



Strategic Framework 2008-2010

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Approved at TI AMM, Bali, Indonesia, 28.10.07

1. Purpose and Process

The **purpose** of Transparency International's Strategic Framework 2008-2010 is to provide inspiration, guidance and cohesion to the efforts of Transparency International (TI) to fight corruption around the world. It aims to enable the Transparency International movement to build on its leadership position in the field of transparency, accountability, justice and good governance – and to be able to anticipate and adapt to the changing needs and demands of the political and economic environments that influence the anti-corruption agenda.

This Strategic Framework provides the basis for the Transparency International Secretariat and the Transparency International national chapters to develop and implement their specific anti-corruption programmes. It is therefore not a plan of action for the TI movement, but a broad common basis for the TI Secretariat, including the regional departments, and national chapters to develop work plans.

This current Strategic Framework is an update of the TI Strategic Framework 2003-2007. In January 2003, the TI Board of Directors agreed to the development of a strategy for the TI movement. This **process** focused on the ten year history and development of Transparency International, both at the TI Secretariat and in the national chapters, drawing common understanding from the movement's approaches, activities, and achievements. The 2003 Strategic Framework was the result of a year long process of extensive consultations within and outside the TI movement.

In March 2006, the TI Board of Directors agreed on the need for an update of the Strategic Framework and a process called TI-2010 was started. Its central aim – the review and update of the 2003 Strategic Framework – took into account changes and trends in the external environment over the past four years, as well as current issues and debates of importance for the global TI movement. The TI-2010 strategic review process therefore focused on the way forward for the TI movement, without revisiting our vision, mission, or values.

The TI-2010 process, facilitated by the TI Secretariat, consisted of a consultation process with TI stakeholders that included: a strategy session during the TI Annual Membership Meeting, input from regional meetings, TI-Secretariat departmental review meetings, Board of Directors meetings and written feedback sent by national chapters.

The results of this consultation, the TI Strategic Framework 2008-2010 presented here, provides both continuity with the previous strategy and a sense of vision about the environment in which we now find ourselves. Many of the core elements of this latest Strategic Framework, for example our strong emphasis on our national chapter network, have been in place for some time. However, this framework indicates how TI will respond to new challenges by using its existing – and developing new – strengths. Moreover, the TI Strategic Framework 2008-2010 emphasises some areas that have more recently emerged as priorities for TI such as the focus on impact assessment, the need for knowledge-sharing and the strengthening of our evidence-based work.

TI-2010 can be found on our website at: URL to come and will be updated at the Annual Membership Meetings, if necessary.

For more information on the work of Transparency International, please visit our website www.transparency.org

2. VISION, MISSION AND VALUES

Our **vision** is a world in which government, politics, business, civil society and the daily lives of people are free of corruption.

Our **mission** is to work to create change towards a world free of corruption.

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

Underlying these values we adhere to a core set of principles:

1. As coalition builders, we will work cooperatively with all individuals and groups, with for profit and not for profit corporations and organizations, and with governments and international bodies committed to the fight against corruption, subject only to the policies and priorities set by our governing bodies. We undertake to be open, honest and accountable in our relationships with everyone we work with and with each other.
2. We will be democratic, politically non partisan and non sectarian in our work.
3. We will condemn bribery and corruption vigorously and courageously wherever it has been reliably identified, although we ourselves do not seek to expose individual cases of corruption.
4. The positions we take will be based on sound, objective and professional analysis and high standards of research.
5. We will only accept funding that does not compromise our ability to address issues freely, thoroughly and objectively.
6. We will provide accurate and timely reports of our activities to our stakeholders.
7. We will respect and encourage respect for fundamental human* rights and freedoms.
8. We are committed to building, working with and working through national chapters world wide.
9. We will strive for balanced and diverse representation on our governing bodies.

Principles agreed to and adopted by Transparency International, Prague, Czech Republic, 6 October 2001.

*Amended at Annual Membership Meeting, Bali, Indonesia, 27 October 2007

3. Rationale of Our Work and Definition of Corruption

Transparency International believes that corruption matters and that fighting corruption is essential for several reasons.

