Legislative Advocacy Centre
- In Iceland, the Althingi Party’s draft whistleblower law was written in general accordance with Transparency International’s principles
- In France three whistleblower provisions were formally proposed in the French Parliament following technical input into the text and advocacy by the French chapter
- In Kenya, a draft whistleblower law developed by the chapter in cooperation with a Transparency International Secretariat consultant is currently being discussed with members of Parliament, the Justice Ministry, and the Ethics and Anti-Corruption Commission.
- In Australia passed the Public Interest Disclosure Act, Australia’s first national whistleblower protection law for government employees, following technical input into the text and advocacy by Transparency International Secretariat.
- In Ireland, the introduction of new Whistleblower Protection Disclosures Bill was influenced by successful advocacy of the chapter and cases brought to their ALAC.
- In Serbia a draft whistleblower law was improved following technical input into the text from the Transparency International Secretariat and Transparency International Serbia.
Improved social programmes and service as a result of people’s demand and engagement

In 2013, the drive for stronger, appropriately resourced transparency and accountability mechanisms in large scale conditional social programmes remained heavily focused on the Americas region. The regional programme continues to lead and coordinate the multi-country evidence-based advocacy project Economic Equality for Latin America (EELA). The project aims to strengthen the capacity of conditional cash transfer programme beneficiaries, who are primarily female heads of households in levels of poverty or extreme poverty, to understand and exercise the rights as beneficiaries of the programme. In 2013, seven chapters conducted community-level participatory research with women’s groups and beneficiaries in distinct regions of each country. Participating chapters included: Argentina, Bolivia (a former national contact), Colombia, the Dominican Republic, Guatemala, Honduras, and Peru. The chapters worked directly with over 400 beneficiaries to train them on their rights regarding the programme and on how to report claims. Workshops with these women also helped shape advocacy recommendations, which have been presented to public audiences, including more than 12,000 beneficiaries in Colombia and Guatemala. Additionally, recommendations presented to the World Bank and the Inter-American Development Bank have been recognised as of value by both donors. The draft report was shared with external experts, including from the World Bank and Inter-American Development Bank, and will be published in 2014. In 2014, participating chapters will continue the outreach and advocacy stage of the EELA project to pursue improved accountability and oversight of the programmes.

Meanwhile, the replication and scaling up of monitoring the spending of large scale national social programmes beyond Latin America received more emphasis in 2013. Transparency International’s Coalition for Accountability and Integrity (AMAN) is also engaging school students in monitoring corruption in their communities. Since 2010, and in partnership with the Ministry of Education in the West Bank, AMAN has implemented annual student contests in selected schools among 9th grade school students. During this period, an agreement with the Ministry of Education in Gaza (25 teacher, 750 students) was reached so as to have students conduct social accountability projects (October 2013 to March 2014). This is the first time for AMAN to conduct this activity in Gaza. Furthermore, AMAN applied for a Transparency International Secretariat innovation grant to create ‘Integrity Youth Groups’ to monitor local government and will begin implementing the project in 2014.

Although the number of ALACs and their influence is expanding, Transparency International chapters still need to increase their ability to link the data collected, most notably on gender, age and the vulnerability of people seeking help, with its use as evidence to substantiate and develop strategic advocacy campaigns. This in turn will support the further development of a clear body of evidence of how people, including marginal and vulnerable populations, are resisting corruption. Regional Departments and the Transparency International Secretariat ALAC team are considering a number of approaches to strengthen this aspect in 2014.
BUSINESS INTEGRITY

In 2013 the aim of the Business Integrity Programme (BIP) was to have an impact on the anti-corruption agenda for the global financial sector and to improve corporate anti-corruption behaviour through more transparent public reporting. In order to achieve this aim, the activities in this Programme focus on three result areas:

- Increased commitment to anti-corruption by businesses in the financial sector around the world in the fight against corruption
- Increased commitment to anti-corruption by businesses around the world
- Greater transparency/disclosure in corporate reporting

In 2013, Transparency International strengthened its standard-setting role through the publication of the third edition of the Business Principles for Countering Bribery. A new focus on emerging markets was achieved via an October 2013 report focusing on Transparency in Corporate Reporting: Assessing Emerging Market Multinationals, which assessed the reporting practices of 100 large multinational companies from emerging markets. Furthermore, the BIP provided support to numerous chapters in their engagement with the private sector at the national level via the completion of seven national Transparency in Reporting on Anti-Corruption (TRAC) reports.

In addition, a new strategy guiding the Transparency International financial integrity initiative strategy was finalised. The strategy addresses primarily the culture of banking which is in need of root and branch reform.

Advocacy efforts directed towards a number of key initiatives and organisations yielded successes such as through the G20, in the form of an agreement on automatic exchange of information; a policy position on beneficial ownership at EU level; a G8/UK commitment to establish public registries of beneficial owners. Collaboration with a range of NGOs as a steering committee member of the Financial Transparency Coalition was instrumental in bringing about these gains.

Lastly, collaboration between Transparency International and CEMS schools (a leading business schools network) was intensified through the creation of closer links between individual member schools of CEMS and Transparency International chapters which led to guest lectures and participation in events where Transparency International’s views on business integrity were introduced and discussed with students.

Increased commitment to anti-corruption by businesses in the financial sector around the world in the fight against corruption

The Business Principles for Countering Bribery remain a cornerstone of the Business Integrity Programme. For more than 10 years, Transparency International has sought to set a high standard for business integrity through Business Principles for Countering Bribery which has become a reference for enterprises worldwide as they strive to develop stronger and more effective anti-bribery programmes. In 2013, the Business Principles were updated through a multi-stakeholder process to ensure that they remain relevant and set a high, yet achievable, standard of anti-bribery practice for companies. The revised Business Principles maintained their previous good practice recommendations while adding clauses that reflect more advanced practice. The primary focus on bribery is maintained in this edition, but the Business Principles now include clauses and revised
language on topics such as risk assessment, conflicts of interest, cooperation with authorities, the prohibition of facilitation payments, lobbyists and communication and reporting, to reflect the importance of these matters in up-to-date anti-bribery practice and to achieve closer alignment with other leading codes and legal instruments such as the United Nations Convention Against Corruption (UNCAC).

In 2013, Transparency International continued its work with the G-20, the World Economic Forum Partnering Against Corruption Initiative (PACI)/ WEF the United Nations Global Compact and others to promote the global agenda of the Business Integrity Programme. Meanwhile, BIP actively participated in events linked to networks that address anti-corruption in the financial services industry. In 2013 the BIP was involved with Wolfsberg Group meeting, the emerging market conference on financial sector in Geneva, the Task Force on Financial Integrity and the Compliance and Anti-money Laundering seminar hosted by the Saudi-Arabian Monetary Authority. Furthermore, Transparency International was invited as a panellist at German Investment Conference in Munich sponsored by UniCredit and Kepler on the topic of corruption risks from the perspective of investors.

The development of Financial Integrity Initiative (FII) made substantial headway. The financial integrity initiative strategy was finalised. The FII will focus on two specific objectives reflecting Transparency International’s added value as a trusted interlocutor for private corporations and the depth and global breadth of anti-corruption expertise in the movement. The first objective is to promote integrity in financial institutions through a robust and credible people-centred approach, with an emphasis on the systems in place to ensure the sustainable management of human resources from top to bottom. The second objective is to facilitate the identification of Politically Exposed Persons (PEPs) and their assets as a means to combating illicit financial flows. Working toward the stated objectives in 2013, BIP managed country assessments on asset declarations in the MENA region (including: Lebanon, Yemen, Tunisia, Egypt, Morocco, Palestine, Libya). The draft Financial Integrity Assessment tool was developed, with the purpose to describe in some detail the elements of a financial integrity system and to assess variations in integrity between institutions, as well as improvements (or regressions) over time. Furthermore, BIP led the development of a prototype of an open PEPs database in conjunction with three chapters (Russia, Lithuania and Guatemala), facilitating the identification of Politically Exposed Persons (PEPs) and their assets as a means to combating illicit financial flows.

Increased commitment to anti-corruption by businesses around the world

The Transparency in Corporate Reporting: Assessing the World’s Largest Companies (TRAC) published in July 2012, has proven to be a very useful tool for engagement with multinationals. The study analysed the transparency of corporate reporting on a range of anti-corruption measures among the 105 largest publicly listed multinational companies. Over the course of 2013, individual meetings were held with Google, ENI, and Novartis, who requested meetings on the basis of the TRAC report and anti-corruption measures.

During the year under review, BIP worked closely with Transparency International chapters to promote, encourage and support increased corporate transparency at the local level. The aim was to improve the level and frequency of anti-corruption disclosure by companies in order for chapters, as well as other civil society, citizens and investors to evaluate companies according to their anti-corruption commitments and hold them accountable. In 2013, eight chapters were trained on the TRAC methodology and completed a report. These are: Norway, Sweden, Hungary, Lithuania, Italy, Greece, Argentina, and Kuwait. Capacity development for private sector work in chapters was further enhanced through a programme sponsored by the Society for Corporate Compliance and
Ethics which provided complimentary attendance at its compliance academies for four chapters: Malaysia, Hungary, Chile and Kuwait.

The programme also engaged with some 30 or so chapters in the context of the Transparency International annual members meeting and other individual discussions on BIP tools and private sector matters, a considerable surge in interest over previous years. A Business Integrity Toolkit detailing the steps necessary to implement an effective anti-corruption programme was finalised. A systematic roll-out of the toolkit including trainings will be pursued in 2014.

The BIP has also intensified its work with leading business schools with the goal of creating awareness among future business leaders about the risks associated with corruption and how to deal with them. A relationship was established with an association of business schools (CEMS) to support the introduction of corruption-related issues into business school curricula, to facilitate internships and to foster research. BIP acts as focal point for CEMS at Transparency International, the coordinating role of BIP in this area is to provide subject-matter expertise and guidance to students and faculty, as well as to coordinate research projects. To this end, BIP coordinated chapter speaking appointments at CEMS member schools in 2013, including: Transparency International Hungary at Corvenius and Transparency International Denmark at the Copenhagen School of Business. Furthermore, Transparency International participated in a student project competition and eight “CEMS business projects”, where students work on a real-life challenge proposed by Transparency International. Support was also provided to Transparency International Secretariat Canada on business integrity courses with MBA students at the University of Ottawa. In 2014, collaboration with other business school associations will be explored and pursued as appropriate.

Greater transparency/ disclosure in corporate reporting

The Transparency International study Transparency in Corporate Reporting: Assessing Emerging Market Multinationals, published in October 2013 assessed the corporate reporting practices of 100 large multinational companies from emerging markets. The growing importance of emerging markets means their impact is felt broadly around the world. Thus it is important that companies from emerging markets do all they can to stop corruption from being a part of their business. The report, which builds on the methodology used in previous reports on the world’s largest 105 companies in 2012 and for the oil and gas sector in 2010, looks at what companies disclose publicly about the measures they have in place to stop corruption. The report also assesses companies’ openness about how they are structured and to what extent earnings and taxes in specific countries are made public. BIP exchanged on the methodology and anti-corruption standards with 17 companies covered in the TRAC emerging markets reports and further exchanges took place with nine companies following the publication the report. One workshop (hosted by Transparency International Malaysia) aimed at disseminating the TRAC EMM results was held in December 2013. Another workshop hosted by Amarribo (Transparency International’s contact group in Brazil) was held February 2014. The report helps lay the foundation for a future greater emphasis on Emerging Markets.

Looking forward to 2014, the programme will launch the Business Integrity Country Assessments, a new (country-based) diagnostic tool looking at the behaviour of individual companies, groups of companies and the operating environment. Funding has been secured to develop the methodology and to undertake two initial assessments. This could become an important new tool upon which to base Transparency International advocacy work around business. A new global TRAC report will be launched in the first half of 2014, with a new with increased emphasis on dissemination and
advocacy. Additionally, nine new country-level TRAC reports are planned: Denmark, Chile, Costa Rica, Guatemala, Israel, Malaysia, Nigeria, UK and Venezuela.

Plans are also underfoot to expand and enrich the Business Principles Steering Committee to further strengthen the impact of the Business Principles for Countering Bribery.

PUBLIC SECTOR INTEGRITY PROGRAMME

The Public Sector Integrity Programme (PSIP) has the overall objective to strengthen integrity, transparency and accountability in the public sector at the local, national, regional and global levels. It seeks to make a measurable impact at the country-level as well as to forming a consensus on key public sector integrity issues through global advocacy and standard setting. In order to achieve this goal, the activities in this programme focus on two result areas:

- Diagnostics/assessments for evidence based advocacy
- Implementation of solutions to strengthen PSI

In 2013 the PSIP has provided chapters and other civil society organisations with comprehensive solution-oriented approaches, so that they can engage with their governments in building stronger systems for improved public sector integrity. Solution-oriented approaches for public sector integrity include tools, methodologies and approaches that bring together governments or public sector institutions with civil society organisations and the private sector to ensure good standards of transparency and accountability. These include principles, guidelines and good practice case studies. Furthermore, the Transparency International Secretariat, through PSIP, has broadened its repertoire of approaches on how to strengthen integrity in the public sector in selected areas to be able to provide assistance which particularly target key integrity risks at all levels. So far, the issues of 'local government integrity', 'political corruption', 'open governance' and 'procurement' have been identified as priority areas of the Programme.

A major deliverable in 2013 was the development of draft principles for local governments to function with high levels of accountability, integrity, and transparency. In addition, a methodology for Local Integrity Systems (including diagnostics, local planning and solutions) was developed and successfully piloted in five countries around the world. An updated version of the Transparency International handbook on curbing corruption in public procurement was drafted and the sector-neutral Integrity Pacts handbook published. On the global level, there was significant engagement with World Bank Institute (WBI) and other organisations on the Open Contracting Partnership. At the regional level, the programme supported the Transparency International Brussels office in the development of an EU-Integrity Systems methodology and conducting research for the assessment report.

Diagnostics/assessments for evidence based advocacy

The PSIP strengthens Transparency International Secretariat’s evidence-based advocacy on public integrity issues by refining existing approaches and developing new methodologies to assess integrity risks and engage key stakeholders on the findings. As a result, key stakeholders in, particularly civil society organisations, the private sector and governments are better equipped to advocate for and enforce integrity initiatives in the public sector to stop corruption. Diagnostics and assessments also support governments in identifying strengths and weaknesses in a country’s
public sector integrity system, guiding governments in prioritising key areas for reforms to stop corruption in their countries.

In 2013, the National Integrity System assessment approach, which provided a framework to analyse the robustness and effectiveness of a country’s institutions in preventing and stopping corruption, was further rolled out. Four NIS assessments were published in 2013 (Malawi, Bosnia and Herzegovina, New Zealand and Sierra Leone) whilst 15 NIS assessments are currently ongoing. The analysis is undertaken via a consultative approach, involving the key anti-corruption agents in government, civil society, the business community and other sectors. For example, the New Zealand NIS Report launched on Anti-Corruption Day prompted reactions from the New Zealand State Services Commission and Minister of Justice. The Minister welcomed the report and stated her intention to work through the report’s recommendations. The focus areas included the development of a national anti-corruption strategy, the upcoming Organised Crime and Anti-Corruption Legislation Bill, and raising public trust and confidence in the Courts. In 2014, support to chapters in conducting NIS assessments and other diagnostics will continue.

In 2013, an evaluation of the European Integrity Project (ENIS) which, over the course of 2012, produced a substantial body of knowledge on anti-corruption systems in 25 EU countries was conducted. National research findings form the basis of the regional report, entitled Money, Politics, Power: Corruption Risks in Europe, which highlighted the key gaps and common trends across the region. The evaluation of the ENIS project in 2013 concluded that “elements of impacts, such as government commitments to reforming laws can be reasonably attributed to the project”, including:

- In Estonia, a Parliamentary Code of Conduct is under discussion, largely as a result of Transparency International’s ENIS report and policy paper on the issue.
- In France an official commission on integrity in public life made legislative recommendations consistent with some of those advocated by Transparency International.
- In Hungary, a round-table with senior politicians led to the signing of a formal commitment to amend the legislation on political party finance.
- In Ireland, Transparency International provided input into a draft law on whistle-blower protection, based on its ENIS research.
- In Italy, several of Transparency International’s recommendations were reflected in a new draft anti-corruption law.
- In the Netherlands, the parliament is considering reinforcing legislation on whistle-blower protection, along lines recommended by Transparency International.
- In Romania, Transparency International provided input into the National Anticorruption Strategy and the Open Government Partnership (fostered by the Prime Minister).
- In Slovakia, the Public Procurement Act was amended, taking into account Transparency International’s recommendations.
- In the UK, the Association of Chief Police Officers accepted Transparency International’s recommendations on integrity oversight.
These changes in discourse, policies and/ or practices by public institutions, which are a consequence of evidence-based advocacy based on Transparency International diagnostics tools, demonstrate that the European NIS project has had lasting impact in terms of putting corruption on the agenda in Europe. Furthermore, the project has opened the door for implementation of three additional NIS projects with EC co-funding in Eastern Europe, South East Europe and the MENA region, which started in 2013. A regional report will be published in 2014.

Based on the traditional NIS methodology, the Transparency International-EU office supported by the PSIP is undertaking a study of the integrity of the European Institutions. The European Union Integrity System (EUIS) report is the first ever independent systemic assessment of how the EU’s institutions and bodies foster integrity, how they address corruption risks at the European level and how they promote policies and measures to stop corruption in Europe. The report is being published at a key moment in the life cycle of the EU, just prior to the election of a new European Parliament, Commission, and European Council President, and against the backdrop of a recent Eurobarometer survey which revealed that 70% of EU citizens consider there to be corruption within the EU institutions. Drafting of the report began in 2013 and will continue into 2014. Publication of the report is foreseen for April 2014.

A methodology for Local Integrity Systems (including diagnostics, local planning and solutions) was developed and successfully piloted. Despite of the strong theoretical basis for devolving powers from the national to local governments, results have been mixed in terms of improved governance and service delivery. Given this challenge, the Local Integrity System (LIS) Assessment Tool, developed in 2013, seeks to assess the existence and effectiveness of procedures and mechanisms to promote transparency, accountability and integrity in order to stop corruption at the local level. The tool provides recommendations on areas for reform and develops a follow-up action plan for strengthening local integrity in collaboration with key local stakeholders. The methodology for Local Integrity Systems including diagnostics, local planning and solutions, was developed and successfully piloted in five countries (Argentina, Kenya, Palestine, Portugal, Senegal) in 2013. In Ramallah, Palestine, the municipal authority for the first time conducted a public survey on citizen service delivery satisfaction following engagement with the Palestinian chapter’s LIS assessment. In 2014 the LIS approach will be further rolled out, including assessments, a municipal transparency index, and solutions for strengthening local government integrity, starting in four Middle East and North Africa (MENA) countries (Jordan, Lebanon, Morocco, Palestine). Furthermore the programme will seek to raise additional funding and expand external partnership to bring the approach to scale.

