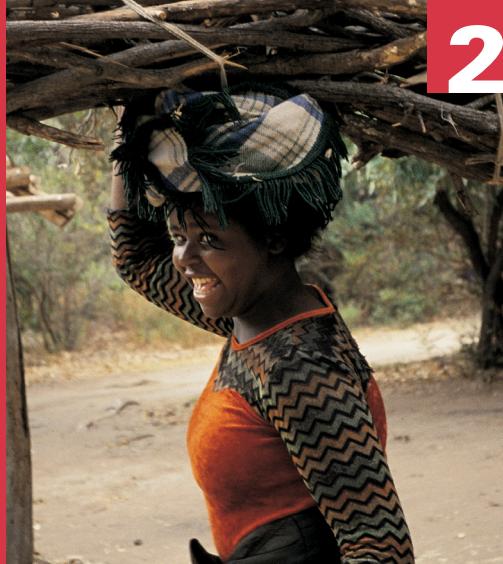




► [www.transparency.org](http://www.transparency.org)



 TRANSPARENCY  
INTERNATIONAL

1993 – 2003

*ten years fighting corruption*

# Annual Report

# 2003



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# Towards a world free of corruption

The signing of the UN Convention against Corruption and the naming of the signing date, December 9, as an annual UN International Anti-Corruption Day, are milestones in the drive to raise awareness of corruption and its ruinous effects. But the fight against corruption must not subside. Transparency International celebrated its tenth anniversary in 2003, and we continue to work through close to 90 national chapters to carry forward this exceptional momentum.

The fight against corruption is becoming truly global. The signing in December 2003 of the UN Convention against Corruption is a watershed for the anti-corruption movement. For the first time, an instrument has been agreed upon by countries from across the globe. TI lobbied at the long negotiation sessions to make the convention as effective as possible. We also campaigned to secure an annual UN International Anti-Corruption Day on December 9.

Regional anti-corruption instruments have also made headway since 2002. The first round of monitoring of the Inter-American Convention Against Corruption began. The Council of Europe Criminal Law Convention on Corruption reached the required number of ratifications for its entry into force. TI national chapters in Africa were engaged in the drafting of the African Union Convention on Preventing and Combating Corruption, adopted by AU heads of state in Maputo in July. Meanwhile, TI continued to monitor OECD governments to ensure that they abide by their commitments under the 1997 OECD Anti-Bribery Convention.

The first TI Global Corruption Barometer - a new survey polling the general public in 48 countries - sent a clear message to politicians that they must rebuild the trust of ordinary people. The Barometer found that in three countries out

of four political parties are the institution from which citizens would most like to eliminate corruption. TI has been working around the globe to call political parties to account when it comes to campaign finance, and to challenge elected politicians to live up to their campaign promises on fighting corruption. In this spirit, the forthcoming *TI Global Corruption Report 2004* will focus on political corruption.

On the public sector front, TI chapters from Argentina to Zambia continue to work with governments on their reform programmes. TI has been a leading voice in calling for transparency in public procurement, most recently at the WTO Ministerial Meeting in Cancún. In the past year we have seen key figures from TI chapters - John Githongo in Kenya, Luis Bates in Chile, and Goh Kun in Korea - leave the TI movement to take senior positions in government, showing that our voice is being heeded in the corridors of power. Luis Moreno Ocampo, a former member of TI's international board and the head of TI's national chapter in Argentina, was appointed the first Chief Prosecutor of the International Criminal Court in May 2003, and has publicly declared that he will investigate the trail of assets plundered by dictators.

During the past year, corruption scandals have rocked the private sector - often involving companies from rich

countries such as the USA, Norway, Finland and Germany. The conviction in Lesotho in 2002 of a Canadian engineering company for paying bribes to a local official sounded a wake-up call for companies doing business abroad. Never before had a developing nation held such a large, multinational company to account for its corrupt practices. TI continues to push for more transparency in business - with the promotion of the "Business Principles for Countering Bribery" and the "Publish What You Pay" campaign.

Ten years after the launch of TI, the TI Secretariat has consulted the TI movement worldwide in conducting a strategic planning exercise to better position our movement for the challenges ahead. We have also updated our Charter to reflect the reality of our growing movement and, to put our finances on a firmer footing, TI has launched an Endowment Fund.

Just ten years ago, the topic of corruption was taboo in development circles. Today, it is increasingly recognised as one of the greatest obstacles to development and economic growth. The eradication of corruption is crucial. The welfare of millions around the world depends on it.



Peter Eigen, Chairman

# Keeping corruption on the agenda

## INTERNATIONAL ANTI-CORRUPTION CONFERENCE

Anti-corruption activists from around the world met in Seoul, South Korea, in May 2003 for the 11th biennial International Anti-Corruption Conference (IACC), under the banner "Different Cultures, Common Values". Some 900 people from 108 countries, representing government, civil society and the private sector, met in Seoul on 25-28 May to exchange experiences and develop new strategies in the fight against corruption. Delegates addressed a range of issues, from failures in corporate self-regulation to the injustice of political immunity. Conclusions were presented to government ministers meeting in Seoul for the Global Forum III on 29-31 May 2003. TI, which serves as secretariat to the IACC Council, provided support to the Korean government, which hosted the event. For details, see [www.11iacc.org](http://www.11iacc.org). The 12th IACC will be held in Santiago, Chile, in 2005.

Alongside the Seoul conference, TI also organised the second international Film for Transparency festival. Audiences could choose from 29 titles from every corner of the world. Clean Korea 21, an art programme organised by TI Korea, featured dance, body-painting, theatre and visual arts.



## TI INTEGRITY AWARDS

The TI Integrity Awards are presented annually to honour the courage of anti-corruption fighters from around the globe, who risk their livelihood to uncover and call attention to corruption. The 2003 winners were Dr Dora Akunyili, the Director General of the National Agency for Food and Drugs Administration in Nigeria, Sua Rimoni Ah Chong, the former Chief Auditor of Samoa, and Anna Hazare, an Indian campaigner against government corruption. In 2003, posthumous tributes were paid to two individuals who died while taking a stand against corruption: Abdelhai Beliardouh, an investigative journalist from Algeria, and Antonio Siba-Siba Macuacua, the chairman of the largest commercial bank in Mozambique.

*Integrity Award winners (left to right):  
Sua Rimoni Ah Chong, Dr Dora Akunyili, Anna Hazare, winners in 2003  
Jana Dubovcová, Luis Roberto Mesquita, Dr Peter Schönhofer, winners in 2002*

## INVESTIGATIVE JOURNALISM PRIZE

TI also supports the work of investigative journalists. In April 2003, Jorge Loáisiga, a journalist at Nicaragua's *La Prensa*, who investigated the embezzlement of state funds by former Nicaraguan President Arnoldo Alemán, was awarded the first Prize for the Best Investigative Journalism Report on Corruption in Latin America and the Caribbean. The annual award, worth US\$25,000, is co-ordinated by TI and the Instituto Prensa y Sociedad, a member organisation of TI Peru.

TI was itself honoured with two international awards in 2002: We received the Carl Bertelsmann Prize, for innovative coalition-building, and the Media Tenor Agenda-Setting Award, for putting corruption higher on the international media's agenda.

In 2003, TI was presented with the Triple Bottom Line Investing Award, recognising TI's work in highlighting corruption as a threat to sustainable business activity and socially responsible investment.

in the struggle against corruption."

#### HARD-HITTING REPORTS ON CORRUPTION

The *Global Corruption Report 2003*, with a special focus on access to information, is the second edition of TI's annual flagship publication. Published in January 2003, the report was promoted globally by TI national chapters and drew substantial media coverage. A French edition of the *GCR 2003* was launched in Paris in July and sections of the book were also translated into Arabic, Portuguese, and Spanish.

The TI *Global Corruption Report 2004* will focus on political corruption, including political party and campaign finance and efforts to repatriate stolen state funds. A new feature – country reports – provides a critical assessment of corruption-related issues in 34 countries. For details, see [www.globalcorruptionreport.org](http://www.globalcorruptionreport.org).



Armenia / Indonesia / Panama

#### Lights, camera, action!

TI national chapters around the world have used the power of television to raise awareness about the effects of corruption on people's daily lives and to inspire viewers to take a stand against it. In Armenia, the TI chapter co-operated with an independent film-making company to produce anti-corruption public service

announcements. Meanwhile, TI Indonesia worked with a popular Indonesian theatrical group to produce 13 episodes of the sitcom *Komedi Nusa Getir* ("Comedy of Bitterness Island" in Bahasa). The programme is set in a fictitious village, meant to be a microcosm of Indonesia. It depicts how residents work to curb corruption in the village.



In Panama, the TI chapter participated in a local civic anti-corruption network to air a monthly one-hour television debate on transparency and accountability.

Moldova / Global



#### Artists against corruption

Corruption is a favourite subject for cartoonists the world over. TI national chapters from countries as diverse as Brazil, Burkina Faso, Cambodia, Cameroon, Kenya, Morocco and Romania, have worked with artists on developing and using cartoons to educate the general public. In Moldova, the TI chapter organised an exhibition

TI CHAPTERS

Peru / Japan

#### Campaigning to bring corrupt leaders to justice

TI continues to call for the extradition by Japan of Peru's former President Alberto Fujimori to face charges of corruption and human rights abuses. In the summer of 2003, TI national chapters sent letters to the Japanese Justice Minister urging Tokyo to extradite Fujimori to Peru. In spite of substantial evidence of Fujimori's

involvement in corruption scandals and human rights violations during his 10-year rule, the government of Japan has to date refused to extradite him. Investigations in Peru have uncovered that Fujimori and his adviser Vladimiro Montesinos created a vast criminal organisation. This network permeated the highest spheres of power

and was responsible for unprecedented looting of Peruvian state resources, acts of corruption, assassinations and serious human rights violations. Some 1,400 alleged members of the criminal organisation led by Fujimori and Montesinos are under investigation, including many former high-ranking government and military officials.

# Empowering people

Effective tools help to reinforce the work of anti-corruption activists. Modelling the problem and documenting our experiences empower the next generation of corruption fighters. Tools also measure the extent and nature of the problem. They can show where progress has been made and where work is most needed.

## NATIONAL INTEGRITY SYSTEM

The National Integrity System framework provides a powerful tool that has guided much of TI's research activity. The model describes national integrity as a foundation supported by 'pillars'. The pillars are all those institutions and practices that work together to protect against corruption. Since 2001, TI has released a series of reports which analyse specific countries in terms of this model. In the past year, National Integrity System Country Studies on Zambia, New Zealand and Papua New Guinea were published, highlighting weaknesses in governance and suggesting practical solutions. Reports due out in early 2004 include Bangladesh, India, Malawi, Sri Lanka, Uganda and Zimbabwe.