- Corruption has dire global consequences, trapping millions in poverty and misery and breeding social, economic and political unrest.
- Corruption is both a cause of poverty, and a barrier to overcoming it. It is one of the most serious obstacles to reducing poverty.
- Corruption denies poor people the basic means of survival, forcing them to spend more of their income on bribes. Human rights are denied where corruption is rife, because a fair trial comes with a hefty price tag where courts are corrupted.
- Corruption undermines democracy and the rule of law.
- Corruption distorts national and international trade.
- Corruption jeopardises sound governance and ethics in the private sector.

- Corruption threatens domestic and international security and the sustainability of natural resources.
- Those with less power are particularly disadvantaged in corrupt systems, which typically reinforce gender discrimination.
- Corruption compounds political exclusion: if votes can be bought, there is little incentive to change the system that sustains poverty.

In conclusion: ***corruption hurts everyone.***

In order to pursue our goals, we define corruption as *the abuse of entrusted power for private gain.*

This definition encompasses a wide array of illicit activities that comprise corrupt behaviour, extending well-beyond bribery into non-monetary rewards. It is insensitive to the size of the corrupt act. In addition, it covers all actors, whether public or private, who abuse their status for personal benefit. While the breadth of this definition makes the scope of our work even more ambitious, we believe it is necessary that our definition captures the many perfidious forms of corruption that plague our societies.

4. Governance

The governance structures at Transparency International reflect the spirit of our mission and embody our commitment to transparency, accountability and integrity. We recognise that our position as the leading global coalition against corruption requires us to maintain highest possible standards, in terms of how we operate as a movement. We will continue to evaluate and assess our governance procedures and to pursue best practice in this arena.

The **Board of Directors** is Transparency International's governing body. It is democratically elected at the TI Annual Meeting. An **Advisory Council**, consisting of prominent individuals of international standing, advises the TI movement and assists in developing TI's programmes.

National chapters lead the work of TI in their country and participate in TI's regional and international work. The membership base of each TI national chapter differs in type and size from country to country, but TI encourages its national chapters to enlarge and diversify their membership. The TI movement also includes **Individual Members (IM)**, many of whom are anti-corruption activists of international standing. TI also benefits from the contribution of a network of volunteer senior advisers.

The **International Secretariat** oversees the implementation of TI's international agenda, coordinates TI's regional work, supports national chapters and acts on behalf of the TI movement as a whole as the agent of the Board.

Among other tasks, the TI International Secretariat supports the accreditation and review of TI national chapters, the leadership of the Board of Directors and the running of the Annual Membership Meeting. It also promotes internal communication within the TI movement. In addition, the TI Secretariat assists those national chapters, Individual Members and TI Secretariat staff that act in particularly difficult political environments, by establishing appropriate support mechanisms.

Governance within Transparency International also includes a **conflict of interest policy** and **codes of conduct** for the International Board of Directors, International Secretariat and all national chapters. Members of both the International and national chapter Boards are required to compile a **register of interests**. An **Ethics Committee** led by the International Board of Directors also provides a forum for advice on ethical questions for the TI movement.

5. STRATEGIC GOALS

Even after a decade of driving progress and achieving success in the fight against corruption, we at Transparency International are keenly aware that significant challenges remain. We are committed nonetheless to the core values and principles that have guided our work from the inception of our movement. According to these, attaining greater transparency and integrity requires a long-term commitment to change, one that is only possible with the awareness and support of other stakeholders and, ultimately, societies as a whole.

Taking stock of the fight against corruption, our achievements in promoting greater transparency, and the strengths of our movement, TI has refined its goals for the coming years. These goals reflect the challenges and opportunities posed by corruption around the world today, what needs to be accomplished in the fight against corruption in the coming years, as well as our role as the leading global NGO working in this field. Transparency International has therefore identified the following strategic goals to guide our efforts:

TI's anti-corruption advocacy will be increasingly focused on specific and demonstrable results with our ultimate aim to be a key force to reduce corruption around the world. Showing impact will attract more people to join our efforts and will have a positive effect on the sustainability of our work.

