



TOGETHER AGAINST CORRUPTION

Transparency International Strategy 2020

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

Transparency International's **mission** is to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society.

Our **core values** are transparency, accountability, integrity, solidarity, courage, justice and democracy.

For further information, comments or suggestions on *Together against Corruption*, please contact Strategy2020@transparency.org

www.transparency.org

Every effort has been made to verify the accuracy of the information in this report. All information was believed to be correct as of December 2015. Nevertheless, Transparency International cannot accept responsibility for the consequences of its use for other purposes or in other contexts.

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I FOREWORD

Corruption is pervasive. Corruption kills. It affects almost all dimensions of people's daily lives, from roads built poorly, to unequal access to healthcare and medicine, crime and violence on our streets and across our borders, to political choices distorted by money and greed. Corruption erodes people's sense of equity and their belief in justice. It undermines trust in government, business and society, and sustains both poverty and inequality. Virtually everyone around the world is affected by corruption, yet it is the poor in our societies who suffer most from it.

Transparency International is the global movement against corruption, working on the ground in more than 100 countries. We have come a long way since we were established in 1993. Drawing on the vision of our founders, we have driven recognition of corruption as a major global challenge. We have raised awareness of its devastating effects on human rights, economic development, social justice and political freedom. We have helped thousands of corruption victims address their grievances, and influenced national and global agendas with our demands for systemic change. We have carried out innovative research and created a raft of anti-corruption benchmarks and standards, working with a wide range of partners along the way.

Yet corruption retains its grip in too many places and with too many faces. Prevention is a vital pillar of our anti-corruption work, but over time, we have realised that, on its own, it is simply not enough. There also need to be serious consequences to corruption: punishment is an essential deterrent. In the next five years, we will work alongside concerned citizens, activists and leaders towards a world where there is no space for corrupt behaviour, where perpetrators are caught and punished. In this world we seek, the corrupt will no longer be able to get away with their crimes.

Today, grand corruption – the gross abuse of high-level power for private gain, inflicting serious and widespread harm on individuals or society – presents a growing challenge to our cause. It undermines national and global security and that of individual citizens. It generates huge economic damage and violates human rights. In response, we need to better adapt to the changing ways in which corrupt networks operate in globalised systems. Those involved in grand corruption need to know that Transparency International and our partners will unmask and name them, wherever they are.

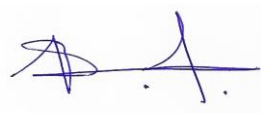
As civil society, our role is also to support people worldwide in channelling their legitimate demand for better governance. Citizen movements for accountability, young transparency activists and bribery victims alike will know we are on their side. We will find more solutions to corruption-related problems for ordinary people in their daily lives, rooting our work in the societies we live in. And we will help people to see that their efforts to stop corruption have real impact.

This is a huge task, but we do not fear it.

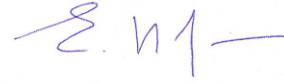
Our strategy is called *Together against Corruption*, because together, we will speak with a bolder global voice than ever before and ensure that we are heard in the places where it matters most. We will work together with citizens – women, men and young people alike – to make their world a cleaner one, where trust in society and its institutions is enhanced and corrupt practices are rooted out.

We will focus our collective ambitions while continuing to harness the strength of our diversity, by adapting to local, national and regional contexts. We will invest in our capacity to confront corruption and share knowledge, tools and tactics on what works, to learn from our combined experiences. Where possible, we will continue our critical engagement approach, working with allies and reformers in the public and private sectors to enhance anti-corruption systems. At the same time, we will involve ever more people in our efforts.

To enable this, it is vital that we protect the space for civil society and the freedom of anti-corruption activists. We will stand in solidarity with each other and our partners. We want to give the next generation the hope and belief that they can speak up and expect a better future. Transparency International's successes will be the result of collective action. Only together do we have the chance to move closer to our vision: a world free of corruption.



José Ugaz
Chair, Transparency International



Elena Panfilova
Vice-Chair, Transparency International

II ABOUT THIS STRATEGY

Together against Corruption provides the strategic framework for Transparency International's collective ambition and actions for the years 2016-2020. Our movement's fourth strategy, it builds on the rich diversity of our movement, with its unique governance structure that includes independent national chapters, individual members and an international secretariat. Recognising the local realities in which our movement operates, this strategy does not intend to cover everything we do. Rather, it focuses on the key areas in which we, as a movement, will move forward collectively.