## TI SOURCE BOOK

The *TI Source Book* continues to be a pivotal resource for anti-corruption activists across the globe. Work on the *Source Book* entered a new phase this year, with the development of digital anti-corruption resource pages, which will be piloted on TI's website. In the past year, translations into Albanian, Bahasa and Nepali have been completed. The book is currently being adapted for application in the Arab context, with the participation of TI groups in Algeria, Bahrain, Egypt, Jordan, Lebanon, Morocco, Palestine and Yemen.

## CORRUPTION FIGHTERS' TOOL KIT



As a collection of civil society experiences, TI's *Corruption Fighters' Tool Kit* bears witness to the diversity and ingenuity of the anti-corruption movement. In October 2003, TI published the latest addition to the *Tool Kit*: 18 new tools. Now in its third edition, and encompassing more than 60 concrete civil society tools in areas ranging from reform of the judiciary to corruption control in public procurement, the *Tool Kit* has been distributed around the world and has been met with positive feedback.



## CORISweb

Corruption researchers gained an important tool with the official launch of the CORISweb portal ([www.corisweb.org](http://www.corisweb.org)) at the 11th IACC in Seoul in May 2003. The "Corruption Online Research and Information System" now provides easy access to more than 16,000 resources on corruption and governance. A decentralised system allows people anywhere in the world to add information directly, and editors across the globe screen the content. CORISweb has advanced search options and thematic pages.

## RESOURCES FOR GOVERNMENTS



Putting tools at the disposal of governments is also a vital component of a holistic approach to tackling corruption. TI continues to assist Norway's Christian Michelsen Institute in developing the Utstein Anti-Corruption Resource Centre ([www.u4.no](http://www.u4.no)) serving the development ministries of the expanded Utstein group: Germany, the Netherlands, Norway, UK, Sweden, and Canada. The U4's Anti-Corruption Helpdesk is serviced through the TI Secretariat's London office.

## SURVEYS AND INDICES

Surveys and indices provide snap-shots of corruption in everyday life and are highly effective in drawing attention to the issue. Simple, compact findings make the problem accessible to regular citizens and offer convenient benchmarks against which to measure progress. TI chapters including Colombia, Mexico, Kenya and Zambia have published national corruption surveys. Household surveys released by TI chapters in 2002 in Bangladesh, India, Nepal, Pakistan and Sri Lanka found high levels of corruption in public institutions across South Asia. Of seven major institutions, the police emerged as the most corrupt in all five countries.

## TI Anti-Corruption Resource Centres



in eight countries across the region: Armenia, Azerbaijan, Bulgaria, Kazakhstan, Lithuania, Moldova, Russia and Slovakia. Each centre includes its own website, library, media archive and is linked to CORISweb - TI's global anti-corruption portal. Meetings and seminars are already being held in some ACRCs. The centres serve to stimulate more effective anti-corruption initiatives through the co-ordination of local NGO activities. The programme will expand over the next two years into other countries in the region.

## TI CHAPTERS

## Brazil

## Illuminating political finance



In July 2003, Transparéncia Brasil launched the *As Claras* database. It provides the public with aggregated and cross-referenced information about political financing in Brazil, based on raw data collected by the Higher Electoral Tribunal. Although parties and candidates at the state and federal level are required by law to disclose their financial information to the Electoral Tribunals, the information had never been organised in a way that was easily accessible to the public. Civil society organisations, journalists, and ordinary

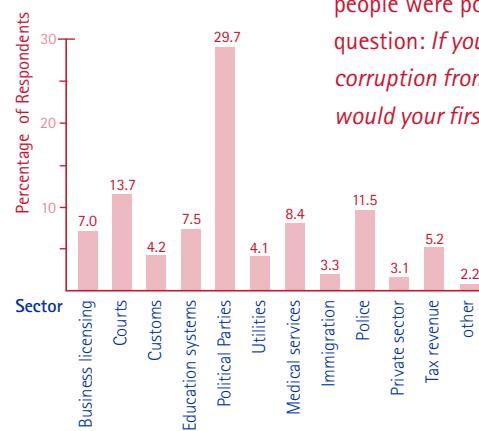
citizens can use the database to learn which donors finance which candidates, where each candidate's funding comes from, and to study patterns of financing by region or economic sector. The database is available at the website: [www.asclaras.org.br](http://www.asclaras.org.br).

## CORRUPTION PERCEPTIONS INDEX

In October 2003, TI released the ninth annual TI Corruption Perceptions Index to unprecedented press coverage worldwide. The latest 'poll of polls' encompasses a record 133 countries, with 15 new additions in the Middle East. The index underscores the fact that corrupt behaviour is still perceived as a major threat, with seven out of ten countries scoring less than 5 out of a clean score of 10. See page 20.

## GLOBAL CORRUPTION BAROMETER

The first TI Global Corruption Barometer was published in July 2003. The survey, commissioned by TI and carried out by Gallup International, measures attitudes towards corruption and expectations of future corruption levels in 48 countries. The survey also examined public opinion on individual sectors. Respondents in three countries out of four identified political parties as the institution from which they would most like to eliminate corruption. See page 23.



In the 2003 Global Corruption Barometer survey, 30,487 people were polled in 44 countries on the following question: *If you had a magic wand and you could eliminate corruption from one of the following institutions, what would your first choice be?*



# At the grassroots

TI's coalition-building approach brings together government, business, academia, professionals, the media and the diversity of civil society organisations. TI national chapters are locally registered organisations that mobilise individuals and work with other groups to lobby for transparency, monitor public finances and call their leaders to account.

Anna Hazare, a winner of this year's TI Integrity Award, has spoken out courageously against corruption in local government and the forest industry in his home state of Maharashtra, India. He has been able to mobilise massive citizen action and has brought about major legislative reforms through protests, including a 'fast-unto-death' hunger strike. Mr Hazare and the other Integrity Award winners demonstrate the power that individuals and civil society can wield.

## PRESSING FOR ACCESS TO INFORMATION

The availability of information is a prerequisite for the emergence of an informed public, empowered to participate meaningfully in public debate and to hold those who govern accountable. The *TI Global Corruption Report 2003* featured a special focus on access to information.

TI chapters have campaigned for effective freedom of information laws and monitored their implementation. After several years of lobbying by a civil society coalition that included Transparencia Mexicana, this year finally saw the enacting

of a nationwide freedom of information law, which greatly expands the scope of government disclosure in Mexico. TI Russia drafted an access to information law for Kaliningrad, which was enacted in 2002. Meanwhile, TI chapters have opened access to information offices to assist ordinary citizens in requesting information from the state: Forum Civil (TI's national chapter in Senegal) opened two such offices in 2002, and in Peru, the Instituto Prensa y Sociedad, one of the member organisations of TI Peru, established an office in 2002, which helps citizens take advantage of the new Peruvian access to information law. The Lebanese Transparency Association (TI Lebanon) has launched the website [www.arabaccess.org](http://www.arabaccess.org) as a platform for activists promoting access to information in the Arab World. TI chapters in Bosnia and Herzegovina, Croatia, Macedonia and Serbia are implementing the Accountability Programme in the Western Balkans, which aims to address deficiencies in government accountability by proposing remedies in the areas of free access to information and conflicts of interest of public officials.

## SUPPORTING THE WORK OF JOURNALISTS

The media is an important partner in the fight against corruption. In the past year, TI has conducted or supported training in investigative journalism and financial reporting in countries around the globe, including Afghanistan, Argentina, Ghana, Senegal, Tajikistan and Zimbabwe.

## CALLING POLITICIANS TO ACCOUNT

On the global front, TI joined with anti-corruption activists, led by former Elf investigating judge Eva Joly, to compose and sign the Paris Declaration in June 2003, putting forward a series of measures to curb international corruption. The 10-point "call for action against large-scale corruption" urges governments to strengthen judicial processes against the opportunistic use of special immunities and statutes of limitations. It also calls on banks to keep detailed records of transactions and to monitor "high-risk" customers, and demands that listed corporations be required to publish all payments made to government entities.

**"Corruption hits hardest at the poorest in society."**

Mary Robinson in the *TI Global Corruption Report 2004*

*Power of the People (2000),  
a documentary from the Republic of Korea,  
which featured in Film for Transparency 2003,  
TI's second international anti-corruption  
film festival.*



### STRIVING FOR CLEAN FORESTS

In 2003, TI continued to host the Forest Integrity Network (FIN) – a multi-stakeholder network focusing on building coalitions to combat forest sector corruption. With a strong presence at the TI Secretariat, FIN was able to put the issue of forest corruption higher on the agenda and set the stage for future in-country FIN activities.

See [www.transparency.org/fin](http://www.transparency.org/fin).

### MICRO PROJECTS AGAINST CORRUPTION

TI continued to work with the Partnership for Transparency Fund (PTF), an NGO funding small projects to curb corruption. In May 2003, PTF announced the launch of a new three-year global anti-corruption programme to support low-cost civil society projects in Africa, Asia, Latin America, and Eastern Europe. In 2003, such a grant enabled TI Indonesia to assist local government authorities to reduce corruption in public procurement. Other projects are currently underway in a dozen countries including Costa Rica, Mongolia, Nepal, the Philippines and Tanzania, addressing a range of transparency issues.



### TI CHAPTERS

#### Mexico

### Keeping a watchful eye on government spending



2002, to help individuals and civil society organisations monitor the funding and implementation of government social programmes.

The manual makes it easier for citizens to hold the government accountable for the use and misuse of these funds. The book describes each social programme in detail using text and diagrams. The manual not only allows citizens to better understand the particular aims, procedures, and funding available for each programme, but also teaches them how to register a complaint about perceived irregularities.

In order to promote a widespread use of the manual and ensure its effectiveness, Transparencia Mexicana and Sedesol also ran a training workshop for 320 Mexican civil society organisations, and provided each organisation with a password they can use to trace their formal complaints electronically within the government system. The manual is updated every year, and is available both in print and on the Internet:

[www.manualciudadano.org.mx](http://www.manualciudadano.org.mx).

#### Zimbabwe

### Condemning the crackdown on civil society leaders



TI national chapters often work in difficult situations. This year saw the harsh treatment by the Zimbabwean authorities of John Makumbe, the Chairman of TI Zimbabwe and a member

of the international board of TI. Dr Makumbe was arbitrarily detained by police in February 2003 and assaulted while in handcuffs before being released. He was among the civil society leaders arrested when police armed with batons prevented the holding of a meeting at a church in Harare. TI national chapters from Costa Rica to Kenya to Papua New Guinea sent letters of support to Dr Makumbe and joined the

TI-Secretariat in condemning the treatment he received at the hands of the Zimbabwean authorities. In November 2003, the authorities flexed their muscles yet again: Makumbe was arrested during a peaceful meeting of civil society leaders and trade union leaders in Harare on 18 November. The arrests are an alarming sign of a further deterioration of the treatment of civil society leaders in Zimbabwe.