- i. Increase knowledge production.** TI needs to create a research base with high standards that can serve national chapters and other stakeholders to diagnose and reduce corruption risks and to improve transparency, integrity and accountability in public and private sector governance. Sound, objective and professional analysis will back our policy interventions. Increasingly, evidenced-based TI tools will support change in policy making processes, with the aim of effectively reducing corruption.
- ii. Promote anti-corruption norms and principles.** TI will continue to call for public and private institutions to commit to best practice in anti-corruption, and will work to improve the standards that guide global, regional and national institutions in their efforts to promote transparency and integrity systems. When and where these standards are codified into treaties at the international level or new laws and regulations at the national level, TI has a major role to play in monitoring their implementation, lending our weight as a movement to the efforts to hold to account those responsible for their enforcement.
- iii. Enhance dynamic communication and knowledge sharing.** TI will seek to build stronger communication linkages across the TI movement, in order to take advantage of our global outreach and local experience. TI will make maximum use of its anti-corruption knowledge gains, problem-solving techniques and our tools and strategies.
- iv. Cultivate strategic partnerships.** The broadening interest in our work, and in our contribution to policy change, requires that we establish strategic partnerships to maximise our anti-corruption approach in a whole array of public and private sector arenas. Pursuing strategic partners helps us to be better positioned to link anti-corruption to emerging issues in the development, environmental and security agendas. Such partnerships with a range of organisations and institutions will remain a key aspect to continuing TI's work in coalitions against corruption.
- v. Reach a broader base of citizens.** As a movement, TI aims to improve social and economic conditions, by reducing the way corruption and lack of transparency ruins lives and livelihoods. We believe our mission is one that citizens around the world will increasingly embrace, and we will explore new

avenues to engage with the broader public. Public awareness of our work and support for its goals will help keep the fight against corruption on political agendas around the globe.

- vi. **Monitor global trends.** Changes in the global policy agenda will have an impact on TI's mission and relevance. TI will monitor the wider political, social, economic and technological trends that create both obstacles and opportunities for our work. By continually taking stock of the global policy climate, TI will maintain its leadership, thereby maximising our effectiveness and maintaining our focus on reducing corruption around the world.

6. Achieving Our Strategic Goals

To accomplish its mission and implement its vision, and given the strategic goals highlighted above, Transparency International will create new emphases on established ways of fighting corruption. We will build on existing knowledge, relationships and approaches to create the momentum and capacity necessary to achieve the goals set out in this strategic framework. We will do so through the following:

i. National chapters: Advancing the TI movement

National chapters are the core of the TI movement. It is their work – offering local-rootedness, creating synergy and dynamism for TI as a whole, and allowing innovation – that enables TI to advocate and achieve on a number of fronts.

In the coming years, the TI Secretariat will continue to focus a significant part of its work on facilitating national chapter development. TI-S will strengthen the institutional and programmatic capacity of national chapters. TI-S will also support national chapters in their efforts to make more explicit their aims and objectives, their tools and programming, via the development of strategic plans, based on the present Strategic Framework.

When necessary, TI-S will help strengthen the capacity to take action on corruption in those national chapters in greatest need. The Secretariat will provide training and facilitate exchange with other national chapters, will advocate on behalf of weaker national chapters with donors and relevant stakeholders, and/or explore other means to help them build and maintain a minimum executive base. Well-established national chapters will be encouraged to collaborate in the task. The Membership Accreditation Committee will be involved and consulted when relevant.

TI national chapters will promote the knowledge sharing that makes it possible for TI to continue to lead the fight against corruption. The Secretariat will be proactive in facilitating knowledge sharing processes; however, the whole movement is responsible for the success of this enterprise.

The TI movement recognises that the strength and credibility of TI national chapters are key to TI's protection of its reputation and brand, and to keeping TI a legitimate and respected interlocutor in the fight against corruption. It is with this awareness that TI national chapters will work as the pre-eminent civil society force for anti-corruption efforts in their country.

ii. Research and Tools: Focusing on diagnosis and policy change

TI has been in the vanguard of knowledge and tool production in the anticorruption field in the past decade. As we move forward, TI will produce a robust and relevant research base as the engine for our advocacy work, both at global and national levels. Research and the

demand for change that stems from it will underpin our priorities and objectives as a movement.