In 2013 Transparency International launched the report Buying Influence: Money and Elections in the Balkans, a report which assesses transparency in election campaign financing in Croatia, Kosovo, Macedonia (FYR) and Serbia in 2011 to 2012, and non-electoral political party financing in Albania in 2012. The findings are based on a methodological tool known as ‘Crinis’, developed by Transparency International in partnership with the Carter Centre. The methodology involves examining the regulatory framework on transparency of political financing and its implementation vis-à-vis international standards. By providing a thorough diagnosis of the legal framework and actual practice, it provides strong empirical evidence to create a clear picture of areas in need of reform. An evaluation of the Crinis project in the Western Balkans, conducted in 2013, noted that “support for reform through increased engagement had impressive results, with diverse signs of impact across the five countries.” While Crinis did not instigate all of the legal changes, it has had an impact on individual provisions in some countries. Some examples include:

- Transparency International Croatia and Transparency International Serbia were involved in working groups that had direct influence over laws, and the Kosova Democratic Institute’s (KDI, Transparency International’s National Chapter in Formation) recommendations at
parliamentary hearings were incorporated into legal amendments in the absence of any other actors lobbying for the same changes.

- Transparency Serbia influenced the content of the National Strategy for the Fight against Corruption 2013-2018. Many of the chapter’s recommendations were incorporated in the document, adopted in July 2013.

- Following a submission by Transparency International Macedonia, in September 2011, the Macedonian court repealed portions of the latest amendments to the guidelines for allocation of budget funds for the annual funding of political parties.

- Both Serbia and Kosovo saw oversight bodies publish audits of party financing for the first time, attributed by several stakeholders in large part to pressure from the chapters and, in the case of Serbia, to prior publication of a shadow report by the chapter.

- In Kosovo, a new draft law on party financing was drawn up, including many recommendations presented by KDI during a working group meeting set up to discuss the content of the law. At the end of July 2013, the law was passed, closing major loopholes and working towards greater transparency in political finance.

- The EU, the Council of Europe, and the Organization for Security and Co-operation in Europe (OSCE) have used Transparency International findings to inform their recommendations to governments, following both national (chapter) and international (Transparency International Secretariat) advocacy.

Furthermore, the activities of the Crinis project improved contacts and relationships between chapters and various stakeholders, from political parties to oversight institutions and party donors. Transparency International Macedonia reported direct contact with approximately 300 individuals through interviews, workshops, trainings, and other activities. Transparency International Croatia describes a cultural shift in the country in which Crinis helped stakeholders, especially media, recognise the advantages of transparent party financial management.

In 2014, the PSIP will focus on development and piloting of holistic approach for political corruption, going beyond political party financing, to include areas such as elections, lobbying, conflicts of interest and the integrity of parliaments. This will build on experience from the Transparency International Movement, in particular in the area of political finance and elections monitoring.

Implementation of solutions to strengthen PSIP

In 2013, the PSIP supported the replication of solutions across chapters. Following a scoping exercise in the area of procurement, Integrity Pacts and the Transparency International -USA Red Flag Initiative were identified for up-scaling. Funding has been secured for the piloting of the USA Red Flag Initiative in Rwanda as a result of sustained chapter-led fundraising efforts. An initial contact visit by a Transparency International Secretariat and Transparency International USA team took place and will be followed by a training of the pilot project team in Rwanda on the utilisation of the Civil Society Procurement Monitoring (CSPM) tool by a joint Transparency International Secretariat and Transparency International USA team. Vietnam is about to sign a MoU with Ninh Thuan Provincial People’s Committee on implementing Transparency International Slovakia’s “Transparent Town” initiative in Ninh Thuan province. In order to support chapters, the Transparency
International handbook on curbing corruption in public procurement was updated and the sector-neutral Integrity Pacts handbook was published.

Three innovation grants were awarded to chapters who designed innovative practical solutions to strengthen local integrity. The grants enabled chapters to implement their own innovative projects in the area of local governance:

- Transparency International Greece developed an online shareable database compiling and organising municipal officials’ asset declarations. The database will be freely and publicly available and launched before elections.

- The chapters Brazil-Portugal developed an online self-assessment tool to identify challenges to the enforcement of access to info laws (incl. 100 + indicators) at local government level in Portugal and Brazil. Furthermore, the chapters in partnership developed a solutions database, to share best practices and specific reforms to improve access to information enforcement.

- The chapter in Chile developed and piloted an online tool that allowed users of public programs, particularly women, to gather information on delivery of program services and assess the programs themselves.

The new Open Governance Project (OGP), a new project started in mid-2013, seeks to harness the collective strength of Transparency International chapters and their experience in promoting better open governance through citizen engagement and promoting a coherent set of open governance standards. The project had a successful start with the development of open governance standards (with external partners) and a score card, and piloting with regional hubs in Ghana, Indonesia, Peru, Ukraine. In addition to identifying principles and standards, Transparency International seeks to address the crucial link that translates governance principles (transparency, accountability and participation) into practical application by stakeholders and interest groups. An advocacy strategy was developed for targeting opinion formers. First steps of implementation of such strategy were performed including networking at OGP London Summit and engaging with relevant targets on the development of the Open Governance Scorecard. Meanwhile, the process of compiling international standards to elaborate the Open Governance standards started. The development and piloting of open governance score card, social accountability mechanisms, and country-level and global advocacy shall begin in 2014.

In 2013, further focus was placed on strengthening the community of practice, stock taking and codifying and distributing the solutions. Six Annual Membership Meeting (AMM) sessions and meetings were held to present PSI work and share chapter experiences on local government principles, strengthening local government integrity, integrity of parliaments, open governance and the Open Contracting Partnership. Transparency International has begun to develop a toolbox of good practice case studies to support peer-to-peer learning between chapters. Selected chapters have agreed to work with the Transparency International Secretariat to prepare the case studies. The stock-taking of solutions was completed in the areas of procurement and local governance. Several solutions were codified and distributed to chapters. The Integrity Pact Implementation Guide was printed and distributed to all chapters. The Arabic translation of the guide will be launched in 2014. The “Curbing Corruption in Public Procurement” handbook, including procurement principles, guidelines and practical solutions was drafted whilst the Anti-Corruption Principles for Local Governance Systems was finalised.
ANTI-CORRUPTION SOLUTIONS AND KNOWLEDGE

The Anti-Corruption Solutions and Knowledge (ASK) Programme is a strategic knowledge exchange and learning initiative aimed at facilitating the creation, adaptation and dissemination of leading anti-corruption knowledge and experience across the global anti-corruption community. The programme complements Transparency International’s well-established credentials in developing and promoting the measurement and diagnosis of corruption and extends it to a new frontier – that of synthesising knowledge about what works to stop corruption and to promote integrity, accountability and transparency in both the private and public sector. The ASK programme is a catalyst and intermediary for knowledge exchange and aims to leverage good policies and practices (“solutions”) to stop corruption.

The three following result areas serve to focus and integrate ASK Programme components:

- Strengthening the capacity and culture for learning expands access and increases use of anti-corruption knowledge and expertise from multiple sources
- Synthesising, packaging and disseminating knowledge in diverse formats improves up-take of solutions and strengthens anti-corruption practice, policy and advocacy actions
- Maximising anti-corruption knowledge networks increases learning, stimulates innovation and accelerates adaptation of what works

A Key Component of the ASK Programme is the Anti-Corruption Research Network (ACRN). The coordination of ACRN and outreach to the academic community improved Transparency International’s ability to bridge the gap that often separates researchers (and evidence) from practitioners (and action). The ASK programme’s Campus for Transparency, a project that matches student projects with Transparency International research needs, helps chapters with a growing pool of eager student research team and academics. The Helpdesk, a service providing timely and tailor-made answers to corruption-related queries, served to answer time-sensitive questions posed by chapters and other key stakeholders, growing in terms of demand and readership. The number of people accessing Helpdesk answers online has risen rapidly, from fewer than 10,000 in 2007 to more than 90,000 in 2013. The Global Corruption Report provided an advanced analysis of corruption and education in its 2013 edition, leading to outreach and programming in this area of Transparency International work that has been identified as critical.

Strengthening the capacity and culture for learning expands access and increases use of anti-corruption knowledge and expertise from multiple sources

The Helpdesk continued to promote an evidence-based approach to anti-corruption interventions, providing structured responses to questions raised by practitioners in participating donor agencies and chapters, drawing on relevant research and experience from around the world. The service answered 106 questions from the Movement, 35 from U4 partner agencies and 29 from EU development practitioners, totalling 170 (compared to 119 in 2012). The number of chapters that accessed national and international networks of expertise on anti-corruption issues through the support of the Transparency International Secretariat expanded significantly from 28 in 2012 to 48 in 2013.
The Anti-Corruption Research Network / Campus for Transparency: Anti-Corruption Research Network (ACRN) as a global meeting-point for 1,700+ anti-corruption researchers supported chapter partnerships with external institutions. ACRN allows Transparency International to leverage its global network and to promote an agenda of corruption research around the world, and in 2013 the sharing anti-corruption knowledge and learning has expanded significantly. A quarterly newsletter was disseminated to over 2,500 readers, and the website saw a 54% increase in unique visitors, compared to 2012. Four chapters in sub-Saharan Africa and seven in the Asia Pacific region actively participated/ sent feedback for two regional academic mapping exercises, the objective of which was two map academic institutions, researchers and conferences in the respective regions.

The Global Corruption Report (GCR) provided a state of the art synthesis of corruption and education in 2013. The Global Corruption Report brings the expertise of the anti-corruption movement to bear on a specific corruption issue or sector. The Global Corruption Report: Education consisted of more than 70 articles commissioned from experts in the field of corruption and education, from universities, think tanks, business, civil society and international organisations. With the support of the Transparency International Secretariat global launch was organised by Transparency International Hungary in Budapest. There was large chapter interest and the GCR team engaged with 80 national chapters around the GCR process. There were 26 national launches in all regions, 13 more than previous Global Corruption Report: Climate Change. The media response was the highest ever, with over 270 international media clippings and 200 national/regional clippings, as well as a significant social media campaign, for example leading to Transparency International’s most-liked ever Facebook post. The GCR also moved to a more interactive online presentation, with continued increase in web access over Pdf/print copy. There were 5,000 online views and 2,500 downloads in the first 2 months. The GCR was presented to the PACE meeting of the Council of Europe on 25 October to inform Council and member state policy on corruption in education. Following its GCR launch, Transparency International Morocco was invited by the Ministry of Education to discuss financial management of education. Furthermore, the programme supported chapters in developing new formats for knowledge exchanges, packaging/disseminating knowledge. Seven ALAC coordinators were trained during the SpeakUp Event on how to use video for knowledge exchange and advocacy work, and support was provided to two of the ALACs in South Asia to develop videos under a fundraising grant. Support also provided to Transparency International Colombia for developing two videos highlighting chapters’ best practices.

Synthesising, packaging and disseminating knowledge in diverse formats improves up-take of solutions and strengthens anti-corruption practice, policy and advocacy actions

Through the answers and expertise disseminated, the Helpdesk has contributed towards strengthened anti-corruption practice and policy, albeit indirectly. Since the purpose of the Helpdesk service is to provide access to available evidence rather than generating programmatic outcomes in their own right. It is therefore difficult to attribute specific outcomes to Helpdesk responses, except through the perceptions of users of the service. 63% of chapters responding to an online 2013 Evaluation survey felt that the Helpdesk had increased awareness and/or understanding of the issue within their own organisation, and 46% felt it had positively influenced the design of a new project or initiative. 90% of users consider answers to be relevant, timely, easy to understand, and useful. In terms of contributing towards strengthening anti-corruption practice, policy and advocacy actions, 38% of chapters responding to the 2013 evaluation survey felt that the response had helped to influence new laws and policies and 21% felt that it had helped to get corruption issues taken up by
the national media. Focusing on targeted external stakeholders who use Transparency International Secretariat knowledge products and services for their work, eight U4 bilateral development agencies as well as the EC have access to Helpdesk services.

The Anti-Corruption Research Network successfully addressed communication challenges with the new UN Portal Anti-Corruption for development and as a result, ACRN and Anticorrp are now featured on the site as a permanent resource for development practitioners. Furthermore, the Sub-Saharan Africa academic mapping exercise was presented in two regional conferences designed for Anti-Corruption Agencies with very good feedback from the attendees (Conference at the Economic and Financial Crimes Commission (EFCC) Academy, Abuja, Nigeria, with the participation of 20 experts and the Conference organized by Commonwealth Anti-Corruption Centre (CAACC) in Pretoria with the participation 16 Anti-Corruption Agencies’ Directors).

In conjunction with the Global Corruption Report on education, the Global Transparency Education Network (GTEN) was established to support more than 30 chapters which have been addressing corruption in the education sector in their own countries and to integrated GCR recommendations into their work. The Global Transparency Education Network (GTEN) initiated a core steering group with regional representatives from four chapters (Transparency International Bangladesh, Transparency International Lithuania, Transparency International Morocco and Transparency International Vietnam). GTEN’s information shared via various channels, both online and offline reaching approximately 1200 people from Transparency International chapters, anti-corruption youth-led groups, media, international and donor agencies (e.g. GYAC, Save the Children, DFID, UNESCO). Twelve chapters and colleagues in Sub-Saharan Africa connected to the Africa Network Campaign on Education for All (ANCEFA) with its membership across 35 African countries.

The focus of the next GCR will be on sport, all of the groundwork for the report was completed in 2013. Content will be released periodically, linked to major sports events. Funding for the GCR will take place under a wider Transparency International initiative of sport, as Transparency International will seek to fundraise on all activities as related elements to achieving a single goal of clean sports for all.

Maximising anti-corruption knowledge networks increases learning, stimulates innovation and accelerates adaptation of what works

The Helpdesk has for many years drawn on a range of experts and practitioners to inform its responses. In 2013, this has been developed into the ASK Expert Network, which now links 180 experts around the world on different corruption issues, who have volunteered to offer advice on relevant corruption issues. As the network became more established over the course of 2013, relevant experts from this Network were regularly invited to provide input in answering Helpdesk enquiries, usually generating 3-5 contributions to inform the research. Specialists in the Network may also be invited to comment on draft responses before they are published. Meanwhile, over the course of 2013, the Helpdesk sustained a productive collaboration with the U4/CMI. Discussions are taking place for extending the partnership for two years beyond 2013 and collaboration beyond Helpdesk is being explored.

The Campus for Transparency created in 2010 to help the Transparency International Movement establish more collaborations with higher education institutions at the country, regional and global levels expanded. In 2013, there was an increase in the number of these collaborations and the chapters involved in this initiative. There were 16 new collaborations involving 22 academic partners (e.g. 16 projects student research projects started with the participation of 12 chapters). The
expertise developed through academic outreach and collaborations acts as a valuable resource for Transparency International programmes looking to establish regional or thematic academic networks, such as Mena Academic Network which was launched in 2013, with the support of the campus. Under the umbrella of Transparency International Partnership with the Cems Business Schools Alliance, Campus for Transparency in cooperation with the Business Integrity Programme started to work with eight Business Schools on student projects. In 2014 there will be a specific focus on needs assessment and a strategy to curate and translate research findings into actionable materials and services which are within easy reach for the movement.

The ASK programme provided support to ANTICORRP, more specifically to 21 academic members by developing new functions on website, updating content and advancing the dissemination strategy. More specifically, creating a logo, letterhead, Twitter account, and opening two new sections on web site, as well as content cross-fertilization between the Anticorrp and ACRN websites. The ACRN sustained relationships with four institutional partners, three southern countries and one in Europe). ACRN also supported development of partnership framework with LKY Singapore, vetted at the Asia-Pacific Department (APD) regional meeting. Furthermore, the ACRN provided support for the development of a partnership framework with Chile University and Pontificia Universidad Católica del Perú to facilitate research placements with the chapter and a Spanish version of ACRN news. In addition, Campus for Transparency student projects started with three new universities, Nonprofit-Management Master Programme, Hochschule Osnabrück; Robert F. Wagner Graduate School of Public Service New York; and Parsons School of Design.

Over the course of 2013, the GCR team collaborated with several academic institutions and NGO-based research projects including: City University New York, HEC Montreal, University of Minnesota, University of Hong Kong, Vanderbilt University and Columbia University. In addition, an expert advisory group has been established to structure the content of the Global Corruption Report on Sport scheduled to be published in 2015.

INSTITUTIONAL NETWORK STRENGTHENING

The overall goal of the Institutional Network Strengthening Programme (INSP) is strengthened chapter capacity to effectively work on national-level issues and to contribute (individually and collectively) to implementation of Transparency International Strategy 2015, across all regions. The INSP is structured around the following three result areas:

- Result Area 1. Enhanced capacity to operate as well-functioning entities with strong structural, managerial and leadership capacities, comprised of:
  - Organisational assessment and planning
  - Governance and leadership
  - Internal management systems

- Result Area 2. Enhanced capacity to realise strategic objectives and be recognised and supported as the “go to” anti-corruption organisation, comprised of:
  - Advocacy and communications
  - Resource mobilisation
  - Monitoring, evaluation and learning
Result Area 3. Enhanced capacity to initiate and lead multi-stakeholder and cross-boundary thematic networks and initiatives, comprised of:

- Thematic anti-corruption expertise
- International networks and collective action

This global results framework is implemented across all regions through regional programmes and regional coordinator support. In 2013, the programme prioritised the areas of organisational assessment and planning; governance and leadership; advocacy and communications; and resource mobilisation. As of January 2014, the scope of the global INSP will expand to give additional support to “volunteer mobilisation” as a key resource for taking chapter work to scale while making it more sustainable.