# Public sector clean-up

Public sector participation is indispensable for any progress in the fight against corruption. Governments have a powerful ability to lead by example as well as having the authority to enact, and ultimately enforce, anti-corruption legislation. TI works with governments and public officials to develop strategies to promote integrity, transparency, and financial accountability.

## POLITICAL CORRUPTION

Political corruption takes many forms, from vote buying and abuse of state resources to public officials demanding 'protection money'. The TI Global Corruption Barometer 2003, a survey of the general public across the world, found that in three out of four countries political parties are singled out as the institution from which citizens would most like to eliminate corruption. TI's *Global Corruption Report 2004*, due out in March, will provide new insight into the issue. Highlights include a list of the most corrupt leaders in recent history and the amounts they allegedly embezzled; and a table revealing that, of 34 countries surveyed, in recent years more chose to extend the scope of immunity from prosecution for political leaders than to limit it. The book will also contain TI's new Standards on Political Finance and Favours.

TI develops practical solutions for controlling corruption in political financing. During the past year, TI chapters in Argentina, Colombia, Costa Rica, Ecuador and Panama have promoted greater transparency in election campaigning via the 'visible candidates' tool, which has candidates for public office disclose their credentials, personal assets and campaign financing. In Argentina, Brazil, the Czech Republic,



TI Zambia presents Zambia's Minister for Local Government with recommendations for reform, April 2003.

Guatemala, Nepal, Pakistan, Slovakia, Taiwan and Turkey, TI chapters have challenged electoral candidates and elected politicians to publicly make statements on their anti-corruption policies. TI Bulgaria has created an index of political party financing. In Europe and Latin America, TI chapters have collectively studied legislation regulating political party finance. Meanwhile, the Bahrain Transparency Society, TI Cameroon and TI Kenya monitored their countries' elections, and TI's chapter in Cambodia produced voters' guides to help the public make educated choices about their future leaders.

## SHEDDING LIGHT ON ELECTIONS IN ARGENTINA



During the 2003 presidential campaign in Argentina, Poder Ciudadano (TI Argentina) launched a campaign called *Iluminemos el Cuarto Oscuro* ("Light up the Dark Room") to promote election transparency. The campaign included the creation of a database with key information about the candidates and their campaign expenses, which was widely disseminated with the help of NGOs all over the country. Poder Ciudadano created a toll-free hotline that citizens could call to learn more about the electoral process and report irregularities and complaints. Two months ahead of the elections, Poder Ciudadano also scrutinised the media to determine the amount of coverage given to each candidate.

## “Public sector corruption is one of the greatest obstacles to development. It costs Kenya well over a billion euros a year.”

John Githongo, Permanent Secretary for Governance and Ethics in the Office of the Kenyan President and former Executive Director of TI Kenya

### THE INTEGRITY PACT AND PUBLIC CONTRACTING PROGRAMME

The TI Integrity Pact (IP), a 'no-bribes' pact designed to safeguard public procurement from corruption, has now been implemented in more than a dozen countries and in large-scale infrastructure projects ranging from telecommunications to public transport. This year, the Integrity Pact and Public Contracting Programme was established at the TI Secretariat.

Several new TI Integrity Pacts have recently been introduced. TI Ecuador successfully implemented two IPs in tender processes for telecommunications services. TI Colombia has introduced IPs in the procurement of medicines and services for the social security authority and in the contract for the design of the concession system for Bogotá's international airport. Meanwhile, TI Chile is working with the Ministry of Finance to introduce the IP in several contracting processes. TI chapters in Argentina, Mexico, and Pakistan also have initiatives underway. In Greece, Kenya, Paraguay and Trinidad & Tobago, TI national chapters are leading initiatives to introduce elements of transparency and corruption prevention into their respective countries' procurement laws.

### ANTI-CORRUPTION LAWS AND ENFORCEMENT

Governments have the unique ability to give anti-corruption policies their 'teeth'. TI's national chapter in Cambodia, the Center for Social Development, worked in a broad coalition including civil society and the government in 2002 to draft a long-awaited anti-corruption law. The text will be placed before parliament this year. TI Moldova scored a major success in December 2002 when the Moldovan government chose to adopt their proposals for a two-year national programme on fighting corruption and crime. TI Madagascar joined forces with the public and private sectors and civil society to draft a national anti-corruption strategy.

### CODES OF CONDUCT

TI works with governments, judges and civil servants on developing codes of ethics for public-office holders. In July 2003, TI assisted Nigeria's newly re-elected president Olusegun Obasanjo in facilitating an ethics retreat for his new cabinet, during which the cabinet reviewed and strengthened the Code of Conduct for Ministers. In an effort to strengthen public confidence in the judiciary, TI Bulgaria developed a Code of Conduct for judicial administration officials, which was widely adopted.

### TI CHAPTERS

#### Kenya

##### New beginnings



World Bank President James Wolfensohn, TI Chairman Peter Eigen, and Kenyan President Mwai Kibaki

This July, TI Kenya was able to bring together a broad coalition, including government, private sector and civil society,

#### Sri Lanka / Iraq / Lebanon

### Corruption in post-conflict reconstruction

Corruption in post-war economies is an acute problem. It is most prevalent in government revenues and taxation, especially customs revenues, cash transfers from donors, and monopoly rents. Such revenues are often kept "off-budget" and squandered on political patronage and embezzlement. Corruption can also jeopardise a fragile peace. In Sri Lanka, billions of dollars in international donor aid have been promised for rebuilding and resettlement of displaced persons. Peace talks continue intermittently, and donor aid is regarded as a strong incentive to end the conflict. TI Sri Lanka has urged both the donor community and the government to ensure that transparency and accountability measures are built into the reconstruction process.

Similarly, transparency and accountability must be the watchwords for post-war reconstruction in Iraq. TI has repeatedly called for an open international bidding process for the reconstruction of the Iraqi oil industry, including strict rules on conflicts of interest. TI has also urged multinational oil companies to 'publish what you pay' to the Iraqi government or any interim administration with respect to oil contracts.

Lebanon, with a civil war that ended in 1991, has been using its experience to the benefit of the TI network. The reconstruction process was ridden with corruption, discouraging foreign investment and stifling the economy. A recent study by TI Lebanon highlights the enormous cost and socio-political impact of corruption.

# Promoting business integrity

## BUSINESS PRINCIPLES FOR COUNTERING BRIBERY

The Business Principles for Countering Bribery, published in December 2002, are an initiative facilitated by Transparency International and Social Accountability International. The Business Principles aim to provide companies with a practical and comprehensive anti-bribery tool that can be used as a ready-made system or as a benchmark for existing practices. Their development was overseen by a steering committee drawn from business, academia, NGOs and trade unions.

The Principles have been presented to diverse business audiences at workshops and introductory seminars around the globe in dozens of major cities. The workshops are designed as the first step in the process of engaging business in a serious effort to commit to fighting bribery throughout their organisations.

In France, the large building materials manufacturer, Lafarge, has committed to implement the Principles and to report on progress in next year's annual report. In Belgium, Solvay and Bekaert, two large companies, have benchmarked their systems against the Principles. The World Economic Forum

(Davos) has begun a process in the Energy, Metals and Mining, as well as the Engineering and Construction industries using the Principles to determine the need for industry-specific guidelines.

The Business Principles also serve as a guide for practical implementation of the terms of instruments such as the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, the International Chamber of Commerce (ICC) Rules of Conduct to Combat Extortion and Bribery, and the anti-bribery provisions of the revised OECD Guidelines for Multinationals.

The ICC has also released a corporate practice manual on combating corruption ([www.iccwbo.org](http://www.iccwbo.org)). The book, *Fighting Corruption*, was edited by ICC anti-corruption commission members François Vincke (of TI Brussels) and Fritz Heimann (TI USA), and includes a contribution from Michael Davies of TI Canada. Among other matters, it calls on companies to encourage whistleblowing by creating internal policies under which employees can report concerns without fear of retribution.

## CUTTING OFF THE FLOW OF CORRUPT FUNDS

Transparency International and some of the world's leading private banks came together in 1999 to formulate global anti-money laundering guidelines for international banking. TI served to foster an atmosphere of mutual trust in which the banks became willing to discuss sensitive information. In 2000, the Wolfsberg Group (named after a formative session held in Wolfsberg, Switzerland) published a set of standards known as the Wolfsberg Principles for Private Banking ([www.wolfsberg-principles.com](http://www.wolfsberg-principles.com)). The principles set benchmarks for determining the identity of a bank's customers and the nature of transactions they process for those customers. In November 2002, the group widened its remit with the release of the Anti-Money Laundering Principles for Correspondent Banking.

TI's role in the Wolfsberg Group remains focused on advocacy. TI is interested in seeing the group expand its activities globally, based on the conviction that future scandals will not be prevented until the world's worst regulated financial centres improve their standards.

## **“Investors tend to stay away from countries with high corruption levels. Countries most in need of foreign investment tend to be those that suffer the most from corruption.”**

Peter Eigen, Chairman of Transparency International, for the Carnegie Endowment Newsletter Issue 4, 2002

### **RETURNING LOOTED FUNDS TO DEVELOPING COUNTRIES**

TI has worked to identify ways in which banks can collectively contribute towards the fight against the looting of state assets by corrupt politicians, their associates and business interests.

As a corollary to global initiatives, African national chapters of TI have continued to work on a comprehensive strategy on combating money laundering and looting of state assets in the region. The 'Nyanga Action Plan' (named after Nyanga, Zimbabwe, where TI chapters initiated the campaign in 2001) includes communication and advocacy measures as well as a documentation and research component. The group seeks to evaluate and lobby both national governments in the region and intergovernmental organisations worldwide.

At the negotiations on both the UN and AU conventions on fighting corruption, TI advocated the inclusion of provisions to increase mutual legal assistance in the case of asset recovery.

### **CALLING FOR TRANSPARENCY OF OIL REVENUES**

As a founding member of the Publish What You Pay campaign – now comprising more than 150 NGOs globally – TI continues to work on improving public sector financial management of resource-rich countries. In 2003, TI and its PWYP partners met with oil and mining companies, governments, and civil society organisations to garner support for the initiative. The coalition is also increasingly focusing on the role of international financial institutions, banks, investors and donor agencies, and is examining a variety of potential regulatory mechanisms.

TI welcomes the Extractive Industries Transparency Initiative, launched by the UK government in 2002. However, there are reservations about the effectiveness of a voluntary, as distinct from mandatory, scheme in which data disclosed will be highly aggregated rather than company by company. TI-UK and TI chapters in oil-rich countries such as Azerbaijan, Indonesia, Kazakhstan and Norway have shown leadership in lobbying for oil revenue transparency. In November 2003, Nigerian President Olusegun Obasanjo sent a powerful signal in Berlin when he pledged his country would openly publish all revenue it receives from the oil industry.