The TI movement will continue to carry out an array of global, sectoral, national and local research. It will nonetheless move from a limited set of tools focusing on awareness-raising to those that provide analysis and diagnosis, offering the basis for policy change. We will continue to pursue many avenues of research, with the aim of increasing the base of evidence to guide reform and reduce corruption around the world.

A variety of TI anti-corruption tools are being applied worldwide. Many TI national chapters have taken the lead in the development and adaptation of research on corruption and transparency, and more than 80 anti-corruption tools have been employed by national chapters to date. The entire TI movement benefits from this innovation. The TI Secretariat will prioritise sharing these findings and methods with both the TI movement and our stakeholders. TI also needs to assess what works in the fight against corruption and evaluate how our tools have impact.

Corruption is a complex phenomenon, and measuring it a difficult endeavour. Nevertheless, the TI movement recognises the crucial role of providing sound empirical evidence on corruption and the fight against it. While we want to understand corruption and its causes, we also need to assess what works in the fight against corruption and how our tools can be best used to promote change that has maximum impact in reducing corruption. Throughout our efforts to develop research and tools, our aim is to build and strengthen integrity systems, providing long-term improvement in transparency and accountability for societies.

iii. Strategic Advocacy: Identifying and achieving targets

TI will emphasise the strategic aspect of our advocacy efforts. We will take a proactive approach to setting and achieving advocacy goals. Given our accumulated knowledge in the anti-corruption field, our base of contacts around the world, and our capacity to mobilise broad-based commitment to the fight against corruption, the TI movement is now well-placed to make its advocacy work increasingly strategic in nature. This means identifying and tackling our advocacy targets with pro-active planning, the capacity to capture and measure impact and outcomes, and a clear definition of success in our work.

In so doing, TI will continue its success as an advocacy organisation, at global, national and regional levels. From the entry into force of the UNCAC, OECD as well as regional conventions to the carrying out of integrity pacts to the establishment of Advocacy and Legal Advice Centres (ALACs), TI's advocacy has achieved considerable results and paved the way for many follow-on efforts.

By moving towards advocacy that is strategic in nature, we will not undermine the flexibility and capacity to respond quickly that exists in our movement. These will always be required. However, with a strategic advocacy approach, the TI movement will be better equipped to plan, carry out and assess its work, based on an explicit set of goals. Strategising for success in our advocacy work will increase the sustainability of our work. It will provide the clear targets and results that will serve us and our stakeholders and it will enable a stronger basis for engaging with the public at large, who may yet need to be convinced that such efforts can make a difference.

iv. Global Priorities: Deepening our expertise and impact

As part of our Strategic Framework in 2003, the TI movement identified a limited number of Global Priorities as key to tackling corruption. TI chose these priorities based on their importance and relevance in the fight against corruption, taking into account the status of anti-corruption efforts and broader trends in corruption. The Global Priorities also reflected

the work being carried out within TI at global, regional and national levels. Given our experience in the anti-corruption field, TI felt these were the areas in which our movement had the capacity to make the greatest impact.

These selected Global Priorities have guided our work since 2003 and will continue to do so. Within the Strategic Framework 2008-2010, the TI movement will commit itself to building further capacity in the Global Priorities, based on enhanced knowledge sharing within the movement, creation of new partnerships and coalitions, and the generation of further global, regional and national tools and initiatives.

Further, our efforts in the global priorities, outlined below, will be more directed toward policy change, which we will achieve by setting strategic advocacy targets. Taken together, these measures to deepen our efforts in the global priorities of the TI movement will enable us to measure our impact, in terms of increasing transparency and reducing corruption. TI's global priorities include:

- ***International Conventions against Corruption***

Strategic Goal: To secure strong, effective and legally-binding international anti-corruption rules and standards, including promoting their enforcement by governments and monitoring progress in such.