In 2013, the global INSP continued to support both capacity development of individual chapters as well as a number of global activities to address common capacity needs shared by chapters across the Transparency International Movement. The following highlights illustrate some of the key achievements of the programme in the reporting period:

Further to a global call for proposals, the INSP Small Grants Programme supported 11 chapters with grants of EUR 1,500 – 10,000 in areas such as capacity assessment, strategic planning, human resource management, and resource mobilisation in Chile, Colombia, Dominican Republic, Nicaragua, Cameroon, Madagascar, Niger, Zimbabwe, Australia, Armenia and Slovenia. All projects were successfully completed and reported on by year-end. A learning review of the programme, implemented in Q4, found that chapters expressed a high level of satisfaction with what they had achieved with small grant support, and that the programme provided real added value to their capacity development efforts in a range of areas.

As part of a pilot Executive Leadership Programme, a first group of nine chapter Executive Directors (EDs) and deputy EDs/ Programme Managers participated in September 2013 in management training and were subsequently offered individual coaching by an international leadership consultant. A second group of five senior chapter EDs/ deputy EDs met in November 2013 to explore areas of common interest and to “design” its own leadership development programme. Members of this group have continued exchanges and will meet again in early April 2014.

As a third global activity, the INSP in cooperation with the Communications and Advocacy departments hosted a 4-day Global Communicators Meeting of 18 communications staff from chapters across all regions. The meeting combined skills training with exchanges on proven communication and campaign strategies to increase local media and advocacy impact. Exchanges have continued with participants to consolidate a global “Transparency International communications network.”

Organisational Assessment and Planning

During the reporting period, momentum around organisational capacity assessment for greater relevance, responsiveness and impact continued to grow. The global INSP supported the implementation of holistic organisational capacity assessments and the development of capacity development plans in a number of countries across regions.

A particular focus was put on this result area in the Sub-Saharan Africa region with global INSP and regional programme/ coordinator support, including through workshop and process facilitation and
advice on the use of existing Transparency International tools such as the Transparency International Organisational Capacity Assessment Tool (CAT) and Transparency International Guide to Strategic Planning:

- Burundi is preparing to work on a development plan to address key institutional gaps supported by twinning with Transparency International Rwanda.

- Cameroon finalised a capacity development plan following implementation of an organisational capacity assessment, and developed a revised strategic plan for approval by the chapter board.

- Mauritius launched a new multi-annual strategic plan and developed a capacity plan based on an organisational capacity assessment.

- Madagascar is in the process of undertaking an organisational capacity assessment and strategic planning process.

- Mozambique is in the process finalising a new multi-annual strategic plan.

- Partners in Nigeria worked together to develop a joint strategy for anti-corruption.

- Senegal implemented and institutional audit and is considering options to address the findings.

- Uganda is following-up on findings from 2012 CAT assessment.

Projects in Cameroon and Madagascar were co-financed through the global INSP Small Grants Programme, which also supported chapters in the Dominican Republic and Nicaragua in developing multi-annual strategic plans; capacity assessments were integrated also into these two projects.

The number of chapters that were able to demonstrate progress against capacity development objectives overall exceeded the annual target for 2013 although not in all cases these activities and successes were initiated based on a formal capacity development plan. Often, support was provided based on a more informal understanding of chapter capacity needs, and/ or through projects or other specific activities (such as the global ‘Time to Wake Up’ campaign).

Capacity development plans are now developed as an integral part of every capacity assessment exercise to ensure that learning is directly translated into practice. Templates for presentation of assessment results, capacity development plans and facilitation notes for CAT workshops are now available for use across regions/ chapters. In addition, guidance was developed to help chapters prioritise capacity needs and objectives, identify effective capacity development approaches, sequence capacity development activities and write indicators of success to monitor progress against agreed objectives.

Looking ahead, outputs delivered by the global INSP as described will be pilot-tested with selected chapters in the first half of 2014. To develop a better understanding of capacity development outcomes resulting from activities supported by the Transparency International Secretariat, a workshop on monitoring, observing and reporting capacity change is scheduled for January 2014. Finally, a core pool of experienced international organisational development experts has been established through an international call for expressions of interest and selection process in the second half of 2013. Following evaluation of any initial assignments, framework agreements may be
signed with these consultants in 2014 to increase effectiveness of external consultancy support offered to future INSP implementation.

Governance and Leadership

Exploring ways to help strengthen the management and leadership skills of senior staff in chapters across the Transparency International Movement had been identified in conversations across regions as a priority for the Institutional Network Strengthening Programme in 2013.

Further to a series of discussions with regional departments, a call for expressions of interest for participation in a pilot “executive leadership project” was launched by the global INSP in June 2013. Fourteen senior management staff (Executive Directors, Deputy Executive Directors or National Programme Managers) from chapters across all regions (Armenia, Rwanda, Colombia, Germany, Georgia, Bangladesh, Fiji, Honduras, Lebanon, Lithuania, Maldives, Morocco, Zambia, Palestine) were subsequently selected for participation in the pilot project.

Nine of the selected chapter representatives participated in a 3-day management training workshop in September 2013, and interested participants were subsequently offered remote individual coaching support by an international management consultant. In total, seven such coaching sessions took place between October and December 2013, with further support agreed for the first quarter of 2014.

A second, more senior pilot group with five participants first met in November 2013 for a 1-day leadership exchange to explore areas of individual and collective strategic interest, and related leadership development needs. The meeting helped the group design its own leadership programme, consisting of one-on-one coaching conversations with an international leadership consultant, online ‘community of practice’ exchanges, and a 3-day workshop scheduled for the first quarter of 2014. Horizontal exchange of experience as a key channel for leadership development has started getting strong traction with the second (smaller and more senior) pilot group, whereas – potentially due to group size, time differences, and a focus on specific individual support needs versus widely shared common challenges – it was met with less interest (post-workshop) in the first pilot group.

Further development, fundraising and “roll-out” of a comprehensive Transparency International leadership programme will be taken forward after evaluation of the initial pilot phase, this means after March 2014. As part of this effort, discussions have already taken place on designing and piloting an Executive Director Induction Programme with a group of chapters from the Asia Pacific region in the first half of 2014.

In addition to the “executive leadership” pilot project, the global and regional INSP small grant programmes have also provided support to building chapter governance and leadership capacity. A horizontal learning initiative on good organisational management, launched in late 2012 and engaging 4 chapters from the region (Ghana, Kenya, Sierra Leone and Zambia), was completed in Sub-Saharan Africa in mid-2013. The final output – a draft ‘towards best practice in executive management guide’ – was presented to chapters at the Africa regional meeting in June 2013.

Also, core content on board governance was developed as input into a future modularised Transparency International Board Induction Programme. Material will be pilot-tested in the first half of 2014 to be further adapted prior to more systematic roll-out across the Transparency International Movement. However board inductions were already facilitated by regional coordinators in specific countries, such as the Philippines.
In the Asia Pacific region, a call for proposals to strengthen organisational governance was launched with decisions on grant allocation to be taken in January 2014. In the Middle East and North Africa region, contact groups from Jordan and Tunisia visited Transparency International Morocco to learn about chapter governance in a horizontal learning exchange. Regional coordinators working with chapters in Europe and Central Asia provided in-depth support to help chapters for example in Italy, Spain and the Netherlands strengthen their governance and leadership capacity in the run-up to re-accreditation reviews.

Internal Management Systems

The capacity to plan and manage both financial and human resources effectively is critical for a Transparency International chapter’s ability to have knowledgeable, skilled and motivated staff that can translate organisational objectives into specific activities and outcomes. Although not an overall priority for 2013, the global Institutional Network Strengthening Programme responded to a number of requests from chapters to be supported in this area through its Small Grant Programme.

Transparency International Colombia was supported in finalising a review of its employee performance management system and is now linking assessment of individual staff performance to organisational/ team objectives and planning frameworks through a set of Final Key Results. In Niger, development of an administration and finance manual allowed the chapter to meet international donor requirements, enhancing its financial sustainability through the award of a new large-scale, multi-annual project grant. To help it complete a USAID-related organisational certification process, Transparency International Armenia was supported in developing an information and knowledge management policy and procedure, which is already helping the chapter to ensure storage, update and accessibility of the organisation’s institutional and programmatic information both for internal and external use, fostering the visibility and impact of the organisation’s work. Finally in Zimbabwe, an INSP Small Grant helped the chapter to re-organise its organisational management structures following departure of a key staff member, offering training to office and programme heads from chapter offices across the country and thereby consolidating a more sustainable middle management structure. Financial management training workshops were organised in the Middle East and South Asia. Looking forward, a project with the Hong Kong University of Science and Technology will in 2014 further explore good practice in employee performance management, drawing on both management theory and chapter practice.

Advocacy and Communication

Across regions, chapters were in 2013 supported in strengthening their advocacy and communications primarily through regional programmes and project-related initiatives.

At regional level, a specific focus was put on strengthening chapter advocacy skills in the Middle East/ North Africa region. Transparency International Morocco benefited from training on advocacy and influencing techniques. Contact groups in Jordan and Tunisia organised successful CPI launches, with Transparency International Secretariat mentoring support. In Egypt, local NGOs were supported in formulating anti-corruption positions on constitutional and legal issues, with some of their recommendations taken into consideration in the revised draft constitution. Also in Egypt, 50 women leaders launched a joint “yes… we can say no to corruption” initiative, preparing (among other activities) the launch of ten campaigns in schools and universities across the country. In other

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10 This result area was added as a priority throughout the year 2013, responding to chapter requests for tailored support in this area.
regions, chapters in Bangladesh, Rwanda and Liberia were supported in sending letters to heads of government as part of Transparency International’s advocacy on post-2015/ the Millennium Development Goals.

At a global level, at least ten chapters participated in communications training, with related sessions offered also at a global ‘Speak Up’ event (attended by 54 chapters) and during some regional meetings. Over 20 chapters attended an AMM workshop on using global advocacy for national advocacy, and a meeting with 20 chapters from the G20 advocacy working group was held to lay the foundations for a new G20 advocacy strategy.

The Time to Wake Up campaign continued to expand to chapters with limited capacity. Across all regions, chapters (including Brazil, Dominican Republic, El Salvador, Cambodia, Korea, Italy, Kazakhstan) were supported in launching and implementing the campaign and benefited from Transparency International Secretariat mentoring to strengthen their communications and campaign capacity in support of wider organisational aims and objectives.

Preparations for a global No Impunity initiative advanced significantly in 2013 in close cooperation between the Transparency International Secretariat and a Transparency International Movement Task Force composed of 12 chapter representatives, two Individual Members and four members of the International Board of Directors. Further to agreement on an overall results framework for the initiative, discussions advanced on preparing for advocacy impact in different priority areas. An overall campaign narrative and draft outline of a global campaign on cross-border transfers of corrupt money were approved by the International Board of Directors in November. Work on a global campaign slogan and visual identity, as well as preparations for implementation of the Global Campaign and related advocacy and communication materials will continue in the first half of 2014.

Also at a global level, the Transparency International Secretariat hosted a global communicators meeting of 18 chapter communications staff from across all regions in August 2013. The meeting offered skills training and horizontal learning exchanges to help participants increase their local media and advocacy impact. At the same time, it succeeded in creating opportunities for future global promotion of local work, and collective efforts in support of Transparency International Movement impact. This momentum was maintained throughout the year through a series of communication exchanges with participants (including by email and through a Communications Facebook group) for instance, at the time of global publication launches or in the context of preparations for the No Impunity initiative. Participants will be individually debriefed around March 2014 to evaluate the sustainability of individual and organisational capacity development outcomes, which – as for any capacity development activity – can only be evidenced several months after the actual activity.

To provide guidance to chapters to help them develop future advocacy strategies also with little or no support from the Transparency International Secretariat, a final draft of a Transparency International Guide to Advocacy (previously referred to as ‘Impact Plan Manual’) was developed. Where opportunities arose, parts were shared and pilot-tested with chapters (for example in project or “Time to Wake Up” relating training activities). In early 2014, the Guide will be converted into a “toolkit” format that will allow for it to be posted on the chapter zone for easy online navigation and for additional case studies and examples of chapter advocacy plans and activities to be added over time. The Guide is expected to be further tested and rolled out also through the forthcoming No Impunity campaign, which will provide a concrete context in which it will be of direct and tangible benefit to chapter users.
Resource Mobilisation

In cooperation between the INSP and the Transparency International Resource Mobilisation and Sustainability Programme, a 12-month cross-regional “fundraising mentoring project” supporting six chapters (Argentina, Guatemala, Ghana, Greece, Slovakia and Kuwait) was completed in 2013. By the end of the project, all participating chapters had developed and started to implement a multi-annual fundraising strategy.

A project learning review was implemented in September 2013 and identified a lack of dedicated staff and other required resources to invest in fundraising at chapter level, as well as the small size of the Transparency International Secretariat fundraising department, as a key challenge to Movement fundraising success. Also, some chapters were found to have been over-ambitious in their fundraising objectives and targets, or to potentially have invested in the ‘wrong’ fundraising target as analysis of the funding environment was not thorough enough or findings not matched against existing chapter capacity. Finally, levels of board engagement in fundraising varied significantly across chapters but overall were still found to be insufficient. However in several of the participating chapters, a clear shift in mindset and fundraising culture could be observed at the end of the project, supported by concrete fundraising strategies or action plans. Sustaining these capacity development outcomes will require further support from the Transparency International Secretariat in 2014.

To maintain the momentum generated by the project and to provide additional support to implementation of the newly developed fundraising plans, small grants of EUR 5,000 each were awarded to five of the participating chapters in November 2013. Grants were used by most chapters to invest dedicated staff time into fundraising, and to develop fundraising materials or organise outreach events. Submission of narrative and financial implementation reports as well as an online horizontal learning exchange to discuss initial outcomes from the small grant projects were scheduled for the first quarter of 2014.

In addition to the “Transparency International Guide to Financial Sustainability”, developed in 2012 and used by chapters participating in the mentoring project and in some INSP-supported small grant projects, three short “fundraising toolkits” to provide guidance on raising funds from major donors, foundations and multilateral donors were published by the Transparency International Resource Development Department and made available to the Movement in November. Assessing uptake and added value to chapters will only be possible towards mid-2014. In addition to these global efforts, supporting chapters in their financial sustainability ambitions was a priority for the Transparency International Secretariat especially with regards to the Americas and the Europe/ Central Asia region.

In the Americas, chapter-specific fundraising activities were supported in Argentina (campaign video for crowdsourcing campaign launching in January 2014), Brazil (analysis of donor environment and development and submission of several fundraising proposals), Chile (INSP small grant project to help the chapter review is corporate sector engagement and related fundraising opportunities), Guyana (annual fundraising dinner raising USD 8,000) and Peru (video for crowdsourcing campaign, to be launched in January 2014 to raise funds for an investigative journalism channel). In the Europe/ Central Asia region, Transparency International France was supported in continuing its corporate fundraising initiative and was able to recruit, by the end of the year, five new corporate members. Transparency International Slovenia benefited from an INSP small grant to support the development and implementation of a fundraising action plan, launching small online fundraising and tax donation campaigns in a first step. Chapters in Germany and the UK participated in a Secretariat-supported crowdfunding initiative around the launch of the global Corruption Perceptions...
Index. In the Asia Pacific region, Transparency International Australia was supported through an INSP small grants project in developing, with expert support, a financial sustainability strategy and is now working to secure tax-exempt status (to facilitate public giving) as well as to recruit a Business Manager who will lead resource mobilisation efforts in the future.

With regards to non-monetary resources, thinking on new approaches to volunteer mobilisation made notable progress during the reporting period. Volunteer Engagement Guidelines were developed for the Transparency International Secretariat in close cooperation with the Transparency International Governance Unit and a group of Transparency International Individual Members. In addition, a workshop on ‘volunteer engagement’ was organised during the Annual Membership Meeting in November. As part of exchanges with Australian Volunteers International and the German Ministry for Economic Cooperation and Development, exploring the signature of global ‘expert secondment partnership agreements’, a Movement survey was implemented in the last quarter of 2014 to assess chapter interest in receiving international expert support in specific thematic and functional areas.

In addition, the Transparency International Secretariat supported seven chapters in submitting fellowship placement offers to the Carlo Schmid Foundation, with the selection of potential candidates scheduled for the second quarter of 2014. Looking ahead, a project with the CEMS network of business schools will research corporate volunteering opportunities for Transparency International in the first half of 2014.

Monitoring, Evaluation and Learning

Four chapters (Palestine, Sri Lanka, Vietnam, Guatemala) have been selected in close consultation with regional departments for participation in a ‘Monitoring, Evaluation and Learning (MEL) Mentoring Pilot’, after submitting an expression of interest to the Transparency International Secretariat.

In addition, a “Monitoring and Evaluation in a Nutshell” Pocket Guide was developed and will be shared and tested in early 2014. The guide offers practical advice on the steps that need to be taken in order to design, assess and draw lessons from project and programme implementation. A session was organised during the Annual Membership Meeting for interested chapters to exchange on and learn from their experience with Monitoring, Evaluation and Learning (MEL) systems. A 1-day MEL training was also offered to chapter participants in the first INSP “executive leadership pilot” workshop in September.

As part of the Asia Pacific Regional Programme, two tailor-made workshops were conducted with chapters in Fiji and Papua New Guinea to develop and further refine their institutional MEL frameworks together with an external M&E consultant. Support was also provided to Towards Transparency Vietnam in revising their results framework. The chapter is now participating in the MEL Mentoring Project and will develop a fit-for-purpose MEL framework based on it.
RESOURCES MOBILISATION AND SUSTAINABILITY PROGRAMME

The Resource Mobilisation and Sustainability Programme (RMSP) aims to bring the issue of anti-corruption to scale through a step-change in the level, diversity and sustainability of resources available for the Transparency International Movement. The RMSP has been designed to meet two fundamental needs. The first need is that of balanced Transparency International Secretariat and national chapter funding. Tackling the worldwide problem of corruption requires the Movement to increase its funding, staffing and capacity at all levels. This means growth at the Transparency International Secretariat must be matched with, and used for, improving the sustainability, skills and impact of chapters. The RMSP aims to secure this balance by explicitly focusing on fundraising efforts by chapters. The second need to mainstream fundraising throughout Transparency International. The RMSP aims to raise awareness among all Transparency International staff and chapters not only of the crucial importance of fundraising, but its potential impact on the anti-corruption Movement.

The following result areas and activities of this Programme have been designed to reach the aims of the programme:

- Chapters have the skills to conduct efficient and effective fundraising
- Chapters are supported by standard materials and guidance to facilitate fundraising effort
- Chapters have access to individual expertise and support

A key deliverable contributing to these outcomes in 2013 was the completion of the Fundraising Mentoring Project which has contributed to a change in skills, knowledge and attitudes in participating chapters in relation to diversifying their sources of funds. The project was coordinated by the Transparency International Secretariat and fully implemented in six countries (Argentina, Guatemala, Kuwait, Ghana, Slovakia and Greece). The project resulted in chapters having fundraising strategies and plans with which they were more able to make structured funding asks from both corporate and individuals.