### **TI CHAPTERS**



U K

### **Clean Money, Dirty Money**

Given the role of London as a leading international financial centre, TI-UK set up a Money Laundering Working Group in 2002 to oversee the production of an investigative report on money laundering activities among financial professionals and firms. The result, *Clean Money, Dirty Money – Money Laundering in the UK*, published in June 2003, makes 18 specific recommendations on: the deterrence and detection of money launderers, the expansion of the activities covered by the UK's anti-money laundering regime, and improvements in the current fragmented approach to enforcement.



TI-UK is concerned that money laundering is being used not only to process the gains resulting from criminal activity, such as the drug trade and human trafficking, but also to legitimise the proceeds of corrupt acts. The prevention of money laundering should be part of any government's ability to fight bribery and corruption.

**Mauritius / Gambia**

### **Working with business in Africa**

This year, Transparency Mauritius has maintained a steady focus on the private sector by communicating and disseminating the Business Principles for Countering Bribery. Nationally, they have been working together with the Committee on Corporate Governance, the Joint Economic Council, the Mauritius Chamber of Commerce and Industry, and the American Management Services Company.

Another approach comes from TI's national chapter in the Gambia. TI Gambia has been collaborating with TI-UK on developing a Business Guide for UK Businesses Working in The Gambia. The practical guide lays out how business can avoid becoming involved in corrupt practice. It will serve as a pilot for collaboration between TI chapters in tackling both the supply and demand sides of corruption.

In the past year, Transparency International contributed to shaping the global international framework against corruption. We helped draft anti-corruption conventions and continued to monitor their enforcement. We lobbied their detractors, who undervalue the importance of universally enforceable standards for crimes that are condemned in all cultures and societies.

# Engaging global organisations

## UNITED NATIONS

TI has been involved in a number of anti-corruption initiatives sponsored by UN agencies, most notably the drafting and negotiation process leading to the adoption of the UN Convention against Corruption (see box on opposite page).

The UN's Global Compact, to which more than 1,000 companies and organisations have signed up, is a global effort to lay out voluntary guidelines for corporate citizenship. TI has been working closely with the Global Compact office to consider how the UN Convention against Corruption can be reflected in the Compact. TI has advocated the inclusion of transparency as the tenth core principle of the Compact. In 2003, TI was also granted Special Consultative Status on the UN's Economic and Social Council (ECOSOC).

## WORLD BANK

TI held a joint all-day meeting on combating corruption in March 2003 in Washington with World Bank President James Wolfensohn and his team. TI called on the Bank to focus more on fighting private sector corruption and to make some improvements in fighting corruption in public procurement. TI's representatives presented tools such as the TI Integrity Pact and the Business Principles for Countering Bribery, and identified a number of avenues of further co-operation.

## OECD

Countries have made a disappointingly low level of commitment to the landmark 1997 OECD Anti-Bribery Convention criminalising bribery of foreign public officials. Although 35 countries have ratified the Convention and passed implementing legislation, there has been little or no enforcement of the new laws. TI has been studying the performance of signatory states and putting pressure on them to improve enforcement. In the summer of 2003, TI national chapters conducted surveys in their countries on the level of enforcement and prepared 11 written country reports. After a meeting of 39 experts from 19 countries in Paris in October 2003, TI submitted a report to the OECD Working Group on Bribery on overcoming obstacles to enforcement. TI urged governments to take a range of steps including establishing centralised national authorities responsible for foreign bribery enforcement, earmarking more resources for enforcement and for awareness-raising, establishing more reporting channels, and improving international legal co-operation, including co-operation with developing countries.

The peer review process for monitoring the Convention is also of key importance and TI has worked to support its continued functioning. After it became clear that insufficient staff and funding were jeopardising the success of the process (Phase II of monitoring), TI launched a campaign in autumn 2002 to protest against the shortfall in the budget for the Secretariat serving the OECD Working Group. The campaign proved a success: countries ratified full funding of the monitoring process for 2003 and 2004. Thus, in addition to the one country reviewed in 2001 (Finland), and the three countries monitored in 2002 (US, Iceland, Germany), another four countries were reviewed by the OECD Working Group in 2003 (Bulgaria, Canada, France and Norway), and a further seven reviews are planned for 2004. TI national chapters have made submissions to the OECD Working Group for most of these reviews.

To counter the continued low level of awareness about the OECD Convention, notably among companies in developed countries, TI made efforts to make more information available about the Convention and national anti-bribery legislation – through the media, and at conferences and workshops worldwide.



## DEVELOPING GLOBAL STANDARDS FOR THE JUDICIARY...

TI's Global Corruption Barometer 2003 showed that people widely perceive the judicial system to be corrupt. In November 2002, TI and the UN Global Programme Against Corruption facilitated a meeting of chief justices from a selection of countries in The Hague. The group finalised the Bangalore Standards of Judicial Conduct. Param Cumeraswamy, the UN Special Rapporteur on the Independence of the Judiciary (and Vice-Chairman of TI Malaysia), attended the meeting and included the Bangalore Standards in his report to the UN Human Rights Commission. The standards were endorsed by Member States of the Commission in April 2003.

## ... AND FOR PROCUREMENT

TI has been strongly urging the World Trade Organization (WTO) to recognise the importance of fighting trade-related cross-border corruption. The WTO is the only major institution of global governance not to have initiated programmes to battle corruption. At the WTO Cancún Ministerial Meeting in September 2003, many countries refused to enter into negotiations on the Transparency in Government Procurement agreement. Despite the missed opportunity in Cancún, TI urges the WTO to continue working towards a multilateral agreement on transparency in government procurement.

## CLEANING UP EXPORT CREDIT

During the past year, TI co-operated with the OECD Working Party on Export Credits and Credit Guarantees (ECG) to monitor progress on implementing the OECD Anti-Bribery Convention in the case of business transactions benefiting from official export credit support. TI national chapters in OECD Convention signatory countries surveyed their respective Export Credit Agencies and government ministries on recent progress. In its report to the ECG in April 2003, TI highlighted that while most Export Credit Agencies had taken anti-bribery measures since 2000, tougher action was needed, particularly in cases of "sufficient evidence of bribery".

## SPOTLIGHT



## A milestone for the anti-corruption movement: the UN Convention

Negotiations on the UN Convention against Corruption came to a successful close this autumn in Vienna, and governments were due to sign the Convention in Merida, Mexico, on 9-11 December 2003. The Convention will come into force after it has been ratified by 30 countries.

The Convention breaks new ground in setting standards and guidelines for the global fight against corruption, and in fostering international co-operation for the prevention and criminalisation of corruption, and the return of stolen assets. TI participated in all of the negotiating sessions as an observer and submitted proposals to the drafting committee at each session.

But over the two-and-a-half years of negotiations, there were some setbacks. An important article which called for legislative and policy changes to make the funding of political parties transparent and accountable was replaced by a weak optional provision.

A provision calling on states to criminalise bribery in the private sector was made non-mandatory, though it was still a breakthrough. In addition, the monitoring of the Convention will be left to the discretion of the member states, who will reassemble within one year after the Convention comes into force.

As the first global anti-corruption instrument, the Convention provides a unique opportunity to create public awareness and commitment to curbing corruption. But political will is essential to the Convention's success, in particular to the goal of achieving effective corruption prevention and enforcement. TI is committed to co-operate with the UN Office of Drugs and Crime in constructive follow-up work to encourage states to sign, ratify and implement the Convention and to monitor their progress. The immediate task ahead is to urge states to ratify the Convention as soon as possible so it will be an active, legally binding instrument.

## “(Corruption) debases democracy, undermines the rule of law, distorts markets, stifles economic growth, and denies many their rightful share of economic resources or life-saving aid.”

Kofi Annan, Secretary-General of the United Nations, June 2003

### AFRICA

At the Maputo summit on 10-12 July 2003, African Union (AU) heads of state adopted the AU Convention on Combating and Preventing Corruption, thus paving the way for an African instrument to fight bribery and to help countries live up to the promises they made under the New Partnership for Africa's Development (NEPAD). The AU Convention is now open for signature and ratification by AU member states, and TI is urging countries to show leadership by committing to this new instrument. The Convention guarantees access to information and the participation of civil society and the media in monitoring that access. It outlaws the use of funds acquired through illicit and corrupt practices to finance political parties, and requires state parties to adopt legislation to facilitate the repatriation of the proceeds of corruption. TI African chapters contributed actively to the deliberation and drafting of the Convention, and many of their recommendations were incorporated into the final text. The Convention requires ratification by 15 countries before its entry into force. In order to raise awareness about the Convention and increase citizen engagement in the process, TI published a plain language version of the Convention text in October 2003.

### THE AMERICAS

The 1996 Inter-American Convention Against Corruption has now been ratified by 29 of the 34 members of the Organization of American States. The Convention provides a blueprint for reducing corruption in the public sector across the Americas. It calls for criminalising a range of corrupt acts, increased enforcement, enhanced judicial co-operation and stronger preventive measures, such as codes of conduct, assets disclosure and whistleblower protection.

All but two of the 29 signatories are participating in a follow-up process to promote implementation and enforcement of the Convention. In the first phase, governments responded to a questionnaire on specific provisions, including preventive measures, oversight bodies, and civil society participation. A Committee of Experts, which includes representatives of all participating countries, has begun to review countries' compliance with these provisions.

In 2003, the Committee completed reviews of Argentina, Colombia, Nicaragua and Paraguay. TI chapters from each of these countries submitted an independent evaluation of their government's performance to the Committee. The Com-

mittee has issued final reports, which indicate that it took TI findings into account. In 2004, Chile, Ecuador, Panama and Uruguay will be reviewed. TI chapters in these countries have already submitted evaluations of their governments' compliance to the Committee.

TI has promoted broad civil society participation and transparency in the follow-up process. Several issues of concern remain. While the Committee has published many key documents on the OAS website, some of the countries participating in the process have denied public access to their responses to the questionnaire. Another problem is the exceedingly slow pace of review. At the current pace, the first phase of review will not conclude until 2006. Funding for the process must also be assured to provide the necessary professional staff to conduct timely, thorough and meaningful assessments.

## EUROPE

As the European Union (EU) prepares to accept 10 new members in 2004, corruption continues to top the agenda. TI national chapters in Bulgaria, the Czech Republic, Estonia, Latvia, Lithuania, Poland, Romania, and Slovakia have been monitoring their countries' progress towards implementing EU legislation, and specifically anti-corruption policy. In November 2002, the Open Society Institute, in partnership with TI, published ten country studies on the post-communist countries bidding to join the EU. The report highlighted that despite recent progress there are continuing weaknesses in public procurement and political corruption, and that the EU needs to consider urgently how to monitor anti-corruption policy both up to and after accession. In 2003, TI chapters once again provided expert opinion to the European Commission's Enlargement Directorate for its annual progress reports on the accession countries.

Meanwhile, TI Brussels has been monitoring developments in the European Commission's own anti-corruption policy and has provided substantial input. While most of the European and international legal framework is in place in the EU countries, to date no cases are known to have been brought before the courts under new legislation on cross-border corruption. However, as of 2003, the European Commission can debar individuals or companies who engage in corrupt practices, even if they have not been convicted under a final court verdict. This sanction excludes the parties from further contracts.