Corruption is a cross-border problem. Solely national-level solutions can be incomplete and are complemented by international agreements. TI will advance the capacity of anti-corruption conventions, internationally agreed upon rules and standards to reduce corruption. In particular we will actively promote the implementation, enforcement and monitoring of the landmark UN Convention against Corruption (2003); African Union Anti-Corruption Convention (2003), Council of Europe Conventions against Corruption (1999), OECD Anti-Bribery Convention (1997) and Inter-American Convention against Corruption (1996). We will maintain productive dialogue with those governmental bodies responsible for convention implementation and enforcement and work to increase the participation of civil society in our monitoring efforts. Special emphasis will be made in this work to promote civil society's role in the recovery of stolen assets and on the role of the judiciary in enforcing anti-corruption laws.

- ***Public Sector Integrity***

Strategic Goal: To enhance integrity, transparency and accountability in public institutions.

Corruption in the public sector robs people of their access to decent livelihoods. TI will promote public sector integrity by focusing on curbing corruption in public contracting, combating judicial corruption and promoting revenue and expenditure transparency. TI will also increasingly work in the areas of public service delivery and local government integrity.

Corruption in public procurement considerably increases the cost of the provision of services, which constitute a major proportion of public budgets. Curbing corruption in procurement allows for the provision of good quality services at fair costs. TI will cooperate with relevant organisations at the global level in strategies to strengthen countries' standards and practical abilities to better prevent corruption in public contracting. Through the development and implementation of tools and application of best practices, we will seek to enhance civil society's capacity to better monitor performance of public contracting at national and local levels. We will work in coalition with other civil society organisations, public institutions and business associations

committed to strengthening more effective, efficient and transparent public contracting environments, with greater access to information as a key component.

TI will also work on combating judicial corruption, focusing on both the independence and accountability of the judiciary. The judiciary must be effective to achieve adequate integrity systems, and therefore judicial reform must address both undue political influence in judicial appointments and decisions and create conditions for judges that reduce the pressure for petty bribery. TI will also hold magistrates accountable for their decisions.

In order to improve revenue and budget expenditure transparency it is vital to strengthen the accountability of decision-makers. To secure meaningful accountability there has to be adequate information about revenue income and expenditure. TI is working towards setting standards for revenue transparency, ways to measure revenue transparency performance and diagnose areas for improvement, as well as advocating the use of revenue transparency standards and measures of performance by companies, rating agencies, investors, government regulators and civil society.

- ***Reducing Corruption in Politics***

Strategic Goal: To safeguard the integrity of political office and democratic political processes, by countering the abuse of entrusted political power and stemming the undue influence of money and private interests in politics.

Corruption in political systems fundamentally undermines all other anti-corruption efforts. Too many politicians and governments around the world have been swept to power on anti-corruption platforms, only to see promises of reform replaced by grand corruption. Further, political corruption undermines public support for democratic process. TI will seek to prevent corruption in political systems, and work to monitor, strengthen and set standards for political transparency and integrity. Depending on the national context, this involves the strengthening of sound regulations of political finance and civil society's role in its monitoring, via increased access to information; building coalitions and coordinated action on safeguarding political processes including elections; creating better knowledge and integration of anti-corruption into the efforts of state building; or developing shared values around political transparency and democratic accountability.

- ***Corruption, Poverty and Development***

Strategic Goal: To prevent corruption that perpetuates poverty and leads to unequal development.

Corruption in development continues to trap millions of people in poverty. TI will use its national integrity system framework to address the fundamental causes of corruption whose impact marginalises the interests of the poor. We will bring together and participate in coalitions that strengthen governance and increase accountability at the international, national, local and grassroots level. We will build on international standards set in international as well as regional conventions and further develop our ongoing work in certain sectors, such as education, water security and humanitarian assistance, as well as strengthen our key approaches, including risk-assessments, the monitoring of public expenditure, global initiatives (such as the MDGs) and advocacy for sector reforms to counter corruption. Special attention will be given to enhancing anti-corruption work in local government, as it relates to those services most critical for the poor.

- **Enhancing Anti-Bribery Standards in the Private Sector**

Strategic Goal: To encourage and support responsible business behavior through the adoption and implementation of anti-corruption policies and programs.

