

# Transparency International Secretariat

## 2011 Implementation Report

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### Introduction

This TI-Secretariat implementation report looks back at 2011 and reports on our main achievements, challenges, and lessons learned throughout the year. The structure of the report reflects the wider planning processes which took place at the TI Secretariat in 2011 and is broken down in three components:

- 1) A high level summary report against 2011 overall
- 2) A thorough report against the TI-S January – June 2011 plan
- 3) A thorough report against the TI-S July – December 2011 plan

The high level summary provides an overview of our work in 2011, zooming in on some the wider anti-corruption developments, some key developments within the movement, and particular developments within the TI-Secretariat. The rest of the report is broken down into reports on two half-years, instead of one full year, which reflects the fact that we developed two half-year implementation plans in 2011. This was done for the following reason: After the adoption of the movement's Strategy 2015 in November 2010, a five-year Implementation Plan for the TI Secretariat was developed in the first half of 2011. The Plan, approved by the TI Board of Directors at its early July 2011 board meeting, defines the steps the TI Secretariat will take in relation to the implementation of the Strategy and, importantly, how progress will be measured. Anticipating the development of this five year plan, in late 2010 it was decided that in 2011 we would work with two half-year plans: one interim plan covering January – June, and a new plan for July – December following the adoption of the five year plan.

### 2011 High level summary report

2011 has shown that corruption and a lack of accountability, transparency and integrity continue to be a concern for citizens around the world. From the Arab Spring, European protesters hit by debt crisis, to Anna Hazare and his followers in India, citizens all over the world have asked their leaders and the private sector for better governance. As regimes fell, we put issues like stolen assets high on the agenda. For example, Transparency International France took efforts to the French courts concerning stolen assets from Tunisia, Egypt, Libya and Syria after pushing for the return of similar assets in other parts of Africa. In the midst of epic change, we kept reminding people of the supply side of corruption. The latest edition of the [Promoting Revenue Transparency](#) report showed, for example, that oil and gas companies cannot operate in high-risk environments oblivious to how they affect the lives of others.

We kept up the pressure on the Group of 20 leading economies to fulfil the commitments their anti-corruption action plan set out in late 2010. At the 4<sup>th</sup> UNCAC Conference of States Parties (CoSP) we submitted 10 civil society parallel UNCAC review reports which were accepted as official documentation by UNODC. We will continue to push for the inclusion of civil society

participation in the review process. In 2011 the [EU adopted its anti-corruption package](#). Many of the proposed new measures in the package are influenced by TI's ongoing expert advice to the European Commission (DG home affairs) over the course of the last three years, including the important "EU anti-corruption report" which we began advocating for in 2008.

In 2011 we continued to explain our work to an ever wider audience. In the first five days of December, after the launch of the 2011 Corruption Perceptions Index, our website was viewed more than 1 million times. We also saw a steep increase in Facebook, Twitter and YouTube followers and accelerated our social media activities in Arabic to reach people in the Middle East and North Africa region during the Arab Spring, particularly in those countries where TI does not have national chapters.

TI is aware that to remain relevant and be true to its commitment to lead the global fight against corruption, we need to be involved in new agendas, movements and developments where appropriate and relevant to our work. In the case of the Arab Spring we concluded that we were challenged with a generally weak presence in the region which meant our engagement was not as strong as it should have been. We have, however, subsequently decided to substantially scale up our presence in the region, aiming to work with the public sector, private sector, and crucially with people, to reduce corruption in the Middle East and North Africa. Learning from the identified need for a more agile response to emerging developments, we set up a Rapid Response Unit which seeks to react quickly to major events/debates about corruption and aims to help protect anti-corruption activists both from our chapters and other organizations by responding quickly to challenges. Using the Unit to organise its quick response, [TI, for example, provided a timely and authoritative response to the FIFA scandal](#).

At the national level, several of the world's fastest-growing economies deepened their commitment to fight corruption. China passed amendments to its corruption legislation that makes foreign corrupt practices illegal and India ratified the UN Convention against Corruption (UNCAC). One concrete example proving the immense value for money TI delivers on the ground came from the Czech Republic, where TI managed [to halt a huge ecotender](#) which, had it proceeded, could have potentially meant a loss for the public budget of 1.5 billion Euro. This case first came to light through an Advocacy and Legal Advice Centre, one of TI's flagship anti-corruption tools, and one which continues to demonstrate that people can and will get involved in the fight against corruption, while also continuously helping to expand the knowledge base as to how corruption works in practice.

In some countries the UNCAC parallel review report we produced was successfully used as an advocacy tool to open a dialogue with the government (e.g. in Bangladesh). While there are good examples of TI national chapters using global instruments for national level work, we have concluded that we need to strengthen our use of international frameworks and agreements for national level action, hence we decided to commission a review of how best to go about this for 2012. We are also looking at how to better communicate our engagement around international policy processes to the wider public, for example by making our technical recommendations to the G20 more accessible to the general public.

At the TI Secretariat, a five year implementation plan was developed which serves as an overall roadmap for the Secretariat in the years ahead. The plan responds to both the movement's Strategy 2015 and also addresses the recommendations coming out of the [Norad-commissioned evaluation of TI](#) which was published in March 2011. This evaluation was the most comprehensive evaluation of TI to date and is generally positive about TI's interventions, emphasising our relevance and unique model. Where areas of improvement were identified for TI-S, notably about facilitating the sharing of knowledge, Monitoring and Evaluation, and supporting the National Chapters, we have sought to address this in the context of the five year TI-S plan.<sup>1</sup>

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<sup>1</sup> TI strategy 2015 and the five year implementation plan for the TI-Secretariat can be downloaded from our website - [http://www.transparency.org/whoweare/organisation/strategy\\_2015/0/](http://www.transparency.org/whoweare/organisation/strategy_2015/0/)

The five year TI-S plan identifies seven Key Support Services which the TI Secretariat will undertake in support of the wider work of the movement in the coming years, looking at our global advocacy, research and communications work among others. The plan also identifies six Key Programmes where we seek to collectively, as a movement, scale up our work in the years head. The People Engagement Programme, the Business Integrity Programme and the Public Sector Integrity Programme are imperative to increase our scale and impact in the future, while the Resource Mobilisation and Sustainability Programme and the Institutional Network Strengthening Programme seek to enable the Movement to function and deliver better. The sixth Key Programme, the Anti-corruption Solutions and Knowledge (ASK) Programme, serves as a cross-cutting service layer that supports thematic work, as well as shared learning and organisational knowledge flows.

The TI Secretariat continued to play a key role in supporting the work of the TI movement in 2011. For example, following the movement's recognition that National Chapter strategies are imperative for work on the ground, and building on the TI Strategy 2015, TI-S developed the "Guide to Strategic Planning", tailored for chapters, which provides a range of practical approaches, ideas, examples and resources to national chapters for their own plans. The guide has been translated to Arabic, French, Spanish and Russian, and is already being used by TI chapters in countries as diverse as Argentina and Sierra Leone. Recognising that to take our issue to scale we require more resources, we developed a Resource Mobilisation and Sustainability Programme which seeks to substantially increase financial resources flowing into our chapters. A TI toolkit on fundraising from the public is the first concrete output of this programme and 33 National Chapters referred to it within three weeks of its launch.