The development of *Together against Corruption* began at our Annual Membership Meeting in October 2014. The Transparency International movement agreed that the previous strategy had set us in the right direction and that the next one should build on it. Addressing both the corruption environment of today and the one we anticipate in the coming years, *Together against Corruption* takes our ambitions further and provides greater clarity and precision. It introduces a new movement-wide monitoring framework that focuses on impact, to reflect on and learn from progress and challenges.

Together against Corruption evolves from our success in raising awareness of corruption and advocating for systemic change. Review of our previous strategy showed us that we need to be clearer about the ways in which we will engage people to demand accountability and take action. Equally, our movement needs to be bolder in our efforts to close the space available for the corrupt. While our previous strategy helped in defining our joint aspirations, we now need greater focus.

Together against Corruption draws on a wide and inclusive consultation process across Transparency International and key stakeholders in 2014 and 2015. Using surveys, meetings, interviews and written inputs, we evaluated our context, our organisation and our achievements. All told, we had more than 1000 contributions from within Transparency International and 500 from outside our movement, drawing on the worlds of government, international organisations, business and civil society. *Together against Corruption* was endorsed by the Transparency International movement and Board of Directors at our Annual Membership Meeting in Malaysia in September 2015.

III CONTEXT OF OUR WORK

Tackling corruption is one of the highest priorities on the world's agenda and is expected to remain so for years to come. Failing to address corruption inhibits sustainable, long-term growth, infringes on human rights and undermines human development. Transparency International's surveys consistently show that the poor suffer the most from corruption. Unequal power and gender dynamics make women and girls more vulnerable to corruption's impact. In countries that are more open, accountable and respectful of the rule of law, people enjoy better education, health and access to clean water and sanitation. The Sustainable Development Goals, setting out the global framework for development until 2030, reflect this reality and include a stand-alone governance goal and a specific target to reduce bribery and corruption.

Meanwhile, people's activism for social and political change in many parts of the world – from the Middle East and Turkey to Brazil and Guatemala – has in recent years highlighted corruption as a rallying ground for citizen action. In pro-democracy movements, demands for accountability and an end to the deepening and opaque links between money and politics recur time and again. Those in power can no longer ignore the voices that speak through social media, or the power of mass mobilisation against corruption. Young people in particular have stood up to be heard against corruption.

In addition, the global financial crisis, which destroyed jobs and hurt economic growth in many parts of the world, focused renewed attention on the need for greater transparency in both the public and private sectors. This call for transparency, together with the ever-wider reach of the internet, data digitalisation and the use of technology by social and political change movements, yielded the 'open agenda'. While this trend has the potential to open up government and companies, the return to business-as-usual for the financial sector after the crisis is a challenge. Powerful vested interests can still hide their corrupt proceeds, and the need to transform transparency into accountability remains.

Despite widespread recognition of the global, cross-border nature of corruption – particularly due to grand corruption and illicit financial flows – there has been only limited success in clamping down on international corruption. With the world's geopolitical power shifting from West and North to East and South, new rules of engagement are needed to stop corruption in new forms and new places. Corruption contributes to security threats in many countries, including in post-conflict contexts. It is increasingly linked to organised crime, drugs and human trafficking networks and will perpetuate global insecurity for the foreseeable future.

The shadow of corruption is long. Over time, the 'implementation gap' between anti-corruption rules and actual practice has widened. Many years of anti-corruption efforts have come to nought in places where political will is lacking or where the state is captured by vested interests. Awareness of corruption has not been transformed into real and lasting change, disappointing the expectations of many.

There is a growing sense of impunity for corruption. Companies are considered too big to fail, and business and political leaders too big to jail. The wealthy and powerful routinely get away with their crimes and evade punishment. In many of the world's grand corruption cases, leaders who have looted society continue to go unpunished by the courts, or – worst of all – to stay in office and perpetuate their crimes.

In an increasing number of countries, space for civil society is under threat from repressive governments or organised criminal networks. The consequences for anti-corruption activists include restrictions on funding, limits on freedom of speech and association, and even physical attacks. In too many countries, it has become dangerous to speak out against corruption. Meanwhile, the emergence of new types of social movements and means of communication technology influence the role organised civil society plays and the circumstances it needs to respond to.