Corruption in the private sector undermines economic growth and development. TI will seek to stem the supply of bribes in the global market place, creating a climate for investment, trade and growth that can lift countries out of poverty. Not only does the business community have a significant role to play in putting an end to corrupt practices, but the benefits of reducing corruption risk are in the interest of business itself, by creating a more secure and stable market. We will engage with business to raise awareness and create incentives for responsible company behavior and provide tools to assist companies in the detailed implementation and monitoring of systems to prevent bribery and corruption. Special attention will be given to vulnerable business sectors, such as the extractive industries, the defence and the construction sector, to promote anti-corruption systems that are sustainable, and to financial markets, where combating money-laundering is crucial to stem the international flow of corrupt funds.

- **Promoting Integrity in Education**

Strategic Goal: To promote accountable education policies and practices, as well as the importance of education to the development of high standards of professional and personal integrity.

Anti-corruption education is a vital and necessary component of any anti-corruption strategy. Education builds citizens' expectations and enforces demands for accountability. But when the education system itself is corrupt, how can children learn the values that underlie a transparent and accountable society? When money counts more than knowledge in the quest for a diploma, studying and learning lose their purpose. As such, TI will focus on both anti-corruption education and on corruption in the education sector.

v. Regional Priorities and Programmes: Tailoring priorities for regional needs

In addition to Global Priorities, TI national chapters have established a vibrant body of effective cooperation by setting regional priorities and participating in regional programming, as co-ordinated by geographically-oriented Regional Departments at the TI Secretariat.

In the coming years, the TI Secretariat and the national chapters will together develop the strategies, tools and partnerships to achieve maximum effect in these areas. In addition, the TI Secretariat will service the movement by sharing approaches across regions and creating the capacity for cross-regional work, where appropriate and where requested by the movement. TI's regional priorities and programmes are as follows:

Africa and Middle East

In the context of sharper debate about aid flows to Africa and reform efforts in the Arab world, TI's national chapters in both Africa and the Middle East jointly identify the importance of promoting the ratification and effective implementation of the United Nations Convention against Corruption (UNCAC) as the basic structure underlying all efforts to promote transparency and accountability across the region.

national chapters and partners in the Middle East and North Africa have elaborated

detailed recommendations about the UN Convention's provisions on anti-money-laundering measures, whistle-blower protection and the creation of a Convention monitoring mechanism. They have been effective advocates at the international meetings with the UN and the G-8. In Africa, TI national chapters utilised both the UNCAC and the African Union (AU) Convention on Preventing and Combating Corruption and Related Offences as the yardstick to review the legal framework needed to fight corruption. Across the continent, chapters are pooling their strengths to support electing quality representatives to the African Union's new Economic, Social and Cultural Council (ECOSOCC).

Many TI chapters in the Middle East prioritise partnership with the private sector, developing codes for corporate governance (Lebanon), codes of conduct (Palestine) and hosting round-table discussions on integrity (Bahrain, Morocco). On the African continent, regional cooperation has been strengthened as TI Zimbabwe coordinated a series of five studies (Botswana, Mozambique, Swaziland, Zambia and Zimbabwe) to provide a holistic understanding of where the weaknesses lie in the National Integrity Systems and informing the development of national anti-corruption strategies. Further ground-breaking studies in the Democratic Republic of the Congo, Cameroon, Equatorial Guinea, Mauritius and Rwanda round out the regional picture.

Chapters in both Africa and the Middle East highlight access to information, access to education and budget transparency across both regions, including a "Show Me the Money" study providing a critical analysis of reports by the Auditor General in Zambia, and budget monitoring projects in Kenya, Senegal and Morocco. In seven countries (Ghana, Madagascar, Morocco, Niger, Sierra Leone, Uganda and Senegal), assessments are being launched to uncover how resources are diverted from governments' primary education budgets.

TI national chapters in both the Middle East and Africa recognise a need to consolidate institutional strengths and therefore emphasize joint work in meeting their own high standards for internal governance.

The Americas

As we enter the second decade of existence of the Inter-American Convention against Corruption, TI chapters in the Americas will continue to promote and monitor the effective implementation and enforcement of this key hemispheric anti-corruption framework. Pushing for improved mechanisms of intergovernmental peer review that include civil society perspectives will continue to be high on the chapters' agenda in cooperation with other NGO networks in the Americas.