## ASIA-PACIFIC

Asian and Pacific governments have been making progress on their commitments under the Anti-Corruption Action Plan for Asia and the Pacific. The initiative – endorsed by 18 countries as of November 2003 – outlines priority actions to take at national level in the public sector, private sector and civil society. TI has been represented on the Steering Committee since the Plan's inception and all TI national chapters from the region attended the Plan's annual meeting in Kuala Lumpur in December 2003. Representatives of TI Australia and TI Indonesia attended the Steering Group meeting in March 2003 in Jakarta, which, for the first time, was open to public observers. TI's presentation highlighted the potential interlinkages between the Action Plan and the new UN Convention against Corruption, and other initiatives such as the APEC (Asia-Pacific Economic Cooperation) Transparency Accord.



## CHRISTINE MUNALULA



According to Christine Munalula, corruption is impossible to miss in Zambia. "You only have to walk in to any public institution to see it," she says. "It's systemic."

In her former job educating citizens in governance and human rights, Munalula came to realise that many of the problems that they were deal-

ing with could be traced back to corruption. "What is the point of civic education if the structures and institutions themselves are rotten?" she asks.

The 34-year-old Executive Director of TI Zambia has been involved with the TI national chapter since its inception. Munalula, a social worker by training, was assigned the job of co-ordinating a fledgling TI contact group, and went on to establish the chapter. Today, only two years on, TI Zambia is an independent NGO with a staff of six and a large network of volunteers.

Still, the challenges for the

## Seizing opportunities in Zambia

group are great. Munalula notes that during the 10-year rule of former president Frederick Chiluba there was a virtual "breakdown of the law". TI's recently published National Integrity System country study on Zambia found that "corruption has permeated government structures from the Presidency down to the lowest-ranking public service workers".

Munalula notes that the current government of President Levy Mwanawasa has so far made the fight against corruption a high priority. He has given the green light to investigations into alleged corruption

during the Chiluba era and pressed for the former president's immunity to be lifted.

Asked about the most urgent reform for Zambia, Munalula says the constitution, which concentrates power in the hands of the president, needs amendment. "If you have a good president then all can be fine, but if you have a bad president you are really in trouble," she says. *"We simply cannot depend on the good will of those in authority. We need institutions that are stronger than people."*

TI Zambia works on making laws and institutions more

effective in preventing corruption. The group's most recent study focuses on the utilisation and management of public funds.

"These days, when we raise an issue, we get a government response," Munalula says. When the chapter published their National Corruption Perception Index in 2002, ranking public views of government institutions, both the police, ranked as most corrupt, and the pensions authority, responded with image campaigns. This is promising, says Munalula. TI Zambia now has opportunities to engage directly with the

government. The group also seeks to mobilise the public using leaflets, drama, and workshops at the community level.

But while the future looks bright, Munalula adamantly denies being optimistic and says she is taking advantage of what is going on now. There is a lot of political will to fight corruption in Zambia at the moment. She says: "We are using this as an opportunity to push for a lot of the reforms that we want – before they change their minds!"

## YURI BATURIN



## Another giant leap for Yuri Baturin, Chairman of TI Russia

Yuri Baturin is one of the privileged few to list among his professions lawyer, mathematician, political scientist, journalist, writer and professional cosmonaut. In the role of cosmonaut, Yuri Baturin's high-flying duties even included chaperoning Dennis Tito, the first space-tourist, to the

International Space Station. However, Yuri Baturin's latest leap has been earth-bound, to Transparency International Russia, where he has been acting as chairman since 2000.

Yuri was born in 1949, has a wife and daughter, and has spent much of his terrestrial life in Moscow. He studied

aerospace engineering, law and journalism as well as attending the Military Academy of General Staff. He served as a consultant to the Gorbachev Foundation in the early 1990s and has received numerous awards, including "Hero of the Russian Federation" (2001).

Asked about the many pro-

fessions he has pursued, he says that "change is an integral part of life. If you use such changes well, you should feel no regret at a chapter's closing, but instead take on your new duties with enthusiasm and vigour." And what made him choose corruption fighter as his next profession? He admits



Illegal logging is taking its toll on Indonesia's environment, says Emmy Hafild. The 41-year-old Secretary-General of TI Indonesia paints a dark picture of Indonesia's forest management. Most of Indonesia's natural forests have disappeared, Hafild says, and the few that remain in national parks are under threat. The main reason for Indonesia's astronomical deforestation rate? Corruption.

## Campaigning for a clean Indonesia

The situation is only worsening, Hafild warns. In the past, the granting of timber-cutting licences, as well as the supervision of production and replanting schemes, lay with the Minister of Forestry. It was a closed process, with concessions going to cronies of former president Mohamed Suharto and military-owned companies. While in former times corruption was limited to a small circle of Suharto allies, it now reaches across all sectors, with even ordinary citizens coerced into involvement by the mafia.

After two decades of campaigning for conservation and the environment, Hafild says the transition to fighting cor-

ruption was natural, since corruption is at the heart of bad environmental policy. "The whole system is actually corrupt," says Hafild. "Changing policy will have limited impact so long as corruption persists."

But TI Indonesia, which Hafild co-founded in 2000, does not concentrate solely on environmental issues. Their main focus, she says, is to raise awareness among Indonesians about the importance of fighting corruption, bringing home the message that **"corruption means stealing people's money"**. The national chapter monitors and lobbies for transparency and accountability in the management of public funds,

including the land and building tax, the workers' social-security fund and the state-managed Muslim pilgrimage fund. On these and other projects they work together with local governments. Recently three local districts agreed to take part in pilot projects that introduced a comprehensive approach to anti-corruption efforts through participatory budgeting.

When pressed, Hafild admits that she does take personal risks. Her telephone and mobile phone are bugged, she says. However, the fact that they do not conduct their own corruption investigations takes some of the heat off TI Indonesia. Their friends at Indonesia Cor-

ruption Watch and other local NGOs, meanwhile, face constant threats, including harassment by gangs of "thugs" hired by the political parties.

Hafild is cautiously optimistic about the future. She recalls the disappointments since 1998, when Indonesians were given high hopes for a quick transformation to clean and democratic rule. "Reducing corruption is a long march, not a sprint run," says Hafild. While some progress has been made – for example, the long-awaited approval in December 2002 of a bill establishing an anti-corruption commission – political will is still lacking.

Looking ahead to next year's

to feeling compelled: **"Faced with either accepting the status quo or fighting corruption, what was I to do?"**

The year Baturin came onboard TI, Russia ranked 82nd out of 90 countries in the Corruption Perceptions Index 2000. The years since have seen a mild improvement. The Glob-

al Corruption Barometer, released this year, paints a more nuanced picture, identifying political parties and the police as the country's most corrupt sectors. The *Global Corruption Report 2003* notes that "in such circumstances, people will readily help one another but are hesitant about

trying to make distrusted democratic institutions work."

Baturin is well-aware of this, but sees a way out in the reciprocal relationship of corruption and development: "The better the economy, the less corruption; the more real democracy, the less corruption; the sounder the rule of law, the less

corruption". Baturin believes that Russia does not need specific anti-corruption reforms. Rather, he looks to corruption research and freedom of information in his battle against corruption, with the conviction that these will automatically serve to stifle corruption and stimulate development. This is

reflected in the work of TI Russia, with the pursuit of information defining the chapter's projects on a national and regional level.

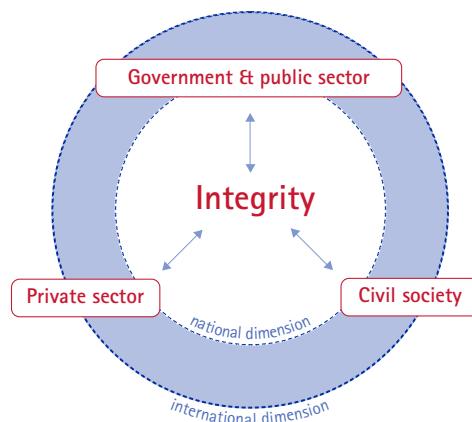
Baturin's skills, commitment and wealth of experience leave him ideally placed to combat corruption in Russia, and Transparency International is

presidential and general elections, TI Indonesia is campaigning hard for transparency and accountability in politics, and especially for clean presidential candidates. "Hopefully next year's elections will be clean and our new leaders will be more accountable than the ones we have," Hafild says.

# Charting our future

"As TI enters its second decade, it faces a rapidly changing global landscape," says David Nussbaum, Managing Director of the TI Secretariat.

To structure its development for the coming three to five years, TI has undertaken a process of strategic planning.



In 2003, Transparency International celebrated its tenth anniversary. TI has accomplished a great deal in the past decade and is today recognised as the leading international advocacy NGO engaged in the fight against corruption at both national and international levels. Despite the advances made, corruption remains a malevolent force, causing poverty and distorting political, economic and social life.

## A STRATEGIC FRAMEWORK

The strategic planning process entailed extensive consultations within the movement and with external stakeholders. The plan has enabled us to define the vision and mission for TI, and to develop consensus on the focus and priorities of TI's work.

Through this dialogue, TI has been able to articulate its vision as a world in which government, politics, business, civil society and the daily lives of people are free of corruption.

TI intends to develop increasingly focused expertise while fostering broadened participation and support, particularly through its National Chapters.

In order to realise this vision, TI defines its *mission as working to create change towards a world free of corruption*.

The planning process also involved reflecting on the organisation's distinctive characteristics. TI will build on the following strengths in order to achieve its mission:

- Clear focus on corruption
- National and international expertise through its extensive network of National Chapters, International Secretariat, individual volunteers and expert advisers
- Developing tools and knowledge resources at a national and international level
- Focus on building coalitions.

The deliberations indicated specific areas for TI to focus on in the coming three to five years, namely programmes, finance & funding, and organisation.

# TI defines its mission as working to *create change* towards a world free of corruption.

## PROGRAMMES

The strategic planning process provided an opportunity to prioritise programme areas in the fight against corruption. Four 'key global priorities' were identified:

- Reducing corruption in politics
- Curbing corruption in public contracting
- Enhancing private sector anti-corruption standards
- Advancing international conventions against corruption.

Moving forward, TI will continue to develop programmes at the international and national levels. The organisation will put greater emphasis on developing policies and initiatives based on robust research. TI will strengthen its voice by focusing more on defining, expressing and promoting its policies and perspectives.

## FINANCE & FUNDING

Strategic guidelines also emerged in terms of TI's finance and funding. To ensure a stable future for TI, a diversity of funding strategies will be developed to support its mission and programmatic work. The organisation will improve the clarity of its financial reporting and its internal processes.