IV DELIVERING CHANGE

Transparency International defines corruption as the abuse of entrusted power for private gain. To root out corruption, we need to hold those entrusted with power to account using both prevention and punishment mechanisms. The key to making prevention and punishment more effective is to work with people, as individuals and as part of collective action, to take part in anti-corruption efforts.

As we start to implement *Together against Corruption*, there is widespread public awareness of corruption. People everywhere indicate they are willing to act against it. What is missing is the translation of awareness into a rejection of corruption – a refusal to bribe, vote for the corrupt or turn a blind eye to corruption. But this rejection is essential if we are to create sustained public pressure for change.

In order to take action against corruption, people need a better understanding of what they can do about it. Depending on their circumstances, people can share experiences about corruption's harmful effects and educate others to prevent it. People can detect and report corruption. They can denounce it and demand reform, and they can demonstrate against injustice where corruption remains unchecked and unpunished. But they need the right tools to demand accountability and make themselves felt as a force.

To become and remain engaged, people need hope and evidence that getting involved in anti-corruption work can improve their own lives and those of others. The results of work against corruption must be visible and tangible. Accountability must be demonstrated and rewarded.

Strong civil society is essential to tackling corruption. It provides independent analysis and drives action that can hold the powerful to account. But those speaking up about corruption – whether from organised civil society or as individuals – must have the space to do so without harm.

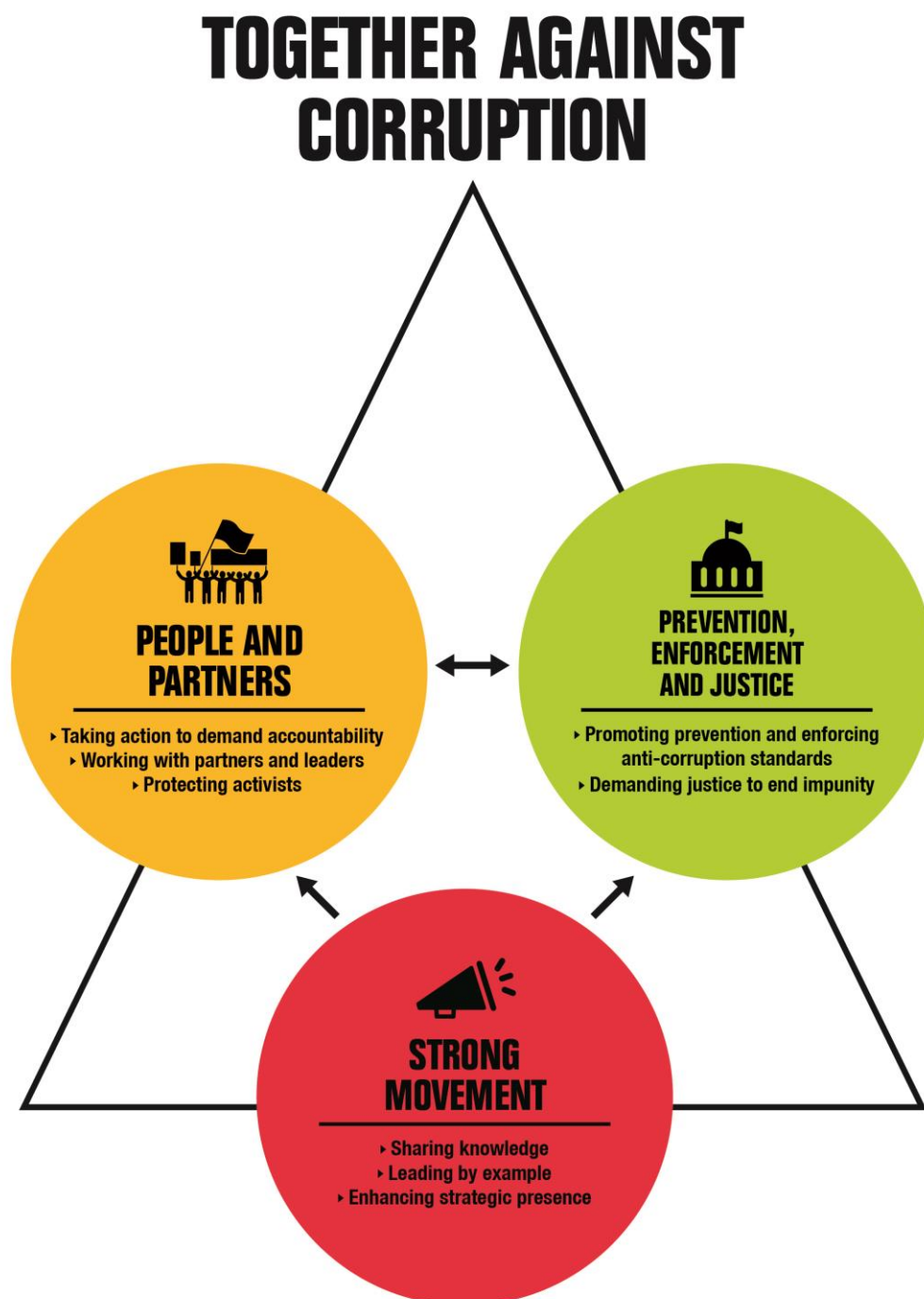
Partnerships across civil society and with reform-minded public and private sector actors strengthen the capacity of people working to stop corruption. Partnerships build consensus and momentum for change and make the link to a wide range of people more achievable. It is essential that key leaders from all walks of life speak up and challenge the status quo of corruption. Leadership must inspire the will for change, and provide the necessary direction.