We considerably scaled up our efforts to facilitate the sharing of learning within the movement. National Chapters provided more input into the agenda of TI'S 2011 Annual Membership Meeting (AMM) than ever before and there was more space for cross-chapter discussions than at previous AMMs. Building on the success of the U4 helpdesk for donors (which is managed by TI-S), TI-S also developed a research service offering the TI network on-demand corruption research within a short time frame (2-10 working days). Launched in October 2011 the helpdesk has already provided a range of expert answers to national chapters. The helpdesk is hosted on the TI Chapter Zone (extranet) and responses to individual queries are accessible to the entire movement. We also took considerable steps to facilitate the sharing of anti-corruption knowledge beyond our movement. For example, in 2011 we launched [Gateway](#), which is a public database of existing corruption-related diagnostic tools, searchable by key criteria and updated at regular intervals. It aims to provide a range of valuable insights not only for national chapters but also for other tool developers and particularly for tool users, i.e. civil society organisations, think tanks, donors and international organisations active in social accountability and anti-corruption work.

In terms of our own accountability, TI is working towards compliance with the standards set out by the International Aid Transparency Initiative (IATI) and as of 2011, [TI is reporting to the Global Reporting Initiative NGO sector supplement reporting template](#). Our 2011 report was qualified by the Independent Review Panel as good, complete and comprehensive, presenting good evidence, and with signs of institutional commitment to accountability. In our quest to keep improving the way we work as a secretariat and continue to provide excellent value for money, we developed new procedures for our annual planning processes and for project design and development, as well as working on a range of new HR policies. In 2012 we seek to further strengthen our capacities in order to serve the TI movement and the wider anti-corruption world even better.

## **High Level Objective 1) To strengthen impact-oriented collective anti-corruption advocacy interventions throughout the TI Movement and beyond.**

### **Report on TI-S-wide Critical Activities**

#### **Implement collective action advocacy efforts on climate change**

The launch of the Global Corruption Report (GCR) was a success. Launches were held in Bangladesh, Spain, Malaysia and a range of other countries. Six to seven more launches are planned for the remainder of the year, some at the invitation of external stakeholders (e.g. European Investment Bank), demonstrating a big interest in the Climate Change Governance agenda. Engagement with the media has been strong throughout, e.g. shown through a 50 per cent increase in press and media coverage of the GCR launch compared to our 2009 GCR. One concern is that it has proven challenging to sufficiently monitor in which way the messages of the GCR have been picked up by the relevant policy makers.

Through the GCR we increased our engagement with external stakeholders, including 30 think tanks. We have made seven joint or individual submissions to the Clean Development mechanism, OECD, G8, the Climate Investment Fund and others. Our successful outreach has however meant we were increasingly asked to provide expert input which we were not able to respond to due to resource constraints.

#### **Continue to influence key international institutions, including the EU and G20, utilising NC participation where relevant**

Successful advocacy at the G20 anti-corruption working group took place in the first six months of 2011, and beyond. This was evidenced by the French G20 co-chair seeking our input around evaluation criteria for the Anti Corruption progress report which can be found at [http://www.transparency.org/whatwedo/activity/our\\_work\\_on\\_the\\_g20](http://www.transparency.org/whatwedo/activity/our_work_on_the_g20). We also enhanced our cooperation with other NGOs, including being a member of the Task Force on Financial Integrity and through our involvement in the G8 and G20 global coalition working groups. What we realised is that to remain relevant at the G20 level and to be able to monitor progress on the action plan at the national level, we need to ensure we have a strong presence and chapter uptake in all G20 countries. We should improve the communication of our G20 work, especially by finding a way to address the technicality of the recommendations and to make them more understandable to the general public.

Within this reporting period, the EU adopted its anti-corruption package. Many of the proposed new measures in the package are influenced by TI's ongoing expert advice to the European Commission (DG home affairs) over the course of the last three years, including the important "EU anti-corruption report" which we began advocating for in 2008.

#### **Mainstream Advocacy and Legal Advice Centres into other TI tools, products, programmes, departments and approaches**

The first six months of the year have seen an increased uptake of Advocacy and Legal Advice Centres (ALAC) stories, data, and information in our communication materials, as evidenced by increased blog posts, the number of stories in the Annual Report and the production of a [documentary \(On the Front Line\) on our ALAC in Palestine](#). Limitations around the ALAC stories include the fact that developing them is extremely resource-intensive (as client permission and libel checks are needed for each of them) and the fact that our knowledge base on ALACs is increasingly splintered into three main languages (English, French and Spanish) with a lack of resources for the translation work.

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<sup>2</sup> The focus of this section is on January – June 2011 but in some cases, particularly on the performance indicators, we reported on the full year where appropriate and relevant

## Progress on indicators

*TI policy papers and working papers are cited by – and inform the work of - two peer organisations or advocacy targets*

“Recovering stolen assets: A problem of scope and dimension” (Published in March 2009. Re-released in March 2011). Quoted by

1. [Yale Journal of International Affairs](#)
2. [GlobeEthics](#)
3. [U4](#)

“Reducing demand for illegal timber: Targeting corruption in customs and procurement” (February 2011). Quoted by

1. [Humanitarian news](#)
2. [Columbia University](#)
3. [AGRISA](#)
4. [GlobeEthics](#)
5. [Zunia](#)

*Systemic improvements (number and level pertaining to change in discourse, policy development, policy adoption, implementation, enforcement or change in culture) enacted as a result of multi-country projects shown in minimum three countries*

TI decided to report on a range of systemic improvements identified throughout 2011, not solely focussing on multi-country projects. All of these have a verifiable contribution by TI to this change.

On the basis of findings of the National Household Survey on Corruption 2010 released on 23 December 2010, TI-**Bangladesh** produced a Policy Brief with which it campaigned for reform in the justice system. The national household survey was conducted in collaboration with TI-S as part of the Global Corruption Barometer Survey. One result of this policy brief was the formation of a five-member committee of judges to investigate allegations of corruption in the judicial system in March 2011.

During 2011, in **Brazil**, TI-S in partnership with national chapters in the region (mainly TI-Colombia and TI-Guatemala) ensured increased dialogue and cooperation among the key CSOs working in anti-corruption and governance issues in the country. TI, in partnership with the Avina foundation, conducted a series of meetings in Brasília and São Paulo with 10 of the most visible and relevant civil society actors in the country. These TI-facilitated workshops helped the participants to meet each other and as a result they decided to constitute a network of Brazilian NGOs working in governance that is now comprised of nearly 60 organisations country-wide. The network members have been a fundamental force in supporting the promotion of reforms in Brazil in recent times.

In **Colombia**, the President of the Council of Bogotá adopted a new format for members of Municipal Councils to declare any conflicts of interests. The TI chapter provided a key role in the design of the format and included clear information on the National Access to Information law within this.

In **Georgia**, the judiciary announced its plan to launch an electronic system of case management that will ensure that important information about court proceedings (including court rulings) will be available online. The fact that TI’s National Integrity System study draft chapter on the judiciary (which was sent to the Supreme Court and was discussed extensively with judiciary representatives earlier) highlighted a gap in access to information and recommended posting court decisions online suggests that TI Georgia may have contributed to this important change.