Chapters have the skills to conduct efficient and effective fundraising

Over the course of 2013, the programme provided targeted chapter support through trainings, online helpdesk and bilateral Engagement. More specifically, support was provided to Transparency International Philippines for their World Bank proposals; to Transparency International Kenya, Transparency International Senegal, Transparency International Pakistan and Transparency International Guatemala for their submission under the Humanitarian Innovation Fund (concept note accepted) and a further 8 chapters who were successful for a Carlo Schmid Programme to receive additional Staff.
Chapters are supported by standard materials and guidance to facilitate fundraising efforts

Toolkits on fundraising from Major Donors, Foundations and Bi/Multi-Laterals were distributed to chapters through Sharek and Chapterzone. The RMSP shared winning proposals (bi- and multi-lateral) to the chapters as the diversity of donors require tailor-made approaches. Four such proposals have been posted on Sharek so far. As part of the Fundraising Mentoring Project all six participating chapters now have a fundraising strategy which they are implementing – none of them had such a strategy before. At least two of the chapters had to develop programme strategies during the project to be a basis for their fundraising strategies. The fundraising strategies include financial targets in discrete areas; all include corporate and individual giving and several include income generating activities/ projects which are new. The global fundraising strategy has been put on hold pending the arrival of the Movement Fundraising Director.

Chapters have access to individual expertise and support

A 12-month Fundraising Mentoring pilot project implemented from August 2012 to July 2013 supported a small group of chapters to build capacity to increase and diversify the income available to them. The project explored new ways of sustainably increasing fundraising capacity in Transparency International chapters. It was the first time the Transparency International Secretariat pursued an externally-facilitated long-term ‘mentoring’ approach to help build capacity in chapters. The project was coordinated by the Transparency International Secretariat and fully implemented in six countries (Argentina, Guatemala, Kuwait, Ghana, Slovakia and Greece).

The project supported participating chapters in their fundraising ambition by analysing current and potential funding options available to them; reviewing their positioning and branding to develop a clear fundraising plan; analysing the key capabilities needed to realise their fundraising potential, the type of investments required and how these might be secured and developing funding projections, fundraising plans and donor engagement strategies.

On an individual chapter by chapter basis significant achievements resulted as a result of the project:

- In Argentina integrated activities with income generation performing ‘municipality transparency assessments’. This has raised $ 27,000 from two contracts and there is potential for more.
- In Ghana corporate approaches have resulted in sponsorship for a week of Anti-Corruption awareness events.
- In Greece working on corporate giving resulted in a donation of € 50,000, this is being used for organisation of the Annual Conference and investment in support staff. The success was achieved with support from the Board and their networks.
- In Guatemala, in response to a critical short fall in funds the chapter continued to focus on institutional sources (3 donors giving approximately $ 880,000 of which $ 160,000 can be applied for core costs); in addition there has been some success with Foundations raising approx. $ 84,000.
• In Kuwait significant investment in researching donation policies of companies is paying off with contributions based on personal links which already have an interest in anti-corruption as well as policies for giving).

• In Slovakia the chapter succeeded in raising 75% of the costs of their fundraising efforts from a local foundation which has helped in strategy implementation although the responsible staff member left and was replaced. The chapter also pursued a targeted government scheme for tax break giving on 2% of company profits or individual salaries.

CLIMATE FINANCE AND INTEGRITY

The overall goal of the Climate Finance Programme is to ensure public money for climate change is used effectively and for its intended purposes. The programme seeks enhance transparency, accountability and integrity in climate finance at all levels: from global to national and local, from policy choices to project implementation, and from mitigation to adaptation. By doing so, systems and processes are strengthened and opportunities for corruption can be greatly reduced. In the initial phase, the programme has been implemented in nine pilot countries: Bangladesh, Dominican Republic, Kenya, Maldives, Mexico, Indonesia, Papua New Guinea, Peru and Vietnam. At the global policy level, Transparency International is the only international, independent NGO which addresses corruption risks and proposes policy solutions in climate finance at scale. In order to achieve this goal, the activities in this programme focus on three result areas:

• Civil society and citizens act as effective watchdogs to monitor climate finance project development and implementation;

• Victims and witnesses of corruption in climate finance articulate and find solutions to their grievances;

• International and national climate governance and finance institutions improve and enforce policies and procedures to prevent corruption throughout project cycles.

During the course of 2013 the activities of the programme focused on research, advocacy and learning in line with the result area, producing notable outcomes. 2013 saw the culmination of research aimed at building a knowledge base on issues around Climate Finance which has been a key starting point for Transparency International developing this area of work. By the end of 2013, fourteen reports on national and global level issues were awaiting publication. This research will guide the work of the programme in the coming years. Furthermore, they have been recognised by many to be a significant contribution to the knowledge on the topic. On the basis of the research, Transparency International has submitted a number of recommendations concerning the operation of funds to global institutions and seen a number of these taken up. For example, the Green Climate Fund (GCF) has extended its conflicts of interest policies and the Climate Investment Funds (CIF) has made access to information requests easier. There have been many national level advocacy achievements following the reports, for instance, suspended funding to several organisations (Bangladesh), tagging of climate finance funds within the national budget (Mexico), establishment of a complaints mechanism for REDD+ (Vietnam), becoming observer of a national implementing entity (Kenya). Given some of the complexities around the issues of Climate Finance, the programme has developed a simple e-learning course accessible to people all over the world which now have more than 400 users.
In Dominican Republic, the mapping report on financial flows became the first data collection of climate change finance. The report has been used by the Ministry of Economy, which publicly thanked Transparency International for this. Before the project, climate finance was not a public issue. Following engagement and thanks to the research process, Transparency International was asked by the Climate Change Council to support the design of the National Strategy of Education to Climate Change and to co-coordinate the Governance and Fiscal working groups for the design of the National Climate Change Policy, thus directly contributing to it.

Civil society and citizens act as effective watchdogs to monitor climate finance project development and implementation

In 2013, the secretariat provided significant support to chapters to develop monitoring actions to demand accountability in climate finance projects. Following e-learning, awareness raising and capacity building activities, six chapters (Bangladesh, Dominican Republic, Kenya, Maldives, Mexico, and Peru) mapped the financial flows in their countries. In order to formulate recommendations, the chapters then assessed key organisations in charge of climate finance in terms of transparency, accountability, integrity and capacity. On-the-ground monitoring also took place in Bangladesh during the beginning of the year and through the publishing of a study on “Climate Funded Project Tracking” in June. Furthermore, a signature campaign was launched by Transparency International across the country in September, to raise awareness amongst general citizens about climate finance integrity and formulate specific demands. Whilst, in Kenya the beta version of an online monitoring platform has been designed to track climate and carbon projects, giving information on them, offering the possibility to send a complaint and then information on how it was processed.

Furthermore, Transparency International Secretariat launched the REDD+ (Reducing Emissions from Deforestation and Forest Degradation) campaign in August, rolled out in Indonesia, Vietnam and Papua New Guinea to encourage affected communities to engage more in REDD+ monitoring. The campaign uses posters featuring cartoons to raise awareness among forest populations about corruption risks in REDD+. The cartoon depicts what can happen when REDD+ projects are corruption-free versus three scenarios where corruption prevents REDD+ projects from helping the intended beneficiaries. In Indonesia, Transparency International is working since May with a group of CSOs that constituted a Monitoring Task Force to monitor the implementation of a REDD+ project in central Sulawesi. In Papua New Guinea, local offices of PNG Forest Authority were willing to have Transparency International monitoring the implementation of a joint venture agreement between them and the local communities of the area.

Over the course of 2013, Transparency International civil society contributed to changes in discourse, policy and practice in relation to climate finance in following cases:
In Bangladesh, meetings were arranged in September with several representatives and contributors to Bangladesh Climate Change Resilience Fund. They were very receptive to Transparency International’s work and willing to support Transparency International’s recommendation. The British Foreign Office Minister publically emphasised in the press the importance of the right utilisation of climate funds after a meeting between DFID and Transparency International.

In Bangladesh, following advocacy by Transparency International on a case where cyclone resistant houses building stopped, the Bangladesh Climate Change Trust Fund recognised in May the necessity to act and remedy this situation and further build wall, doors and windows. Further, the Fund also suspended funding to ten NGOs (that have been put under investigation).

In Papua New Guinea, Transparency International was invited by the Special Agriculture and Business Lease (SABL) Commission of Inquiry in March to comment on the issuance of the leases, currently being issued for 99 years. Forest communities are now also approaching Transparency International to seek advice and assistance on how to address corruption related issues in forestry, and especially regarding SABL.

The Indonesian Corruption Eradication Commission, KPK, is now regularly sharing information with Transparency International to join forces. An example of this is the action launched by KPK to combat corruption in 12 ministries and institutions, including the forestry sector. KPK invited Transparency International to give inputs to a report that served as a basis to create each institution’s action plan. The recommendations made by Transparency International were taken up in the report, Memorandums of Understanding have been signed in March and the action plans are still being designed.

In the Dominican Republic, the mapping report became the first data collection of climate change finance and is used by the Ministry of Economy, which publicly thanked Transparency International for this. Before the project, climate finance was not a public issue. Following engagement and thanks to the research process, Transparency International was asked by the Climate Change Council to support the design of the National Strategy of Education to Climate Change and to co-coordinate the Governance and Fiscal working groups for the design of the National Climate Change Policy, thus directly contributing to it.

In Peru, Transparency International is a founding member of the Roundtable to Monitor Climate Finance (gathering several CSOs) which worked with the National Commission on Climate Change, resulting in the inclusion of transparency into the discussions and the draft document of the Peruvian Strategy on Climate Change (not yet public).

Victims and witnesses of corruption in climate finance articulate and find solutions to their grievances

Providing support to victims and witnesses of corruption in climate finance at the local level is a new area of work for Transparency International and over the course of 2013 the Transparency International Secretariat supported chapters to spearhead this work. A side event was organised during the People Engagement Programme’s (PEP) Speak Up! event in March, gathering 12 chapters interested in and already working on climate issues, for a first discussion on how...
Transparency International mechanisms that support victims and witnesses of corruption could best be used to combat corruption in climate finance.

Furthermore, Climate Finance has supported the leveraging of Advocacy and Legal Advice Centres to be able to process climate finance related complaints. Two of the nine chapters are now accepting complaints related to climate. In Kenya, Transparency International trained three local Advocacy and Legal Advice Centres (ALACs) so that they are able to take complaints related to climate projects. A tool is being developed to provide a cloud sourcing platform to complaints related to climate finance and forestry. In Papua New Guinea, Transparency International now integrates climate finance and REDD+ work with its ALAC activities. This work intends to be strengthened over the next year as the new phase of the programme develops in the country. One further chapter will soon be able to accept complaints related to climate as Transparency International in Vietnam is also working with local partners and with government authorities to set up a complaint mechanism in Lam Dong province.

Looking ahead, a new project (starting January 2014) was approved by the EC in June to further leverage Advocacy and Legal Advice Centres to be able to accept and process climate finance related complaints in 4 African countries.

International and national climate governance and finance institutions improve and enforce policies and procedures to prevent corruption throughout project cycles

In 2013, there were 9 national reports completed on assessing Climate Finance transparency and accountability and corruption risks related to protecting forests to reduce emissions (REDD+). There were 5 reports on the operation of global funds being finalised. Transparency International also held a side event at the Bonn intercessional climate finance meetings with the Transparency International Secretariat and Transparency International Kenya presenting research findings in June. The discussion attracted about 70 persons from climate funds, banks, governments and civil society keenly engaged on Transparency International issues which was a new development of openness to address issues of corruption and accountability in the context of climate finance. At the national level, Transparency International evidence-based advocacy contributed to the following changes in discourse, policy and practice in relation to climate finance policy and governance:

- Transparency International has also a permanent dialogue with the Environmental Ministry on the Mexico’s Climate Change Fund. In July 2013, Transparency International obtained the public commitment that some of the recommendations made on transparency, accountability and anti-corruption standards will be included into the Rules of Operation for the Fund.
- In Bangladesh as a consequence of Transparency International’s advocacy, in the last meeting of the Parliamentary Standing Committee held in May 2013, irregularities in Bangladesh Climate Change Trust Fund were underscored and the significance of proper prioritization in fund disbursement was emphasised.
- In Kenya, the Ministry of Forestry and Wildlife published a report on the drivers of deforestation and the preparation of the REDD+ process, building on the main recommendations formulated by Transparency International.
- Transparency International Kenya was successful enshrining safeguards on access to information, participation, accountability and integrity in the draft climate policy and Bill.
• Following different engagements, the National Environment Management Authority of the Adaptation Fund asked Transparency International Kenya to be an observer on the national implementation entity committee, to continue giving training on anti-corruption and to develop a code of conduct for the committee in coordination with the climate finance network built by Transparency International.

• In PNG, the Office of Climate Change & Development has incorporated principles and pillars of good governance into the draft climate change policies and is now regularly consulting Transparency International (and other CSOs) on the draft policy documents.

At the global level, based on the research on the operation of global funds, Transparency International in conjunction with an organisation committee which included the Gold Standard Foundation, the World Wide Fund for Nature (WWF) and Oxfam Germany, Germanwatch, Deutsche Gesellschaft für Internationale Zusammenarbeit (German Society for International Cooperation, GIZ), Deutsches Institut für Entwicklungspolitik (German Development Institute, DIE), Adelphi, Freie Universität Berlin organised five Climate Finance Integrity Talks. The Talks involved participation from local chapters; ministries and embassies of climate finance recipient and donor countries; civil society organisations; international organisations including UN bodies; multilateral climate funds. The talks cut across disciplines, providing a non-politicised forum for climate policy makers and practitioners to jointly craft solutions to the main governance challenges that could prevent climate finance from achieving the transformational reforms our planet needs. In 2014 Transparency International will close the series with a last talk on Measurement Reporting and Verification (MRV) systems for REDD+ and promote the outcomes of these workshops by continuing to advocate and engage with climate financing and recipient institutions for the development of policies and practice that assure maximum accountability and openness in climate finance, as well as appropriate deterrents to corruption.

Additionally, at the international level, Transparency International evidence-based advocacy contributed to the following changes in discourse, policy and practice in relation to climate finance policy and governance:

• Transparency International submitted two sets of policy recommendations to the Green Climate Fund (GCF) in March on issues of transparency, accountability and citizen participation. Reflecting Transparency International’s specific positions the GCF has agreed to extend conflict of interest policies to observers and advisors and it noted that the Fund should “enhance transparency and accountability” and ensure strong fiduciary standards so as to win trust and credibility from the outset.

• Following direct engagement with the Climate Investment Funds (CIF), the CIF website was updated in June with a page on transparency and accountability, highlighting how to access information and how to send a complaint, including from/on the implementing entities (this information was previously only in documents, thus difficult to access). A recommendation from Transparency International Kenya has also been taken up in October: to allocate some resources to enhance observers’ participation and to commission a scoping paper to determine ‘suggestions and ideas to strengthen the engagement of national stakeholders at the country level, including in CIF project design, implementation and monitoring’.

• Transparency International participated as observer at meetings three and four of the United Nations Framework Convention on Climate Change (UNFCCC) Standing Committee on Finance (in March and June), where verbal and written interventions were made on the fifth review of the financial mechanisms, codes of conduct and MRV. A Transparency
International recommendation on the redress mechanism was for the first time made available on the website and taken up (that it should be “independent, open, transparent, easily accessible and will address, the reconsideration of funding decisions”).

- Transparency International also submitted recommendations to two consultations: the Clean Development Mechanism (for possible changes to the modalities and procedures) and the European Union Emissions Trading System (on future options for the European carbon market). In May, the CDM Board made a number of policy changes that reflect recommendations submitted by Transparency International: the creation of a number of groups of technical experts to support streamlined and effective decision-making on the part of the Board; the extension of the Board’s code of conduct and conflict of interest policies to CDM panels and working groups; adoption of a revised procedure on the performance monitoring of Designated Operating Entities (auditors).

- Following our recommendations and ongoing interaction, the UN-REDD Programme has revitalised a previously stalled discussion on the access to information rules in place for the programme. Our input was also incorporated in the UN-REDD Programme Policy Brief on ‘Strengthening REDD+ Integrity at the Local Level’.

The research work has been essential to build up a knowledge base around the issues of Climate Finance and to ensure credibility with external actors. The future focus therefore will move even more towards evidence-based advocacy and solutions.

**KEY SUPPORT SERVICES**

**GLOBAL OUTREACH AND CAMPAIGNS**

The main aim of the Global Outreach and Campaigns Key Support Service (KSS1) is to embed the strongest possible advocacy approach in Transparency International’s work, developing and implementing global advocacy strategies with the chapters. The KSS is actively engaged in the earliest stages of project design, proposal writing and research planning to help shape and deliver projects that are geared to achieving concrete advocacy objectives through engaging the right audience, with the right information, through the right channels, to act against corruption, choosing appropriate tactics to achieve intended objectives. In order to achieve its aim, this Key Support Service focuses on the following four result areas:

- Create a loud and bold anti-corruption voice as a critical change agent at the global, regional and national levels
- Engage millions of people in collective action against corruption using the most innovative media, targeted partnerships and tactics
- Continue the implementation of the Chapter Working Group Outreach to G20
Work more efficiently together as a global movement (cross movement capacity building) in advocacy and campaigning

Global advocacy with, for and on behalf of chapters is one of the key roles of the Transparency International Secretariat. In 2013, significant achievements were made undertaking advocacy regarding international institutions and processes, aiming to ensure that global advocacy work plays a role in ensuring that the joint concerns of chapters are reflected at the global level. Transparency International language and messaging were reflected in the UN’s High Level Report on the Post-2015 Agenda which calls for a governance goal and target on anti-corruption and bribery. Four responses from member governments (Hungary, Indonesia, Ireland, and Sweden) were published in support of Transparency International’s asks on post-2015 campaign. In terms of the G20, the G20 declaration now has a section dedicated to anti-corruption numbering 11 paragraphs (up from two sentences in 2009). Furthermore, tax transparency measures have been progressed as demonstrated by the G20 declaring automatic exchange of information the “new global standard” that should be adhered to by all G20 countries by 2015. On the regional level, Transparency International is leading the governance work for the European Task Force of Beyond 2015, a platform on governance and the post-2015 MDGs.