For action against corruption to yield sustained results, anti-corruption rules and the institutions that implement them must embody best practice. Both public and private bodies must fully embrace anti-corruption systems, backed by the necessary resources, checks and balances. Above all, they must be prepared to act when corruption does take place. Laws must be enforced, loopholes closed, whistleblowers protected and justice delivered swiftly. Impunity for corruption will be limited in a system that practises both prevention and punishment effectively.

In order to establish what works in law and in practice, evidence regarding anti-corruption must be shared and adapted to the local context. A better understanding of what works to motivate people to take action against corruption and what works to stop corruption will improve the chances of success.

V PRIORITIES

Together against Corruption provides focus for our movement in the coming years. Based on the context of corruption, our understanding of how change happens and our experience of how to stop corruption, Transparency International will prioritise three areas: 1) People and partners 2) Prevention, enforcement and justice and 3) Strong movement.





PEOPLE AND PARTNERS

Over the past two decades, Transparency International has played a crucial role in raising collective awareness of the damage caused by corruption. We will continue reaching out with our clear anti-corruption message, but our emphasis will be on enabling and facilitating a culture of anti-corruption action. We will support individuals and groups of people to act to demand accountability in a sustained and systematic way. We will focus on those who are strategically positioned to lead anti-corruption work; those who want to be a part of our anti-corruption movement, and those who are directly affected by corrupt practices and behaviour.

Importantly, we will do more to make sure those who strive to stop corruption around the world are safe to pursue their efforts.

PEOPLE AND PARTNERS

a. Creating demand for accountability, and empowering action

THE CHANGE *People around the world denounce corruption and take increased action to confront it, by demanding transparency, accountability and integrity.*

OUR ACTION *We will work with a wide range of people to act to confront corruption, demand accountability and contribute to anti-corruption approaches that are systemic and sustainable.*

Millions of citizens around the world are demanding more open and accountable government and business. We will build on this collective energy, reaching out to specific groups of people, defined largely at country level by our chapters. We will target activists, young people, women and those engaged in social movements, all of whom are instrumental to change.

We will work with these groups to identify how and why corruption affects their daily lives – including in delivery of basic services – and we will support them in preventing and confronting it by demanding accountability.

We will step up our support to those who experience corruption first hand, by enabling them to denounce or blow the whistle on corruption and to find redress. We will cooperate with those who investigate and expose corruption, especially journalists.

We will ensure that individual experiences and cases of corruption are used to drive changes in policy and behaviour that are systemic and sustainable. Through informed and targeted actions, and by acting in large numbers, people can transform impunity for corruption into a new paradigm – one where it is difficult and risky to be corrupt.

b. Engaging partners and inspiring leaders

THE CHANGE *A growing number of key partners and leaders drive anti-corruption progress.*

OUR ACTION *We will work with and promote anti-corruption leaders and leadership, and foster strong partnerships in anti-corruption related fields most relevant to our priorities.*

Transparency International has a long tradition of working in partnerships, both with individuals and organisations. Around the world, we take part in coalitions and multi-stakeholder initiatives, and we recognise the value of raising many voices and collaborating to achieve our goals. As a civil society leader, we seek to influence broad social justice agendas and to advance the anti-corruption cause by demanding more accountability.