In **Hungary**, partly informed by the findings of the National Integrity System study produced by TI Hungary with support from TI-S, mutual commitment from the ruling government and opposition to reform political finance legislation was realised.

In **Kosovo**, amendments were made to the law on political party financing, with sanctions for non-compliance being strengthened. This change was influenced by active engagement of TI, by lobbying parliamentarians, and producing recommendations coming out of research undertaken by TI.

**India** ratified the UN Convention against Corruption in May 2011. TI India had a number of meetings with government officials to encourage them to do so. TI-S provided technical support around the UNCAC to the chapter and ensured TI India was engaged in global developments surrounding the UNCAC, for example by ensuring TI India could take part in Conferences of State Parties, thereby learning from experiences in other countries.

In **Liberia**, CENTAL staff engaged the Liberian Legislature to pass the Whistleblower's Protection Act and Code of Conduct for Public Officials. The Legislature was adamant in its decision not to pass these laws in the last year of its sitting; however, the President renewed an Executive Order protecting whistleblowers.

In **Russia**, TI'S national chapter provided input into the draft law on the Police. TI provided expert analysis of the draft law to identify potential areas for corruption and organised a public campaign with the use of information technologies to promote amendments as well as new provisions to the law, such as the use of name badges by police officers.

In **Slovakia**, a public street protest movement adopted the recommendations coming out of the Slovakia National Integrity System study as its platform in calling for political reform. This NIS was developed by TI Slovakia with support from the TI Secretariat.

Transparency **Serbia**, with technical support from TI-S, provided comments and recommendations to the proposed legislation on the new political party financing, actively speaking up at public consultations and providing written input.

In November 2011 whistleblower legislation was passed in **Vietnam**. The TI national contact, Towards Transparency, with support from TI-S, provided the Legal Department of the General Inspectorate with comments on the draft denunciation law. In addition, in response to OSCAC's (Vietnam Office of Steering Committee Against Corruption) official invitation, TI-S and TI Vietnam arranged for the presentation of TI Hungary on civil society and European experiences of whistleblower protection. TI disseminated the translated TI report studying whistleblower protections in 10 European countries at an international workshop on whistleblower protection held by OSCAC. The denunciation law took TI's suggestions and changes into account.

In **Zimbabwe**, on 24 August 2011, the President appointed the new Anti-corruption commission (ACC). The body will act as a government agent in implementing anti-corruption policies. This comes amidst mounting pressure from the media and civil society, particularly our ALAC, for the appointment of new commissioners for the Anti-corruption commission in line with clause 8 of the Global Political Agreement (GPA), the power-sharing deal signed between ZANU (PF) and MDC in 2008. The appointment of the new commissioners comes in the wake of an ineffective ACC that was established in 2006. TI lobbied for the appointment of the new ACC through articles and position papers.

*TI recommendations taken up by minimum one institution (e.g. EC, G20) in strategies or declarations*

Achieved as above.

*Increased cooperation with new partners on key work areas*

Achieved as above.

## **High Level Objective 2) To substantially contribute to the development of TI National Chapters' core capacities to become more effective in the fight against corruption.**

### **Report on TI-S-wide Critical Activities**

#### **Guide and support NIS assessments with more than 35 NCs and movement**

The focus of the support by the Secretariat to chapters on NIS assessments has been on the EU-wide NIS project, which covers 27 countries.<sup>3</sup> The fact that external funding was found and that a dedicated team and resources were put in place for this project ensured strong support to chapters in moving this forward, a model we seek to also elaborate on for other chapters. What worked particularly well is that the TI Chapter Zone, the internal communication tool for the TI movement, was the main communication means for this project, ensuring each chapter shared information and expertise directly with all others, in turn increasing accountability and knowledge across the movement. The main challenge ahead is going to be to translate the research into advocacy and subsequently assess impact resulting from our interventions. We have also received feedback that the NIS methodology might be too rigid which is something we will further look into in the year ahead.

#### **Conduct NC training on evidence-based advocacy**

In 2011 TI-S conducted a range of trainings for national chapters and we sent out a survey to every chapter that had participated in advocacy trainings in the past two years, out of which 45 chapters responded. The survey showed that the national chapters were using the tools presented to them beyond the trainings. While this is an encouraging result we realise follow-up to each training needs to be more consistent and regular in the future. Another challenge identified was staff turn-over among our chapters, posing the question to what extent the learning and skills coming out of trainings remained within the chapters. A positive development is that we have started to involve the chapters more in the design of our workshops, increasing ownership and uptake. However, we have yet to roll out this approach across all workshops and trainings.

#### **Develop guide and tools to assist NCs with strategic planning**

A draft guide has been developed in the first half of the year, and was finalised in the latter part of the year, along with a range of supporting tools. What worked particularly well in developing this guide was the ongoing engagement with the chapters around the movement-wide Strategy 2015 and on the guide to national chapter strategic planning since the Bangkok Annual Membership Meeting.

#### **Define the scope, approach, and parameters of a cross-regional Capacity Development programme**

We have moved forward on this at different levels. What worked particularly well is that we have started developing the Institutional Network Strengthening Programme for which further resources have been made available. We are mainly taking a (sub)regional approach here and seek to replicate the model in different regions where appropriate and relevant. The model builds on earlier work in Asia Pacific (supported by AusAID) and Central America (supported by Danida) and is for example now being replicated in the Middle East and Northern Africa (supported by Sida).

### **Progress on indicators**

*More than 80 per cent of Capacity Development Interventions (e.g. trainings, workshops, regional meetings, chapter visits, seed-funding, etc) meet their stated objectives*

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<sup>3</sup> Most reports will be launched late 2011 / early 2012



The trainings run by TI-S for chapters in the first six months of 2011 all received positive feedback. Topics covered included Legal Advice, Advocacy, Conventions, Safety and Security, and Research. In all cases chapters found that the trainings met their stated objectives.

*80 per cent of National Integrity System reports finalised in first six months of 2011 are of high quality as assessed by TI-S and external reviewer*

Out of the nine NIS reports assessed in 2011, 5 reports were rated by external reviews as very good, 3 reports as good, and 1 report as fair.

*Total number of TI affiliate organisations remains stable*

The total number remained 107 from early January to early July, and was 109 in January 2012.

*Capacity Assessment Tool used by at least five Chapters*

The Capacity Assessment Tool was piloted by TI Australia and TI Maldives in the first half of the years and an increasing number of chapters are now using it. The Capacity Assessment Tool was included in the Strategic Planning Guide developed by TI-S for the National Chapters.

### **High Level Objective 3) To enhance the use, understanding and spontaneous recognition of TI's products, brand and experience in the fight against corruption**

#### **Report on TI-S-wide Critical Activities**

##### **Continue to promote Global Corruption Barometer, linking results with ongoing work at country, regional and global levels.**

In 2011 we were expanding the GCB to include 12 more countries, and we were piloting new approaches to raise chapters' involvement (via regional launches and sub-regional meetings around the GCB results). While this means that chapters will use more of our global tools as a result, we ultimately need to create a good balance between a global tool created by TI-S and a tool that can serve the needs of national chapters, taking local context into account. We have started to use the GCB more at the global level with, for example, the GCB results being used in all our press releases related to countries we have results for (e.g. Middle East and North Africa, Greece, UK). We also note an expanding number of researchers using the GCB for academic purposes, meaning the GCB is becoming more of a public resource.