Alarmed by the low levels of credibility and effectiveness of democratic institutions across Latin America and understanding corruption as fuelling persisting inequality gaps and violence, TI chapters in Latin America stand behind the common objective of promoting accountability of their political systems. Based on a long tradition of cooperation, the TILAC chapter network will continue to monitor the influence of money and private interests on politics and work together with political parties, parliaments, electoral authorities and other stakeholders to ensure public policy-making is accountable and caters to citizens' interests.

In addition, Latin American chapters will continue to work, both in cross-border initiatives as well as in key country projects, towards improving local government integrity systems, ensuring effective and needs-based resources management through

transparent public contracting processes as well as increasing the business community's engagement in anti-corruption. Advocacy work will continue to be rooted in sound diagnosis, as Latin American chapters have pioneered a range of corruption and transparency assessment methodologies in key sectors and institutions at all administrative levels. As in the past, the TILAC network aspires to continue being an effective space for mutual learning, innovation and regional agenda setting.

Bound by similar contexts and challenges, TI chapters and contacts in Central America will join forces to push for the implementation of the Central American President's Declaration against Corruption as well as other anti-corruption commitments. In light of the lack of sound official data, the TI-led Central American Anti-Corruption Resources Network will continue to produce indicators and analysis to guide reform on the Isthmus.

TI chapters in North America will continue to work with companies, governments and other organizations to increase compliance with international anti-corruption agreements and standards and leverage support for anti-corruption efforts in the global south. Promoting legislative ethics and accountability at home will continue to be high on their agenda. TI will also seek to increase its presence and visibility in the English speaking Caribbean.

Asia and Pacific

Across Asia Pacific, three common needs have been identified among chapters, leading to three important areas of work.

First, the need to go beyond perception, and measure occurrences of corruption has manifested itself by numerous indexes that have been developed by chapters, and in the interest many chapters have demonstrated towards the concept of *Advocacy and Legal Advice Centres*.

Second, the need to measure the effectiveness and contribution of anti-corruption efforts and reforms – undertaken by government, public sector, business, and civil society – has been recognised as essential for chapters to further engage in evidence-based advocacy and sustain their credibility in a changing anti-corruption environment. This was demonstrated by the unanimous support chapters extended for the regional programme proposal developed on *Measuring Contribution of Anti-corruption reforms and Building Demand for Effective National Integrity Systems in Asia Pacific*.

Third, the need to extend TI's expertise to tackle corruption in the abuse and exploitation of Natural Resources. This is an area where corruption undermines efforts towards sustainable usage of natural reserves, accelerates the erosion of national institutions and facilitates state capture. Sector-specific approaches to corruption in the forestry, fisheries, and water sectors are emerging as new priority areas for TI chapters and will be supported by the *Water Integrity Network and the development of a long term regional programme in corruption in forestry*.

In the Pacific, the Eight Principles of Accountability agreed to at successive forum meetings have not been implemented by any pacific government. The TI secretariat in cooperation with the Pacific chapters will renew efforts to ensure that the principles are implemented. At the same time the UNCAC will be promoted as a leading regional instrument to promote transparency, accountability and integrity in the region, and an important platform and area of work for the chapters. The mobilisation of coalition partners combined with the promotion of greater awareness and citizen participation are common strengths and approaches used by chapters in the Pacific to create demand

for better governance and stop corruption.

In South East Asia, raising awareness about corruption beyond urban communities through innovative media initiatives and dealing with corruption at provincial and local government levels are important areas of work for most chapters in the region. Tackling corruption in the judiciary, public procurement, and promoting ethics in the private sector are other priority areas of work for the region.

In East Asia, the expertise held by chapters in public sector management allows them to address corruption in both public service delivery and public contracting. Coalition building and the mobilisation of youth against corruption have been mastered by TI Korea and need to be extended to other chapters. Though domestic bribery and corporate governance remain essential areas of engagement, foreign bribery, within and beyond Asia Pacific, has emerged as a new priority area which chapters and APD are seeking to address through the development of a regional programme in 2008.