We also realise that achieving the support of leaders in many walks of life is key to gaining ground in new and critical areas of our work. Leaders from government, business or civil society can become anti-corruption champions who help grow people's trust in society. Leadership acts as a beacon of hope, confirming that stopping corruption can start at the top.

To achieve our ambitions by 2020, we will establish partnerships with social movements, NGOs and NGO networks, especially those involving young people, and work with leaders in civil society and the public and private sectors. We will seek out those who share our ambitions in our priority areas of work, such as stemming corrupt money flows, tackling the undue influence of money in politics, promoting corporate transparency and strengthening judicial institutions. When possible, we will work with others to address corruption through the human rights system. We will share our anti-corruption expertise with all our partners and the leaders we work with, encouraging them to become anti-corruption game-changers in their areas of influence.

c. Protecting anti-corruption activists

THE CHANGE *Greater freedom of action and voice for anti-corruption activists.*

OUR ACTION *We will defend and support Transparency International activists under threat, stand in solidarity with those whose work to expose corruption puts them at risk, and push back against the limits put on civil society space.*

Threats against civil society organisations and others working in the anti-corruption field have grown dramatically in many countries in recent years. Anti-corruption activists are often at the forefront, subject to harassment, intimidation and even loss of life. We have shown solidarity as a movement through many such crises, but we want to take to a higher level our preparedness and capacity to respond over the period to 2020, especially as we seek to become bolder in our voice and actions. We will substantially upgrade the preventive and responsive measures we employ to protect our staff, members and volunteers around the world. We will expand our risk assessment, as well as security and safety efforts. We will not allow the heightened risk of activism to undermine our spirit or our work.

With our partners, we will work to reverse the tide of civil society repression. We will stand up for whistleblowers and journalists under threat, and advocate for the legal and practical provisions to make our work against corruption possible. This starts with the protection of basic civil rights, including freedom of expression. We will also call for non-governmental organisations to be recognised legally, allowed to raise funds and operate freely. We will demand the participation of civil society – including anti-corruption activists – in the decisions that affect the lives of so many people.



PREVENTION, ENFORCEMENT AND JUSTICE

In the past two decades Transparency International has been successful in advocating for anti-corruption laws and prevention systems to be adopted in many countries, institutions and organisations around the world. But there is much for us still to do. Where prevention systems, laws or standards remain weak, they need to be strengthened. Too often, even the best laws and prevention systems are not effectively implemented or enforced, allowing the corrupt to get away with their crimes.

Given the persistence of impunity for corruption, we need institutions that adhere to the highest possible anti-corruption standards. These must be backed by law enforcement and justice systems capable of prosecuting and punishing corruption – especially grand corruption – to the full extent of the law.

PREVENTION, ENFORCEMENT AND JUSTICE

a. Promoting prevention and enforcing anti-corruption standards

THE CHANGE *Public and private institutions implement the highest transparency, accountability and integrity standards to prevent and confront corruption.*

OUR ACTION *We will develop, monitor and advocate for key anti-corruption standards and practices.*

A robust anti-corruption infrastructure in all public and private institutions and in political organisations is vital for preventing corruption. Prevention of corruption needs to be embedded in practice and adequately resourced. Even the highest possible standards, laws and systems promoting transparency, accountability and integrity are of little use if they are not implemented or enforced.

Political corruption and lack of electoral integrity have adverse effects on democracy and people's trust in government. Public institutions, political parties and individual politicians need to work for the public good and be accountable to their citizens. To prevent political corruption and the undue influence of money in politics, we will push for the implementation of the highest possible standards in political finance, procurement, conflict of interest and lobbying. We will advocate for access to information and usable open data and we will work with citizens and civil society to demand accountability from those in power. In countries where public institutions are weak, we will actively propose measures to strengthen their anti-corruption capacities. In places where entire systems are corrupt, we will push for more systemic changes.