##### **Finalise redesign of the TI website and work with new social media tools**

We have greatly expanded the number of followers on Facebook and Twitter, as well as multiplied our blog posts. The new website design has been demonstrated to the Communications Committee of the Board which was positive about the design. We aim to go live with the new website early 2012.

##### **Implement Global Campaign pilot**

We have made progress on the campaign and it got piloted in the latter part of 2011. A video has been shot, a Facebook page and microsite produced (<http://timetowakeup.org/>), and the campaign was launched in five pilot countries. Some of the smaller chapters are very keen to get involved in this global campaign, seeing the campaign as a means to enhance their sustainability (increase brand, capacity, fundraising, etc). One main challenge is going to be to ensure it is both a global campaign but also appropriate for regional and local contexts.

##### **Continue to gather impact stories**

We published around 30 people stories, mainly from our ALACS around the world. Five of the stories were published in 2010 Annual Report. Videos are also produced to highlight the human element of our work. The main challenge is to make these stories more accessible to the wider public, which we seek to achieve with the launch of the new website.



## Progress on indicators

*Monthly average visitors to TI website increases 10 per cent from January to June 2011*

Average monthly visitors went down 6 per cent from January to June but they increased substantially towards the end of the year. Overall the number of visits to the TI website (visitors, unique visitors, and page views) increased in 2011 compared to the previous year.

	2010	2011	Increase
Average visits (monthly)	207,225	233, 242	12.6%
Average unique visitors (monthly)	157,927	174,546	10.5%
Average page views (monthly)	687,650	763,551	11%

*First draft of country profile pages released to public on TI website by August 2011*

The release of the TI website has been moved to early 2012.

*Minimum five TI stories are published and shared with external stakeholders*

Achieved as above.

## High Level Objective 4) To promote the financial growth and sustainability of the TI movement in order to secure existing and promote new gains in the fight against corruption

### Report on TI-S-wide Critical Activities

#### Raise matching funds for new and existing projects

We managed to secure the co-funding for the TI-Secretariat component and some national chapter components of two major EC funded programmes (EU NIS studies and ALACs in Francophone Africa).

#### Continue to build donor support for the implementation of TI Strategy 2015

There is general donor buy-in with the new strategy for the movement and we are confident the same will happen for the five-year implementation plan for TI-S. What worked particularly well is that during the strategy development process the most comprehensive evaluation to date (commissioned by Norad) took place and that ultimately the recommendations of this evaluation were in line with our emerging plans for the years ahead (e.g. more focus on horizontal learning, a clearer chapter support function by the secretariat, and scaling up private sector work). The next challenge will be to ensure the strategy gets presented by the entire movement, including the chapters, as the broad direction where the movement is headed by 2015.

#### Identify new (non-traditional) funding opportunities and sources for the Movement

TI-S is exploring new models to fundraise, collaborating more with chapters. For example, a successful approach to the Swedish Postcode lottery was made, benefitting TI Sweden and TI-S. We also decided to create a new position, recruiting a fundraising professional for high net worth individuals.

#### Identify and scope large scale programmes in line with TI Strategy 2015

The programmes have been identified and are a key part of the TI-S five year implementation plan and in 2011 we started scoping some of these programmes in more detail.

## Progress on indicators

*Minimum two new donors fund TI-S in Jan-June 2011 compared to 2010*

Achieved

- Swedish postcode lottery
- Norway EEA grants mechanism
- New Zealand Aid
- German Ministry of Environment (BMU)

*Minimum 50 per cent of EU NIS co-funding gap for 2011 is filled by end June*  
The EU NIS match funding needs for the TI Secretariat are filled.

*New private sector donor strategy is in place by end June 2011*  
Due to staff changes this was moved to the end of 2011, when the strategy was completed.

*Minimum one new project proposal - directly relevant to new TI Strategy 2015 - is approved by external donor in first semester of 2011.*

Ensuring that external funding proposals are directly relevant to Strategy 2015 is now institutionalised within TI-S. A range of proposals have been approved by external donors supporting the implementation of the new strategy (for example by Sida to accelerate our work in the Arab region).

*Fundraising capacity building programme ready to be piloted by end of June 2011*  
Development of fundraising capacity building programme was moved to the latter part of the year, following the adoption of the five year implementation plan for TI-S. The programme was subsequently finalised late 2011.

## **High Level Objective 5) To strengthen the fight against corruption through advancing the strategic and effective mobilisation of human resources.**

### **Report on TI-S-wide Critical Activities**

#### **Develop a new HR framework that enables clear differentiation, comparability, transparency and consistency between staff roles in different job levels**

This process has started and we recruited a consultant to help us in moving this forward. This will be finalised building on the new five year implementation plan (and subsequently identified human resources) and the reorganisation of TI-S. A subsequent plan to scale up competences of staff to meet the requirements of the implementation plan is a key target for 2012.

#### **Continue to review and strengthen TI-S key HR policies and guidelines**

We developed and started implementing a new grievance policy. The new recruitment policy, the child protection policy, absence and leave guidelines and internship guidelines are in stages of internal review.

### **Progress against indicators**

*New job classification framework, salary scale, grading and job categorisation system in place and ready to be rolled out*

See above.

*80 per cent of staff consulted or involved in the TI-S implementation planning process*  
Achieved

*20 NC Executive Directors across all regions are trained to support Chapters' capacity assessment and participatory strategic planning*

This was too ambitious as a target though we do integrate this in the Institutional Network Strengthening Programme in the latter part of the year.

## **High Level Objective 6) To strengthen the effectiveness and integration of TI-S' infrastructure, management and accountability systems.**

### **Report on TI-S-wide Critical Activities**

### **Roll out Oracle (integrated financial accounting and financial project management system) in TI-S**

The process of implementing Oracle was originally underestimated (additional work, technical difficulties, etc) but we have now started using Oracle and all projects are included. The challenge is going to be to facilitate easy access to the data by all TI-S staff.

### **Finalise improvements to TI-S organisational structures**

The new organigramme for TI-S is finalised and allows for a more rapid response to issues and decision needs, makes the TI Secretariat more efficient and effective, and provides clarity on the structure necessary to implement the five year TI-S implementation plan. While a few functions will have to be scoped further, the new structure is now finalised. The main challenge has been to recruit a group director for the Corporate Support Services Group. Another challenge for some positions related to the new Key Programmes has been whether to first recruit a person, and subsequently design the programme (increasing ownership), or whether to first design the programme, after which a clear job description can be drafted.

### **Define clear organisational processes that support successful execution of the five-year Implementation Plan**

Three key processes were identified (1. annual planning, 2. project and programme design, 3. rapid response) and the initial processes were designed in the first half of 2011, and finalised in the second half.

### **Plan the ongoing work and programmes that will form the bulk of the TI-S' work over the next five years, and define resources allocation (financial and human) priorities towards their execution**

This has happened as per the five year implementation plan. A challenge has been to find the right balance between detail and high level within the five year plan, ensuring we both have a clear direction in the years ahead, while still leaving us sufficient flexibility during its implementation.