“Business, civil society and government can collaborate to promote awareness and implementation of the highest codes of conduct against corrupt practises. To this end, in 2013 we invited the B20 Task Force on Transparency and Anti-Corruption and also, for the first time, the C20 (the “Civil 20”, represented by Transparency International) to meet with us in both Moscow and Ottawa. The members of the Working Group, as well as the B20 and C20 partners, believe that the Group is making a valuable contribution to our collective and individual efforts to combat corruption throughout the G20.” G20 Anti-Corruption Working Group Progress Report, September 2013

Create a loud and bold anti-corruption voice as a critical change agent at the global, regional and national levels

In 2013, greater emphasis was placed upon consolidating efforts to orient the Transparency International movement towards achieving greater impact through planned and strategic influencing of key actors, leading to movement-wide campaigning and advocacy that was “joined-up” from global to local levels. To this end, the Key Support Service was heavily involved in the earliest stages of global publishing (including indexes and publications such as the Corruption Perceptions Index, the Global Corruption Barometer, and the Global Corruption Report), as well as assisting in the project design of multi-country projects involving chapters, and other project proposal design, approvals, research planning, policy paper dissemination and activity implementation. More specifically, G20 asks were included in Transparency in Corporate Reporting (TRAC) reports, Global Corruption Report (GCB), the Transparency International Movement-wide Annual Report and the EU Whistleblower Report. The KSS assisted with messaging for the OECD report, the TRAC study on emerging markets, the ECA Lobbying proposal to the European Commission and the United
Nations Convention against Corruption Conference of State Parties (UNCAC CoSP) in Panama. Policy papers and briefs were distributed to G20 Sherpa teams, and produced to accompany Global Corruption Report on education and for the post-2015 MDGs. Furthermore, the first ever strategic plan on G20 advocacy was developed.

Moving beyond advocacy planning to breaking events, the Rapid Response Unit (RRU) provided sustained, timely and authoritative responses to international events and issues throughout 2013, ensuring Transparency International kept a finger on the pulse to emerging corruption stories. The RRU has evolved into a 24-hour, seven-day a week operation. Transparency International statements, op-eds, blog posts, letters and web features were produced in reaction to, amongst over events, the ANC elections in South Africa, fraud and vote rigging in the Zimbabwe and Cambodia elections, amendments to Canada’s anti-bribery laws, new judiciary reforms in Argentina, FIFA governance and spot fixing in the Indian Premier League. Though the rapid responses produced, Transparency International was requoted and secured to coverage in global and targeted news outlets, such as: Financial Times, Korea Times, the Guardian, the Huffington Post, Al Jazeera and the Egypt Independent. For example, three hours after the arrest of the head of Finmeccanica, in Italy in February 2013, a webfeature was produced on the Transparency International website with language picked up and requoted in in the Financial Times.

Engage millions of people in collective action against corruption using the most innovative media, targeted partnerships and tactics

A wide variety of global movements and mass membership organisations were targeted and alliances secured to further promote key aspects of the anti-corruption agenda to wider audiences. During 2013, Transparency International coordinated anti-corruption asks on post-2015 MDGs with ONE, which has 678,000 likes on Facebook and over 700,000 followers on Twitter. Transparency International is leading the governance work for the European Task Force of Beyond 2015, a platform on governance and the post-2015 MDGs, which has more than 700 member organisations in North/South, including ITUC. Transparency International is co-organiser of UN Global Compact Call to Action. Furthermore, Transparency International was invited to present information at the final G20 Anti-Corruption Working Group meeting in Paris. 36 NGOs and activists have asked to become part of Transparency International’s G20 twitter list on G20 issues, including from Oxfam, ActionAid and BOND. During 2013, particular emphasis was also placed on those larger international organisations and movements that offer opportunities for our chapters to interact at the national level. For example, Transparency International has been fully engaged in pushing advocacy issues within the Civil 20, which acts as a platform for dialogue between the political leaders of G20 countries and representatives of civil society organisations, in Australia where anti-corruption has been voted the top issue to address in 2014.

2013 also witnessed the proliferation of “Partner websites” that carry Transparency International content. Transparency International press releases were included on the web pages of the Financial Transparency Coalition; One.org; the UN MyWorld page; and on the new page of Devex which has 33,000 likes on Facebook and 500,000 members. Whilst the Time to Wake Up campaign was launched in 10 countries in 2013, it now involves more than 30 chapters and, to date, the campaign has reached more than 10 million people through pro bono placements in print, online and TV.

International and regional advocacy actions influence key actors and mobilise larger and new audiences
In 2013, specific campaigns and advocacy products contributed to changes in discourse, policies and practices by key actors on the global level.

At the UN, Transparency International has been effective with its call for the inclusion of governance and anti-corruption in the post-2015 agenda. Messages on corruption, transparency, accountability and broader governance concerns were produced by a steering group of Transparency International movement members including chapters from: Bangladesh, Colombia, Ghana, Indonesia, Liberia, Mexico, Norway, Peru, UK, USA and Zambia. Sections of text reflecting the messages were included in the UN’s official communications around discussions on the post-2015 discussion, most notably in the UN High Level Panel Monrovia Communiqué and UN High Level Panel Bali Communiqué. Our recommendations also received press coverage in the Guardian. In the short term, National chapters from Zambia, Indonesia, Liberia, Norway and UK were invited to participate in meetings held about the post-2015 process that were convened by governments and/or the UN. There was strong support for a governance goal by members of the High Level Panel, whilst four responses from member governments (Hungary, Indonesia, Ireland, and Sweden) were produced in support of Transparency International’s asks on post-2015 campaign and letter outreach. Ultimately, these advocacy efforts all contributed towards post-2015 messaging and language from Transparency International being reflected in the UN’s High Level Report on the Post-2015 Agenda which calls for a governance goal and target on anti-corruption and bribery. The achievement of this advocacy goal speaks to the demand that this coming from people to make governance a priority. “An honest and responsive government” is listed as the third top development demand from the nearly 570,000 people surveyed in 194 countries around the world.11

Transparency International co-chaired the Civil 20 Anti-Corruption Working Group, collecting and drafting civil society positions on anti-corruption steps the G20 should take. These were relayed to President Putin, as well as to the G20 Sherpas of each G20 member. Early in the year, a Russian government official noted to a Transparency International representative that the Russian government had not foreseen for there to be any civil society representation at the G20 Summit. As a result of this conversation Transparency International successfully spearheaded a campaign with international civil society organisations to reverse this decision. 40 members of civil society (two per G20 country) were eventually granted access in September. The work of the Civil 20 was noted in the St Petersburg Declaration: "We recognize that a culture of intolerance towards corruption will only be achieved if we work in partnership with business and civil society. We commit to maintain and build on the enhanced dialogue between the G20 Anti-Corruption Working Group (ACWG) and the B20 and C20, and have taken note of the recommendations of these two groups."12

On illicit financial flows, Transparency International advocacy contributed to momentum to create mandatory, public registers disclosing the beneficial ownership of trusts and companies; pushed for automatic exchange of information to “become the global standard” which was adopted by G20 Leaders in September at the St Petersburg Summit. Also at the G20 Summit, the Transparency International Secretariat advocated and saw adoption of OECD Base Erosion and Profit Shifting (BEPS) plan. The Transparency International Secretariat pushed for G20 countries to become Extractive Industries Transparency Initiative (EITI) compliant with results in USA, UK, France, Italy, Canada and Germany. Regarding the impact on G20 Process and other NGOs, the secretariat influenced the Australia Civil 20 process for anti-corruption to be a C20 priority. The secretariat leveraged the Financial Transparency Coalition (consisting of 175 NGOs, including 15 chapters) by leading on its G20 advocacy strategy, participating in the recruitment panel, and in hosting its spring 2014 meeting.

11 http://www.myworld2015.org/?page=result
12 http://www.en.g20russia.ru/load/783340256
On the G8, we made several public statements calling for enhanced beneficial ownership transparency and automatic exchange of information. In addition, we worked with Global Witness on a public letter signed by prominent “Corruption Hunters”, including Huguette Labelle that was printed in prominent and influential newspapers including: Le Monde, Der Spiegel, Guardian, NY Times, Business Day, Valor Econômico and Clarin. The G8 adopted individual country plans and a G8 communiqué emphasised the importance of ensuring beneficial ownership transparency, wider uptake of automatic exchange of financial information on a multilateral basis and greater extractives transparency.

At the World Bank, a public message by President Jim Yong Kim on 30 January 2013 reflected Transparency International requests that were previously shared with the institution. Throughout 2013, President Kim increased his public statements on corruption and the World Bank’s zero tolerance for it. Furthermore, the World Bank has asked Transparency International for continual inputs, including a visit by Transparency International Managing Director Cobus de Swardt to discuss how World Bank staff could strengthen their own integrity on 29 April 2013. Whilst, the influence of our Managing Director was further acknowledged on a list compiled by Foreign Policy in April 2013, which awarded him a place on their list of the ‘the 500 most powerful individuals on the planet’.

In preparation for 2014, a G20 network has been established “to share information and cooperate in order to deny entry to our countries by corrupt officials and those who corrupt them.” This commitment shall be a focus of the advocacy work of the Key Support Service 2014.

Work more efficiently together as a global movement (cross movement capacity building) in advocacy and campaigning

As the Movement grows, advocating effectively and jointly is indispensable. Under an integrated capacity building strategy coordinated by the Institutional Network Strengthening Programme (INSP), the KSS seeks to mainstream skills in advocacy planning and build capacity through training and learning products, both online and offline, throughout the movement. In line with this goal, during the AMM a workshop was held on using national advocacy for global advocacy, and vice versa, with over 20 chapters in attendance.

Throughout 2013, more scenario-based situational learning advocacy training sessions have been conducted with Transparency International Secretariat staff and chapters in key multi-country projects. The KSS supported five chapters with their national advocacy plans ahead of their country Transparency in Reporting Anti-Corruption (TRAC) report launches. A customised workshop was held with the Asia Pacific Department to develop advocacy planning for National Integrity regional project (NICS) in five countries, based on the Advocacy Planning Guide. To further support chapters an advocacy guide was distributed to 25 OECD chapters (in support of OECD Report) by the close of 2013.

With the support of the Transparency International Secretariat, chapters demonstrated enhanced capacity in the implementation of advocacy campaigns and strategies, particularly in regard to the UN. 12 national chapters (Bangladesh, Colombia, Ghana, Indonesia, Kenya, Liberia, Mexico, Norway, Peru, UK, US, Zambia) worked as part of standing group on the post-2015 positions of Transparency International. Four of these chapters (Transparency International Norway, Transparency International UK, Transparency International Mexico and Transparency International Bangladesh) used global materials on post-2015 to effectively advocate government. Transparency

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13 G20 Leaders Anti-Corruption Commitments, September, 2013
International Morocco was invited to speak at UN side event on using data and social media to make governments more accountable.

The Time to Wake Up Campaign has further facilitated cross-movement capacity building, including webinars on MEL, maximising impact through outreach activities and facilitation of chapter-to-chapter support. During the course of 2013, working closely with the Key Support Service on implementation and repurposing the campaign at national level, 10 new chapters launched the campaign. Three additional chapters have used the campaign for the promotion of their chapter, whilst two chapters in the MENA region are working on a joint campaign. The campaign continues to serve as a transformative exercise that has developed Transparency International's capacity as a secretariat and a network to create a multi-country, multimedia campaign for engaging a mass audience. In an internal restructuring, the Campaigns Unit responsible for the continued support for the Time to Wake Up global campaign and the rolling out of the first No Impunity campaign moved to the External Relations Group at the end of 2013. The streamlined Global Advocacy and Policy Department will now focus on coordinating global advocacy and policy initiatives across the secretariat and the Transparency International movement.

To be responsible and mitigate the increased dangers that arise from stopping corruption, the work of the SAFE unit is included in this KSS to support the management of risks to our chapters. Out of incidents reported to the SAFE Unit in 2013, the majority involved threats of physical danger. The gravest incident was the July 2013 killing of a Transparency International Rwanda Advocacy and Legal Advice Centre (ALAC) Coordinator, Gustave Makonene. The Africa Department embarked on a series of efforts to deliver support to the team in Rwanda at this difficult time. These efforts continue to date and have included: Mobilising moral support; coordination with other national and international actors; security support and missions. The Africa Department supported Transparency International Rwanda improve its safety setup and we worked with a consultant in Kigali on an initial scoping and consultation mission which included a retreat with the Board, a retreat with all staff, a separate meeting with the externally out-sourced IT consultants and a planning meeting with the senior management. This mission served as the preparatory phase of a process to put in place a security system and will be followed in early 2014 with security training for staff, management and the board of Transparency International -Rwanda. Other threats came from every region of the world, with a few notable examples in Curaçao (Americas), Cambodia and Maldives (Asia Pacific), Yemen (Middle East & North Africa), and Ukraine (Europe and Central Asia). Harassment, threats of closure and reputational risks were also reported by chapters.

In 2013, a new project began between the KSS and the Middle East and North Africa (MENA) department to create safety platform for anti-corruption activists. So far, two MENA chapters were trained and they are now in the process of developing their safety policies, plans and procedures. Partnerships were strengthened with FrontLine Defenders, the Centre for Security Development, Amnesty International and Human Rights Watch. SAFE also serves as a hub to connect Transparency International Secretariat staff and chapters and facilitate information, skills and information sharing on all matters around security and advocacy such as best practice, experience sharing, training events, access to experts and consultants. During the course of 2013, an online safety session was organised during AMM and the SAFE Unit provided support to members of Transparency International Rwanda, Cambodia and Maldives. After the successful hire of the full time Safety Manager at the close of 2013, activities to address both risk preparedness and management of harassment, threats or attacks to chapters and partners in politically restrictive or hostile environments will be enhanced in 2014.
The Corruption Measurement and Diagnosis Key Support Service (KSS2) is primarily focused on providing data and tools which can be utilised as evidence to develop/support key advocacy messages by the Transparency International movement and the wider anti-corruption community. The core output to date has been the Corruption Perceptions Index (CPI), which has achieved worldwide recognition and is used to draw attention to the issue of corruption around the world. The KSS seeks to build on the high impact of Transparency International’s flagship tool, by developing and promoting a balanced portfolio of corruption measurement tools to capture the wide range of corruption issues. Of key importance has been the growth in impact and scope of the Global Corruption Barometer (GCB). Now an effective and high profile complement to the CPI it covers more than 100 countries and captures how people perceive and experience corruption and, importantly, what they are prepared to do about it. Similarly, the expanding numbers of National Integrity System Assessments, which examine the quality of a country’s anti-corruption system and make specific recommendations on what needs to improve, have become a cornerstone of Transparency International’s work in many countries around the world. The Corruption Measurement and Diagnosis Key Support Service KSS2 is organised around the following two result areas:

- Compelling research findings are presented and promoted effectively
- A comprehensive suite of research tools using robust methods and employing advocacy oriented approaches is in place

Over the course of 2013, KSS2 ensured that both the GCB and CPI were sound in their methodology and relevant and effective in their advocacy-orientation. Furthermore, the key support service revised existing research tools to achieve maximum usage of Transparency International’s evidence-based advocacy work in the context of the delivery of Transparency International Strategy 2015. The Global Corruption Barometer 2013 included 107 countries with 114,000 respondents. Apart from a global report and a comprehensive global website, internal use regional level reports were produced, four webinar sessions with 20 chapters were done to help chapters to better understand and use the data, assistance provided to chapters and regional departments to produce national and regional reports and press briefs. The CPI 2013 was successfully launched on 3 December 2013 with 177 countries included in this edition. The well-tested National Integrity System (NIS) Assessment Tool was adapted to the local level in form of the Local Integrity System Assessment tool. In addition, the Research Department led the development of a research tool analysing the quality of regulations on lobbying. Support was also provided to the development of a European Union Integrity System Assessment, a comparative assessment of Whistleblowing regulations across the EU and to the ongoing applications of Crinis and Transparency in Reporting on Anti-Corruption (TRAC) tools.

Compelling research findings are presented and promoted effectively

This component involves the implementation of the research tools, which are owned by the KSS, and includes the coordination with external service/data providers and involved chapters, where appropriate, as well as the analysis of the data by the Research Department team members or external consultants.

The Global Corruption Barometer 2013 included 107 countries with 114,000 respondents. The Transparency International Secretariat employed a broad variety of approaches to support
participating chapters to use the GCB results. Apart from a global report and a comprehensive
global website, internal use regional level reports were produced. Furthermore, four webinar
sessions were held with 20 chapters to better understand and use the data, assistance provided to
chapters and regional departments to produce national and regional reports and press briefs.
Assistance was also provided to chapters to produce national level reports such as in Zimbabwe,
Greece, Luxembourg, Israel, and Vietnam assistance was provided to chapters also to produce
press briefs such as in UK, Madagascar, and Czech Republic. In addition, sessions on the GCB and
further one-to-one support were provided in all regional meetings in June 2013.

An internal survey was conducted to collect data on how chapters used the GCB data for advocacy
purposes immediately after its launch. 74% of the chapters issued a GCB press release to highlight
how GCB data showed issues of corruption in their countries. In addition, 16% of chapters reported
having had meetings with government counterparts following the GCB launch to use it to advocate
for change. At a global level, the GCB data was used for advocacy surrounding post MDG 2015
agenda, where policy briefs were prepared and finding presented on side lines of UN meeting in
New York. In general, due to its wide coverage in terms of issues and countries, GCB data
constitutes the most widely used data source in Transparency International publications. The
Research Department co-hosted an international workshop on corruption surveys bringing together
the leading cross-national survey networks to identify good practices and explore possible
collaboration. As a result of this, Transparency International is in the final stages of entering into a
partnership with the Afrobarometer Network for its tri-annual surveys covering 35 African countries.

The CPI 2013 was successfully launched on Dec 3, 2013 with 177 countries included in this edition.
A CPI table was set up as part of AMM 2013 to provide chapter support. Data was shared with
chapters 6 weeks in advance of launch to ensure chapters were adequately prepared for the launch.
The CPI launch attracted widespread attention and press coverage around the globe. In 3 days after
the 2013 launch the CPI website received 540,000 visits up from 443,000 in 2012. Whilst there were
9,000 downloads of CPI report and data package by end of 2013.