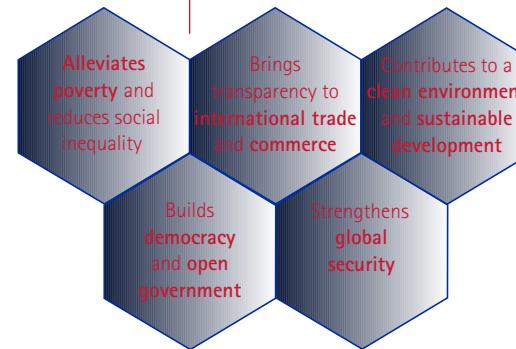
## ORGANISATION

As an organisation that primarily tackles questions of accountability and governance, it is vital that TI develops and enhances its own governance arrangements. TI will promote transparency in its board, governance and activities, and in the governance, structures and activities of national chapters. TI will also work effectively with volunteer external specialists and implement a new organisational structure for the secretariat.

## THE ROAD AHEAD

As TI grows and matures, continuing its fight against corruption, it faces new challenges along with the old. The strategic framework, submitted for approval by the Board of Directors after extensive consultation within the TI movement, seeks to build on TI's achievements and strengths. Its view remains fixed firmly on the road ahead, poised to respond to future challenges in the fight for a world free of corruption.

### *Fighting corruption:*



# The Corruption Perceptions Index 2003 highlights that nine out of ten developing countries urgently need practical support to fight corruption.

Transparency International's Corruption Perceptions Index charts levels of corruption in the public sector and politics, as perceived by business people, academics and risk analysts. The 2003 index ranks a record 133 countries. Seven out of ten countries score less than 5 out of a clean score of 10 in the CPI 2003, while five out of ten developing countries score less than 3 out of 10. But it is not only poor countries where corruption thrives: levels of corruption are worryingly high in European countries such as Greece and Italy, and in oil-rich countries such as Nigeria, Angola, Azerbaijan, Kazakhstan, Libya, Venezuela and Iraq.

Country rank	Country	CPI 2003 score	Surveys used	Standard deviation
1	Finland	9.7	8	0.3
2	Iceland	9.6	7	0.3
3	Denmark	9.5	9	0.4
	New Zealand	9.5	8	0.2
5	Singapore	9.4	12	0.1
6	Sweden	9.3	11	0.2
7	Netherlands	8.9	9	0.3
8	Australia	8.8	12	0.9
	Norway	8.8	8	0.5
	Switzerland	8.8	9	0.8
11	Canada	8.7	12	0.9
	Luxembourg	8.7	6	0.4
	United Kingdom	8.7	13	0.5
14	Austria	8.0	9	0.7
	Hong Kong	8.0	11	1.1
16	Germany	7.7	11	1.2
17	Belgium	7.6	9	0.9
18	Ireland	7.5	9	0.7
	USA	7.5	13	1.2
20	Chile	7.4	12	0.9
21	Israel	7.0	10	1.2
	Japan	7.0	13	1.1
23	France	6.9	12	1.1
	Spain	6.9	11	0.8
25	Portugal	6.6	9	1.2
26	Oman	6.3	4	0.9
27	Bahrain	6.1	3	1.1
	Cyprus	6.1	3	1.6
29	Slovenia	5.9	12	1.2
30	Botswana	5.7	6	0.9
	Taiwan	5.7	13	1.0
32	Qatar	5.6	3	0.1
33	Estonia	5.5	12	0.6
	Uruguay	5.5	7	1.1

**“The fight against corruption appears as a long battle during which one must not lose heart [...] After all, no country gets 10 out of 10 in the Transparency charts.”**

Cameroon Tribune, 8 October 2003

Country rank	Country	CPI 2003 score	Surveys used	Standard deviation	Country rank	Country	CPI 2003 score	Surveys used	Standard deviation	Country rank	Country	CPI 2003 score	Surveys used	Standard deviation
35	Italy	5.3	11	1.1		Syria	3.4	4	1.3		Uzbekistan	2.4	6	0.5
	Kuwait	5.3	4	1.7	70	Bosnia & Herzegovina	3.3	6	0.7		Venezuela	2.4	12	0.5
37	Malaysia	5.2	13	1.1		Dominican Republic	3.3	6	0.4		Vietnam	2.4	8	0.8
	United Arab Emirates	5.2	3	0.5		Egypt	3.3	9	1.3	106	Bolivia	2.3	6	0.4
39	Tunisia	4.9	6	0.7		Ghana	3.3	6	0.9		Honduras	2.3	7	0.6
40	Hungary	4.8	13	0.6		Morocco	3.3	5	1.3		Macedonia	2.3	5	0.3
41	Lithuania	4.7	10	1.6		Thailand	3.3	13	0.9		Serbia & Montenegro	2.3	5	0.5
	Namibia	4.7	6	1.3	76	Senegal	3.2	6	1.2		Sudan	2.3	4	0.3
43	Cuba	4.6	3	1.0	77	Turkey	3.1	14	0.9		Ukraine	2.3	10	0.6
	Jordan	4.6	7	1.1	78	Armenia	3.0	5	0.8		Zimbabwe	2.3	7	0.3
	Trinidad and Tobago	4.6	6	1.3		Iran	3.0	4	1.0	113	Congo, Rep. of the	2.2	3	0.5
46	Belize	4.5	3	0.9		Lebanon	3.0	4	0.8		Ecuador	2.2	8	0.3
	Saudi Arabia	4.5	4	2.0		Mali	3.0	3	1.8		Iraq	2.2	3	1.1
48	Mauritius	4.4	5	0.7		Palestine	3.0	3	1.2		Sierra Leone	2.2	3	0.5
	South Africa	4.4	12	0.6	83	India	2.8	14	0.4		Uganda	2.2	6	0.7
50	Costa Rica	4.3	8	0.7		Malawi	2.8	4	1.2	118	Cote d'Ivoire	2.1	5	0.5
	Greece	4.3	9	0.8		Romania	2.8	12	1.0		Kyrgyzstan	2.1	5	0.4
	South Korea	4.3	12	1.0	86	Mozambique	2.7	5	0.7		Libya	2.1	3	0.5
53	Belarus	4.2	5	1.8		Russia	2.7	16	0.8		Papua New Guinea	2.1	3	0.6
54	Brazil	3.9	12	0.5	88	Algeria	2.6	4	0.5	122	Indonesia	1.9	13	0.5
	Bulgaria	3.9	10	0.9		Madagascar	2.6	3	1.8		Kenya	1.9	7	0.3
	Czech Republic	3.9	12	0.9		Nicaragua	2.6	7	0.5	124	Angola	1.8	3	0.3
57	Jamaica	3.8	5	0.4		Yemen	2.6	4	0.7		Azerbaijan	1.8	7	0.3
	Latvia	3.8	7	0.4	92	Albania	2.5	5	0.6		Cameroon	1.8	5	0.2
59	Colombia	3.7	11	0.5		Argentina	2.5	12	0.5		Georgia	1.8	6	0.7
	Croatia	3.7	8	0.6		Ethiopia	2.5	5	0.8		Tajikistan	1.8	3	0.3
	El Salvador	3.7	7	1.5		Gambia	2.5	4	0.9	129	Myanmar	1.6	3	0.3
	Peru	3.7	9	0.6		Pakistan	2.5	7	0.9		Paraguay	1.6	6	0.3
	Slovakia	3.7	11	0.7		Philippines	2.5	12	0.5	131	Haiti	1.5	5	0.6
64	Mexico	3.6	12	0.6		Tanzania	2.5	6	0.6	132	Nigeria	1.4	9	0.4
	Poland	3.6	14	1.1		Zambia	2.5	5	0.6	133	Bangladesh	1.3	8	0.7
66	China	3.4	13	1.0	100	Guatemala	2.4	8	0.6					
	Panama	3.4	7	0.8		Kazakhstan	2.4	7	0.9					
	Sri Lanka	3.4	7	0.7		Moldova	2.4	5	0.8					

The BPI shows that the most flagrant corruption is seen in public works, construction and in the arms and defence sectors, which are plagued by endemic bribery by foreign firms.

Complementing the CPI is Transparency International's Bribe Payers Index (BPI), which reflects the propensity of companies from the world's top exporting companies to pay bribes in emerging markets. The BPI, a biennial survey, was last published in May 2002. More than 800 business experts in 15 leading emerging market countries were surveyed. The results showed that a number of the top bribe payers are signatories of the OECD Anti-Bribery Convention, which outlaws bribery of foreign public officials.

**Ranking by country**

In the business sectors with which you are most familiar, please indicate how likely companies from the following countries are to pay or offer bribes to win or retain business in this country?

Rank	Country	Score
1	Australia	8.5
2	Sweden	8.4
4	Switzerland	8.4
5	Austria	8.2
6	Canada	8.1
6	Netherlands	7.8
	Belgium	7.8
8	United Kingdom	6.9
9	Singapore	6.3
	Germany	6.3
11	Spain	5.8
12	France	5.5
13	USA	5.3
	Japan	5.3
15	Malaysia	4.3
	Hong Kong	4.3
17	Italy	4.1
18	South Korea	3.9
19	Taiwan	3.8
20	People's Republic of China	3.5
21	Russia	3.2
22	Domestic companies	1.9

A perfect score, indicating zero perceived propensity to pay bribes, is 10.0, and thus the ranking starts with companies from countries that are seen to have a low propensity for foreign bribe paying.

**Ranking by business sector**

How likely is it that senior public officials in this country [respondent's country of residence] would demand or accept bribes, e.g. for public tenders, regulations, licensing in the following business sectors?

Business sector	Score
Public works/construction	1.3
Arms and defence	1.9
Oil and gas	2.7
Real estate/property	3.5
Telecoms	3.7
Power generation/transmission	3.7
Mining	4.0
Transportation/storage	4.3
Pharmaceuticals/medical care	4.3
Heavy manufacturing	4.5
Banking and finance	4.7
Civilian aerospace	4.9
Forestry	5.1
IT	5.1
Fishery	5.9
Light manufacturing	5.9
Agriculture	5.9

The scores are mean averages from all the responses on a 0 to 10 basis, where 0 represents very high perceived levels of corruption, and 10 represents extremely low perceived levels of corruption.