### **Adapt and start implementing Keystone network survey, Capacity Assessment Tool, and revised annual reporting template as key PMEL tools in TI Movement**

We recruited a Monitoring, Evaluation and Learning Coordinator, who will refine the M&E framework further. The Keystone network survey got delayed as we needed other networks to get on board (for benchmarking). The Capacity Assessment Tool will be further rolled out as part of the Institutional Network Strengthening Programme.

### **Continue to develop procedures and tools for integrated risk management**

A process and framework for secretariat risk management have been formalised. An action plan in terms of developing the policies and procedures on risk management is designed.

### **Increase usage of knowledge sharing platform & other collaborative communication tools**

Chapter Zone has been functional for the entire year and use is growing steadily. However, usability has to be further improved.

### **Progress against indicators**

*TI-S five-year Implementation Plan is developed and approved by BoD*

Achieved. The Board of Directors approved the plan in its July 2011 board meeting.

*Key knowledge held at TI-S is transferred onto collaborative platform and 25 per cent of all TI-S staff uses Share Point*

All TI-S staff now uses Share Point.

*Oracle Finance and Grants component rolled-out in TI-S for all projects*

Achieved

## Report against July – December 2011 plan

### Key Support Services

#### 1. Global Communications, Advocacy and Campaigning

Outcome	Indicators
TI is the leading global voice and critical change agent in the demand for world-wide transparency, integrity and accountability	<p>A. Number and description of TI advocacy and campaigning recommendations taken up by regional and global institutions</p> <p>B. Number, description and effect of cases of TI responding in a timely and authoritative manner to emerging international events and issues, including high profile individual cases</p>

#### Progress against Outcome in 2011

TI played a critical role in a range of global events and processes in 2011, notably the Conference of State Parties to the UNCAC and our engagement with the G20 and EC. At the 4<sup>th</sup> UNCAC Conference of States Parties (CoSP) we submitted 10 civil society parallel UNCAC review reports which were accepted as official documentation by UNODC. We will continue to push for the inclusion of civil society participation in the review process. In 2011 the [EU adopted its anti-corruption package](#). Many of the proposed new measures in the package are influenced by TI's ongoing expert advice to the European Commission (DG home affairs) over the course of the last three years, including the important "EU anti-corruption report" which we have advocated for since 2008. In terms of our responses to emerging international events and issues, we started piloting our Rapid Response Unit which allowed TI to provide a timely and authoritative response to the FIFA scandal and the financial crisis in Greece.

Report on 2011 Outputs		Group
1	Fully operational Rapid Response process and unit	External Relations
	<i>July – December 2011 progress</i> – The design of the Unit was finalised, TORs developed and a head of unit hired. The unit was piloted in 2011 and formally launched January 2012.	
2	Implementation and evaluation of Global Campaign pilot in 5-6 countries to finalise 2012 Global Campaign launch	External Relations
	<i>July – December 2011 progress</i> – The campaign was piloted in five countries (Colombia, Hungary, Kenya, Lebanon, Chinese Taipei) with videos (60 sec, 30 sec and 15 sec versions), two sets of posters and a micro-website, with Arabic, Spanish, Mandarin and Hungarian translations of materials. It is estimated that for example in Hungary 10 per cent of the population was reached, increasing TI'S visibility within the country. The campaign will be further rolled out in 2012.	
3	Re-designed website with increased viewership and users	External Relations
	<i>July – December 2011 progress</i> – Constraints related to the Content Management System led to a decision to move to a new platform, causing delays. The new website is now envisaged to be launched in April 2012.	
4	Fully operational Country Pages website template (with X number of countries featured) <i>(subject to final MG decision)</i>	External Relations
	<i>July – December 2011 progress</i> – The country Pages template was developed and is now being populated with inputs from chapters.	
5	Improved Chapter Zone and other internal movement communication practices	External Relations
	<i>July – December 2011 progress</i> – We added 1,000 users since September 2010 and we created national chapter profile templates,	

	and Arabic language content was developed.	
6	Strategy for supporting Chapters in incorporating safety and risk considerations into strategic and advocacy planning/implementation	External Relations
	<i>July – December 2011 progress</i> – Drawing upon a workshop organised at a CIVICUS World Assembly on security, and working with an external consultant, safety and risk workshops were held in Venezuela and Vietnam.	
7	Set of advocacy training and planning tools (developed and piloted through European NIS)	External Relations
	<i>July – December 2011 progress</i> – A workshop for national chapters was delivered presenting a draft Advocacy Planning Manual, a template advocacy strategy and several planning tools. A subsequent Manual was developed with consultants, which was then turned into an e-learning course.	
8	Robust MEP code of conduct proposed and promoted for adoption by the European Parliament	EU Office
	<i>July – December 2011 progress</i> – MEP code of conduct adopted with TI's concerns registered.	

## 2. Corruption Measurement and Diagnosis

Outcome	Indicators
TI research products providing compelling analysis for anti-corruption advocacy and learning	<p>A. Number, description and effect of advocacy and campaigning based on evidence from TI research products</p> <p>B. Number, description and effect of cases of various stakeholders (academia, other CSOs, media, etc) using TI research products</p>

### Progress against Outcome in 2011

A wide range of advocacy and campaigning activities based on TI-generated evidence took place in 2011. Important ones at the global level were, for example, activities around the launch of the Bribe Payers Index, Corruption Perception Index and Global Corruption Report. At the national level, National Chapters engaged in advocacy and campaigning based on findings from NIS reports, TISDA<sup>4</sup> risk maps, UNCAC gap analyses, CRINIS reports (on corruption in politics), Conditional Cash Transfer Risk assessments, Corruption Barometer Surveys in South Asia, Southern Africa and Eastern Africa and other research outputs, which were supported by the TI Secretariat. While we have broad understanding of the uptake of tools at the national levels, we do consider we should be more systematically measuring the uptake of our global analyses and research. As a lot of the advocacy takes place mainly at the country level, we need to better understand and learn how the chapters use research pieces and tools.

Report on 2011 Outputs		Group
1	20 NIS assessments published	Research and Knowledge
	<i>July – December 2011 progress</i> – By end of 2011, nine NIS assessments (Kosovo, UK, Ethiopia, Ukraine, Sri Lanka, Georgia, Turks and Caicos Islands (TCI), Czech Republic, France) were published and a further 19 fully drafted and ready for publication by early 2012. In eight out of nine countries, launch events took place. Report findings were picked up by national press in most cases. An exclusive series of articles was run by the Czech Economist for example to mark the launch of the Czech report ( <a href="http://ekonom.ihned.cz/c1-54028500-zkouska-z-dospelosti-">see http://ekonom.ihned.cz/c1-54028500-zkouska-z-dospelosti-</a>	