In the private sector, we will work with business leaders, regulators and consumers to ensure there is a clean business environment. We will demand the private sector's accountability to the societies in which it operates, identifying and promoting best practice. We will focus on strengthening corporate anti-corruption systems and prevention mechanisms, on a country level and internationally, including in key emerging markets.

Self-regulation of the private sector is not enough. Given the legacy of the financial crisis and the scale of illicit financial flows, we will focus on strengthening the anti-corruption efforts of the institutions that shape the global financial system, from regulators to banks to investors. We will advocate for leading financial centres to stop the flow of corrupt capital and to end money laundering. We will partner with expert organisations in this field to set a financial sector reform agenda around which we will campaign. We will push specifically to close existing loopholes in laws and regulations relating to beneficial ownership, country-by-country reporting, recovery of stolen assets, the luxury goods sector and secrecy jurisdictions.

In working towards reform, we will leverage international norms and institutions. This includes drawing on global and regional conventions, such as the United Nations Convention against Corruption and the Organisation of Economic Cooperation and Development Anti-Bribery Convention. Our focus will be on their implementation at country level.

b. Achieving justice: ending impunity for corruption

THE CHANGE *The corrupt are increasingly being held to account and punished.*

OUR ACTION *We will apply increased pressure on law enforcement and justice systems to punish crimes of corruption – especially grand corruption – and we will encourage people to take action when justice is not served.*

When standards and laws to prevent corruption fail, justice must not. Corrupt individuals must learn that corruption does not pay, as the risks of being caught and penalised are significant. The corrupt must no longer be able to enjoy lavish lifestyles built on stolen money.

For this to happen at a national level, law enforcement and justice systems must have adequate capacity to prosecute and adjudicate corruption cases. An independent justice system free from undue political influence is equally important to guard against state and policy capture and the infiltration of organised crime. Transparency International will monitor countries' abilities to deliver justice to the perpetrators of corruption – and for its victims. Where capacities are weak, we will propose measures to strengthen them. Where law enforcement and justice systems fail due to lack of will, we will provide people with innovative tools, such as social sanctions, to demand that justice is served.

Internationally, the corrupt have become increasingly adept at exploiting the globalised economy to hide stolen assets and create cross-border networks of organised crime. Corrupt financial flows are especially prevalent in cases of grand corruption, involving the theft of public goods on a massive scale, human rights violations and huge damage to entire societies. Improved international cooperation is needed to stop grand corruption. We will encourage action by relevant international bodies and multilateral organisations to prosecute cross-border criminal activity and to bring the corrupt to justice.

When justice systems prove ineffective, we will denounce corrupt global networks and publicly unmask and name corrupt individuals, coordinating actions in a number of countries across our movement and with our partners. We will collaborate with investigative journalists, whistleblowers and other allies in their efforts to bring corruption to light. We will also support strategic litigation and lead global campaigns against grand corruption cases, involving a wide range of people in our efforts.



STRONG MOVEMENT

Since its establishment in 1993, Transparency International has grown significantly as a movement, with more than 100 national chapters operating independently around the world.

We can count many successes as a result of our unique organisational model, which enables us to combine global and local advocacy and use locally-rooted, country-based experiences to inform our work.

To become even better at what we do, we must draw even more on our global reach, grow our influence and innovate in our work. Above all, by 2020, we need to understand better what works to stop corruption. We also need to lead by example in our work and to be present as a force for anti-corruption where it matters the most.

STRONG MOVEMENT

a. Sharing what works to stop corruption

THE CHANGE *An increased body of knowledge of the interventions to stop corruption is readily available, focusing on what has worked and enabling the sharing of expertise.*

OUR ACTION *We will facilitate needs-based knowledge sharing within and outside the Transparency International movement.*

Transparency International is known for its research into corruption and its evidence-based advocacy approach. Our efforts to explore the root-causes of corruption and the state of transparency, accountability and integrity systems over the past two decades have resulted in numerous tools and policy recommendations that have been taken up around the world. In recent years, our own work has been complemented by a huge increase in academic research on corruption, expanding the boundaries of our field to a new generation of researchers and practitioners.

We will continue our strong tradition of research and translate the growing body of knowledge on corruption into ideas we can use to promote change. We will pursue research for action – and research that is better targeted at our priorities, for instance, understanding how, when and why people get involved in stopping corruption. This is crucial to our priority of making our work as inclusive as possible and engaging people in our collective ambition.