A comprehensive suite of research tools using robust methods and employing
advocacy oriented approaches is in place

Under this component, the Research Department engages in the continuous improvement of
existing tools as well as a more substantive reform of others in order to maximise their effectiveness
and use for Transparency International’s work.

A key focus in 2013 was the adaption of existing tools and development of new research tools
developed in areas which are of strategic importance for Transparency International. The NIS
methodology was adapted to the local level in form of the Local Integrity System Assessment tool
which seeks to assess the existence and effectiveness of procedures and mechanisms to promote
transparency, accountability and integrity in order to stop corruption at the local level. The tool
provides recommendations on areas for reform and; develop a follow-up action plan for
strengthening local integrity in collaboration with key local stakeholders. Four chapters were trained
on using the LIS tool and pilots were started in late 2013. There is widespread interest in applying
the LIS by chapters beyond those participating in the pilot.

Support was also provided to the development of a European Union Integrity System Assessment.
Based on the traditional NIS methodology, the Research Department has supported the
Transparency International-EU Office in undertaking a study of the integrity of the European
Institutions, which will result in the first ever independent systemic assessment of how the EU’s
institutions and bodies foster integrity, how they address corruption risks at the European level and how they promote policies and measures to stop corruption in Europe. The report is to be published in 2014. In addition, the Research Department led the development of a research tool analysing the quality of regulations on lobbying which is being applied by about 20 chapters in the ECA region in 2014, a comparative assessment of Whistleblowing regulations across the EU and to the ongoing applications of Crinis and TRAC tools.

During 2013, the ground work was laid for the development of political corruption research approach. A consultant was recruited to design an analytical mapping document that described how chapters could study political corruption in their countries. The next step to be carried out in 2014 is to refine the work undertaken by the consultant and pilot the approach with interested chapters. A separate workshop exploring new research tools was not conducted due to funding and staff constraints as the research department is in the process of hiring a new research manager.

Looking ahead, the Research Department will continue to work to improve the quality, uptake and impact of the CPI, GCB and NIS and how they work together as a cohesive package of corruption assessments. The department will also explore potential other global tools which can be added to this package, particularly around analysing political corruption and corporate integrity. Further, more specialised tools which measure and/or diagnose corruption at the national, local, sectorial or issue level will be further integrated into the overall repertoire of tools. In addition, more work will be undertaken on assessing the impact of Transparency International’s various tools on public awareness, advocacy efforts and other areas of anti-corruption worldwide.

EMERGING ISSUES AND APPROACHES

The Emerging Issues and Approaches Key Support Service (KSS3) focuses on identifying and responding effectively to the most critical emerging corruption risks and policy issues. The KSS helps to nurture organisational flexibility, agility and creativity that are a prerequisite for maintaining and deepening leadership in thought and action in a fast-moving policy environment. It builds upon the principles of nimble processes and risk-taking and primarily works through incubating ideas in targeted brainstorms and through outreach to new partners and professional communities and exploring emerging policy issue with scoping research and analysis of their implications for and possible responses in Transparency International’s work. The KSS is organised around the following two result areas:

- Key emerging corruption risks and policy issues are identified in a timely manner through a robust, multi-method and multilevel discovery process
- Influential actors in the emerging issue community recognise corruption as important issue, a clear knowledge base is available to promote specific ac solutions and policy reforms

During 2013, the Key Support Service focused on supporting organisational agility and openness to new issues with notable achievements. One innovation cluster was centred on the exploratory question of how to systematically use the built environment through targeted information, design, architecture and urban planning interventions to empower people, help them monitor government services, understand and assert their rights and stave off corruption. The concept of ambient accountability was coined for this exploration and the KSS convened a Transparency International movement/external expert brainstorm workshop on the subject that has connected chapters from Palestine, Argentina, Slovakia, Bangladesh with leading experts on corruption and public space /
service design, urban screens, artistic interventions in public space and socio-psychological approaches to shaping human behaviour. The Ambient accountability idea was picked up directly by the United Nation Development Programme’s (UNDP) Europe regional office and integrated into workshop and public sector project in Ukraine. Furthermore, the KSS secured guest blogging slots on Harvard Law School site and one of the top urbanisation blogs (polis), and established two new blogs on ambient accountability and government use of technology for integrity. The KSS also hatched the concept for the social sanction kitchen (a collaborative, visually engaging wall of ideas) as one of the three pillars of the Transparency International No Impunity initiative.

Key emerging corruption risks and policy issues are identified in a timely manner through a robust, multi-method and multilevel discovery process

In 2013, KSS solicited comments from large network of chapter contacts on emerging issue papers and invited several chapters to an idea incubation workshop. Furthermore, the KSS met individually with more than 15 chapters on the occasion of various events that have taken place during the first two quarters of the year.

The innovation grant process for 2013 could not be implemented since no budget was made available. However projects awarded in late 2012 were carried over and implemented during 2013. Three out of four projects delivered interesting results and deliverables; including a radio programme in Madagascar for ALAC type activity, online engagement experiments in Colombia and online data widgets in Lithuania. A fourth project, combing theatre and anti-corruption exploration in Latvia, could not be carried out as envisioned. Three chapters have submitted learning reports, which is due to be summarised in a final note.

A concept and pilot for wall of ideas developed and promoted. The initiative has been adopted by the No Impunity strategic initiative as a central element of its social sanctions cluster. The KSS also participated in a working group to identify and explore dynamics that might disrupt NGO business models and modes of operations; convened by the International Civil Society Centre (ICSC).

Influential actors in the emerging issue community recognise corruption as an important issue, a clear knowledge base is available to promote specific anti-corruption solutions and policy reforms

The innovative concept of ambient accountability and the related exploratory work outlined earlier was received with a great deal of interest by architects, urban planners, designers and social psychologist. The lab received invitations for including a related book chapter in an urban information design publication and for presenting the concept at the MIT Media Lab, the Guggenheim Urban Lab and Fabricca (a leading design think-tank). The lab also provided a touchstone to launch student projects with the Parsons School of Design, New York on immigration service design for empowerment was further developed and promoted. A blog solely dedicated to ambient accountability was launched and a book chapter was drafted for a policy publication.

In 2013, the KSS also stepped up work on the broader issue area of urbanisation and corruption with a focus on urban planning and urban land issues. A working paper that synthesises the state of knowledge in these areas and presents some promising avenue for collaboration between urban practitioners and the governance community has sparked significant interest and led to invited presentations and outreach to key players. It enabled the lab to raise this issue individually with some world leading architects (Rem Kohlihaas office, David Adjaye Associates) and to reach out to a
wide variety of leading academic institutions in the field, including the UK Architects Association, Harvard Graduate School of Architecture and Design, the LSE programme on cities and the MIT department on urban planning. These outreach activities have so far led to a visit of international planning students to the Transparency International Secretariat, a joint development of a 1-week course module on corruption and urban planning in collaboration with the urban planning unit at Berlin’s Technical University. Moreover, a guest blogging slot for one of the top urban policy blogs was secured, as well as a panel invitation for the prime urbanisation event in 2014, the World Urban Forum. Finally outreach to UN Habitat has led to a draft memorandum of understanding that will be further operationalised in 2014.

Looking ahead, in 2014 the KSS will continue to expand its engagement on urbanisation and establish a focus on a Transparency International Secretariat 5% staff innovation initiative, developing the design and implementation of mechanism to encourage Transparency International Secretariat staff to spend 5% of their time on developing an idea of their own and produce some concrete deliverables. The KSS shall also continue to design and coordinate Transparency International’s innovative research on citizen engagement in the context of the large EU-funded Anticorpp research consortium. Furthermore, subject to funding blue-sky innovation grants to chapters are foreseen to offer another window for incubate innovations with sound promise for scale and widespread adoption.

ENFORCEMENT MONITORING

The aim of the Enforcement Monitoring Key Support Service (KSS4) is to achieve more effective enforcement of laws and standards around the world and reduce impunity for corrupt acts, as well as to improve prevention and asset recovery efforts. In that connection, conventions and their review processes offer the opportunity for civil society organisations to bring pressure from below at national level and from above at international level for governments to comply with their anti-corruption commitments. KSS4 works with regional programmes, Key Programmes and Key Support Services to support chapters interested in using conventions and other international and regional standards and compliance monitoring to conduct evidence-based advocacy at national, regional and global levels to advance national performance in selected issue areas of strategic importance. The Key Support Service is structured around the following three result areas:

- Through increased capacity to analyse compliance with international standards and develop proposals for improvement, chapters and other civil society organisations (CSOs) have an improved basis for advancing national advocacy objectives
- Through multi-stakeholder advocacy and campaigning at national level, chapters and other CSOs use conventions to help bring effective pressure for improved government anti-corruption performance
- Through joint regional and international advocacy facilitated by a sustained and focused network, chapters and other CSOs achieve greater strategic impact in their work

In 2013, Enforcement Monitoring initiated a broad range of capacity building activities, as well as supporting and coordinating national and global monitoring and advocacy. Highlights focused on the United Nations Convention against Corruption (UNCAC) parallel review reports and related advocacy about areas in need of improvement, along with the ninth annual progress report on
Through increased capacity to analyse compliance with international standards and develop proposals for improvement, chapters and other CSOs have an improved basis for advancing national advocacy objectives.

In 2013, the Transparency International Secretariat supported chapters and CSOs in using UNCAC standards to evaluate their governments’ anti-corruption performance, provided guidance and training material and coordinated UNCAC review reports production. The Transparency International Secretariat provided support to nine chapters for the preparation and publication of UNCAC parallel review reports (Armenia, Canada, Colombia, Guatemala, Hungary, Nicaragua, Panama, Russia and Zimbabwe). All of the reports were of high quality, based on substantial expert work and were recognised as valuable inputs by government, intergovernmental organisation (IGO) and CSO partners. More chapters were interested in preparing UNCAC review reports and doing related advocacy than we had estimated, but we were able to provide support for each interested chapter, including explaining to them the review procedure, editing their reports and organising pro bono libel checks.

Additionally, we organised trainings with the United Nations Office on Drugs and Crime (UNODC) for about 40 CSOs’ representatives from all around the world on how to effectively contribute to the UNCAC review process, including how to access government information; to draft compliance reports and to conduct national and international advocacy. In order to further support CSOs, the Transparency International Secretariat developed a guide for CSOs on how to engage with the private sector on the UNCAC.

During the reporting period, support was also provided to assist chapters in their evaluation of their governments’ implementation and enforcement of the Organisation for Economic Co-operation and Development (OECD) Anti-Bribery Convention, which requires governments to criminalise foreign bribery. Almost all chapters located in OECD Anti-Bribery Convention countries prepared assessments of country performance in terms of enforcement. These assessments were compiled in the Exporting Corruption Report 2013 which we coordinated and published. Each chapter received feedback on their country report and content-related questions were discussed with them. Several chapters and their experts received grants/honoraria for their contributions. Overall, 34 national chapters took part in the preparation of the 2013 Exporting Corruption Report which was published in October 2013. The draft and the final report were presented at the OECD Working Group on Bribery’s meetings in June and in October. Some of the chapters used the report for national advocacy purposes.

Through multi-stakeholder advocacy and campaigning at national level, chapters and other CSOs use conventions to help bring effective pressure for improved government anti-corruption performance.

During the reporting period with the support of the Transparency International Secretariat, chapters and coalition members actively participated in and contributed to national advocacy on a range of issues, using references to conventions. In 2013, chapters across all regions conducted UNCAC-based advocacy, a selection of which follows:
• Transparency International Bangladesh organised an advocacy seminar on June 9 to review implementation progress since the UNCAC Review. The chairman of the Anti-Corruption Commission participated.

• Transparency International Vanuatu held two workshops on UNCAC, issued an extensive press release and organised a radio programme and staff training.

• Transparency International Russia organised a roundtable in May where they launched their UNCAC parallel review report. They made seven recommendations among others on liability of legal persons, immunity, judicial reform and conflicts of interest.

• Transparency International Ghana has been advising the government in the UNCAC review process and joined a stakeholder committee.

• Transparency International Mozambique is advocating for implementation of international anti-corruption instruments. In addition, it regularly uses references to the UNCAC and other international instruments in its advocacy activities to give more weight to its arguments.

• Transparency International Zimbabwe organised a launch event for several reports including their UNCAC report in July. More than 80 participants attended the event, from government, the private sector, academia, civil society, diplomatic community and the media. The publications were well received and as a result of the recommendations in their UNCAC CSO report, Transparency International Zimbabwe was able to initiate discussions pertaining to an UNCAC advocacy workshop targeted specifically at the private sector. The chapter also proposed training on UNCAC and other issues to many public institutions. Some of these entities, including the Ministry of Justice and Legal Affairs have agreed.

• Transparency International Lebanon runs the Musharaka project (on citizen participation in the governance of municipalities) in which the UNCAC is often referred to and forms (with the chapter’s recommendations towards compliance) the backbone of similar advocacy activities.

• Transparency International Palestine issued in January 2013 a toolkit for the parliament to support the implementation of the UNCAC.

Furthermore, 16 chapters (Armenia, Bahrain, Bangladesh, Cambodia, Chile, Guatemala, Kuwait, Lebanon, Luxembourg, Macedonia, Mexico, Palestine, Panama, Russia, South Korea and Zimbabwe) and in addition 31 other UNCAC Coalition members were present at the 5th UNCAC Conference of States Parties in Panama in November 2013, which event they used for both national and international advocacy on the basis of UNCAC. Half of the chapters present already prepared their CSO review reports which helped their advocacy. The Transparency International Secretariat supported these CSOs by fundraising for their participation, taking care of the logistics and enabling, by regular briefings and other support on substance, CSOs to engage in discussions with their official delegations.

During the reporting period, there have been notable changes in discourse, policies and practices by public institutions as a consequence of conventions-based advocacy by Transparency International, a selection of which follows:
• Between December 2012 and March 2013, Transparency International Palestine worked on issues related to Article 10 of the UNCAC (focusing on public funds, appointment process in the public sector of high level officials, in ministerial and non-ministerial institutions). Based on the findings of Transparency International Palestine, the Palestinian Legislative Council (PLC) agreed to review the service law.

• The special event at the Conference of States Parties (CoSP) co-organised by Transparency International Bangladesh and the Government of Bangladesh was unique as it was the first one of such cooperation and made it possible to raise a number of contentious issues to surface such as the restriction of powers of their anti-corruption body.

• Eight years after the signature the Czech Republic has ratified the UNCAC. The national chapter has advocated for years for this ratification.

• Significant amendments (on nationality jurisdiction, books and records, and facilitation payments) of the Canadian Corruption of Foreign Public Officials Act that Transparency International Secretariat Canada advocated for entered into force in February 2013.

• Transparency International France played an eminent role in advocating for issues including the protection of whistle-blowers, legal standing of CSOs in corruption related criminal procedures and independence of public prosecutors. The French legislation adopted the law on transparency of public life and the law on the fight against tax evasion and the great economic and financial crime at the end of 2013.

Through joint regional and international advocacy facilitated by a sustained and focused network, chapters and other CSOs achieve greater strategic impact in their work

In 2013, the Transparency International Secretariat facilitated chapters and CSOs to participate in but also contribute to regional and global advocacy on anti-corruption issues in the framework of conventions and international standards. In total, 83 CSOs provided inputs for the joint Transparency International and Coalition report on the first three years of the UNCAC review process that was submitted to the Implementation Review Group (IRG) and used for advocacy at the regional level.

The Transparency International Secretariat conducted advocacy ahead and during the 5th UNCAC Conference of States Parties. On the occasion of the session of the UN General Assembly on the Millennium Development Goals (MDGs), the UNCAC Coalition sent a letter to the President of the UN General Assembly and issued a press release highlighting the Coalition asks for the 5th UNCAC Conference of States Parties. Both were circulated to the Permanent Missions in Vienna and the coalition organised a letter sending campaign addressed to governments to highlight that corruption is blocking achievement of the MDGs and called for action at 5th UNCAC Conference of States Parties.

The Transparency International Secretariat produced a report assessing the official UNCAC review process and its outputs and making recommendations to improve its effectiveness, transparency and inclusiveness as well as observations on implementation in the areas of criminalisation and law enforcement, and international cooperation. This report provided a basis for advocacy at the 5th UNCAC Conference of States Parties discussions. The Americas department, of the Transparency
International Secretariat, convened a session on UNCAC CoSP and related advocacy at the Americas regional meeting and Transparency International Cambodia convened a bar camp on UNCAC issues at the Asia-Pacific regional meeting.

At the 5th UNCAC Conference of States Parties, working with the UNCAC Coalition, we influenced international policies in five areas: access to information; beneficial ownership transparency; whistle-blower protection; asset recovery and participation of civil society in UNCAC processes. There was important progress in the language on access to information and beneficial ownership transparency and some additional emphasis placed on whistle-blower protection. The 5th UNCAC Conference of States Parties adopted an asset recovery resolution that included in its text our most important asks. As regards civil society participation as a result of our advocacy, there was a debate in plenary and states parties had to take clear stance and that brought this essential issue into spotlight of the 5th UNCAC Conference of States Parties.

During the reporting period, our ninth annual progress report on foreign bribery enforcement *Exporting Corruption: Progress Report: Assessing Enforcement of the OECD Convention on Combating Bribery* was published. The report presents an independent assessment on the status of enforcement in all of the 40 Parties to the Convention, including Russia and Colombia, where the Convention entered into force in 2012 and 2013, respectively. The draft 2013 Exporting Corruption Report was presented at the meeting of the OECD Working Group on Bribery in Paris, in June 2014. 34 of the 40 states parties were present, 14 gave oral comments on the report and five submitted written comments. The final report was presented at the October meeting of the OECD Working Group on Bribery and chapter held a foreign bribery roundtable on the day of the launch. The launch generated significant national and international media attention and the new methodology introduced in 2013 was well received by key stakeholders.

Five UNCAC CSO review reports (Bulgaria, Ghana, Haiti, Jordan and Tunisia) are scheduled for 2014; an UNCAC monitoring and advocacy guide shall be published in 2014; and five UNCAC advocacy grants for UNCAC Coalition members shall be distributed. The Transparency International Secretariat shall continue to coordinate the UNCAC Coalition advocacy using the Coalition statement ahead of the UNCAC IRG briefing and Working Groups meetings, as well as for the 6th UNCAC Conference of State Parties. Furthermore, cross-border advocacy pilots will be initiated based on the Exporting Corruption Report.