<sup>4</sup> Transparency in Service Delivery in Africa

	<p><a href="#">dopada-pro-cesko-bidne</a>). The UK NIS launch prompted the UK Minister of State &amp; Justice to voice support for study findings and for the embattled UK Bribery Act and the Prime Minister also responded to the findings in a letter to TI UK.</p> <p>The shortfall in actual number of publications at end 2011 can be attributed to National Chapter decisions that the optimum time for publication was January/February rather than the pre-holiday season.</p>	
2	Successful launch of CPI	Research and Knowledge
	<p><i>July – December 2011 progress</i> – The CPI 2011 was successfully launched on 1 December. Publications included FAQ and methodology documents, infographics, a video and multiple blog posts. The CPI launch was used by National Chapters around the world to draw attention to the issue of corruption in their country and the Chapter's specific national priorities in fighting corruption. The TI-Secretariat provided, through Chapter Zone, tools supporting National Chapters in their communications and outreach regarding the launch of the CPI. Concretely, an example press interview was uploaded on Chapter Zone, along with a presentation by the research department on the methodology and findings.</p> <p>At the global level, key messages as portrayed in the press release were picked up, particularly with respect to the Arab Spring and the relationship between financial integrity and the euro crisis. We got over 1000 news articles worldwide in the first week following the launch. It was covered by major news wires (Reuters, AFP and AP) and featured on the BBC, CNN, International Herald Tribune and was the 4<sup>th</sup> most read story on the Guardian's website.</p>	

### 3. Emerging Policy Issues and Approaches

Outcome	Indicators
TI identifying and responding effectively to the most critical emerging corruption risks and policy issues	A. Description and effect of TI's interventions around these emerging issues

The establishment of the Anti-Corruption Laboratory is an important step towards responding in a proactive manner to new corruption challenges and to scaling up the fight against persistent ones. The Laboratory is looking into the research we have done over the years and anti-corruption practices that worked effectively in specific countries. During its first phase the Anti-Corruption Laboratory launched a seed grant programme for national chapters to support innovative ideas and tools to fight corruption. Two grants were awarded to TI Russia for a 'Gorilla advertising campaign' and TI Slovakia to kick off a project to analyze public contract databases in collaboration with law and economic university students. As part of the 7<sup>th</sup> Framework Programme funded by the EU, we will conduct research at national level and also start exploring new ways of presenting the findings and data, especially through innovative visualizations.

Report on 2011 Outputs		Group
1	Establishment of Anti Corruption Lab	Research and Knowledge
	<i>July – December 2011 progress</i> – Lab established, new research pursued, innovation grants initiated with TI NCs, new areas of	



	work/policy for TI scoped	
2	Sustainability assessment and plans for TI's work on Climate Change Governance	Chapters, Network and Programmes
	<i>July – December 2011 progress</i> – A sustainability assessment was undertaken and considering the importance of the topic it was decided to continue working in the area of Climate Change Governance in the years ahead.	
3	IACC theme and agenda supportive of TI's work on critical emerging corruption risks and policy issues	Special Initiatives
	<i>July – December 2011 progress</i> – "Mobilising People: Connecting Agents of Change" was the selected theme for the IACC. Its main goal will be "To facilitate the engagement and empowerment of people from all walks of life in order to create irreversible change against corruption, human rights violations and impunity".	

## 4. Enforcement Monitoring

Outcome	Indicators
TI contributing significantly to effective global enforcement of anti-corruption measures and reduced impunity for corrupt acts	<p>A. Evaluations by external parties consistently acknowledge TI's advocacy role in promoting the enforcement of international conventions</p> <p>B. Number, description and effect of TI interventions to reduce impunity world-wide</p>

### Progress against Outcome in 2011

We kept up the pressure on the Group of 20 leading economies to fulfil the commitments their anti-corruption action plan set out in late 2010. At the 4<sup>th</sup> UNCAC Conference of States Parties (CoSP) we submitted 10 civil society parallel UNCAC review reports which were accepted as official documentation by UNODC. We will continue to push for the inclusion of civil society participation in the review process. In 2011 the [EU adopted its anti-corruption package](#). Many of the proposed new measures in the package are influenced by TI's expert advice to the European Commission (DG home affairs) over the course of the last three years, including the important "EU anti-corruption report" which we advocated for from 2008 onward.

In some countries the UNCAC parallel review report was successfully used as an advocacy tool to open a dialogue with the government (e.g. Bangladesh). However, not all reports' national launches were equally strong and impactful, which makes us conclude we need to further assist and follow up with the chapters on how they use conventions work (e.g. parallel review reports) in their country and also begin the preparation of our joint advocacy efforts for international conventions earlier.

The Norad-commissioned comprehensive evaluation of TI highlights the important role of TI around international conventions and notes it is imperative that TI-S and the National Chapters keep engaging on the UNCAC (for example). However, the evaluation does note that there is a real challenge in making conventions accessible to citizens. A similar conclusion is drawn by an evaluation by the Open Society Institute of our conventions work in the Americas. A review will be undertaken in 2012 which will assess how we can better use our global conventions work to advocate for national-level change.

Report on 2011 Outputs		Group
1	Improved approach and plan for Chapter engagement on international conventions work (UNCAC, OECD)	Chapters, Network and Programmes
	<i>July – December 2011 progress</i> – Work started on improving the OECD Progress Report, reviewing methodology, logistics and advocacy by a working group of national chapters. TORs were	

	created for a review of past Conventions work with the aim to improve chapter engagement in global norms and standards.	
2	Launch of 10-13 civil society reports (from Chapters and Coalition partners) at 4 <sup>th</sup> UNCAC Conference of States Parties	External Relations
	<i>July – December 2011 progress</i> – The civil society reports were produced in time for the CoSP, with full legal review and in collaboration with national chapters, then distributed both by UNODC online, in flash drives to all CoSP participants and distributed in hard-copy at the event.	

## 5. Networks and Initiatives

Outcome	Indicators
TI supported network initiatives functioning as a key channel for developing and scaling up innovative multi-stakeholder anti-corruption solutions	<p>A. Number and description of horizontal network initiatives and cooperative projects within the TI Movement with a TI-S contribution</p> <p>B. Number and description of innovative anti-corruption solutions developed and implemented through multi-stakeholder activities involving TI</p>

### Progress against Outcome in 2011

The Network and Initiatives Key Support Service stems from the recognition that our work can only be brought to scale if we activate horizontal networks, work together and learn from our diversity. In 2011 a range of networks and initiatives were active, focussing for example on corruption in sports, education and whistleblower protection. A challenge this Key Support Service faced was on how to decide on the thematic areas of the networks and how to ensure a wide range of relevant chapters get involved. We will seek to address this in 2012.

Report on 2011 Outputs		Group
1	Clear approach to supporting and incubating networks and initiatives based on scoping of movement needs and knowledge/experience	Chapters, Network and Programmes
	<i>July – December 2011 progress</i> – Background study on networks and initiatives implemented and providing recommendations on maximising network potential in the TI context, drawing on extensive consultation at TI-S and participation in relevant AMM meetings to establish current practice and thinking	
2	Thematic networks/ initiatives on whistleblower protection, education, sports emerging and supported by TI-S	Chapters, Network and Programmes
	<i>July – December 2011 progress</i> – Increased chapter consultation around education, sports and whistleblower networks, including three AMM workshops with a 2 <sup>nd</sup> chapter workshop on sports in December; development of an education network concept note based on additional consultation with chapters and GCR advisory panel members and UNESCO partnership; whistleblower network integrated into People Engagement Programme and with new funding as of 2012; additional workshop with key regional stakeholders for potential replication of Forest Governance Integrity Initiative in Central Africa, expected also to serve as an avenue for expansion of TI strategic presence through new partner organisations.	