As a global movement, we will harness technology to share knowledge more effectively and to benefit from our combined experiences. Both within and outside Transparency International, we will make knowledge more readily available about what has been tried and what works. This will allow us to make clearer links between taking action and achieving results.

b. Building a sustainable movement

THE CHANGE *The Transparency International movement is professional, sustainable and leads by example.*

OUR ACTION *We will invest in our organisational capacity in a targeted way, to achieve best practice in both management and governance, with a special focus on promoting leaders within the Transparency International movement.*

Advocating for transparency, accountability and integrity requires us to demonstrate excellence in all these areas across our own movement. While significant managerial and organisational governance expertise exists within Transparency International, we will better share this knowledge across the movement, by facilitating exchanges and training and creating opportunities for capacity-building activities. We will also learn from peers outside our movement. Our ambition must be continuous

improvement of the policies and practices that make us a leader in governance among global NGOs.

We will strive for financial stability, supporting our movement's efforts to develop effective, context-specific mobilisation of financial resources. We will seek to increase the amount and diversity of resources available for our work. At the same time, we will invest in risk management systems, not only to protect our activists, but also to strengthen chapter resilience as we grow in voice and influence.

We will invest in our leadership. We will tap into the knowledge and experience of Transparency International leaders around the world, to promote their growth within the movement, extend their voices, and foster a next generation to guide Transparency International. These leaders may help other chapters, drive national coalitions and partnerships, or contribute to anti-corruption advocacy at regional or global levels, for example, through global initiatives led by chapters.

c. Ensuring the relevance of our movement

THE CHANGE *Transparency International serves as the point of reference on corruption issues in key countries, notably G20 countries, BRICS and MINTs.**

OUR ACTION *We will develop and implement new organisational models to ensure our presence and relevance in strategic locations around the world.*

Transparency International's network of independent national chapters and our movement's reach into all corners of the globe distinguish us from many other international NGOs, both in form and in culture. The diversity of our movement and our ability to work from global to local levels will continue to be strengths. However, we now need to establish our presence strategically to ensure that we remain relevant in key anti-corruption efforts.

In the coming years we will strengthen Transparency International's presence in countries where corruption harms great numbers of people or whose economic power, investment abroad, political leadership and regional influence make them instrumental to the success of our work. In G20, BRICS and MINT countries, we will ensure that Transparency International is the leading reference point on corruption.

In addition, we will address the governance issues necessary to establish Transparency International representation in places where freedom of action for NGOs is difficult or where opportunities for regional or global advocacy complement our national presence. We will use organisational models that move beyond our current 'one country, one chapter' model, as we have already done in a number of places, such as Brazil, Egypt and our European Union liaison office in Brussels.

This approach will allow us the opportunity to establish an enhanced regional advocacy presence, with regional hubs as focal points for themes and campaigns most relevant to chapters in a particular area. We will continue to expand our chapter-led global initiatives. These increase our capacity to draw on global and national expertise and enhance our knowledge-sharing and learning.

* The Group of Twenty includes Argentina, Australia, Brazil, Canada, China, EU, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, the UK and the US. The BRICS are Brazil, Russia, India, China and South Africa. The MINTs include Mexico, Indonesia, Nigeria and Turkey.

VI MONITORING IMPACT

Transparency International will carefully and consistently monitor and evaluate the impact of *Together against Corruption*. This will be a shared endeavour across our movement, rooted in our deep commitment to accountability and learning.

By focusing on our impact, we will increase knowledge about what works in stopping corruption and what does not. This is not only valuable to us, but also to all those interested in supporting or joining us, from donors and governments, to business, civil society and the public.

The nature of our work makes it challenging to assess its impact. Advocacy takes time and is complex. Not only does this make data collection challenging, but it also makes it difficult to attribute impact. This means we need a holistic approach, one that captures incremental changes and our contribution to those changes, as well as wider impact. To achieve this, we will:

1. Collect ongoing information on the scope of our work using a movement-wide impact monitoring and evaluation framework. This will involve input from all parts of the Transparency International movement.
2. Conduct small-scale learning reviews to better understand the challenges to our work and its achievements in relation to our strategic priorities. We will act on these findings in order to improve our effectiveness.
3. Commission a mid-term review of *Together against Corruption* to assess whether our strategic priorities are still current and whether we are on track to achieve impact.
4. Evaluate our main assumptions about how change happens in stopping corruption, to achieve greater clarity regarding what works and what does not.