**NETWORKS AND INITIATIVES**

The Networks and Initiatives Key Support Service (KSS 5) provides the entry point to both encourage Movement leadership on specific thematic issues, and to achieve sustainable Transparency International secretariat growth. The Key Support Service in its more specific definition focuses on supporting, together with the contribution of individual members and senior advisors, semi-formal knowledge networks and formal thematic initiatives. Semi-formal Knowledge Networks facilitated by a chapter, aim at actively promoting horizontal knowledge exchange to bring greater collective know-how towards enhanced national anti-corruption impact. (E.g. the current Global Transparency Education Network). While formal Centre of Expertise Programmes, coordinated by a ‘host’ chapter, aim at actively promoting horizontal knowledge exchange and creation and strengthening Transparency International’s international policy work, collective action, and projects (e.g. the Transparency International UK Defence and Security Programme; Transparency International secretariat Kenya Humanitarian Aid Integrity Programme). The Key Support Service is organised around two result areas:
• A growing number of chapters initiates, actively participates in and/or facilitates / leads thematic networks or initiatives for greater anti-corruption impact

• Thematic initiatives led by Transparency International Centres of Expertise are effective and accountable to their members, the wider Transparency International Movement and any other relevant stakeholders

In 2013, the Key Support Service continued supporting the further development of existing networks and initiatives and also encouraged the active involvement of other chapters. There are now four emerging Thematic Networks and Initiatives facilitated by a chapter, through Transparency International Secretariat support. Over the course of 2013, the four Global Thematic Networks and Initiatives (GTNI), focused on humanitarian aid, mining, judiciary and education, involved more than 20 chapters, and cross-regional workshops and planning meetings were held at the AMM in November 2013. A Humanitarian Aid Integrity Centre of Expertise programme document was finalised for approval by the international Board in March 2014. The Transparency International Secretariat UK Defence and Security Programme, an established formal centre of expertise, currently involves 20+ chapters regularly and up to 50 occasionally. In order to further the governance and accountability system of the thematic networks and initiatives a Board Governance Committee, responsible for reviewing progress and planned developments of GTNIs and providing recommendations for approval to the international Board, was established in March 2013. Furthermore the GTNI Governance and Operational Guidelines were approved by the Board in November 2013.

A growing number of Transparency International chapters initiate, actively participate in and/or facilitate / lead thematic networks or initiatives for greater anti-corruption impact

In 2013 the Transparency International secretariat supported the strengthening of operational capacity of all chapters facilitating/ leading thematic networks. On-going contact was maintained with Transparency International Kenya (humanitarian assistance), Australia (mining), Viet Nam (education), UK (defence and security) and Romania (judiciary) as leaders or emerging leaders of GTNIs. More specifically, advice was offered on programme document development, external stakeholder and donor relationships/ fundraising, and movement outreach.

Transparency International secretariat Kenya and Transparency International secretariat Australia have both held programme development workshops with other interested chapters across all regions to design the overall initiative approach. Both lead chapters have finalised their detailed programme documents. These documents include theory of change, results frameworks, log frames, planned interventions, management arrangements, and budgets. The board of Transparency International secretariat Kenya unanimously approved the Humanitarian Aid Integrity programme document in December 2013, and the board of Transparency International secretariat Australia has strengthened its engagement on the mining initiative in a thorough review of the draft document.

In 2013, there were a significant number of chapters actively participating in/ contributing to thematic networks and initiatives. The Transparency International secretariat Kenya Humanitarian Aid Integrity Network involves a further 5 chapters: Guatemala, Norway, Pakistan, Senegal and Zimbabwe. Transparency International Australia Mining initiative involves 6 other chapters: Peru, Colombia, Mozambique, Sierra Leone, Zimbabwe and PNG, whilst 6 additional chapters have expressed interest to take part. The Transparency International secretariat UK Defence and Security programme involves around 20 chapters on a regular basis (and up to 50 more occasionally).
Additionally 10 chapters from across all regions attended a 2nd cross regional workshop on the judiciary hosted by Transparency International Romania in October. They continue to act as advisors on the initiative and have expressed an interest in piloting a new research methodology currently being developed by Transparency International Romania. Finally, the Global Transparency Education Network serves chapters across all regions through its listserv and Shärek updates, with 6 chapters (Bangladesh, Lithuania, Liberia, Rwanda, Morocco and Honduras) currently part of the network core group. Moreover, at the AMM, a chapter exchange session was organised that allowed all chapters leading a GTNI to ‘showcase’ their work to the Transparency International Movement.

Thematic initiatives led by Transparency International Centres of Expertise are effective and accountable to their members, the wider Transparency International Movement and any other relevant stakeholders.

Close and on-going contact was maintained with all chapters leading on GTNIs to understand needs and lessons learned in terms of network governance. As a result, new Transparency International guidelines for the governance and accountability of chapter-led thematic networks and initiatives were developed. Agreement was reached that chapters hosting/ leading a GTNI shall have legal responsibility for the initiative (and shall be branded by the chapter), and ensure full oversight of its activities. To facilitate accountability to the Transparency International Movement, a newly established International Board Governance Committee will periodically review activities and plans for validation by the Board. Existing GTNI programme documents were aligned with this approach. The Transparency International UK DSP will no longer be considered a ‘special initiative’, but as a GTNI supported by the National Chapter Programmes Group Director / the NSU. A 4-page summary of the governance document has been shared with chapters currently leading GTNIs and will serve as a reference for any chapters interesting in hosting a GTNI in the future. For now, the number of GTNIs will be capped at 5, as part of a ‘pilot phase’. The final recommendations for the governance and operational oversight arrangements for these GTNIs were presented by the National Chapter Programmes Group Director to the Governance Committee at the AMM Board meeting in November 2013 and were subsequently approved by the international Board of Directors. In 2014, the Transparency International Secretariat shall monitor compliance with the governance and operational guidelines.

In terms of accountability to participating stakeholders, the draft programme documents for the initiatives on Mining and Humanitarian Aid have been shared with all participating chapters for feedback. For education, while the listserv and Facebook group have over 100 subscribers each, active engagement of the core group of 5 chapters is low, posing a critical risk to the sustainability of efforts after the inception phase, which will be addressed in early 2014. Transparency International UK continues to engage a wide range of chapters across the Movement through the defence programme. Work on the judiciary, led by Transparency International Romania, is still in its inception phase but it is expected that several chapters will participate in pilot activities in 2014 and become active ambassadors of the network in the months that follow.

GOVERNANCE

The Governance Key Support Service (KSS7) serves to ensure that Transparency International’s internal accountability, integrity and governance standards are demonstrating best practice for civil society and beyond. Maybe more than for any other organisation, the governance of Transparency International - a value-based membership non-governmental organisation (NGO) where power lies
in some 100 highly-independent chapters around the world—is about vision and leading by example at the ‘top’ and ownership at all levels, within a framework embraced and by all. The strategically-relevant component of the KSS therefore resides in the facilitation/support of existing accountability policies and practices, as well as the support of the advancement of our governance standards. The activities of this Key Support Service focus on following two result areas:

- Transparent decision making of the Global Governance Structure and mutual accountability among the different parts of the Movement
- The Transparency International Movement disposes of standardised policy and procedures that enable chapters to lead on multicounty initiatives

In 2013 the Key Support Service significantly advanced internal policies, continued to improve both the Secretariat and the Movement’s governance processes, whilst ensuring that key governance events such as the AMM events were organised to a high standard. Some Implementation steps in the full mainstreaming of the Public Disclosure Policy are in development, including systematised staff training for it.

**Transparent decision-making of the Global Governance Structure and mutual accountability among the different parts of the Movement**

Accreditation and Individual Members (IM) reviews were conducted in line with the schedule while much work has been invested to increase efficiency of the process. Efforts have been taken to conduct Membership Accreditation Committee (MAC) meetings online for faster approval of minutes. Over the course of the year, 19 chapters and three Individual Membership applications were conducted. The MAC put 24 recommendations forward to the Board on chapter cases and reviewed two Individual Membership cases.

In the context of accreditation reviews, 91% of chapters delivered audited statements and 96% delivered standardised financial information for mutual accountability. In absolute terms, delivery has improved as more chapters submitted in both categories. Despite improvements in absolute terms, the number of chapters from which these are required has grown faster, leading to slightly lower ratios than last year. The Governance Unit only has leverage on this upon accreditation reviews i.e. every three years i.e. roughly only on 1/3 of the chapters.

There were two out of a possible 11 instance where issues identified for corrective action at a previous accreditation review were picked up again upon new review. Thorough work has been made to ensure due follow-up on issues requiring follow-up action. This has been further strengthened in the past months with an updated cover note template for regional departments as well as systematic pro-active early engagement of the Governance Unit with the RDs to review upcoming cases and seek to have RDs address and settle issues with chapters well before a submission to the MAC. The Governance Unit has also further strengthened its monitoring system in order to enhance the implementation of accreditation requirements.

The 2013 Annual Membership Meeting (AMM) gathered 414 delegates (48% of who were women) over 6 days, across 70 meetings. Transparency International Secretariat staff constituted approximately 1/3 of the delegates; it still is the largest AMM yet on record in terms of non-Transparency International Secretariat participants. Over 2/3 of the Independent Members were present and 90% of all chapters (including National Contacts) were represented. The Movement provided much more input to the conference agenda in comparison to previous years. The AMM
enabled the Movement to network, for the Membership to discharge the Board, elect two new Board members, decided on important governance matters. Indeed, the AMM updated the NC Accreditation and IM appointment Policy; approved a procedure for the tabling and debating of AMM resolutions and adopted one resolution of the oversight of surveillance activities. All Board meetings were held, 42 Board Circulars sent, no full-Board teleconference was required. The Board was kept informed of all relevant developments, took required decisions in a timely manner, as also reported on the chapter Zone.

The Transparency International Movement disposes of standardised policy and procedures that enable Chapters to lead on multicounty initiatives

High quality governance policies/ guidelines/ processes were established on a variety on subject matters over the course of 2013:

- The Review of Appeals mechanism for chapters approved by the AMM
- A Transparency International Secretariat Disclosure Policy was approved by the Board and based on best practice, following extensive consultation with staff, WC, HR, LAU, Finance and leading organisations in the field.
- A draft Transparency International Secretariat Whistleblower Policy has been presented to the Board and is pending finalisation based on feedback received from the Board Ethics Committee.
- IM appointment indicative timeline was updated to match Board decision to appoint new IMs twice a year only.
- The Board approved principles on the capacity of IMs to serve concurrently as leaders of government or private sector.
- Board approved paper on Governance of NC-led thematic Network Initiatives
- Guidelines were finalised for a volunteer management processes (with Individual members and Advisory Council members). The function was absorbed by the Institutional Network Strengthening Programme (INSP) Unit, with good progress ongoing, including: the updating of our Advisory Council database and with a matrix of IM expertise being developed.

Furthermore, significant efforts were made to optimise the accreditation process and revise the self-evaluation form. The MAC is now working on the basis of a conceptual framework distinguishing performance on criteria (material to accreditation) and indicators (that inform criteria). Good work has been done in assessing MAC processes and proposing improvements. A new cover note system for regional departments has been developed and tested in two cases with enthusiastic feedback from the RDs and the MAC so far, helping to ensure consistency of Regional Department’s recommendations as well MAC’s. Regarding revising the self-evaluation form, an extensive form has been developed online on the basis of the new accreditation framework and is in test run 2014. It is being tested with chapters in Kenya, Chile, Lithuania, UK, Romania and Israel. An analysis tool was developed. The first test with Transparency International Kenya was satisfactory, while the
actual online platform neither provide all desired features nor appropriate stability. The Governance Unit is scouting for alternatives at low cost.

Looking ahead, a recent court case provided the opportunity to understand better where and how clarity can be further made about the high degree of independence of our chapters and thereby make more explicit the boundaries of Transparency International e.V.’s (Transparency International Secretariat) liability. The 2014 AMM is to be held in Tunis in October. The seats of the Chair and Vice-Chair, 6 seats on the Board and 2 seats on the MAC are up for election. The launch of the online HTML version of the Governance Manual will help further Transparency International Secretariat accountability and the dissemination of the Movement’s most fundamental rules and processes.

MONITORING, EVALUATION AND LEARNING

The Monitoring, Evaluation and Learning Key Support Service (KSS7) serves to ensure that Transparency International’s results are demonstrated and learning is consolidated in order to improve organisational performance and anti-corruption impact. The main components include the development and implementation of the Transparency International Secretariat Monitoring, Evaluation and Learning system; technical assistance and quality control of project-level M&E frameworks, activities and outputs; and MEL capacity-building of chapters. The Key Support Service is organised around the following three result areas:

- The Transparency International Secretariat and the Movement are able to systematically demonstrate results and impact in relation to the Transparency International Secretariat led and cross-cutting Movement work
- The Transparency International Secretariat decision-making processes and strategic planning are evidence based
- Through capacity-building and learning, the Transparency International Secretariat and the Movement increase their capacity to run effective MEL systems

In 2013, the service focused on consolidating the work done thus far on the monitoring, evaluation and learning system. In this regard, MEL facilitated a sound assessment of the main performance areas of the Transparency International Secretariat; the collection of the necessary data to competently inform the secretariat’s and the Movement’s accountability reports; and the building of monitoring, evaluation and learning capacity in the chapters.

Transparency International secretariat and the Movement are able to systematically demonstrate results and impact in relation to Transparency International secretariat led and cross-cutting Movement work

Significant improvements were made in systematically demonstrating results through the mainstreaming of quarterly reviews of the Transparency International Secretariat wide annual plan. In most units, the quarterly reviews have led to increased ownership of their individual annual plans and the systematisation of data collection and analysis. The quarterly reviews have also increased quality of monitoring data particularly on impact, almost a quarter of all indicators in the cross-programmatic frameworks capture impact. Furthermore as the Transparency International
Secretariat is moving towards being a learning organisation and the quarterly reviews of annual plans, and the resultant quarterly reports, are contributing to this process.

The development of an approach to assess impact at movement-level began in 2013. An expert team was engaged to work closely with the MEL unit in the conceptualisation, development and piloting of the approach. A scoping report was produced, which assesses the viability of such an approach in Transparency International, in terms of the necessary human and financial resources and future sustainability. The work will continue in 2014 with the pilot planned for June/July.

Transparency International secretariat decision-making processes and strategic planning are evidence based

Internal evaluation of programmes’ performance against annual plans is mainstreamed as part of the quarterly monitoring process. Quarterly Update Reports were discussed amongst the MG and a jour fixe was held to disseminate and discuss the findings with Transparency International Secretariat colleagues. Data for the performance indicators proved difficult to collect in many cases because the systems that allow for the systematic collection of this data are not yet in place. The unit will review the performance indicators in order to address the challenges encountered. The Annual Planning process for 2014 was organised by the MEL Unit in cooperation with Finance. The quarterly monitoring process highlighted the need for and ultimately increased effective and evidence-based planning.

Through capacity-building and learning, Transparency International secretariat and the Movement increase their capacity to run effective MEL systems

In 2013, the MEL Unit initiated direct engagement with chapters through the delivery of the MEL Mentoring project. The purpose of the MEL Mentoring Project is to support National chapters in developing and/or improving their MEL frameworks based on their strategic plans and the Transparency International Strategy 2015. Each participating chapter will work closely with a regional M&E expert over seven months. Project coordination at global level will ensure the use of aligned tools and approaches and the harnessing of lessons-learned for the whole Movement. In 2013, and due to budget constraints, only four chapters have been selected for participation in the MEL Mentoring Project: Palestine, Sri Lanka, Vietnam, and Guatemala. All four chapters and their mentors attended a kick-off workshop in January 2014 to MEL Mentoring. The number of chapters with fit-for-purpose MEL systems as a result of the project has not yet increased but this will be a focus of the project in 2014.

In addition to the Mentoring, a session was organised during the AMM for chapters to exchange on and learn from their experience with MEL systems.

Under the Pacific Institutional Network Strengthening Programme (PINSP), two MEL workshops were conducted in Q4 in the chapters Fiji and Papua New Guinea to develop and further refine their institutional MEL frameworks together with an external M&E consultant. Support was provided to Towards Transparency Vietnam (Transparency International’s chapter in Vietnam) in revising their results framework. The chapter is participating in the MEL Mentoring Project and will develop a fit-for-purpose MEL framework based on it.

A pocket-guide on Monitoring and Evaluation in a Nutshell was developed and was shared with a limited number of staff for testing and piloting. The guide offers practical advice on the steps that
need to be taken in order to design, assess and draw lessons from project and programme implementation.

In 2013, 38 staff in total attended MEL training courses. Feedback was mostly positive. The training provided a thorough understanding of the benefits of M&E and covered main terms and concepts associated with implementing effective M&E systems in projects and programs. After the training, a number of participants were motivated to engage more pro-actively in the monitoring of the projects under their responsibility and in the organisational monitoring.

Furthermore, MEL implemented rapid learning reviews on a range of projects at the Transparency International Secretariat, convening teams and other stakeholders to create a feedback loop on project management and results. External evaluations of Transparency International Secretariat projects were also assessed to enable key takeaways from each review. A review of Transparency International Secretariat working groups was conducted and has helped improve project planning and evaluation processes, to make them more effective and more targeted toward MEL.

Looking ahead, in 2014 MEL will continue to streamline the Transparency International MEL system, including piloting the Impact Monitoring Approach. This will involve conducting consultations within the Transparency International Secretariat and piloting with chapters participating in the MEL Mentoring Project. There shall be continuous improvement and training of the Transparency International Secretariat MEL system, refining existing elements and carrying forward the impact assessment matrix. This also implies the improvement of the data gathering we do to support MEL systems, based on greater support to staff and the adjustment of the process to make it fit for purpose. Furthermore, a mid-term review of the Transparency International Secretariat Implementation Plan shall take place, with the MEL Unit overseeing the selection of consultants and their work, ensuring appropriate responses and follow-up to review within the Transparency International secretariat. The evaluation will support the production of evidence to inform the next strategic cycle. The review should be completed by June 2014.
ESSENTIAL FUNCTIONS

FINANCE

Enhanced financial management and controls

In 2013, the Transparency International Secretariat continued to enhance its financial management systems and controls. Thirteen projects were audited during the year and all audit opinions were unmodified. The Transparency International Secretariat’s Audited Financial Statements were completed in record time; they received an unmodified audit opinion with no material issues raised on the management letter. The year ended with a modest surplus that marginally increased our reserves. In November, the Board of Directors approved a balanced 2014 budget, presenting a total income of EUR 24.5 million and a marginal surplus of EUR 22,000.