Full BPI and CPI results are available at [www.transparency.org](http://www.transparency.org)

Country	Business licensing %	Courts %	Customs %	Education System %	Political parties %	Utilities (Tel., etc.) %	Medical services %	Immigration, passports %	Police %	Private sector %	Tax revenue %	Other %
Argentina	3.6	19.2	3.2	4.3	58.2	0.5	0.9	0.2	3.1	0.6	3.4	2.7
Austria	7.5	8.4	2.7	2.7	35.7	3.9	5.7	6.9	10.8	2.7	12.0	0.9
Bolivia	18.2	7.7	10.8	2.4	34.8	2.2	1.2	1.2	16.0	0.9	3.7	0.9
Bosnia & Herzegovina	14.5	17.0	4.2	6.6	24.2	2.4	20.4	0.3	4.8	1.7	3.5	0.3
Bulgaria	9.9	19.8	16.5	4.8	20.2	3.3	14.3	0.9	4.1	1.8	2.7	1.7
Cameroon	3.8	31.0	6.5	11.1	10.4	1.2	11.2	2.1	13.7	3.2	4.3	1.4
Canada	3.2	8.3	1.8	6.5	39.7	2.3	9.7	8.8	5.7	4.4	5.7	3.8
Colombia	2.4	3.4	3.4	8.8	38.0	8.1	8.8	1.0	8.5	1.4	12.9	3.4
Costa Rica	4.3	8.6	14.0	3.2	29.0	1.1	2.2	12.9	5.4	4.3	15.1	0
Croatia	12.9	21.6	0.4	2.8	18.6	4.2	22.5	1.9	4.9	3.4	2.5	4.2
Denmark	4.0	16.3	1.8	2.2	36.1	2.2	11.5	4.8	7.7	6.2	3.3	4.0
Dominican Republic	2.0	12.1	6.1	8.1	25.3	13.1	0	2.0	4.0	0	8.1	19.2
Finland	9.5	27.7	0.7	1.3	38.0	1.6	6.1	3.6	4.2	3.1	3.9	0.3
Georgia	4.8	18.1	8.2	6.0	12.4	4.5	19.7	0.9	13.4	0.4	6.0	5.7
Germany	4.9	8.6	0.8	3.1	39.2	3.9	9.9	7.8	2.9	7.2	10.5	1.2
Guatemala	3.0	8.0	14.0	12.0	27.0	6.0	4.0	8.0	10.0	6.0	2.0	0
Hong Kong	1.7	8.9	5.4	3.9	15.4	4.8	3.3	1.3	35.4	12.1	5.0	2.8
India	2.0	3.8	1.8	24.9	41.2	4.4	4.0	0.5	12.8	1.4	2.1	1.2
Indonesia	5.8	32.8	3.2	8.7	16.3	11.1	1.8	0.4	10.2	2.8	6.4	0.7
Ireland	3.9	8.8	0.8	3.7	38.3	0.8	13.4	5.1	10.3	2.7	10.7	1.4
Israel	2.5	14.8	1.0	10.2	33.4	9.6	8.4	3.3	7.1	1.7	5.6	2.3
Italy	10.4	18.0	1.1	4.4	29.0	4.4	15.0	4.0	3.8	1.3	7.2	1.5
Japan	8.7	3.7	1.4	3.8	51.9	4.0	7.3	0.2	9.6	1.2	2.8	5.4
Korea (South)	19.1	10.3	3.0	15.7	27.9	6.2	3.7	0.1	5.0	2.9	6.0	0.1
Luxembourg	9.8	18.1	1.6	4.9	15.6	5.3	9.3	7.9	5.8	4.9	12.6	4.2
Macedonia	8.5	15.4	17.9	9.4	28.2	2.7	8.5	0.9	2.8	0.6	3.3	1.8
Malaysia	6.8	8.5	8.0	5.0	24.6	0.8	1.3	4.0	32.0	3.5	3.6	1.9
Mexico	2.9	6.6	3.3	8.7	19.9	9.0	3.5	1.4	36.5	0.8	6.1	1.1
Netherlands	4.0	10.0	1.0	0.6	27.1	0.8	6.7	11.5	7.7	26.3	3.5	0.8
Nigeria	4.3	4.8	3.0	12.6	27.0	7.4	3.4	1.1	32.1	0.7	2.5	1.2
Norway	12.5	12.3	2.8	1.4	19.7	1.6	4.9	17.2	6.0	17.2	3.0	1.4
Palestinian Authority	7.4	8.6	3.2	16.4	10.4	4.7	4.6	2.4	23.8	1.5	3.8	8.5
Panama	3.0	15.0	6.0	2.0	35.0	10.0	3.0	3.0	11.0	2.0	2.0	8.0
Peru	2.6	35.0	3.1	2.3	15.9	10.0	2.0	3.1	10.0	2.3	9.7	4.1
Poland	5.8	15.4	2.2	5.0	27.2	3.5	21.6	0.7	11.1	1.8	4.5	1.2
Portugal	9.2	14.8	1.4	4.2	18.7	4.6	18.7	6.2	6.7	0.7	14.5	0.2
Romania	15.1	20.2	2.7	2.9	24.3	1.6	12.6	1.2	6.4	1.9	9.3	1.7
Russian Federation	5.3	10.9	1.1	8.8	24.5	8.3	15.3	2.0	17.9	0.4	4.2	1.3
South Africa	2.1	3.9	0.2	14.4	21.1	5.5	11.3	6.0	23.8	3.5	5.1	3.1
Spain	4.7	26.6	2.3	3.8	34.8	0.9	3.4	11.3	1.6	2.3	6.8	1.6
Sweden	8.2	16.2	2.4	1.7	19.3	2.9	12.8	11.6	9.7	7.5	6.3	1.4
Switzerland	5.8	9.8	1.3	4.9	23.0	4.1	13.6	11.5	6.2	6.0	10.2	3.6
Turkey	7.1	6.6	3.4	11.7	42.5	5.1	7.3	0.8	6.2	1.5	4.8	3.0
UK	2.7	8.6	1.7	4.0	41.2	1.1	10.5	8.8	11.8	3.6	4.8	1.3
USA	3.4	9.1	1.1	8.6	39.1	1.6	10.1	8.3	7.2	4.4	3.8	3.2
Overall total (%)	7.0	13.7	4.2	7.5	29.7	4.1	8.4	3.3	11.5	3.1	5.2	2.2

Transparency International's Global Corruption Barometer is a new survey of the general public in 48 countries. The survey was commissioned by TI from Gallup International and measures attitudes towards corruption and expectations of future corruption levels. In three countries out of four, political parties are singled out as the institution from which citizens would most like to eliminate corruption, followed by the courts and police.

30,487 people were polled in 44 of the countries on the following question\*. They were asked: If you had a magic wand and you could eliminate corruption from one of the following institutions, what would your first choice be?

\*Data was not available for this question for Pakistan, China and Brazil.

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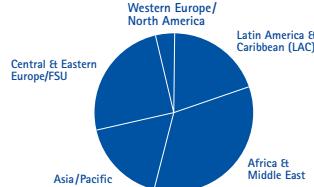
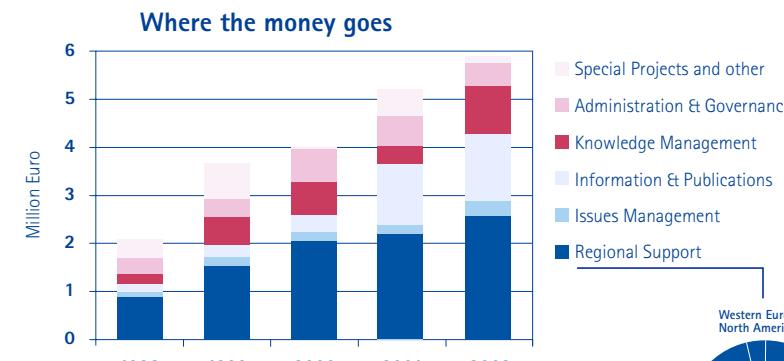
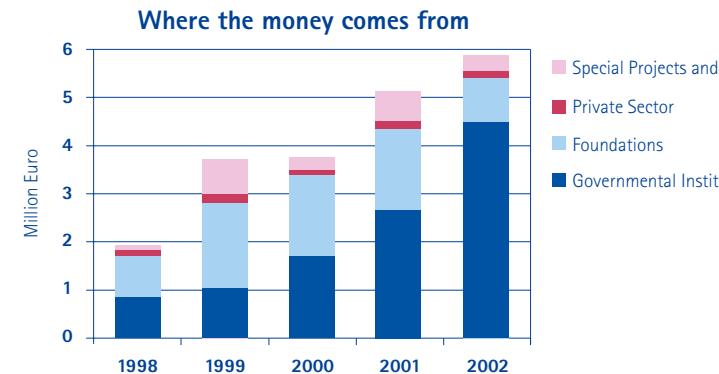
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## FINANCIAL DATA

Income (Thousands Euro)	2002	2001
Governmental Institutions of which Project Funding	4,482 3,236	2,652 1,797
Foundations of which Project Funding	936 825	1,693 1,283
Private Sector	126	139
Special Projects and other	340	627
<b>Total Income</b>	<b>5,884</b>	<b>5,111</b>

Expenditure (Thousands Euro)	2002	2001
Regional Support		
Latin America & Caribbean (LAC)	654	665
Africa & Middle East	862	695
Asia / Pacific	442	389
Central & Eastern Europe/FSU	508	378
Western Europe / North America	98 2,564	68 2,195
Issues Management	308	197
Information & Publications	1,385	1,266
Knowledge Management	1,008	375
Administration & Governance	477	614
Special Projects and other	159	574
<b>Total Expenditure</b>	<b>5,901</b>	<b>5,221</b>

Special Projects includes TI's involvement in the biennial International Anti-Corruption Conference (IACC), the income and expenditure for which varies considerably from year to year.



Transparency International e.V. (TI) is a not-for-profit association registered in Berlin, Germany. In compliance with its charter, TI serves solely charitable purposes and is tax exempt. TI's audited accounts are available on the TI web site, [www.transparency.org](http://www.transparency.org).

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## BOARD OF DIRECTORS

**Peter Eigen**  
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Peter Eigen is a lawyer by training. He has worked in economic development for 25 years, mainly as a World Bank manager of programmes in Africa and Latin America. From 1988 to 1991 he was the World Bank's Director of the Regional Mission for Eastern Africa. In 1993, he founded Transparency International. He has taught at the universities of Frankfurt, Georgetown, Johns Hopkins University/SAIS, the John F. Kennedy School of Government at Harvard University and the Freie University of Berlin. Eigen is a Trustee of Crown Agents Foundation as well as a member of the Commission on Globalisation and the Advisory Commission on the UN Global Compact.

**Cláudio Weber Abramo**  
Brazil



Cláudio Weber Abramo holds degrees in mathematics and the philosophy of science. He has worked mainly in communications and as a journalist. He was managing secretary of the country's leading business daily, and is now dedicated full-time to directing Transparéncia Brasil as its General Secretary. Before becoming officially linked with TI's Brazilian chapter, he collaborated with TI in 1997-1998, co-authoring the chapter on procurement of the Latin American adaptation of the *TI Source Book*. Abramo maintains a fortnightly column in an influential media-watching internet periodical and is a frequent newspaper contributor. He has also written a book on poetry translation.

**Laurence Cockcroft**  
United Kingdom



Laurence Cockcroft is a development economist. He has worked for the Governments of Zambia and Tanzania, as a consultant to various international organisations (UN, FAO, World Bank, etc.), for a large private UK-based agri-business company (Booker) and for the Gatsby Charitable Foundation. He was a founding member of the boards of TI and TI-UK, serving two terms on the former. In 2000-2002 he chaired the international group that developed the Business Principles for Countering Bribery. He became Chairman of TI-UK in 2000 and has pioneered the work of TI-UK on Corruption in the Official Arms Trade.