In South Asia, corruption in the judiciary and in procurement processes are pressing issues to be tackled in the region. The five chapters are developing specific projects in these areas. As a cornerstone for their work, chapters call for greater transparency in government processes and advocate for access to information legislation in their respective countries. Adamant that political corruption remains the backbone of poor governance in their South Asian region, chapters work with APD to bring the expertise gained by TI in Latin America on corruption in political party financing to South Asia.

Europe and Central Asia

The enlarged EU dominates the European political landscape. Corruption and lack of public transparency are still areas of great concern in the EU. The need to combat corruption internally and internationally ensures that corruption is an important issue on the EU agenda. In South East Europe, where many countries are in transition towards liberal democracy, higher standards of good governance in politics and business are urgently needed. In Central Asia, reforms have yet to be introduced in energy-rich countries that will make government transparent and more accountable to their publics. Delay of reforms in Central Asia increases the risk of social disintegration and dampens the appeal of the region to foreign investors.

With most of the OECD countries in this region, monitoring the OECD anti-bribery convention remains one of the key priorities for national chapters. Other key priorities for TI national chapters in Europe and Central Asia are reducing corruption in politics, including the fight against state capture; curbing corruption in public contracting and enhancing anti-corruption standards in the private sector. Another priority is to establish new Advocacy and Legal Advice Centres (ALACs), to provide tangible help to the victims of corruption and to strengthen citizen participation in the fight against corruption.

Some of the region's national chapters have taken the lead in multi-country or even global projects: TI UK's project 'Defence Against Corruption' cuts across continents and involves a number of other national chapters. TI Germany's and TI Latvia's huge public construction monitoring projects will inform and enrich the entire movement.

TI national chapters also advocate reform in the EU to increase transparency and accountability in policy formulation and allocation and management of EU funds. In the framework of further accession negotiations with SEE countries and the EU

'neighbourhood policy', TI national chapters will promote anti-corruption reforms in non-EU countries as well. In both areas, TI's work is organized by Working Groups set up by interested national chapters and TI-S.

vi. Anti-Corruption Coalitions: Enhancing our reach to stakeholders

TI will increase the building of coalitions around its anti-corruption efforts. TI has always sought to include as many stakeholders as possible in our work. TI develops coalitions with actors from all sectors of society genuinely seeking change. It works with high-profile individuals and decision-makers, NGOs, think-tanks and other institutions.

Indeed, we actively pursue allies from all spheres, public and private, to build our anti-corruption coalitions. In so doing, we enable a variety of groups with often differing perspectives to participate in our efforts, to inform and learn from one another, and to strengthen the ranks of those fighting against corruption. This in turn can help build broad-based public pressure to stimulate demand for anti-corruption reform.

Building coalitions against corruption in a country or an industry sector has been one of the key successes in our work. Such coalitions enable us to create an anti-corruption network that is much more than the sum of its parts. Coalitions provide a knowledge base and dynamism for our work that help us to reach our goals. As the challenges and complexity in our work increase – and the demands on our participation in a range of arenas, from environmental policy to financial services, also increase -- the sustainability of our work, aims and goals will depend on building successful alliances and cultivating long-term, committed coalition partners. TI will therefore continue to create new strategic partnerships in years to come, adding to the richness of our established coalition-building approach.

vii. Financial Resources: Diversification and growth

Fundraising provides the means by which TI turns its ideas and principles into actions. In order to support the world-wide impact of the movement, increasing its financial independence and robustness, TI will seek new and innovative approaches to raising capital, share experience, information and knowledge on fundraising and increase cooperation in all types of fundraising across the TI movement.

To implement the Strategic Framework 2008-2010, Transparency International will expand our current resource base that has enabled TI's success to date. Emphasis will be placed on the diversification of funding sources. More specifically, we will:

- Raise the necessary resources to deliver the programmatic work in pursuit of our mission and strategic vision
- Use the increased diversity of funding sources to strengthen our financial independence
- Demonstrate transparency in our finances and improve accountability to our various stakeholders and constituencies.

The TI Secretariat has a particular role to play in assisting the movement to pursue its strategic goals. In pursuing a variety of funding sources, TI must seek safeguards against risks of conflict of interest or potential reputational damage.