Our finance manual was further improved, and our financial planning process got better integrated with other planning functions. A new, enhanced procedure for grant accounting and chapter-advance booking was tested and successfully implemented. Tailored monitoring tools were deployed to all regional programmes and new standard tools were piloted. The finance department also took part in capacity development initiatives targeted at chapters.

HUMAN RESOURCES

The ambition of Human Resources is to identify and tackle policies and procedures that need reformulating or updating in the area of human resources in order to ensure, that the processes and procedures that address the needs of a relatively large and diverse workforce are fair and transparent. Furthermore, the department supports the Transparency International Secretariat management to ensure that the organisation recognised by its staff as a good employer. The activities of the department are organised around the following two result areas:

- As an employer, the Transparency International Secretariat has in place clear and transparent processes that enable the personal and professional advancement of staff.
- Transparency International Secretariat is increasingly recognised by its staff and external stakeholders as a good employer.

In 2013, the average staff number evolved from 172 in 2012 to 189 in 2013, implying the coordination by the HR Department for 69 leavers, 69 starters, as well 16 promotions and 5 internal transfers. The review of all seven HR policies has been started and one new policy was developed (Gender and Diversity Policy). We had set ourselves the objective on improved quality of line management for all directors and to achieve this we provided resources for learning and best practices guidelines for managers. An Employee Engagement Survey as well as a survey on the
quality of line management was conducted in 2013. Four staff members celebrated their 5-year anniversary in 2013 and eight celebrated 10 years at Transparency International.

As an employer, Transparency International secretariat has in place clear and transparent processes that enable the personal and professional advancement of staff.

In 2013, HR facilitated an objective-setting process which provides an open and accountable infrastructure for the personal and professional advancement of staff. A clear process in place for staff development within salary bands is still pending and should be delivered in 2014. The depth and complexity of this project have delayed the process.

Transparency International Secretariat staff received on average 29 hours or 3.7 days of training (in total 5,510 hours). External trainings were conducted on Project Management, Facilitation Skills, Public Speaking, Crowd-Sourcing, Data Visualization, Gender Sensitivity, Ethics, Writing Skills, Objective Setting, MEL and Data Protection. Internal trainings were conducted on Membership Accreditation, Blogging, Financial Manual, Log frames and proposal writing, various IT Topics, Travel cost reimbursement, various Legal topics, and on stress management and wellbeing. In addition 15 staff attended individual training courses in very specific areas (HR, IT, Finance etc.) and Transparency International Secretariat staff completed 68 eLearning courses. The Transparency International Secretariat has also systematised its recording of training in 2013 and each staff member received his/her individual training record at the end of the year to facilitate the end year review and objective setting process.

To fully integrate new staff, HR successfully implemented a new two-day Transparency International Secretariat Induction Programme in cooperation with various departments and especially with the Advocacy & Research group.

Figures on the percentage of staff that rate remuneration and career perspectives in Transparency International Secretariat as being good or above in the 2013 Employee Engagement Staff Survey shall be available in 2014.

Transparency International secretariat is increasingly recognised by its staff and external stakeholders as a good employer.

In 2013, the LIMA (the Line Management Initiative) was fully developed. Resources were set up for learning, best practice guidelines for managers produced and several trainings linked to line management have been conducted. A LIMA survey conducted in 2013 shows the satisfaction rate of staff has gone up to 78%, from 58% in 2012.

Figures on the percentage of staff that rate Line Management in the Transparency International Secretariat as being good or above in the 2013 Employee Engagement Staff Survey shall be available in 2014.

Looking ahead, in 2014 HR shall finalise the review of all policies and finalise and implement a strategic plan.
LEGAL AFFAIRS UNIT

The Legal Affairs Unit serves to provide legal advice to the Transparency International Secretariat and the Movement. More specifically, the work of the unit focuses on strategic legal advice, in-house advice and pro-bono legal assistance to the secretariat and chapters. Additionally, the unit provides for the training of secretariat staff, chapters and ALACs, produces standard contract templates and oversees the central contract management. The activities of the unit are organised around the two following result areas:

- Chapters and the Transparency International Secretariat have access to legal assistance, which contributes to reducing legal and reputational risk and furthers advocacy goals

- Transparency International Secretariat staff, Chapters and Advocacy and Legal Advice Centres (ALACs) can build greater knowledge around legal issues

During the course of 2013, consolidating the work of the recently created unit was continued to move towards providing strategic advice to further bolster advocacy work. Networks of pro-bono legal assistance were expanded. A broad pool of resources for pro-bono legal assistance with the focus on specific regional experience and also providing assistance in French and Spanish was available. Further tools, procedures and contract templates were developed and made easily accessible to Transparency International Secretariat staff.

Chapters and Transparency International secretariat have access to legal assistance, which contributes to reducing legal and reputational risk and furthers advocacy goals

In the reporting period, strategic legal assistance was provided to key stakeholders, which included the registration of the Water Integrity Network (WIN) as a new legal entity and the process of Transfer of Business from Transparency International to WIN; the establishment of a Friends of Transparency International in the USA, a so-called 501(c)(3) legal entity in the US to facilitate fundraising in the US for the benefit of the broad Transparency International Movement; assistance related to the legal proceedings against Transparency International and facilitation of pro bono legal advice to No Impunity work with concrete cases. In 2014, in-house and external assistance to the No Impunity Initiative will be further consolidated.

In-house and pro bono advice to Transparency International Secretariat covered three key areas. Legal advice to the Transparency International Secretariat was provided in close to 130 cases on issues related to review of consultancy and service contracts, donor grants to Transparency International and grants to chapters; libel check, legal research. The Unit also provided legal advice to the Transparency International EU Office in Brussels. Secondly, input on legal components was provided to Rapid Response Unit and SAFE, and to the Transparency International Secretariat Ethics Infrastructure. Thirdly, the Legal Unit facilitated external pro bono assistance to a number of Transparency International Secretariat activities such as libel check of regional and country reports in MENA; Compliance with the OAS Inter-American Convention against Corruption; Governance matters; and Data Protection.

Pro Bono legal assistance was extended for chapters. The Legal Unit continued to work with the three major international clearinghouses: Advocates for International Development (A4ID), TrustLaw, and PILnet, and also directly with a number of big international law firms. Two new long-
Term partnerships were established with the Cyrus R. Vance Centre for International Justice that provides advice in Latin America in Spanish, and with the International Senior Lawyers Project. Pro bono assistance in French is covered by law firms based in France or Francophone Africa. On various matters legal assistance was provided to chapters in Canada, Dominican Republic, Colombia and Vanuatu. In 2014, the unit shall seek the expansion of pro bono networks to cover specific regional and national needs.

Transparency International secretariat staff, Chapters and ALACs can build greater knowledge around legal issues

In 2013, the Legal Affairs Unit continued with regular training to Transparency International Secretariat staff and delivered three training sessions on contracts; one training on defamation and one training on rule of law. All together 80 secretariat staff and interns attended training sessions. The Transparency International Legal Counsel provided training on Public Interest Litigation to a group of participants from chapters and ALACs in the MENA region (chapters in Morocco, Lebanon, Palestine, Kuwait; a contact group from Tunisia, and a partner organisation from Egypt).

The Legal Affairs Unit continued on-going work on developing new contract templates and updating existing ones. The unit worked closely with the Finance Department on a number of joint procedures. In 2014, the Unit shall continue work on legal tools to strengthen the Transparency International Secretariat legal infrastructure and to minimise legal risk.

In November 2013 the Unit in cooperation with Finance reviewed the contract filing process and designed a new and improved process of Central Contract Management that came into force on 1st January 2014.

Looking ahead, the unit will continue developing and providing training modules with the focus on training on contracts and new templates, and training on defamation for Transparency International Secretariat staff and training for chapters and/or ALACs subject to requests from regional and programme departments.

RESOURCE DEVELOPMENT

Increase support from bilateral and multilateral donors

Overall, the Transparency International Secretariat budget grew in 2013 compared to earlier years, which was largely due to grants from bilateral and multilateral donors. Among other highlights, Sida doubled its core contribution and a range of new contracts were secured with the European Commission. We reached out to potential new donors, including in the Arab region and Eastern Europe.

Increase support from private sector donors to Transparency International

The Transparency International Secretariat successfully raised EUR 250,000 from ENI and otherwise the focus on private sector donors was on stewardship of current existing high level donors (KKR, EY).
Increase support from Major Donors

Two new foundations, NED and Hewlett, were brought on board, and promising discussions started with a range of other foundations. There was a small increase in income from individuals for Transparency International Secretariat in 2013 compared to 2012 (figures available until 19 December). The target of 150% growth was however not reached.

To increase and improve RDD’s support to Transparency International secretariat

Overall, in 2013, 60% of proposals submitted by the Transparency International Secretariat to donors (including foundations) were awarded. The RDD team grew in 2013 allowing it to provide better services to Transparency International Secretariat colleagues, and to the wider Transparency International movement.

EXTERNAL RELATIONS

The ambition of External Relations is to communicate in an innovative way to inspire millions of people around the world to engage with the Transparency International and give their time, talent, and money to act against corruption. The group serves to ensure that the Transparency International remains at the centre of the world debate on anti-corruption through rapid response and media relations for the Transparency International Secretariat and the Transparency International Movement. The group transforms complex and abstract issues into compelling and digestible news so as to develop genuine dialogue with our audiences. In turn this dialogue shall foster a sense of community, develop a supporters’ base and prompt action with the public at large and deepen our social engagement globally. The activities of group are organised around the following three result areas:

- Increased visibility of Transparency International’s press and media communications’ work
- Chapters’ capacity development and networking
- Increased importance of social media as a medium of Transparency International’s communication and messaging

During the reporting period, the Transparency International Secretariat captured new and diversified audiences thereby increasing the visibility of the Movement. Particular significant achievements were the tripling of Facebook friends in English; a 21-fold jump in Arabic followers; a Global Corruption Barometer infographics that was one of the most viewed items on the BBC’s website on the launch day; an ALAC true story that was widely reported on by the media, including the Huffington Post, BuzzFeed, the LATimes; and a CPI map became viral in two days only. The ALAC true story was even in MSN’s trending on the internet top 20, just behind the soon-to-be father Prince William. Furthermore, External Relations coordinated and oversaw our successful held 20th anniversary event. The event featured friends and partners from government, business and civil society, the two young photo/writing competition winners, and the Integrity Awards. The anniversary Twitter hashtag trended in Germany.
Increased visibility of Transparency International’s work

In 2013, published articles and media stories continued to be featured in “Grade A” publications and media. The Corruption Perceptions Index (CPI), the Global Corruption Report (GCR), the Transparency in Corporate Reporting: Emerging Market Multinationals Report (EMM TRAC) and other reports that were well covered by the likes of BBC, CNN, Wall Street Journal, Le Monde, CNBC, Buzzfeed, NYT, FT, the Daily Mail and Al-Jazeera.

We partnered with the BBC around the launch of the 2013 Global Corruption Barometer, which saw the BBC produce a special interactive web section on the Barometer results, as well as a series of TV, radio and website reports during the weeks around the launch on bribery. The BBC website also was a significant driver to our website. The partnership generated 14 interviews and 25 articles on BBC outlets around the world.

The Rapid Response Unit (RRU) provided sustained, timely and authoritative responses to international events and issues throughout 2013, ensuring Transparency International kept a finger on the pulse to emerging corruption stories. The RRU has evolved into a 24-hour, seven-day a week operation. Transparency International statements, op-eds, blog posts, letters and web features were produced in reaction to, amongst over events: the African National Congress (ANC) elections in South Africa; fraud and vote rigging in the Zimbabwe and Cambodia elections; amendments to Canada’s anti-bribery laws; new judiciary reforms in Argentina and FIFA governance and spot fixing in the Indian Premier League. Though the rapid responses produced, Transparency International was requoted and secured to coverage in global and targeted news outlets, such as: Financial Times, Korea Times, the Guardian, the Huffington Post, Al Jazeera and the Egypt Independent. For example, three hours after the arrest of head of Finmeccanica in Italy in February 2013, a web feature was produced on the Transparency International website; the language was then picked up and requoted in in the Financial Times.

Media coverage of the Integrity Awards appeared in (amongst others) CNN, the BBC, TIME, the South China Morning Post and the Mail and Guardian. Video profiles of both winners were embedded on Time’s website and CNN screened our footage of Chinese winner Luo Changping in the February edition of On China. The Integrity Awards also created news. Hours after our winner from Angola Rafael Marques de Morais dedicated his award to imprisoned teenage activist Nito Alves in an interview with Radio France International, the government of Angola released the activist.

Over 40 human interest stories were published and we focused building human interest stories into our major launches. For the CPI launch, a set of stories from around the world were produced. They received more than 1,200 likes/shares on Facebook, and one on Yemen was picked up by the LA Times. A true story from the Zimbabwe ALAC was promoted around the Barometer launch and was widely reported on by the media, including the Huffington Post, Buzzfeed, the LATimes and the Independent. It was even in MSN’s trending on the internet top 20, just behind the soon to be father Prince William. Another human interest story from Venezuela led to an article on corruption in La Presse. The story format itself continued to diversify (with the increased use of video, first person testimonial, social media flyers, interview profiles, alongside text narratives) creating content tailored to different channels.

On the day of the 20th anniversary conference, interviews were arranged with: BBC Focus on Africa, Deutsche Welle, Radio France International, Radio Nacional de España, Russia Today, Insellfilm.
In general, we have broadened our audience in the US with much greater pick-up of our media material, especially that related to the GCB and CPI. We have also reached a much younger audience through social media and targeted pitching to publications like BuzzFeed.

We have produced “Measuring Corruption”, an animation video on the NIS tool and how Transparency International maps out action plans for reform. Looking ahead in 2014, with regard to this area, we shall further develop partnership and media; further define new audiences; multiply human interest stories and realise the power of our fans to generate content as Transparency International’s story does not need to be told by us only. Furthermore together with Research, Advocacy and Regional Departments, we shall seek take the traditional Transparency International flagship publications to a new level, engaging new audiences in joint efforts against corruption.

Chapters’ capacity development and networking

During the reporting period, as a result of efforts by External Relations, focused on trainings, on-going support, templates and guidelines, chapters have demonstrated enhanced communications capacities and activities. We personally trained more than 30 chapter staff in trainings around the world. A suite of Word design templates (reports, posters, invitations,) has been developed for chapters, providing chapters with easy-to-use professional products. Pilots for the chapter website templates began. Nearly 70 chapter staff continued to remain part of the active Facebook group for learning and knowledge exchange. Furthermore, at least a dozen chapters worked with the secretariat around the launches of major research this year (GCB, GCR, CPI) and used/supplemented social media material provided by the secretariat.

We held our first Transparency International wide photo contest aimed to generate awareness of the importance of documenting and visualising our work among chapters. Feedback was overwhelmingly positive, and more than a third of chapters entered, with the winners being awarded professional photography equipment to build on their success. The photos were showcased in a number of high profile communications products in print and online, such as the Annual Report. There was an exhibition of the top photos at the 20th anniversary event on 8 November in Berlin and at OECD Anti-Corruption Day event on 9 December in Paris. The photos were made available for all chapters to use through the internal photo library.

An internal Transparency International wide photo library was launched featuring chapter photos and other creative images that can be used for chapter communications purposes for free. The library has more than 750+ photos available, more will be added to throughout the year.

The RRU promoted chapter work and opinions relevant to breaking news and helped build capacity by working with chapters to produce features and blogs. For example, consistent work with our partners in Brazil (five blogs, two web features) raised its profile internationally and it has become a source for stories outside Brazil. Other chapter collaborations were established in Senegal, Montenegro, Czech Republic, Haiti, Armenia, Azerbaijan, Ukraine, and Cambodia.

Over 30 chapters launched and ran the Time to Wake Up campaign (11 new in 2013). The campaign translated into 12 languages has reached almost 10 million people and has been shown on: TV, cinemas, websites, social media channels, newspapers, radio, billboards, posters, street protests, concerts and much more. Chapters secured free advertising space worth millions of Euros, for example the chapter in Portugal, Lebanon and Uganda secured advertising on primetime TV.

Transparency International’s global positioning and narrative for the “No Impunity” initiative was agreed at the November 2013 Board meeting. The narrative describes and sets the tone for the
essential problems and solutions of impunity for corruption, indicates the key actors, and suggests broad forms of public engagement and mobilisation to advance Transparency International’s “No Impunity” initiative. An internal competition was launched in December to define the slogan of the first “No Impunity” Initiative. In 2014, a first campaign ‘Party’s Over’ on assets of corruption shall be launched and we will strengthen our “No Impunity” initiative.

Increased importance of social media as a medium of Transparency International’s communication and messaging

At the close of 2013, Facebook page likes nearly tripled to 118,000 and twitter followers doubled to 45,000. Our Arabic Facebook page has also grown exponentially, as we gained 77,000 friends. These increases came after an extensive review of how we post on social media, coupled with a strategic use of advertising to boost individual posts and pay-per-click advertising on Facebook pages of friends of friends.

Our focus now for Facebook goes far beyond just trying to gather new followers and includes trying to increase our two-way engagement by measuring likes, shares, comments and overall views for each post. For Twitter we have begun to use more hashtags and seek partners to spread our messages on Twitter.

In 2013 global advocacy actions or campaigns involving chapters that actively use social media (and audio-visual) elements also proliferated. Video footage of a People Engagement Programme’s (PEP) facilitated Speak Up event was turned into a video that featured chapters from around the world. The video has helped promote the Integrity Awards and has been seen by more than 1,700 people on YouTube and received more than 500 likes on Facebook in the first four weeks.

In the three days after the launch, the CPI 2013 generated 540,000 visits to our website up from 443,000 in 2012. This continues the impressive increases in traffic we have seen for our major launches. The CPI embeddable map was very successful being viewed more than 1.7 million times on hundreds of other websites by January. Furthermore, the #stopthecorrupt feed used around CPI and anti-corruption day is our most popular day. The GCB was very successful in terms of numbers but also was a very creative visual presentation of the data rich survey which was shared widely on Facebook. The handle TI@20 trended in Germany on our 20th anniversary conference day.

In 2014 we plan to increase our use of Twitter and are looking at more tweets per day, studying ways to increase our re-tweets and mentions, and looking into more aggressive advocacy using tweets, hashtags and tweeting at advocacy targets. We also have plans to increase coverage of our YouTube, LinkedIn, and Google+ social media channels.