## 6. Governance

Outcome	Indicators
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TI's internal accountability, integrity and governance standards are demonstrating best practice for civil society and beyond.	<p>A. TI-S is consistently viewed by external parties (e.g., external indices, evaluations) as a world-wide leader in governance, accountability and integrity</p> <p>B. The TI Movement has an effective framework of internal mutual accountability (as measured by Keystone Survey, Membership Accreditation Committee)</p>
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### Progress against Outcome in 2011

*July – December 2011 progress* – TI published the GRI report in the context of the INGO Accountability Charter (see below). The outcome was overall positive and cited TI's practice as an example for the sector on three accounts, namely

- Resource allocation
- Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight
- Declaration of salary ranges

Other examples of improvements around our own accountability include

- The 2011 AMM furthered Board accountability by providing an even fuller narrative report beside IFRS statements.
- The 2011 AMM decided to have Individual Members maintain and disclose their Register of interests so as to further their own accountability.
- Work on the National Chapters Self-Evaluation Forms in the context of (re)accreditation has been initiated to make the process simpler, more useful and informative for risk prevention and institutional learning.
- TI-S embarked on the process to become IATI-compliant and will be starting to report to IATI standards by the first half of 2012.

Report on 2011 Outputs		Group
1	Successful 2011 AMM built around the TI Strategy 2015	Special Initiatives / Governance
	<i>July – December 2011 progress</i> – The 2011 AMM brought some 400 participants together from over 100 countries meeting over three days of main meetings plus three days of side meetings. The TI-Strategy was omnipresent and guided the agenda. One day of the AMM was dedicated to discussion circles to empower Chapters, Individual Members and TI-S to implement the strategy. Recurring feedback from participants indicated this was the best AMM to date.	
2	Chapter feedback and buy-in on proposed simplified online accreditation questionnaire	Special Initiatives / Governance
	<i>July – December 2011 progress</i> – A feasibility study of such a questionnaire was undertaken after which it was decided to not currently proceed with such an online tool, mainly due to technical issues. A workshop was held at the AMM, the content of the questionnaire is being reviewed and a hybrid system is being developed to enable online archiving of questionnaires, and posting of Chapter Practice on the Chapter Zone.	
3	Comprehensive reporting as required under IATI and INGO Accountability Charter	Special Initiatives / Governance
	<i>July – December 2011 progress</i> – INGO Charter: TI GRI report for 2010 can be found online ( <a href="http://www.transparency.org/whoweare/accountability/governance_reporting/0/">www.transparency.org/whoweare/accountability/governance_reporting/0/</a> ). The report was qualified by Independent Review Panel as good, complete and comprehensive, presenting good evidence, and with signs of institutional commitment to accountability.	

TI is making progress towards becoming IATI-compliant. Delays were caused as we aim to integrate IATI in the development of new related TI processes, namely the design of the new website and the roll-out of Oracle as our financial management system. TI expects to start publishing to IATI standards in the first half of 2012.	
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## 7. Monitoring, Evaluation and Learning

Outcome	Indicators
TI's results are being accurately demonstrated and learning consolidated in order to improve organisational performance and anti-corruption impact	<p>A. TI-S implementation and annual reports consistently demonstrate strong evidence of results and impact (including by gender)</p> <p>B. Percentage of TI Movement which see TI-S as effective in "facilitating learning based on our work and results"</p>

### Progress against Outcome in 2011

An M&E and Learning Coordinator was recruited. A TI-S impact indicators framework (GIIF) has been drafted and a concept paper clearly establishing the roles and responsibilities of the ME&L as a core function was produced.

Report on 2011 Outputs		Group
1	Final TI-S Monitoring, Evaluation and Learning Framework (for Implementation Plan and Annual Work Plans)	Research and Knowledge
	<i>July – December 2011 progress</i> – A TI-S impact indicators framework (GIIF) has been drafted. As it needs to cohere with the regional programmes' and key programmes' defined outcome results, the version is likely to be fully finalised by 15 January 2012.	
2	Building blocks of Movement Monitoring, Evaluation and Learning system identified and starting to be implemented (incl. network survey)	Research and Knowledge
	<i>July – December 2011 progress</i> – A concept paper clearly establishing the roles and responsibilities of the MEL as a core function was produced. The TI-S GIIF is in draft form and waiting the final planning of the key programmes / regional programmes. The Network survey was launch on 5 December 2011.	

## Corporate Services (Human Resources and Finance)

Report on 2011 Outputs		Group
1	New job grading and compensation structure	Corporate Services
	<i>July – December 2011 progress</i> – Project is ongoing and keeping to the time schedule. It is expected to be finalised in first half of 2012	
2	Training plan strengthening staff skills needed for TI-S Implementation Plan (including Leadership and Management Training)	Corporate Services
	<i>July – December 2011 progress</i> – Two line management training sessions (three days each) were successfully conducted with an external provider in September and November 2011	
3	Recruitment Plan for 2012	Corporate Services
	<i>July – December 2011 progress</i> – The plan was completed early 2012	

4	Up-to-date/live budget-related information available from the Oracle system	Corporate Services
	<i>July – December 2011 progress</i> – Live information on actuals is available on the OPAT list. Upon request, up-to-date project lists are delivered within 20 minutes. More user-friendly self-service is in preparation	
5	Risk strategy for the TI-S 2015 Implementation Plan	Corporate Services
	<i>July – December 2011 progress</i> – Terms of Reference for Risk Management Committee (RMC) approved by the Management Group. The RMC met twice, approved the Risk Management Manual and adopted an activity plan, which included a plan to carry out the first two risk assessment exercises with two TI-S departments	
6	Financial Manual for TI-S	Corporate Services
	<i>July – December 2011 progress</i> – Eight guidelines have been developed in collaboration with KPMG which will provide employees of TI-S, TI Supporters and persons working on behalf of a national chapter with uniform, consistent policies and procedures. The policies and procedures to be stated in these guidelines ensure that TI-S' financial systems comply with IFRS, local General, and Commercial and tax Code and the project reporting corresponds with minimum donor reporting requirements. The consultation phase for this manual has been started and the process needs to be continued in 2012.	
7	Improved top five Key Organisational Processes	Corporate Services
	<i>July – December 2011 progress</i> – Three key organisational processes have been put in place and signed off by the Management Group, namely <ul style="list-style-type: none"> <li>- Project Development Process</li> <li>- Rapid Response Unit</li> <li>- Annual Planning and Budgeting Process</li> </ul>	

## Resource Development Department (RDD)

Report on 2011 Outputs		Group
1	Continued diversification and growth of TI-S funding base with determination of growth targets informed by the strategy	External Relations
	<i>July – December 2011 progress</i> – A support framework for corporate donors has been designed and will be rolled out in 2012. A new staff member was recruited to target in particular foundations and high net worth individuals.	
2	Fundraising materials for Key Programmes	External Relations
	<i>July – December 2011 progress</i> – Most programmes were not yet entirely designed by December 2011. However, successful fundraising efforts for activities including our People Engagement Programme and the Institutional Network Strengthening Programme took place already.	