**Huguette Labelle**  
Canada



Huguette Labelle holds a PhD in Education. She is the former President of the Canadian International Development Agency and a Companion of the Order of Canada. Labelle has been awarded honorary degrees from ten Canadian universities and has received the Vanier Medal of the Institute of Public Administration of Canada amongst other awards. She has served as Deputy Head of various Canadian government departments including Transport Canada. She is currently Chancellor of the University of Ottawa and is serving on the board of a number of organisations including the International Institute for Sustainable Development and is a member of the Commission on Globalisation.

**Emília Sičáková-Beblavá**  
Slovak Republic



Emilia Sičáková-Beblavá is a graduate of the Faculty of Commerce of the University of Economics in Bratislava and is currently completing a PhD degree. From January 1997 to October 1998, she worked at Slovakia's Center for Economic Development as a researcher. Her research projects focused on transparency, corruption and governance. She has been the President of Transparency International Slovakia since 1998. Other professional activities include part-time lecturing on economic and social reforms and transparency at the Faculty of Political Sciences of the Comenius University in Bratislava.

**Inese Voika**  
Latvia



Inese Voika is the founder and current president of DELNA - the Latvian chapter of Transparency International. She is an investigative journalist and a professor at the University of Latvia. Since 1998, TI Latvia has become one of the most visible non-profit organisations in Latvia and a flagship of Latvia's civil society. Among its activities are monitoring of the privatisation of large state-owned companies, campaigning for party finance reform, and promoting freedom of information and transparency of public procurement. Voika is the author of *Who Stole The Three Million?*, a book about her investigation of a large-scale corruption case in Latvia.

**Rosa Inés Ospina Robledo**  
Vice Chair, Colombia



Rosa Inés Ospina Robledo holds a degree in Applied Social Work from the Universidad Externado de Colombia and has worked as a university professor. She has been an adviser to a number of public institutions on issues such as rural and social development, and gender and social development. She has supported the development of a number of NGOs active in these areas and has worked as a consultant to several national and international organisations. She is a co-founder of Transparencia Colombia, the TI national chapter in her country, where she holds the position of Executive Director.

**Jermyn Brooks**  
United Kingdom, Germany



Jermyn Brooks joined Price Waterhouse in 1962, and was a global managing partner of PricewaterhouseCoopers on his retirement in 2000. In the years after 1989, he oversaw the firm's expansion in reunified Germany and in Eastern Europe. In 1997 he was appointed Chairman of Price Waterhouse's combined US and European operations. In summer 2000 Brooks joined the TI Secretariat as Executive Director and CFO. He became increasingly involved in TI's private sector initiatives: the Wolfsberg anti-money laundering principles; the Business Principles for Countering Bribery; industry-specific initiatives and support of the Global Compact and Global Reporting Initiative projects.

**Mame Adama Gueye**  
Senegal



Maitre Mame Adama Gueye is a Managing Partner at one of Senegal's top business law practices. He is also a consultant and registered arbitrator at the Centre for Mediation, Conciliation and Arbitration of Dakar's Chamber of Commerce, Industry and Agriculture. Following postgraduate studies in law, he went on to serve three consecutive terms as a member of the Bar Council of Senegal. Gueye is Vice-President of the commission "La Société face à l'Administration Publique", a national governance initiative. He is the author of several reports on governance in Senegal, published by UNDP and TI. Gueye is chairman of Forum Civil, TI's chapter in Senegal.

**John Makumbe**  
Zimbabwe



John Makumbe is a Senior Lecturer in Political Science at the University of Zimbabwe and is Chairman of TI Zimbabwe. He is also a Board member of the Crisis in Zimbabwe Coalition and Chairman of the Zimbabwe Albino Association. He has worked with Trans World Radio, the Zimbabwe Association for Crime Prevention and Rehabilitation of the Offender, and the African Development Educators' Network. Makumbe is the co-author of *Behind the Smokescreen: The Politics of Zimbabwe's 1995 General Elections*, and has worked as a consultant in the areas of management training, democracy and good governance.

**Admiral R.H.Tahiliani (retired)**  
India



R.H. Tahiliani joined the Indian Navy in 1948. He qualified as a pilot, a flying instructor and then a test pilot. He commanded a carrier-borne fighter squadron and three warships, the Western Fleet, Southern and Western Naval Commands before becoming Chief of Naval Staff in 1984. After retiring, he joined the Servants of the Peoples Society, an NGO devoted to working for the underprivileged, and has served as the Governor of the border state of Sikkim. He is a founding member of TI India and the chapter's Chairman. He is one of the trustees of the Memorial Fund for Disaster Relief and President of the Delhi Symphony Society.

**Nancy Zucker Boswell**  
United States



Nancy Zucker Boswell has been Managing Director of TI-USA since shortly after its founding. She received her law degree *summa cum laude* from the American University Washington College of Law in Washington, DC. She is a director of PACT and of the International Senior Lawyers Project and co-chair of the American Bar Association Task Force on Foreign Corrupt Practices. She is a cleared adviser to the US government, serving on the State Department Advisory Committee on International Economic Policy and the USTR Trade & Environment Policy Advisory Committee.

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## TI PUBLICATIONS

### Global Corruption Report 2004



Pluto Books, ISBN 0-7453-2230-1. GB £15.99 / US\$24.95

The *Global Corruption Report* is Transparency International's annual, systematic analysis of corruption across the world. The *GCR 2004* (due March 2004) features a special section on political corruption, with expert reports on political finance, the repatriation of looted assets, the abuse of immunity and corruption in the oil and arms sectors. This edition also presents global and regional reports, 34 country reports and the latest corruption research.

### Global Corruption Report 2003



Ed. Robin Hodess, introduction by Peter Eigen, Profile Books, 326 pp., ISBN 1-86197-476-0. GB £15.00

The 2003 edition of the *Global Corruption Report* focuses on access to information in the struggle against corruption, and presents a special assessment of the Enron scandal. It explores how civil society, the public and private sectors and the media use and control information to combat – or conceal – corruption. The *GCR 2003* includes a data and research section and 16 regional reports on the state of corruption and anti-corruption measures around the world.

The French edition of the *GCR 2003, Rapport mondial sur la corruption 2003*, was published in July 2003. Éditions Karthala, ISBN 2-84586-405-1, 423 pages, € 28

### Global Corruption Report 2001



Ed. Robin Hodess, introduction by Peter Eigen, 314 pp., ISBN 3-935711-00-X. € 20.

The first in the series, the *Global Corruption Report 2001* includes 12 regional reports and thematic sections on political party financing, money laundering, the diamond trade and implementation of the OECD Anti-Bribery Convention.

To download all editions of the *Global Corruption Report* free of charge, visit [www.globalcorruptionreport.org](http://www.globalcorruptionreport.org).

For more information on how to order TI publications, please contact:

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Tel: (+49-30) 343 820-0, Fax: (+49-30) 3470 3912, Email: [ti@transparency.org](mailto:ti@transparency.org)

A full list of details and prices is available at: [www.transparency.org/publications](http://www.transparency.org/publications)

### Corruption Fighters' Tool Kit 2003



Civil society experiences and emerging strategies

Published by Transparency International, October 2003, 432 pp., ISBN 3935711-08-5. EUR 13/US\$15.

The *TI Corruption Fighters' Tool Kit 2003* (a compilation of tools from 2001 to 2003) documents more than 60 concrete civil society experiences collected by Transparency International. The *Tool Kit* – available in print and CD-ROM – presents a diverse range of anti-corruption initiatives by TI national chapters and other civil society organisations in an accessible format. The cases can be replicated or adapted in other countries in areas ranging from reform of the judiciary to corruption control in public procurement. Also available in Spanish.

### TI Source Book 2000



Confronting Corruption: The Elements of a National Integrity System

Ed. Jeremy Pope, 2000, 3rd ed., completely revised and updated, 364 pp., ISBN 3-980 5657-8-5. Institutional EUR/US\$95, individual EUR/US\$50.

The *TI Source Book* is an indispensable guide to corruption and efforts to combat it. It has become a manual for anti-corruption practitioners and guardians of good practice in government and, increasingly, in the private sector. The first edition has been translated into more than 20 languages.

### Combattre la corruption – enjeux et perspectives

Ed. Djilali Hadjadj, Editions Karthala, 2002, 360 pp., ISBN 2-84586-311-X. EUR25.

The first guide to confronting corruption adapted to the context of Francophone Africa. The book is an adaptation by TI's national chapters of the leading anti-corruption reference work, the *TI Source Book*, to the socio-political and legislative environment of Francophone Africa.

### TIQ, TI's Quarterly Newsletter



available in English and French, highlights recent corruption scandals as well as reforms and initiatives worldwide to increase transparency and accountability. TIQ also reports on the work of TI national chapters around the globe.

### TI National Integrity System Country Studies

TI has published National Integrity System Country Studies on the following countries: in 2003, Papua New Guinea, New Zealand and Zambia; and in 2001, Argentina, Botswana, Brazil, Bulgaria, Canada, Colombia, Fiji, Ghana, Jordan, Kazakhstan, Republic of Korea, Lithuania, Mexico, Mongolia, Nepal, Netherlands, Senegal, Trinidad & Tobago.

Transparency International  
Annual Report 2003

*Published by*  
Transparency International

*Editors*  
Jana Kotalik, Jesse Garcia

*Designed by*  
Tanja Lemke Kommunikationsdesign, Berlin

*Printed by*  
Köllen Druck+Verlag GmbH, Berlin

The publication of the Annual Report 2003 was made possible thanks to funding  
from the Norwegian Agency for Development Co-operation (NORAD).

*Photocredits*  
Sabine Steputat, Berlin: cover and pages 4, 5, 6, 7, 9, 11, 14, 15, 18  
Jini Kim: pages 2, 10, 13, 19  
Jacob Otieno, East African Standard: page 9  
Liao Ran: page 13  
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To participate in the work of Transparency International, you can become a member of your country's national chapter or help to establish one where none exists. For a list of TI national chapters, see [www.transparency.org/contacting\\_ti/chapters](http://www.transparency.org/contacting_ti/chapters).

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You can also show your support for TI by making a donation to the TI Secretariat. For details, please see our website at [www.transparency.org](http://www.transparency.org). Donations by credit card are the least costly for us to process. Please always give a clear reference to your donation (e.g. your name and address).

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Transparency International (TI), the only global non-governmental organisation exclusively devoted to combating corruption, brings civil society, business, and governments together in a powerful global coalition. Through TI's International Secretariat, based in Berlin, Germany, and close to 90 national chapters around the world, TI works at both the national and international level to curb both the supply of, and demands for, bribery and corruption.



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