Transparency International has long recognised the essential need for better evidence in the drive to eradicate corruption. Therefore we will fully disclose all our monitoring and evaluation results to the public, making them available on our website and disseminating them as widely as possible.

VII MAKING IT HAPPEN

Together against Corruption is a strategy by and for the Transparency International movement. Collectively we commit to the priorities of *Together against Corruption*, and we will pursue them with the passion, professionalism and innovation that characterises Transparency International. All parts of the Transparency International movement will contribute to make *Together against Corruption* happen – and will be evaluated on their contribution. Together, our collective contribution to the changes outlined in this strategy will be bigger than the sum of its parts.

The International Board of Directors, whose members are elected by the Transparency International movement, has overall responsibility for overseeing the implementation of the strategy and for ensuring that the different parts of our movement live up to their strategic commitments. The board will ensure that the strategy remains relevant by monitoring its progress and overseeing any changes made to it – for example, after its mid-term review. The board will also promote *Together against Corruption* as a framework for action across the movement, acting as its champions within and beyond Transparency International.

National chapters will incorporate the priorities elaborated in *Together against Corruption* into their own strategies and plans as appropriate, and will outline how they will contribute to the implementation of *Together against Corruption*. Taking into consideration their local needs and realities, chapters will ensure that Transparency International speaks with a common voice around the world. They will participate in the development of campaigns, policies, research, tools, and the mobilisation of people that arise from the priorities of *Together against Corruption*. Chapters will commit to sharing their expertise and experiences across the movement and to providing the evidence necessary to monitor the global impact of *Together against Corruption*. Some chapters will lead, and others will participate in, global initiatives.

As respected leaders in the anti-corruption field, Transparency International's individual members will contribute their knowledge, expertise and networks to the movement to achieve its strategic goals, particularly in the international arena. They will add their leadership to campaigns and thematic initiatives, and contribute to chapter development, as well as other means of strengthening our strategic presence.

The international secretariat will focus its work around the priorities identified in *Together against Corruption*. Its implementation plan for the strategy will capture how it will contribute through key roles identified for its work. These include leading the movement's efforts in global and regional advocacy, promoting national advocacy and strategic presence, developing and sharing of anti-corruption knowledge and approaches across the movement and beyond, and supporting the effective functioning of the entire movement.

Adequate resourcing for the actions outlined in *Together against Corruption* is crucial. In line with Transparency International's Charter, entities within the movement are responsible for securing resources for their own work. This includes resources for the implementation of their roles under *Together against Corruption*. At the same time, we are committed to working together to increase and diversify our resources for the implementation of this strategy and beyond, ensuring a sustainable income base moving forward. While we will continue to target our traditional donor base – namely governmental and intergovernmental donors – the movement will increasingly fundraise from other sources, including foundations, the private sector, major donors and the public.

Transparency International **guiding principles:**

1. As coalition-builders, we will work cooperatively with all individuals and groups, with for-profit and not-for-profit corporations and organisations, and with governments and international bodies committed to the fight against corruption, subject only to the policies and priorities set by our governing bodies.
2. We undertake to be open, honest and accountable in our relationships with everyone we work with, and with each other.
3. We will be democratic, politically non-partisan and non-sectarian in our work.
4. We will condemn bribery and corruption vigorously wherever it has been reliably identified.
5. The positions we take will be based on sound, objective and professional analysis and high standards of research.
6. We will only accept funding that does not compromise our ability to address issues freely, thoroughly and objectively.
7. We will provide accurate and timely reports of our activities to our stakeholders.
8. We will respect and encourage respect for fundamental human rights and freedom.
9. We are committed to building, working with and working through chapters worldwide.
10. We will strive for balanced and diverse representation on our governing bodies.
11. As one global movement, we stand in solidarity with each other and we will not act in ways that may adversely affect other chapters or the Transparency International movement as a whole.

Adopted by the Transparency International Annual Membership Meeting (AMM) in Prague, 6 October 2001. Updated by the AMM in Bali, 28 October 2007 and by the AMM in Berlin, 16 October 2011.

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