## Key Programmes

### People Engagement Programme (PEP)

Report on 2011 Outputs		Group
1	Completed PEP programme document reflecting Chapter needs along TI 2015 strategic commitments (including discussion of advanced draft concept at AMM)	Chapters, Network and Programmes
	<i>July – December 2011 progress</i> Programme document (developed upon consultation with Chapters and TI-S) completed and submitted to the Management Group	
2	Mapping and replication of innovative tools for People Engagement Programme	Chapters, Network and Programmes
	<i>July – December 2011 progress</i> <ul style="list-style-type: none"> <li>- Production of 20 two-page briefs on examples of People Engagement within and outside of movement</li> <li>- Three Chapter “cluster” workshops held as first steps in advancing innovation on People Engagement in the Movement [(1) ALACs in high-income countries, 2) Information, communication and technology for anti-corruption, 3) raising funds from the public]</li> <li>- Whistleblower workshop held in Central America and cross-chapter visit held on the subject (Hungary-Vietnam)</li> <li>- Adaptation of the Economic Equality in Latin America (EELA) concept into a new sector and a new country (social housing in Venezuela)</li> </ul>	

### Business Integrity Programme (BIP)

Report on 2011 Outputs		Group
1	Scoping work on Financial sector/ regulation/ reform completed	Research and Knowledge
	<i>July – December 2011 progress</i> – We initiated new discussion across the TI movement on financial integrity via the establishment of a national chapter working group, one that also draws on a few external stakeholders as well. At the same time, TI was very active in the G20 on these issues, at the EU on a number of fronts, and in the Task Force on Financial Integrity, where we had strong representation at the annual event in Paris in October. We were also the only NGO to speak at the UN Principles on Responsible Investment conference in October, thereby extending our lead in this area.	
2	Enhanced Tools for Chapters to use on private sector engagement	Research and Knowledge
	<i>July – December 2011 progress</i> – In 2011 we presented a new iteration of the Bribe Payers Index, which provides a powerful tool for National Chapters to engage with the private sector and governments. The Bribe Payers Index is a unique tool capturing the supply side of international bribery, specifically focussing on bribes paid by the private sector. The 2011 Bribe Payers Index is the fifth edition of the index, ranking 28 of the world’s largest economies according to the likelihood of firms from these countries to bribe when doing business abroad. <p>In November, we approached the Business Principles Steering</p>	



	Committee with proposals to expand the scope of the BP to corruption themes beyond just bribery. At the same time, work through a consultant has yielded a number of new presentations on our private sector tools and approaches that will be available in early 2012. These include a Powerpoint series on corruption in the private sector, on the Business Integrity Framework (the model TI recommends companies to follow when putting an anti-corruption system into place), and an overview of national chapter engagement strategies with the private sector. In December, we were holding a workshop with national chapters from countries where there has been little work done on or with the private sector, but there is interest to do this work. The aim was to explore new means of engagement and to make sure the private sector team builds support for these into its 2012 work plan. In addition, we set up a new partnership with CEMS, a network of business schools around the world and we launched a private sector grant series, offering modest funding to those national chapters who want to pursue private sector work at national level.	
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## Public Sector Integrity Programme

Report on 2011 Outputs		Group
1	Concept for holistic approach to work on local governance / local integrity	Chapters, Network and Programmes
	<i>July – December 2011 progress</i> – An initial concept note was prepared. Its results will be integrated into the overall public sector integrity concept note.	
2	Scoping of PSIP programme, including Mapping of existing public integrity tools and identification of gaps/needs	Research and Knowledge
	<i>July – December 2011 progress</i> – In the second half of 2011, the scoping of the PSIP programme kicked off with a series of consultations within the TI-Secretariat (via an informal PSIP reference group) and the TI movement at the AMM. A first draft concept note has been produced which identifies four programme components to be rolled out in a phased approach. Phase 1 consists of (a) a Consolidation & Learning Phase, which has already kicked-off with collecting diagnostic tools on public integrity issues and (b) the development of a knowledge bank. Phase 2 (starting in mid-2012) will focus on evidence-based advocacy activities at country and at international levels. A call for consultants to develop a Local Integrity System Assessment Tool unfortunately did not yield qualified applications and will be re-opened in 2012.	

## Anti-corruption Solutions and Knowledge Programme (ASK)

Report on 2011 Outputs		Group
1	Completed ASK Programme design	Research and Knowledge
	<i>July – December 2011 progress</i> – A range of 2011 outputs contributed to improved and increased sharing of knowledge and tools within and outside of the TI movement. These included  - GATEWAY: Gateway is a public database of existing corruption-related diagnostic tools, searchable by key criteria and updated at	

	regular intervals. It aims to provide a range of valuable insights not only for national chapters but also for other tool developers and particularly for tool users, i.e. civil society organisations, think tanks, donors and international organisations active in social accountability and anti-corruption work. (Launched November 2011) <sup>5</sup>	
	- Advocacy & Legal Advice Centres (ALAC) Database: "one-stop shop" software programme for the many ALACs in the TI Movement to enable them to organise and record their information more systematically and efficiently, storing sensitive information securely and compiling statistics at a local and global level (for example on the type of corruption complaints ALACs receive). Its widespread use across the ALACs and national chapters can massively enhance our ability to undertake evidence-based advocacy and share expertise across the movement. (Launched October 2011, with trainings run subsequently)	
2	TI Helpdesk (established and attracting requests /providing services to the movement)	Research and Knowledge
	<i>July – December 2011 progress</i> – Building on the success of the U4 helpdesk for donors (which is managed by TI-S), TI developed a research service offering the TI network on-demand research on corruption within a short time frame (2-10 working days). Launched in October 2011 the helpdesk has already provided 26 expert answers to national chapters (by 6 March). The helpdesk is hosted on the TI Chapter Zone and responses to individual queries are accessible to the entire movement.	

## Institutional Network Strengthening Programme (INSP)

Report on 2011 Outputs		Group
1	Completed Institutional Network Strengthening Programme programme document reflecting Chapter and Regional Department needs along TI 2015 strategic commitments, with initial funding secured	Chapters, Network and Programmes
	<i>July – December 2011 progress</i> – Institutional Network Strengthening Programme programme document completed based on extensive consultation with TI-S staff, Chapters (pre-AMM workshop and consultation on draft document) and Individual Members; Institutional Network Strengthening Programme component included in new regional programme application (Sub-Saharan Africa and Central America)	
2	Integration of network reserve into Institutional Network Strengthening Programme	Corporate Services
	<i>July – December 2011 progress</i> – Network reserve guidelines and application template reviewed, with RAPID model introduced to consolidate decision-making; network reserve integrated into Chapters, Network and Programmes Group budget	

## Resource Mobilisation and Sustainability Programme (RMSP)

Report on 2011 Outputs		Group
1	Completed RMSP Programme design	External Relations
	<i>July – December 2011 progress</i> – The RMSP design was finalised in December and some initial activities were already undertaken.	

<sup>5</sup> Explore GATEWAY here: <http://gateway.transparency.org/>

	For example, a three-day training with eight national chapters from all regions on “Raising Funds from the Public” took place in December 2011. In follow up to this training TI-S developed a toolkit on fundraising from the public which is made available to National Chapters through Chapter Zone.	
2	Key components of fundraising strategy (Private Sector (GCTI), Bilaterals, Major Donors, National Chapter fundraising assistance)	External Relations
	<i>July – December 2011 progress</i> – A TOR for the development of a fundraising strategy for the TI movement was developed and a consultancy recruited. The strategy will be developed in 2012.	